



Long Term Financial Plan 2021/22–2030/31



City of Ryde

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
INTRODUCTION	5
LONG TERM FINANCIAL SUSTAINABILITY	8
LTFP FINANCIAL MODEL SCENARIO 1 – BASE CASE	13
LTFP FINANCIAL MODEL SCENARIO 2 – PROJECTED GROWTH 25,000	19
KEY PERFORMANCE INDICATORS - FIT FOR THE FUTURE	21
CONCLUSION	28
APPENDIX 1 – BASE CASE FINANCIALS	29
APPENDIX 2 – GROWTH CASE FINANCIALS	34
APPENDIX 3 – RYDE CENTRAL FINANCIALS	Error! Bookmark not defined.

EXECUTIVE SUMMARY

The City of Ryde is committed to sustainable long term financial management. This means achieving operating surpluses, servicing debt without compromising services, prudent funds management, managing operating costs and identifying new income producing opportunities. This commitment is critical to achieving the community's aspirations as espoused in the Community Strategic Plan.

This document examines the context of the long term financial planning framework for local government and the principles and assumptions that underpin the long term financial forecasts as presented in the two scenarios within this Plan. The Long Term Financial Plan (LTFP) forms part of Council's "Resourcing Strategy" incorporating the Workforce Management Plan (our people), the Information and Communications Technology Plan (our technology) and the Asset Management Plan (our assets).

The LTFP is a tool aimed at assisting decision-making and forecasting Council's future financial position. It is not intended to be set in stone – it is a guide for future action. The modelling that occurs as part of this plan will attempt to help Council to mitigate any future financial risks and ensure prudent long term financial planning. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The overall objective of this iteration of the LTFP is to ensure that the Council remains financially sustainable and capable of meeting the challenges of growth and community expectations in to the future.

Given these challenges, this LTFP examines two scenarios:

1. The Base Case Scenario (founded on 'current state')
2. The Growth Scenario (focused on 'future state')

The Base Case Scenario is a "current state" scenario underpinned by assumptions for maintaining existing service levels. The Growth Scenario examines the likely impacts of growth using a range of assumptions as well as changes to the Base Case sensitivity analysis, risk assessment and financial performance measures.

The LTFP is assessed against a range of performance measures that inform the success of the plan and the ability for Council to meet its financial management objectives, asset management obligations and quality service delivery standards. The LTFP will be continually monitored and updated annually as part of Council's commitment to the delivering the aspirations as espoused in the Community Strategic Plan.

INTRODUCTION

Our City

The City of Ryde has a rich history with the traditional Aboriginal owners of the land being the Wallumedegal clan of the Dharug people.

Our city is located in Sydney's north-western suburbs 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cove River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services. The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our city includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

The City of Ryde Local Government Area (LGA) encompasses a total land area of approximately 40 square kilometres, including waterways and parklands. Also within the City of Ryde LGA sits:

- Macquarie Park Business Park,
- 4 town centres
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- 13,360 local businesses,
- 5 public libraries,
- 27 primary schools and nine secondary schools
- 5 hospitals.

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated major centre of Sydney and faces the same challenges as detailed in The Department of

Planning and Environment's 'A Plan For Growing Sydney.' Our city is part of an ever changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Domestic Product.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows Council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. Importantly, the Long Term Financial Plan draws upon the requirements of other Resource Plans such as the Asset Management Plan, Workforce Plan and Information and Communications Technology Plan. Together these four Plans represent Council's resource response to the Community Strategic Plan, Ryde 2028.

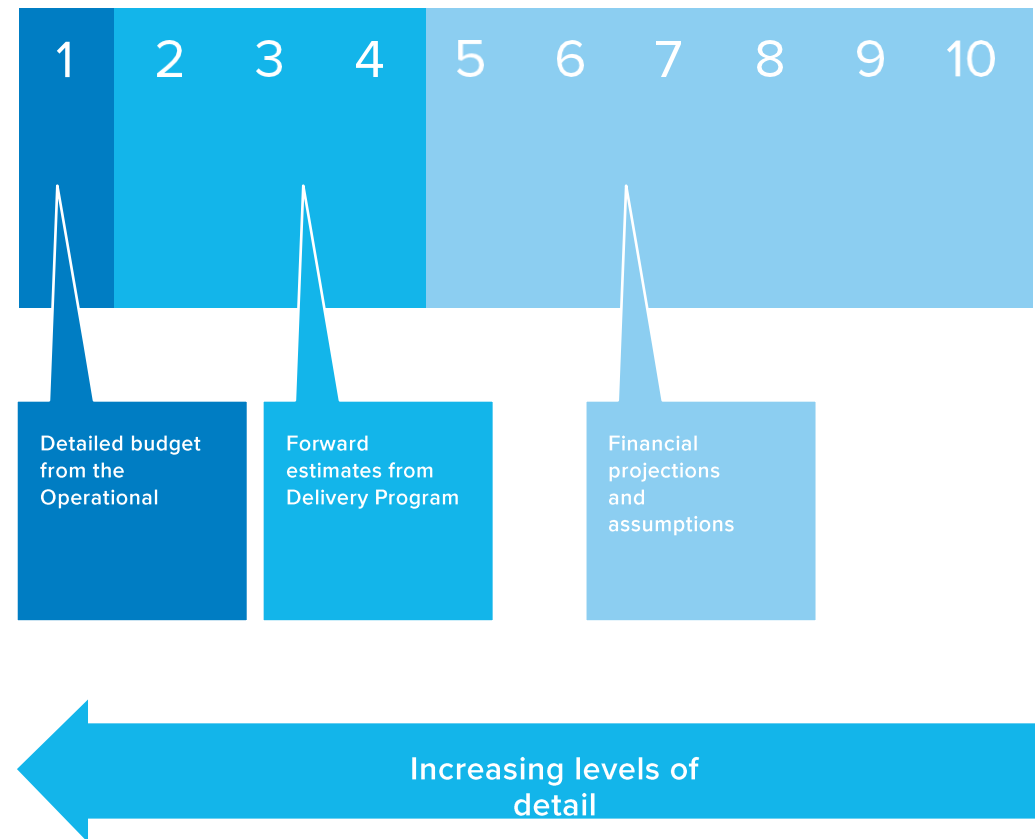
Long Term Financial Planning

This ten-year LTFP forms part of the NSW Local Government Integrated Planning and Reporting Framework requirements of Council. The formulation of the LTFP is underpinned by the following key elements:

- Planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis (factors/assumptions most likely to affect the plan)
- Financial modelling for two different Scenarios
- Methods of monitoring financial performance.

The LTFP is reviewed and updated annually to align with Council's Operational Plan and Delivery Program. The ten year planning process is illustrated as follows:

Long Term Financial Plan – Ten Year planning spectrum



Purpose of the Long Term Financial Plan

The primary purpose of this LTFP is to facilitate effective financial decision-making to financially align the outcomes, goals and strategies that underpin the vision in the Community Strategic Plan:

The place to be for lifestyle and opportunity @ your doorstep.

This plan will model the financial implications of the Community Strategic Plan and Delivery Program, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within known constraints.

Challenges and Opportunities

Council's Community Strategic Plan highlights the many challenges and opportunities for the City of Ryde, including:

- Our growing population
- Our changing population
- Our part in Sydney's future
- Valuing our cultural heritage
- Managing traffic and congestion
- Adapting to climate change.

LONG TERM FINANCIAL SUSTAINABILITY

How do we define long term financial sustainability?

A financially sustainable council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without imposing special rate increases on future generations. This definition has been translated into five key financial sustainability principles which Council is committed to.

- Council should aspire to achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure
- Council should **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements
- Council should have an appropriately **funded capital works program** where the source of funding is identified and secured for both capital renewal and new capital works
- Council should **maintain its asset base** by renewing ageing infrastructure which is identified, and by ensuring cash reserves are set asides for those works which are yet to be identified
- Council should aspire to achieve **the benchmark financial performance** over the period of the plan.

The 2021 review of the LTFP highlights that Council is projected to be on track to be financially sustainable in the short, medium and longer term. This iteration of the LTFP has not factored in COVID-19 related impacts of the current social distancing restrictions as it was not factored into Council's adopted Operational Plan (due to the timing of the latest COVID-19 outbreak). Any COVID-19 related impacts on Council's budget will be adjusted in the next iteration of Council's LTFP as the City of Ryde adjusts to living with COVID-19.

How is long term financial sustainability measured?

Council must report annually the following financial indicators (prescribed by the Office of Local Government) as a part of the its Annual Financial Statements audited by the Audit Office of NSW. These performance measures are replicated in Council's Long Term Financial Plan and are detailed in the following table:

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET
Operating Performance	Total operating revenue (excluding capital grants and contributions) less total operating expenditure. Divided by continuing operating revenue (excluding capital grants and contributions).	Council's achievement of containing operating expenditure within operating revenue.	>0%
Own Source Operating Revenue	Total continuing operating revenue (excluding capital grants and contributions). Divided by continuing operating revenue.	Council's achievement of containing operating expenditure within operating revenue.	>60%
Unrestricted current ratio	Current assets less all external restrictions. Divided by current liabilities less specific purpose liabilities.	Designed to represent a council's ability to meet short term obligations as they fall due.	> 1.5 times
Debt Service Cover Ratio	Operating results before capital excluding interest and depreciation. Divided by principal repayments + borrowing costs.	Indicates whether Council has excessive debt servicing costs relative to operating revenue.	>2 times
Rates and annual charges outstanding percentage	Rates and annual charges outstanding. Divided by rates and annual charges collectible.	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	<5%
Cash expense cover ratio	Current year's cash, cash equivalents and term deposits. Divided by payments from cash flow of operating and financing activities.	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	>3 months
Asset Renewal Ratio (Buildings and Infrastructure)	Asset renewal expenditure divided by depreciation.	To assess the rate at which these assets are being renewed against the rate at which they are depreciating.	>100%
Infrastructure Backlog Ratio	Estimated cost to bring assets to a satisfactory condition. Divided by total value of infrastructure, building and other structures.	What proportion the infrastructure backlog is against the total value of a council's infrastructure.	<=2%
Asset Maintenance Ratio	Actual asset maintenance. Divided by required asset maintenance.	Are the assets being adequately maintained?	>100%
Real Operating expenditure per capita	Operating expenditure divided by population.	Operating efficiency of the Council.	Declining trend over time

Financial Management at a Glance

Guidance on financial reporting and accounting practices is provided by the State Government in the form of the “Local Government Code of Accounting Practice and Financial Reporting”. Applying Australian Accounting Standard, the Code aims to provide:

- A basis for providing assistance in the interpretation and application of management reporting, accounting, auditing and financial reporting requirements of Chapter 13 of the *Local Government Act 1993*(NSW) (the Act)
- A mechanism which will ensure that appropriate accounting policies and practices are implemented by all councils.
- A basis for audit and review functions to be undertaken in the context of comprehensive and approved accounting standards.
- Reliable, comparable and readily comprehensible financial information which will be invaluable for making and evaluating decisions about the allocation of scarce resources, and which will assist in assessing the performance, financial position, finances and investments of councils.
- Enhanced accountability of councils to the community.

The LTFP has been prepared on this basis providing the following core financial reports:

- Income Statement (projected continuing operating income and expenditure)
- Statements of Financial Position (a balance sheet of assets and liabilities)
- Statement of Cash Flows (the flow of cash from operating, investing and financing activities).

The budgetary framework for the LTFP can be categorised as:

- Continuing Operations – income and expenditure
- Discretionary Projects – generally “one-off” expenditure that are non-recurring and non-capital in nature.
- Capital works – renewal, expansion and new capital expenditure on assets.

Reporting on an accrual basis of accounting, our budget identifies capital sources of income that have been brought to account in prior reporting periods such as contributions from developers. Capital sources of income are held as external or internal restrictions of cash and are effectively “drawn down” to fund future capital expenditure.

This framework enables Council to implement, manage and monitor strategies, plans and objectives to achieve the principles of long term financial sustainability.

Population Growth Forecasts

The City of Ryde population and household forecasts present what is driving population change in the community and how the population, age structure and household types will change each year between now and 2036.

The forecasts are designed to provide community groups, Council, investors, business, students and the general public with knowledge to make confident decisions about the future.

The City of Ryde population as at 2020 was estimated at 133,224 and is forecast to grow by an additional 25,000 people to 160,000 by 2031.

Other key assumptions and forecasts are discussed within each of the 2 Scenarios considered in this Plan.

Scenarios Modelled

As part of its Resource Strategy, Council explored 2 Scenario options.

1. Scenario One – Base Case

This scenario is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on rates revenue and developer contributions to fund capital works, and ongoing income streams funding the renewal of existing assets.

This Scenario has a multiple assumptions and indices (current and historical income and expenditure patterns) applied in determining future budget allocations. Growth forecasts are modest and largely based on historical trends. Similarly, growth in Council's staff establishment (Full Time Equivalent Staff) is largely reviewed and considered as part of the annual budget process and is generally limited to addressing short term critical needs.

The base scenario also incorporates Council's Civic Centre redevelopment known as the Ryde Central Project. Further details on the significance of this redevelopment will be outlined separately (Appendix 3).

2. Scenario Two – Growth Case

This Scenario is modelled using the following inputs and parameters:

- Population growth of 25,000 (based on a historical five year average annual population increase of 2.3%)
- Number of new dwellings is estimated to increase by approximately 10,000 (predominantly residential apartments/units)
- Growth in rates revenue and fees and charges income to reflect the growth in dwellings and population
- Growth in materials and contracts costs and other expenses to reflect increases in growth forecasts. An efficiency factor has been applied to the growth in materials and contracts, acknowledging the efficiency gains (economies of scale) that accrue from growth.
- Consequential changes to depreciation to reflect depreciation on new assets, and increased asset value
- Actual maintenance spend has been increased to reflect the new required levels of maintenance (including asset growth).
- Employee costs have been increased to reflect additional employee retention and development costs (to match industry benchmarks) and costs associated with an increased workforce based on a population increase of 25,000.
- An Efficiency / Productivity factor that includes a 1.0% productivity/efficiency saving for employee costs, materials and contracts and 'other expenses'.
- Construction and ongoing operations relating to a new library based at Macquarie Park.

Outcomes of Modelling

In applying the 2 Scenarios, the following high level outcomes are evident:

- Rates revenue in Scenario 2 will be higher than Scenario 1. This reflects the increase in revenue from the proposed growth in the rating base under Scenario 2
- Operating Surpluses (before Capital Grants and Contributions) increase over the next 10 years under Scenario 2
- Over half a billion dollars in capital works (assets) over the next 10 years.
- Real operating expenditure per capita is lower under Scenario 2 due to population growth and efficiency/productivity has been factored in the Scenario 2.

The Ryde Central Project

In March 2020, Council resolved to proceed with the redevelopment of the site owned by Council, referred to as Ryde Central, which previously accommodated Council's administration and civic centre in the Ryde Civic Centre Building and includes the Ryde Civic Hall located at Devlin Street, Ryde.

The scope of the redevelopment of the Ryde Central site is the creation of a number of major asset components as follows:

- A six-storey administration and commercial building in the south of the site (referred to as the 'Civic Centre'). The Civic Centre is to be used as Ryde Council's main administration building and includes a café on the ground floor, 2 floors of lettable commercial space for external tenants, 3 levels of office space for Council staff and administrative functions, a separate level for the Council chambers and publicly accessible meeting rooms, and a food outlet on the rooftop level;
- A multi-purpose community and cultural building in the north of the site (referred to as the 'community & cultural hub' CCH). The CCH contains a performance hall with seating for up to almost 700 patrons, activity rooms, meeting rooms, an art exhibition / function space, public amenities and a bar/kiosk – all designed for community and public access and use;
- Two levels of basement car parking shared between the two buildings.

- Provision of a public plaza, open space areas and landscaping throughout the site. The public plaza is to be located primarily on the western side of the site and comprises open paved areas, large grassed area, seating, alfresco dining, and landscaping. A community garden is also proposed on the northern end of the site; and
- Realignment of Blaxland Road to form a new T-intersection at Parkes Street.

The Project provides Council with an opportunity to advance the strategic priorities of Council by:

- Creating and delivering a much needed and enhanced community space which is 4 times larger than that currently provided on the site with flexibility of that space to cater for a diverse range of community needs
- Re-establishing Council's civic and administrative presence on the site through development of a new administration and Civic Centre which then negates the need for Council to rent space elsewhere.
- Enabling Council to retain 100% ownership of the site in a manner considered both affordable and feasible;
- Controlling development to ensure a thoughtful, low scale / low impact use of the site with purposefully integrated open space, landscaping and public domain; and
- Providing Council with opportunities for additional income streams from new complimentary uses leased to third parties such as additional commercial space and retail outlets.

Council has undertaken early staged works and following the awarding of the contract, Taylor Construction Group have commenced work on the project with completion currently expected in 2023. All capital and operating income and expenditure relating to the Ryde Central Project has been factored into Council's Long Term Financial Plan.

LTFP FINANCIAL MODEL SCENARIO 1 – BASE CASE

Introduction and Assumptions

The Base Case Scenario or “current state” is predicated on:

- Continuation of existing services at current service levels
- Continuation of existing levels of investment in infrastructure maintenance and renewal
- Continuation of existing income sources
- Limited growth contemplated - no new expansionary infrastructure expenditure beyond the current Delivery Program (2019-23) and only a limited number of new positions in Council’s staff establishment.

Observations

Whilst Scenario 1 provides a framework for long term financial planning and modelling purposes, its inclusion of development related growth in a strategic and deliberate manner is limited, particularly in year’s 5 to 10.

The assumptions used in Scenario 1 are sound with the vast majority of those assumptions carrying through to Scenario 2. Similarly, Risk Assessment applied in Scenario 1 is robust and much of this analysis and assessment holds true in Scenario 2.

Base Case Scenario Financial Assumptions – Revenue

REVENUE ITEM	ASSUMPTION
Rates and Annual Charges	Rates – 2.0% rate peg for 2021/22 and 2.6% onwards. Domestic Waste –2.0% increase for 2021/22 and 2.6% onwards.
User Charges and Fees	2.0% increase 2021/22 and 2.6% for 2022/23 and beyond and not including the introduction of new revenue sources.
Grants and Contributions	Income from grants and contributions is included where funding arrangements are in known. Recurring grant income tied to expenditure is increased by an index of 2.0% for 2021/22 and 2.6% onwards.
Interest and Investment Revenue	The City of Ryde’s Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders. The City of Ryde has set a budget target to achieve 0.85% above the Bloomberg Ausbond Bank Bill index.
Other Revenue	2.0% increase 2021/22 and 2.6% for 2021/223 and beyond not including the introduction of new revenue sources.

Base Case Scenario Financial Assumptions – Expenditure

EXPENDITURE ITEM ASSUMPTIONS	
Employee Costs	2.0% increase for 2021/22 and 2022/23 and 2.6% for 2023/24 and beyond. \$500K additional funding included in the LTFP from 2021/22 to 2024/25 per year in line with the superannuation guarantee rate increase.
Borrowing Costs	Borrowing costs for the Ryde Central Project have been included in this scenario.
Materials and Contracts	CPI of zero percent for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional materials and contract related costs factored in where known.
Depreciation	Depreciation has been modelled in accordance with the Asset Management Plans and statutory accounting practices. Rates will vary dependent on asset classes and components.
Utilities	2.5% increase for 2021/22 and 2.6% for 2022/23 and beyond.
IT Licensing	5.0% increase for 2021/22 and 2.6% for 2022/23 and beyond.
Other Expenses	CPI of zero percent for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional 'other expense' related costs factored in where known.

*CPI = Consumer Price Index – Sydney All Groups, Australian Bureau of Statistics.

Base Case Scenario Risk Analysis

Council's LTFP is exposed to external impacts such as legislation, technology, the environment, a changing labour force market and vendor relationships. These external factors, in combination with the ability for Council to control the overall revenue or expenditure class, help identify the risks associated with these associated items.

CLASS REVENUE	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Rates and Annual Charges	Rates - 2.0% rate peg for 2021/22 and 2.6% onwards. Domestic Waste –2.0% increase for 2021/22 and 2.6% onwards.	Rates and annual charges are the main source of Council income and fund core services including infrastructure, community services, sports and recreation, public health, environmental protection and waste collection, disposal and remediation. The NSW State Government “pegs” the maximum percentage by which rates can be increased annually. Council's ability to levy rates and annual charges are legislated under the <i>Local Government Act 1993</i> .	High	Rates – Low Domestic Waste - medium
User Charges and Fees	2.0% increase 2021/22 and 2.6% onwards not including the introduction of new revenue sources.	Impact: User fees and charges generally fall into 3 categories 1. Statutory Fees and Charges – established by the State Government. 2. Discretionary Fees and Charges 1 – Council subsidises a service by establishing fees and charges that only partially recover the costs of the service provided. 3. Discretionary Fees and Charges 2 – Council seeks to recover the full cost of the service provided.	Medium Medium Medium	Low High High
Interest and Investment Revenue	The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders. The City of Ryde has set a budget target to achieve 0.85% above the Bloomberg Ausbond Bank Bill index.	Impact: The Council has a large investment portfolio that is subject to movements in interest rates. Investments are placed and managed in accordance with the Council's adopted Investment Policy in compliance with the <i>Local Government Act</i> . As a custodian of the community's funds, the Council ensures funds are invested with the same care, diligence and skill that a prudent person would exercise.	Medium	Low

CLASS REVENUE	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Grants and Contributions	Income from grants and contributions is included where funding arrangements are in known. Recurring grant income tied to expenditure is increased by an index of 2.0%.	Grants and contributions are awarded for operating and capital purposes and are usually tied directly to services. Operating grants assist in providing important services to the community such as road safety and environmental initiatives. Capital grants contribute to infrastructure expansion and public amenity aligned to growth and development. If grants are not received, Council will generally not continue to provide that service unless an alternate funding source is identified.	Low	Low
Other Revenues	2.0% increase 2021/22 and 2.6% onwards not including the introduction of new revenue sources.	Includes revenue from parking fines, investment property rentals and employee contributions to vehicle private use. Other revenue may fluctuate as a result of fair value increments.	Medium	High

CLASS EXPENDITURE	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Employee Benefits and On-Costs	2.0% increase 2021/22 and 2.0% for 2022/23 and 2.6% onwards. \$500K additional funding included in the LTFP from 2021/22 to 2024/25 per year in line with the superannuation guarantee rate increase.	Employee costs are the largest expenditure category (40%). Council's Workforce Strategy includes actions to secure a skilled and agile workforce committed to excellence and safety	High	Medium
Borrowing Costs	Borrowing costs for the Ryde Central Project have been included in this scenario.	While Council looks to retire it's existing debt obligations, Council will look to borrow to fund the Ryde Central Project. Council will repay the vast majority of this loan obligation (interest and principal) with Section 7.11 Developer Contributions.	Medium	Medium
Materials and Contracts	CPI of zero percent for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional materials and contract related costs factored in where known.	Council's reliance on contractors is significant and reflects the need to be agile in meeting changes in service delivery demands. Contracts are managed in a procurement framework than promotes transparency and value for money principles.	High	Medium

CLASS EXPENDITURE	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Depreciation and Amortisation	Depreciation has been modelled in accordance with the Asset Management Plans and statutory accounting practices. Rates will vary dependent on asset classes and components.	Depreciation is the annualised deterioration of Council assets captured in a financial context (using a straight-line methodology). Asset classes are revalued up to every 5 years which will have an impact on depreciation. Further information can be found in Council's Strategic Asset Management Plan.	High	High
Utilities	CPI of 2.5% for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional utilities related costs factored in where known.	Utilities including street lighting, electricity, water, gas and telecommunications	Medium	Low
IT Licensing	CPI of 5.0% for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional utilities related costs factored in where known.	IT Licensing including Software Charges, Maintenance & Support Fees and Software License Fees	Medium	Low
Other Expenses	CPI of zero percentage for 2021/22 and 2.6% thereafter has been applied throughout the LTFP with additional 'other expense' related costs factored in where known.	Includes contributions to other levels of government (such as waste levies, fire control and valuation fees) and insurances. Whilst Council works closely with other levels of government, the ability to control or influence costs cannot be guaranteed.	Medium	Low

LTFP FINANCIAL MODEL SCENARIO 2 – PROJECTED POPULATION GROWTH OF 25,000 RESIDENTS

Introduction and Assumptions

Scenario 2 is predicated on:

- All of the assumptions in the Base Case PLUS:
 - Population growth of 25,000 people over the 10 year period of the plan (or 1.9% compounding growth per annum)
 - Both operating income and expenditure will increase in line with the forecast population growth (as above), however some economies of scale are assumed during the growth period
 - Expansion and new Capital Works exceeding \$282 million, funded primarily by developer contributions (via cash, works in kind or voluntary planning agreements) including a new library at Macquarie Park
 - Operating expenditure (depreciation, maintenance and operating expenses) associated with the New Capital Works (as above) will increase
 - The inclusion of a 1% efficiency saving for employee costs, materials and contracts and other expenses
 - An increase of 74 additional full-time equivalent (FTE) staff (from 539 in 2021/22 to 613 in 2030/31) to assist in servicing the growth.

Observations

Scenario 2 builds on the foundations of Scenario 1. The major difference with Scenario 2 is that it anticipates a more deliberate growth forecast that impacts Council's Operating Statement, Balance Sheet and Cash Flow Statement.

The inclusion of more than half a billion in capital works and an increase of 74 additional FTE staff has a significant impact on Council's long term financial sustainability but has a much more realistic outlook than that of Scenario 1.

Scenario 2 Sensitivity and Risk Assessment

In addition to the sensitivity and risk assessment of items identified in Scenario 1 – Base Case Scenario, the following items are considered unique to Scenario 2.

OTHER ITEMS	ASSUMPTIONS	IMPACT AND SENSITIVITY	IMPACT RATING	CONTROL RISK
Population Growth	<p>Population growth is generally reflected in an increase in the rates base (commonly referred to as supplementary rates).</p> <p>Growth in the rates base has traditionally been conservative.</p> <p>An assumed population growth of 25,000 has been established under Scenario 2.</p>	<p>Growth has a major impact on both income and expenditure forecasts. The primary income stream that benefits from population growth is rates revenue, though user fees and charges, operational grants and other revenue do increase proportionally.</p> <p>Population growth also impacts on employee costs, materials and contracts, depreciation and other expenses. An increased population places additional pressure on existing assets and services. New services, an expansion of existing services and the provision of new assets all have expenditure impacts that must be managed carefully.</p>	Medium	Medium
Expanded Asset Growth	<p>Total expanded asset expenditure of \$282 million has been included in Scenario 2 .</p> <p>These new assets will be constructed to help service the needs of the additional 25,000 population and are derived from a Draft iteration of the Section 7.11 Plan.</p>	<p>Impact: The \$282 million in new assets will not only add value to Council's Balance Sheet (non-current assets) but also its Operating Statement via additional Depreciation, Maintenance and Operating Expenses.</p>	Medium	Medium
Efficiency / Productivity Improvement Plan	<p>An Efficiency / Productivity Improvement Plan is necessary to ensure expenditure increases are moderated by targeted savings.</p>	<p>Improvement Plans provide a prudent means of focusing on efficiency targets to contain expenditure increases.</p> <p>The recommended Improvement Plan includes targeted expenditure savings in employee costs (staff turnover), materials and contracts and other expenses.</p>	Medium	Low
Workforce Expansion (FTE Staff)	<p>In light of the 25,000 additional population and their anticipated service needs, Council's workforce (full-time equivalent staff) is expected to grow by 74 FTE staff.</p>	<p>Impact: the additional 74 FTE Staff represents a 14% increase in Council's current staff establishment and equates to approximately \$7.5 million in expenditure over the next 10 years.</p>	Medium	Medium

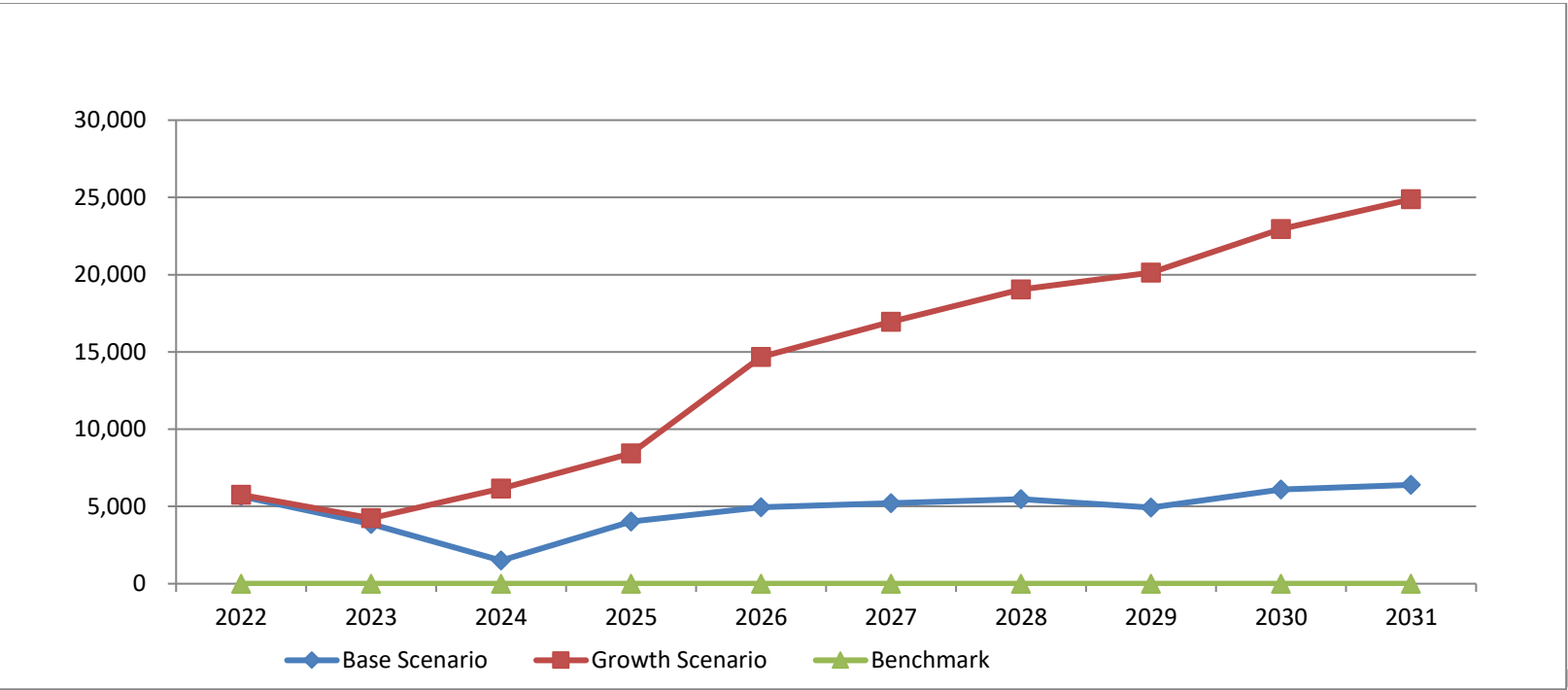
KEY PERFORMANCE INDICATORS

The following measures, indicators and ratios are provided to give the reader an insight into the relative financial impacts of the 2 Scenarios when compared with one another. Financial modelling indicates that Council will continue to perform well under both Scenarios over the next 10 years. The only exception is the Asset Maintenance Ratio. This is not considered a major issue as Council is forecasting an Asset Renewal Ratio well in excess of the benchmark. By reallocating funding from asset renewal to asset maintenance will resolve this issue.

Operating Performance (excl Capital Grants and Contributions)

This ratio measures a council’s achievement of containing operating expenditure within operating revenue. It is important to emphasise that this ratio focuses on operating performance, and hence capital grants and contributions, fair value adjustments, and reversal of revaluation adjustments are excluded.

The benchmark is greater than 0%.



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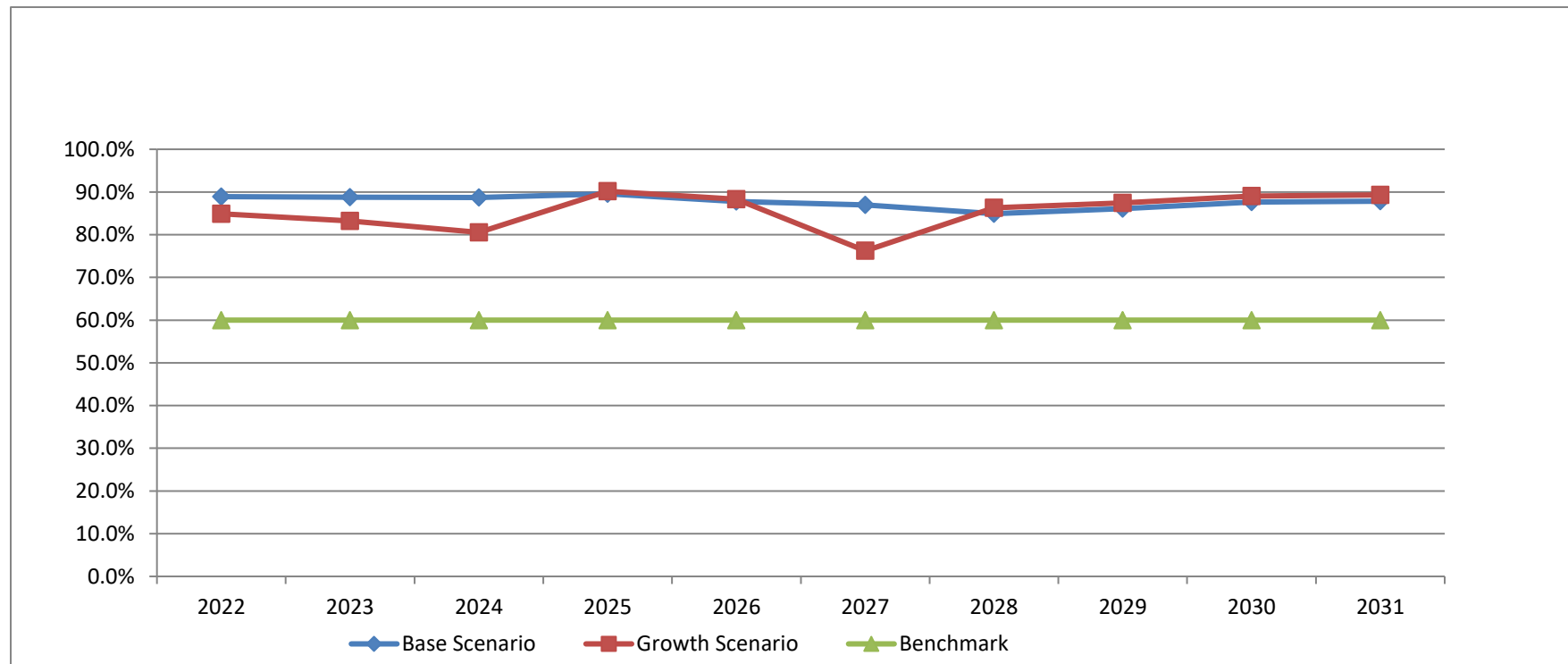
\$2.5 million Depreciation for New Office Building has been included in 2023/24, but North Ryde Office Building Lease will be expired in May 2024. This will have a non-cash impact on the Operating Surplus.

Own Source Operating Revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A council's financial flexibility improves as its own source revenue increases.

The benchmark is greater than 60%.

Own Source Revenue Ratio (General Fund) – Annual Measure

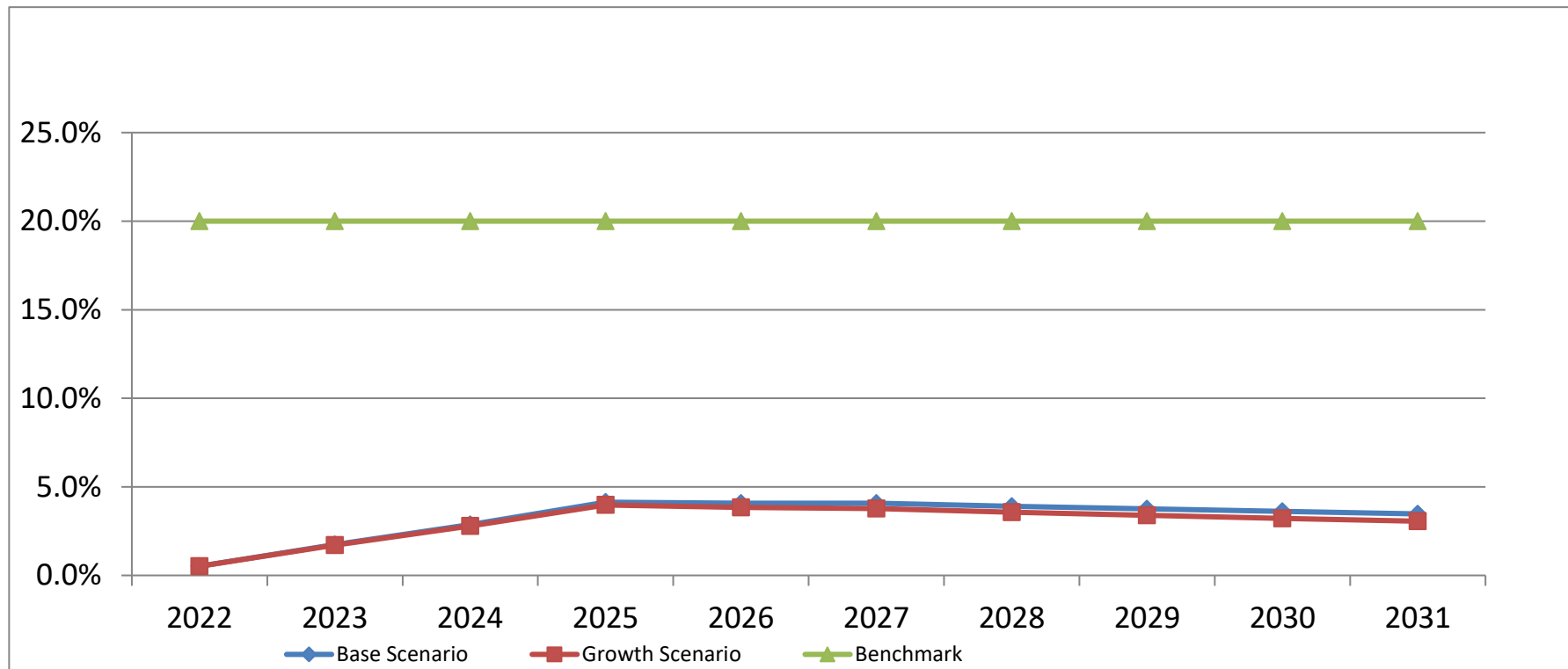


Debt Service Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

The benchmark is greater than two times.

Debt Service Ratio (General Fund) - Annual Measure



NOTE:

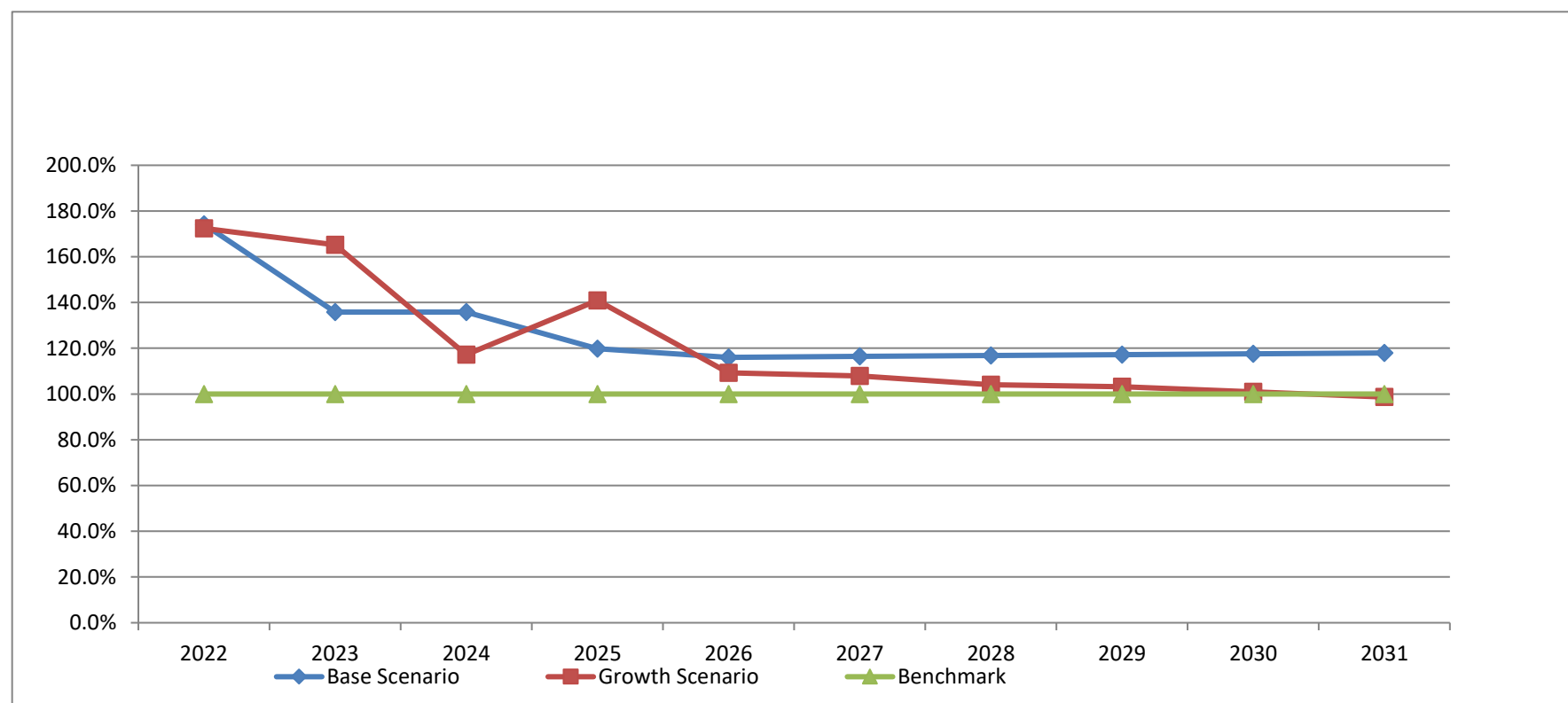
In the 2024/25 financial year, the increase in this ratio is attributed to commencement of loan service (Principal and Interest) for the Ryde Central project and potential redevelopment of 33-35 Blaxland Road Property Project

Buildings and Infrastructure Renewals Ratio

To assess the rate at which these assets are being renewed against the rate at which they are depreciating.

The benchmark is greater than 100%.

Buildings and Infrastructure Renewals Ratio (General Fund) – Annual Measure



NOTE:

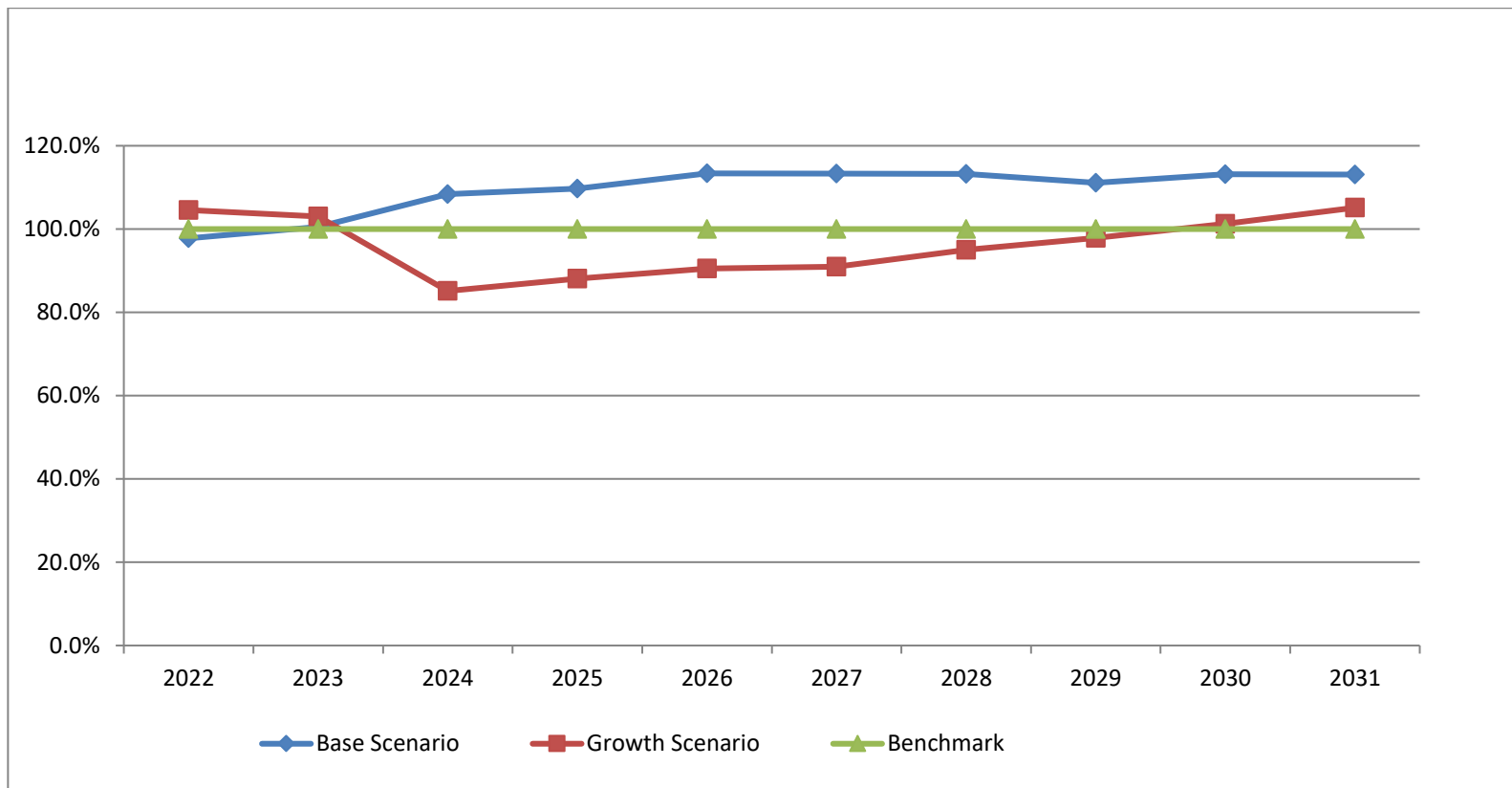
Any excess funds received could be redirected to service any maintenance shortfalls.

Asset Maintenance Ratio

This ratio highlights how much Council is spending on the maintenance of its assets in comparison to the asset maintenance required to be spent, as indicated in Special Schedule 7.

The benchmark is greater than 100%.

Asset Maintenance Ratio (General Fund) – Annual Measure



NOT:

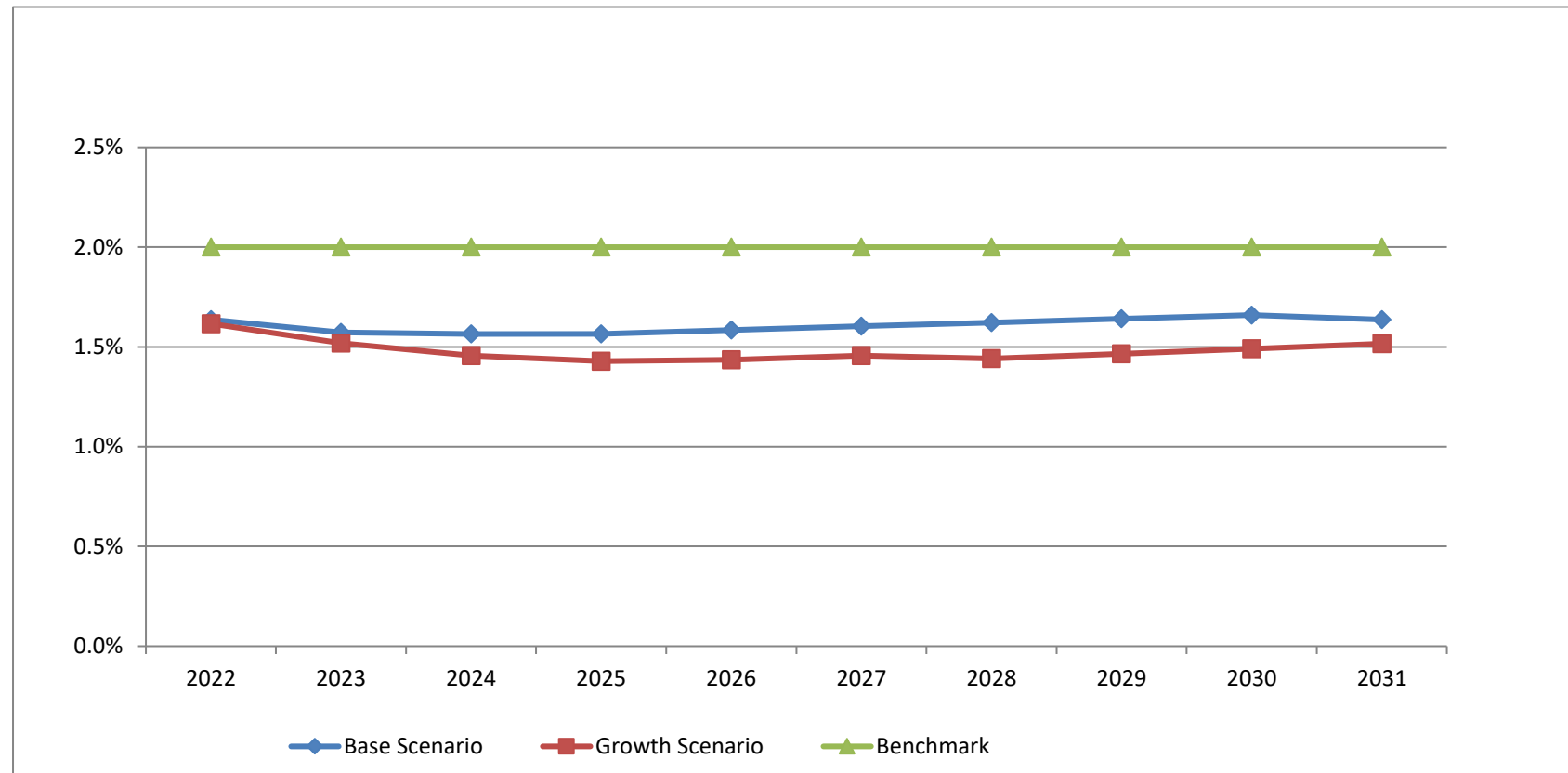
The Growth Scenario indicates the Asset Maintenance Ratio will deteriorate over the next 10 years, falling well below the 100% targeted benchmark. This will need to be corrected with a reallocation of funding from Asset Renewal (currently well above the targeted benchmark of 100%) to Asset Maintenance.

Infrastructure Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. 'Backlog' is defined as the sum of Condition 5 (Poor Condition) Assets in Council's infrastructure asset network.

The benchmark is less than 2%.

Infrastructure Backlog Ratio (General Fund) – Annual Measure



NOTE:

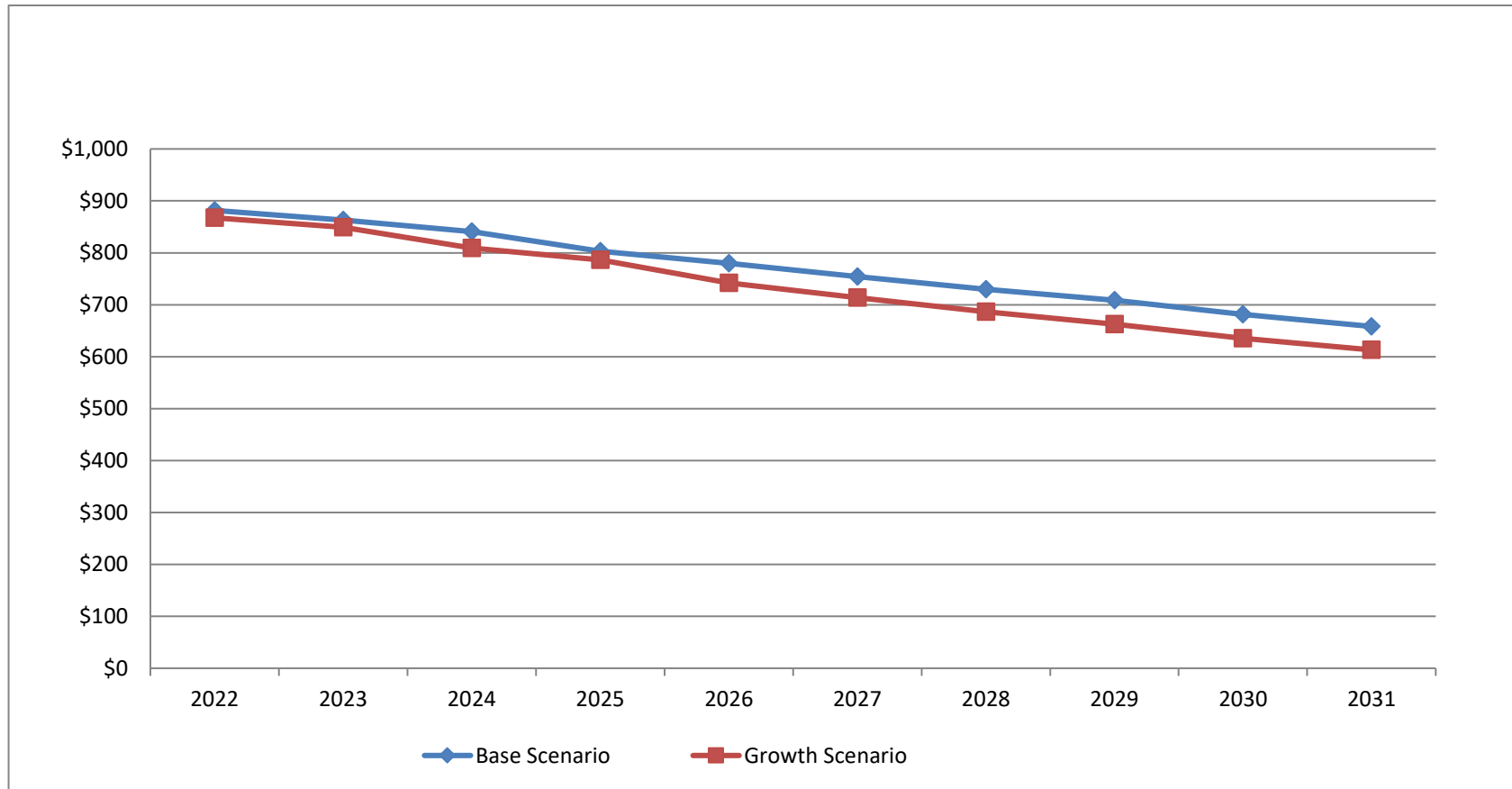
Council will continue to monitor the backlog as it collects accurate information on the condition of its assets.

Real Operating Expenditure Per Capita

This figure is a function of both total operating expenses and population.

The benchmark is for a declining trend over time.

Real Operating Expenditure per Capita (General Fund) – Annual Measure



NOTE:

Over the term of the Long Term Financial Plan, Council will achieve an efficiency of Operating Expenditure per Capita.

CONCLUSION

In this Long Term Financial Plan, Council has outlined 2 Scenarios (each with underlying assumptions) that affect Council's financial sustainability in slightly different ways. Those Scenarios are as follows:

- **Scenario 1** - This scenario is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on developer and internal reserve funded capital works, and the ongoing SRV income stream funding the renewal of existing assets.
- **Scenario 2** - This Scenario is predicated on available data indicating an additional population of 25,000 by 2028 with a direct correlation between population growth and service provision (both capital and operating) and incorporates an efficiency dividend principally the result of Council's focus on long term financial sustainability and the opportunities that are likely to transpire through economies of scale, asset optimisation and the use of technology over time.

The analysis in this Plan concentrates on the impacts of growth and measures those impacts against the Office of Local Government benchmarks over the next 10 years. This Plan acknowledges that long term financial forecasting has its limitations. Detailed assumptions, impacts and sensitivity analysis accompany the Plan in an attempt to put the modelled outcomes into perspective.

Whilst both Scenarios have varying degrees of validity, Scenario 1 is considered the most probable scenario and as such will be used as a high level guide to assist in financial decision making from 2022/23 onwards.

NOTE:

For completeness, and so that readers of this LTFP can assess council's overall financial position, the projected financial statements for both Scenarios are presented in Appendix 1 and Appendix 2 to this document.

APPENDIX 1 – BASE CASE FINANCIALS

City of Ryde 10 Year Financial Plan for the Years ending 30 June 2031		2021/2022 to 2030/2031 Base Case Scenario									
INCOME STATEMENT	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	98,714	102,242	104,900	107,628	110,426	113,298	116,244	119,266	122,367	125,549	128,813
User charges and fees	12,936	18,719	19,206	19,706	20,218	20,744	21,283	21,836	22,404	22,986	23,584
Interest and investment revenue	3,700	2,486	1,367	1,826	2,223	2,279	2,337	2,396	2,456	2,519	2,583
Other revenues	10,713	13,050	13,378	15,315	15,647	17,297	17,752	18,219	18,699	19,265	19,764
Grants & contributions - Operating	4,976	6,040	6,144	6,221	6,340	6,463	6,588	6,717	6,849	6,984	7,123
Grants & contributions - Capital	14,362	10,936	11,382	12,198	10,959	14,971	16,983	21,996	20,009	17,022	17,036
Net gain from the disposal of assets	0	100	100	100	100	103	105	108	111	114	117
TOTAL INCOME FROM CONTINUING OPERATIONS	145,402	153,573	156,478	162,993	165,914	175,153	181,291	190,538	192,894	194,439	199,020
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	53,755	57,198	58,992	61,223	63,117	65,060	66,753	68,491	70,273	72,102	73,977
Borrowing costs	183	168	1,655	1,519	1,745	1,667	1,588	1,507	1,423	1,338	1,250
Materials and contracts	37,244	36,441	36,360	38,401	38,951	39,223	40,276	41,358	43,279	43,611	44,779
Depreciation and amortisation	21,133	21,762	22,306	24,936	23,303	24,683	25,238	25,806	26,389	26,986	27,598
Other expenses	22,971	21,306	21,818	23,119	23,721	24,505	25,144	25,799	26,472	27,162	27,866
TOTAL EXPENSES FROM CONTINUING OPERATIONS	135,285	136,875	141,131	149,198	150,837	155,138	158,998	162,960	167,836	171,199	175,471
OPERATING RESULT FROM CONTINUING OPERATIONS	10,117	16,699	15,347	13,795	15,077	20,015	22,293	27,578	25,058	23,240	23,549
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-4,246	5,762	3,965	1,598	4,118	5,044	5,310	5,582	5,049	6,218	6,513

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2031		2021/2022 to 2030/2031 Base Case Scenario									
BALANCE SHEET	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS											
Cash and cash equivalents	20,837	17,805	16,074	14,341	13,652	14,389	15,766	17,838	19,622	20,965	22,431
Investments	57,084	48,780	44,037	39,290	37,402	39,421	43,194	48,870	53,758	57,437	61,453
Receivables	5,134	5,276	5,411	5,549	5,691	5,837	5,987	6,141	6,299	6,461	6,628
Inventories	695	695	695	695	695	695	695	695	695	695	695
Other	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164
TOTAL CURRENT ASSETS	85,914	74,720	68,382	62,039	59,604	62,507	67,807	75,709	82,538	87,722	93,371
NON-CURRENT ASSETS											
Investments	99,264	84,823	76,576	68,322	65,038	68,550	75,110	84,980	93,479	99,876	106,860
Receivables	9	10	10	10	10	11	11	11	12	12	12
Infrastructure, property, plant and equipment	1,339,849	1,413,966	1,471,948	1,498,124	1,520,658	1,532,140	1,543,053	1,554,227	1,565,824	1,579,524	1,591,904
Investment property	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715
TOTAL NON CURRENT ASSETS	1,559,837	1,619,514	1,669,249	1,687,171	1,706,421	1,721,415	1,738,889	1,759,934	1,780,029	1,800,127	1,819,492
TOTAL ASSETS	1,645,751	1,694,234	1,737,631	1,749,210	1,766,025	1,783,922	1,806,695	1,835,643	1,862,568	1,887,849	1,912,862
CURRENT LIABILITIES											
Payables	44,648	44,220	40,891	34,564	32,113	29,669	29,424	29,920	30,820	31,849	32,364
Borrowings	332	2,790	2,868	3,123	3,153	3,232	3,313	3,397	3,482	3,570	
Lease Liabilities	2,310	2,394	2,055								
Provisions	18,431	21,793	25,259	28,857	32,567	36,390	40,313	44,338	48,468	52,705	57,053
TOTAL CURRENT LIABILITIES	65,720	71,197	71,074	66,544	67,833	69,291	73,051	77,655	82,771	88,124	89,417
NON-CURRENT LIABILITIES											
Payables	7,638	7,565	6,996	5,913	5,494	5,076	5,034	5,119	5,273	5,449	5,537
Borrowings	759	29,469	60,201	63,528	64,325	61,093	57,780	54,383	50,901	47,331	47,331
Lease Liabilities	4,449	2,055									
Provisions	355	420	486	556	627	701	776	854	933	1,015	1,098
TOTAL NON-CURRENT LIABILITIES	13,202	39,509	67,682	69,997	70,446	66,869	63,590	60,355	57,107	53,794	53,966
TOTAL LIABILITIES	78,922	110,706	138,757	136,541	138,279	136,161	136,641	138,010	139,877	141,919	143,383
NET ASSETS	1,566,829	1,583,528	1,598,874	1,612,669	1,627,746	1,647,762	1,670,055	1,697,633	1,722,691	1,745,930	1,769,479
EQUITY											
Retained earnings	1,210,188	1,226,887	1,242,233	1,256,028	1,271,105	1,291,121	1,313,414	1,340,992	1,366,050	1,389,289	1,412,838
Revaluation Reserves	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641
TOTAL EQUITY	1,566,829	1,583,528	1,598,874	1,612,669	1,627,746	1,647,762	1,670,055	1,697,633	1,722,691	1,745,930	1,769,479

**Ryde City Council
10 Year Financial Plan for the Years
ending 30 June 2031**

**2021/2022 to 2030/2031
Base Case Scenario**

CASH FLOW STATEMENT	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Rates and Annual Charges	105,536	102,100	104,765	107,490	110,284	113,151	116,093	119,112	122,209	125,386	128,647
User Charges and Fees	12,936	18,719	19,206	19,706	20,218	20,744	21,283	21,836	22,404	22,986	23,584
Investment and Interest Revenue Received	3,700	2,486	1,367	1,826	2,223	2,279	2,337	2,396	2,456	2,519	2,583
Grants and Contributions	19,338	16,976	17,526	18,419	17,300	21,434	23,571	28,712	26,857	24,006	24,159
Other	10,713	13,050	13,378	15,315	15,647	17,297	17,752	18,219	18,699	19,265	19,764
Payments											
Employee benefits and on-costs	(50,535)	(53,772)	(55,459)	(57,556)	(59,336)	(61,162)	(62,754)	(64,388)	(66,064)	(67,784)	(69,546)
Materials and contracts	(23,106)	(36,942)	(40,259)	(45,811)	(41,821)	(42,085)	(40,562)	(40,778)	(42,224)	(42,407)	(44,176)
Borrowing costs	(183)	(168)	(1,655)	(1,519)	(1,745)	(1,667)	(1,588)	(1,507)	(1,423)	(1,338)	(1,250)
Other	(22,971)	(21,306)	(21,818)	(23,119)	(23,721)	(24,505)	(25,144)	(25,799)	(26,472)	(27,162)	(27,866)
Net cash provided from (or used) in operating activities	55,430	41,144	37,052	34,751	39,048	45,484	50,987	57,805	56,442	55,473	55,898
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Sale of investments	49,617	22,745	12,990	13,001	5,172						
Sale of infrastructure, property, plant and equipment	1,420	1,330	1,395	1,491	1,542	1,582	1,623	1,665	1,709	1,753	1,799
Payments											
Purchase of investments						(5,532)	(10,333)	(15,547)	(13,386)	(10,076)	(11,000)
Purchase of property, plant and equipment	(110,782)	(97,109)	(81,583)	(52,503)	(47,279)	(37,645)	(37,669)	(38,538)	(39,583)	(42,325)	(41,661)
Net cash provided from (or used in) investing activities	(59,745)	(73,034)	(67,198)	(38,010)	(40,564)	(41,594)	(46,378)	(52,419)	(51,261)	(50,648)	(50,862)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Borrowings and advances		31,500	33,600	6,450	3,950						
Payments											
Borrowings and advances repaid	(317)	(332)	(2,790)	(2,868)	(3,123)	(3,153)	(3,232)	(3,313)	(3,397)	(3,482)	(3,570)
Lease liabilities	(1,981)	(2,310)	(2,394)	(2,055)							
Net cash provided from (or used in) financing activities	(2,298)	28,858	28,415	1,526	827	(3,153)	(3,232)	(3,313)	(3,397)	(3,482)	(3,570)
Net increase/(decrease) in cash & cash equivalents	(6,613)	(3,031)	(1,731)	(1,733)	(689)	737	1,377	2,072	1,784	1,343	1,466
Cash & cash equivalents at beginning reporting period	27,449	20,836	17,805	16,074	14,341	13,652	14,389	15,766	17,838	19,622	20,965
Cash & Cash Equivalents at end of Reporting Period	20,836	17,805	16,074	14,341	13,652	14,389	15,766	17,838	19,622	20,965	22,431
<i>plus: Investments on hand - EOY</i>	156,348	133,603	120,613	107,612	102,439	107,971	118,304	133,850	147,237	157,313	168,313
Total Cash, Cash Equivalents and Investments	177,184	151,408	136,687	121,953	116,091	122,360	134,070	151,689	166,859	178,278	190,744

APPENDIX 2 – GROWTH CASE FINANCIALS

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2031		2021/2022 to 2030/2031 Growth Case Scenario									
INCOME STATEMENT	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	98,714	102,242	106,530	110,997	115,652	120,502	125,555	130,820	136,306	142,022	147,978
User charges and fees	12,936	18,719	19,504	20,322	22,075	23,000	23,965	24,970	26,017	27,108	28,245
Interest and investment revenue	3,700	2,486	1,915	2,875	3,946	4,297	4,807	4,902	4,509	4,426	4,477
Other revenues	10,713	13,050	13,378	15,956	17,002	18,795	19,289	19,797	20,318	20,933	21,476
Grants & contributions - Operating	4,976	6,040	6,144	6,221	6,340	6,463	6,588	6,717	6,849	6,984	7,123
Grants & contributions - Capital	14,362	10,936	11,382	12,198	10,959	14,971	16,983	21,996	20,009	17,022	17,036
In-Kind Contributions - Capital (non-cash)		7,280	11,000	17,932		597	30,600				
Net gain from the disposal of assets		100	100	100	100	103	105	108	111	114	117
TOTAL INCOME FROM CONTINUING OPERATIONS	145,402	160,853	169,953	186,602	176,074	188,727	227,893	209,310	214,119	218,609	226,450
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	53,755	57,198	60,526	62,755	65,108	66,986	69,086	70,623	72,583	74,586	76,629
Borrowing costs	183	168	1,655	1,519	1,745	1,667	1,588	1,507	1,423	1,338	1,250
Materials and contracts	37,244	36,441	36,241	36,729	39,160	39,461	40,952	42,627	45,377	46,636	49,045
Depreciation and amortisation	21,133	21,762	22,953	25,694	24,106	25,300	25,876	26,827	27,048	27,661	28,288
Other expenses	22,971	21,306	21,860	23,528	26,455	24,965	25,760	26,583	27,432	28,309	29,211
TOTAL EXPENSES FROM CONTINUING OPERATIONS	135,285	136,875	143,236	150,225	156,574	158,380	163,261	168,167	173,865	178,530	184,424
OPERATING RESULT FROM CONTINUING OPERATIONS	10,117	23,979	26,718	36,377	19,500	30,347	64,631	41,143	40,254	40,079	42,027
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-4,246	5,762	4,336	6,247	8,540	14,779	17,048	19,147	20,245	23,057	24,991

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2031		2021/2022 to 2030/2031 Growth Case Scenario									
BALANCE SHEET		Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS											
Cash and cash equivalents		20,837	17,805	16,205	15,072	15,141	17,142	20,241	24,359	28,528	32,669
Investments		57,084	48,780	44,397	41,290	41,481	46,961	55,454	66,734	78,155	89,501
Receivables		5,134	5,276	5,488	5,711	5,981	6,227	6,482	6,748	7,024	7,313
Inventories		695	695	695	695	695	695	695	695	695	695
Other		2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164	2,164
TOTAL CURRENT ASSETS		85,914	74,720	68,950	64,932	65,462	73,189	85,036	100,699	116,566	132,342
NON-CURRENT ASSETS											
Investments		99,264	84,823	77,202	71,800	72,132	81,661	96,428	116,043	135,904	155,634
Receivables		9	10	10	11	11	11	12	12	13	13
Infrastructure, property, plant and equipment		1,339,849	1,421,246	1,489,443	1,532,855	1,554,231	1,564,860	1,603,071	1,610,503	1,616,832	1,623,347
Investment property		120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715	120,715
TOTAL NON CURRENT ASSETS		1,559,837	1,626,794	1,687,370	1,725,380	1,747,089	1,767,247	1,820,227	1,847,273	1,873,463	1,899,709
TOTAL ASSETS		1,645,751	1,701,514	1,756,320	1,790,313	1,812,552	1,840,436	1,905,263	1,947,972	1,990,030	2,032,051
CURRENT LIABILITIES											
Payables		44,648	44,220	40,845	34,296	32,599	29,762	29,155	29,709	30,437	31,254
Borrowings		332	2,790	2,868	3,123	3,153	3,232	3,313	3,397	3,482	3,570
Lease Repayments		2,310	2,394	2,055							
Provisions		18,431	21,793	25,350	29,038	32,864	36,801	40,861	45,011	49,277	53,660
TOTAL CURRENT LIABILITIES		65,720	71,197	71,118	66,456	68,615	69,794	73,329	78,117	83,196	88,484
NON-CURRENT LIABILITIES											
Payables		7,638	7,565	6,988	5,867	5,577	5,092	4,988	5,083	5,207	5,347
Borrowings		759	29,469	60,201	63,528	64,325	61,093	57,780	54,383	50,901	47,331
Lease Repayments		4,449	2,055								
Provisions		355	420	488	559	633	708	787	867	949	1,033
TOTAL NON-CURRENT LIABILITIES		13,202	39,509	67,676	69,954	70,535	66,893	63,554	60,332	57,057	53,711
TOTAL LIABILITIES		78,922	110,706	138,795	136,411	139,150	136,688	136,883	138,449	140,253	142,195
NET ASSETS		1,566,829	1,590,808	1,617,525	1,653,902	1,673,401	1,703,749	1,768,380	1,809,523	1,849,777	1,889,856
EQUITY											
Retained earnings		1,210,188	1,234,167	1,260,884	1,297,261	1,316,760	1,347,108	1,411,739	1,452,882	1,493,136	1,533,215
Revaluation Reserves		356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641	356,641
TOTAL EQUITY		1,566,829	1,590,808	1,617,525	1,653,902	1,673,401	1,703,749	1,768,380	1,809,523	1,849,777	1,931,883

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2031		2021/2022 to 2030/2031 Growth Case Scenario									
CASH FLOW STATEMENT		Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Rates and Annual Charges		105,536	102,100	106,317	110,774	115,382	120,255	125,299	130,554	136,029	141,734
User Charges and Fees		12,936	18,719	19,504	20,322	22,075	23,000	23,965	24,970	26,017	27,108
Investment and Interest Revenue Received		3,700	2,486	1,915	2,875	3,946	4,297	4,807	4,902	4,509	4,426
Grants and Contributions		19,338	16,976	17,526	18,419	17,300	21,434	23,571	28,712	26,857	24,006
Other		10,713	13,050	13,378	15,956	17,002	18,795	19,289	19,797	20,318	20,933
Payments											
Employee benefits and on-costs		(50,535)	(53,772)	(56,901)	(58,996)	(61,208)	(62,974)	(64,947)	(66,393)	(68,235)	(70,119)
Materials and contracts		(23,106)	(36,942)	(40,194)	(44,398)	(41,148)	(42,783)	(41,662)	(41,978)	(44,525)	(45,679)
Borrowing costs		(183)	(168)	(1,655)	(1,519)	(1,745)	(1,667)	(1,588)	(1,507)	(1,423)	(1,338)
Other		(22,971)	(21,306)	(21,860)	(23,528)	(26,455)	(24,965)	(25,760)	(26,583)	(27,432)	(28,309)
Net cash provided from (or used) in operating activities		55,430	41,144	38,031	39,905	45,147	55,391	62,974	72,475	72,115	72,762
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Sale of investments		49,617	22,745	12,004	8,508						
Sale of infrastructure, property, plant and equipment		1,420	1,330	1,395	1,491	1,542	1,582	1,623	1,665	1,709	1,753
Payments											
Purchase of investments						(523)	(15,009)	(23,260)	(30,895)	(31,282)	(31,076)
Purchase of property, plant and equipment		(110,782)	(97,109)	(81,445)	(52,565)	(46,924)	(36,811)	(35,005)	(35,815)	(34,975)	(35,815)
Net cash provided from (or used in) investing activities		(59,745)	(73,034)	(68,046)	(42,566)	(45,905)	(50,238)	(56,642)	(65,045)	(64,549)	(67,246)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Borrowings and advances			31,500	33,600	6,450	3,950					
Payments											
Borrowings and advances repaid		(317)	(332)	(2,790)	(2,868)	(3,123)	(3,153)	(3,232)	(3,313)	(3,397)	(3,482)
Lease liabilities		(1,981)	(2,310)	(2,394)	(2,055)						
Net cash provided from (or used in) financing activities		(2,298)	28,858	28,415	1,526	827	(3,153)	(3,232)	(3,313)	(3,397)	(3,482)
Net increase/(decrease) in cash & cash equivalents		(6,612)	(3,031)	(1,600)	(1,134)	70	2,000	3,100	4,117	4,169	4,142
Cash & cash equivalents at beginning reporting period		27,449	20,837	17,805	16,205	15,072	15,141	17,142	20,241	24,359	28,528
Cash & Cash Equivalents at end of Reporting Period		20,837	17,805	16,205	15,072	15,141	17,142	20,241	24,359	28,528	32,669
<i>plus: Investments on hand - EOY</i>		156,348	133,603	121,599	113,090	113,614	128,622	151,882	182,777	214,059	245,135
Total Cash, Cash Equivalents and Investments		177,184	151,408	137,804	128,162	128,755	145,764	172,124	207,136	242,587	277,804



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		-vo		Year6	
1,500.00	2,600.00	5,03s.00	2,302.00	5,003.00	
2,600.00	2 s s0.00	1.2 10.00	4,012.00	3,206.00	4,034.00
3,056.00	3,540.00	4,520.00	6,201.00	8,20300	8,930.00
		3,102.00	1,020.00		
4,500.00	7,010.00	4,601.00	2,143.00	11,032.00	2,561.00
3,330.00	4,323.00	5,402.00	3,201.00	4 s 04.00	3,519.00
1,460.00	B,40s.00	7,230.00	1,890.00	7,650.00	7,556.00
4,670.00	2,607.00	6.70s.00	1 s 00.00	1,230.00	2,104.00
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