City of Ryde

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17 JUNE 2016

LATE ITEMS

Finance and Governance Committee Meeting No. 5/16
TUESDAY 21 JUNE 2016.

Committee Room 2, Level 5, Civic Centre,
1 Devlin Street, Ryde - 6.00pm

Finance and Governance Committee
AGENDA NO. 5/16

Meeting Date: **Tuesday 21 June 2016**
Location: **Committee Room 2, Level 5, Civic Centre, 1 Devlin Street, Ryde**
Time: **6.00pm**

NOTICE OF BUSINESS

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LATE ITEM

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LATE ITEM

10 LONG TERM FINANCIAL PLAN 2016/2026

Report prepared by: Acting Chief Financial Officer
File No.: FIM/07/6/2/6 - BP16/731

REPORT SUMMARY

This report brings to Council the revision of the Long Term Financial Plan (LTFP), updated for the period 2016/2026.

In this revision, the LTFP provides for one scenario of 'Current State'. The 'Current State' scenario reflects current service levels continuing over the next 10 years and includes the approved Special Rate Variation (SRV) of 7% per annum for four years, that commenced 1 July 2015, as an ongoing permanent increase. The Plan addresses how Council, with the assistance of the SRV is addressing Asset Renewal Maintenance and Operating underspending with the assistance of Council's on-going efficiency savings of $2.5 million.

As part of the budget process each year, the LTFP will be updated with the changes that are made each year in the Delivery Plan.

The LTFP forecasts Operating Results before Capital to improve from a projected $4.10 million deficit in 2016/2017 to a projected surplus in 2025/2026 of $9.6 million.

This result has improved due to Council's approved SRV and efficiency gains that were generated in the 2014/2015 year.

Therefore, the LTFP for 2016/2026 has been updated and is presented to Council for endorsement.

RECOMMENDATION:

That Council adopt the Long Term Financial Plan 2016/2026 and incorporate it into Council's overall Resourcing Strategy Plan.

ATTACHMENTS
1 Long Term Financial Plan 2016-2026 - City of Ryde

Report Prepared By:
Jifeng Huang
Acting Chief Financial Officer

Report Approved By:
Jill Webb
Acting Director - Corporate and Community Services

ITEM 10 (continued)

Legislation

Council is required by Section 403 (1) of the Local Government Act, 1993, as amended to have a long-term strategy, ie Resourcing Strategy, for the provision of the resources required to implement the strategies established in the Community Strategic Plan (CSP) that Council is responsible to deliver.

The Resourcing Strategy includes:

- Asset Management Plan (AMP)
- Workforce Management Plan (WFP)
- Long Term Financial Plan (LTFP)

Council must, following each election, review the complete Resourcing Strategy, with the next review due following the Council election in September 2017.

Discussion

As part of the annual budget process, Council updates its LTFP, using the latest Delivery Plan, as the basis. This then becomes the LTFP that is to be relied upon for the next budget process which commences in September each year.

As detailed in the LTFP, following Council's application and approval for an SRV, the LTFP has now been updated, including Council's on going $2.5 million efficiency gains, lease payment for North Ryde office from 2016/17 to 2020/21 and rental income from two Council development properties from 2020/21.

The LTFP forecasts Operating Result, before Capital, to improve from a projected $4.10 million deficit in 2016/2017 to a projected surplus in 2025/2026 of $9.6 million.

The latest revision of the Long Term Financial Plan 2016/2026 is **ATTACHED** and submitted to Council for its approval.

Financial Implications

Adoption of the recommendation will have no financial impact.

CITY OF RYDE

Long-Term Financial Plan 2016-2026

Financial projection quantifying Council's future financial position

Part 3

ITEM 10 (continued) **ATTACHMENT 1**

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Introduction

Long Term Financial Plan

This City of Ryde Long Term Financial Plan (LTFP) is based on the projections and estimated costs that are used in the Delivery Plan and Operational Plan, which are linked to the Community Strategic Plan.

Council's financial system is structured in holding costs that allows reporting on each of these plans, within their own structure. This same structure is used against Council's asset register and costs associated with assets.

The LTFP also relies upon the projected changes in staff and contractors as described in the Workforce Plan (WFP), by budgeting for those changes where appropriate. It also uses the forecasted amounts for Renewal, Expansion, Operating and Maintenance, for assets as described in the Asset Management Plan (AMP) and the Asset Type Sub Plans (AMPs).

Long-Term Financial Plan

What is a Long-Term Financial Plan?

A Long-Term Financial Plan (LTFP) is a financial projection that quantifies Council's future financial position and the cost of Council's services for the next 10 years. It is more comprehensive than a budget and includes, a written commentary, sensitivity analysis and options. It examines the impact of Councils' revenue, operational and capital expenditure forecasts, taking into account assumptions for economic factors and changes to service delivery levels.

A LTFP provides the following benefits for Council:

- It provides an indication of the future financial position of Council.
- It helps Council to determine their "living within their means" boundaries, that is, assess the financial sustainability of service levels.
- It allows option testing of different strategies and service levels.
- It identifies any potential funding gap arising from the long-term financial forecasts.
- It enables testing of sensitivity and robustness of the key assumptions used in the long term forecasts.
- It allows the long-term strategic decisions to be quantified and debated.
- It assists Council in determining the risk of future strategic directions.

The LTFP does not aim to provide any specific recommendations on what or how the Council should provide its services but instead aims to identify the potential impact of the operational and capital decisions that Council may make as part of the budget process.

There are a number of assumptions that underpin this analysis:

- Council will continue to be responsible for providing the current range of goods and services.
- City of Ryde will continue with its focus in the optimisation of service delivery through effectiveness and efficiency reviews.
- The quantity of assets (building, infrastructure, land etc.) will be maintained, subject to scheduling, using normal asset optimisation studies conducted and asset management techniques, within the approved budget allocation.

Integrated Planning and Reporting

In 2010 the City of Ryde commenced the journey into the Integrated Planning and Reporting requirements of the Local Government Act, including the creation of the Community Strategic Plan (CSP), the Delivery Plan (DP) and the Operational Plan (OP).

As part of that process, Council split its budget into three distinct sections, being:

- Base Budget
- Non-Capital Projects
- Capital Projects

Each year, as part of the budget planning process, workshops are held looking at all the existing projects that are in the current Delivery Plan and any new projects. This is Council's Project Budget Bid process, including the completion of a Business Case for the project put forward, which is reported to Council for their consideration when reviewing the projects in the draft Delivery Plan.

Through this process there is rigour applied to the projects brought forward and a priority score that is created to ensure that those that rank highest get the funding required.

The first year that Council complied the Integrated Planning and Reporting (IP&R) framework, all of the existing 68 plans were reviewed by the Business Managers within Council, and those recommendations or projects that had been put forward in those reports were brought forward in that process.

Council is developing a process by which all those plans and future plans and studies will be captured to ensure completeness of all bids and reporting.

Linkage to the State and Regional plans has also been achieved, so that we are able to report on those projects that meet the goals and strategies of the State and Regional Plans.

Service levels

Whilst these are not clearly defined in any document, Council is on the journey of developing these as part of the Asset Management Plans, which will inform Council on the priority of spending for asset renewal and maintenance for future reiterations of the LTFP.

Having said that the current LTFP is framed on the basis that the same service level as currently exists, whether documented or not, will continue to be provided, within the constraints of the budget approved.

Service delivery

Service delivery will continue to be undertaken in the same manner as it is now, and therefore the LTFP is framed without any changes in service delivery.

Council as part of its journey is also looking at the way it does deliver its services, and is also implementing new systems that will give managers the ability to control and ultimately reduce the cost of delivering the services to the community, that the community expect and are prepared to pay for.

Those new initiatives include:

- Overhead allocation modelling, including Full Cost Pricing (FCP) utilising National Competition Policy guidelines (NCP) and calculations to reflect the true cost of services.
- Fees and Charges calculator, which will reflect, using the overhead allocation model, the true cost of each service provided for a particular fee and the inherent Community Service Obligation (CSO) that is part of that cost.
- Service Level Agreements internally that clearly set out the Unit Rates, the Service Level and the monitoring and reporting mechanism that will be used to assist in driving down the cost of delivering the same level of service.

Financial indicators

The financial indicators that are part of the LTFP are the same indicators that are reported at the end of the financial year in the Financial Statements and those that were included in the NSW Government's Fit for the Future self-assessment toolkit.

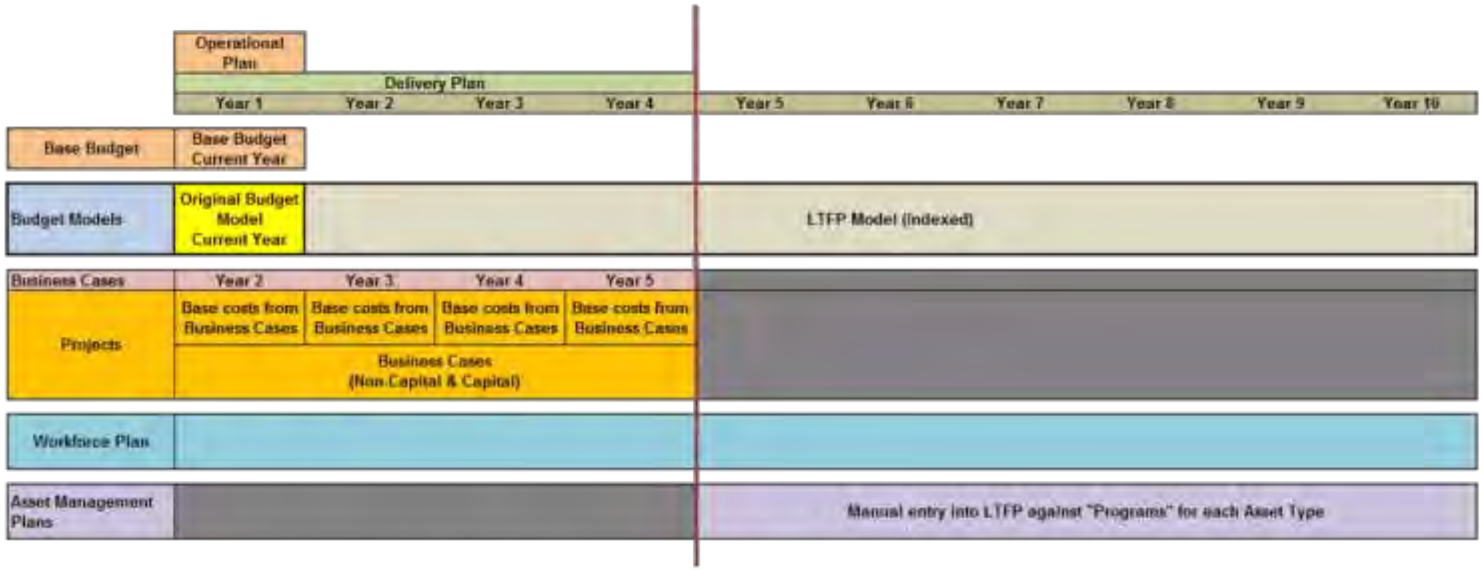
Performance measures

Council has over the last two years been creating a number of performance measures, which are recorded at various levels of the organisation, but the corporate performance measures are included in the delivery plan and operational plan and include the following:

- > -2% actual base budget income to budgeted income on a year to date (YTD) basis.
- <+2% actual base budget expenditure to budgeted expenditure on a year to date (YTD) basis.
- 90% of project expenditure spent within the year it is budgeted.
- Working capital >= $3.0 million
- Debt Service Ratio < Group 3 category councils
- Investment returns > 90 day BBSW by 0.85%

Four year delivery plan and one year operational plans

The LTFP is taken directly from the information included in the delivery plan and operational plan and is constructed in the following way.



What this means is that the Base Budget is indexed from Year 1 to Year 10, with adjustments being made to it from any new capital works that when created will have ongoing maintenance costs.

The budget bid process for projects are the detailed projects for Year 1 to Year 4, whilst Asset Renewal Projects are used to forecast Capital Works for Year 5 to Year 10.
As the Asset Management Plans get better defined, these will drive the budgeted costs for capital works for Year 1 to Year 10.

Workforce plan

Council has, as part of this Resource Strategy, created its Workforce Plan. The different outcomes or suggested increases for budgetary purposes have been incorporated into options of the LTFP.

Asset management

Council has, as part of this Resource Strategy, created an Asset Management Plan and Sub Plans for each Asset Type. The different outcomes or suggested increases for budgetary purposes have been incorporated into the options of the LTFP.

Executive summary

This LTFP is to provide a benchmark of the financial position based on current outcomes, goals, strategies, programs, subprograms and accountabilities, projected for the next 10 years.

On 19 May 2015, the Minister for Local Government, through the Independent Pricing and Regulatory Tribunal (IPART) approved an increase in Council's overall rating yield of 7% per annum (including rate pegging) for four years, as a permanent ongoing increase, which was adopted by Council at its meeting on 23 June 2015.

The LTFP currently consists of one option, which is based on Council's adopted Four Year Delivery Plan 2016-2020. No other options are shown.

Current State Option

Address annual renewal and maintenance funding gap

The Current State is an average annual 7% rate increase for the next 4 years, commencing 2015/16 (including the rate peg estimated around 1.8% for the next four years, 2.6% afterwards) to maintain services at their current level, and provide additional money for renewing the City's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4' to avoid assets becoming 'Condition 5'.

The 7% increase each year over four years, commencing 1 July 2015, is an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019. The revised rate peg estimate of 1.8% over the four year period equate to a cumulative gross increase of 10.5%.

It should be noted that this increase will vary on individual properties, based on their valuations (as detailed in Council's SRV brochure).

Current State (including SRV)

Background

This is Council's projected position that reflects Council's current Four Year Delivery Plan and current service and spending levels. It is assumed that service levels will continue over the next 10 years. The future is projected taking into account various inflationary factors including adjustments for CPI, wages index and other increases in revenue and costs.

The details of this option are included in the appendices to this plan.

In this option, the operational revenue will be sufficient to meet the operational expenditure, over time increasing to produce a small annual surplus. The existing level of capital is funded from capital grants and contributions as well as partial funding of depreciation through the operating budget.

Asset renewals and maintenance will be supplemented by the additional funds from the SRV and the efficiency gains realised by Council.

Council during 2014/2015 changed its calculation of depreciation for infrastructure assets to be five straight lines within each of the conditions of each asset type, with the amount of assets in each based on the assets condition, i.e. depreciated in accordance with the loss of useful life of the assets. This does not directly affect the amount to be funded annually, as that is derived from the total value of the assets, as valued, divided over the useful life of the asset. The useful life has been taken as the actual intervention point for renewal in each asset type, and was re-determined by Council as at 30 June 2013.

The need for an even annual funding amount is to ensure that funding is proportional over the useful life, so that each generation contributes evenly toward the cost of the asset. Some asset types, such as buildings are funded by the works required, and any major works would be funded from loans. Further details are contained in the Asset Management Plan, and the sub plans for each asset type.

Council, through the SRV, has commenced a four year journey to close the funding gap for asset renewals and maintenance.

Council's internal discretionary cash reserves of $73.09 million in 2015/16 are forecast to reduce to $25.42 in 2025/2026; these funds are earmarked for specific purposes such as Investment Property development, Plant and Fleet.

Council has increased revenue, through the SRV, to address its backlog of infrastructure asset renewals, which was estimated to be $25 million, as at 30 June 2015, not including the Civic buildings. The backlog is projected to be closed off over the ten year period.

The LTFP clearly demonstrates that Council will become financially sustainable under current state, with the additional revenue from the SR, together with the ongoing benefit of the $2.5 million efficiency gains achieved in 2015. Council's ability to continue to undertake maintenance (such as roads and drainage) and offer other services will be maintained.

Summary

Current Financial Position

Council's Working Capital is projected to be $3.29 million as at 30 June 2016, which is above the minimum amount normally maintained by Council. Council's auditors have indicated that Council should not dip below $3.0 million, and that without the level of internally restricted reserves (estimated $25.42 million in 2025/26), a level of $4.0 million in Working Capital would be more appropriate.

Significant financial policies and procedures

In developing this LTFP, the current significant financial policies and procedures of Council have been taken into account.

Basis of Accounting

Council uses an accrual basis of accounting except for revenue derived from the issuance of parking fines which is treated on a cash basis. The format of the financial information in the LTFP is consistent with the Delivery Plan and Operational Plan formats.

Revenue Sources

Rates and Annual Charges

Council collects rates from residential and business rates, including two business sub-categories for the major shopping centres, an Environmental Management Levy and a special rate on businesses in the Macquarie Park Corridor.

Council has introduced a Special Infrastructure Rate, which has been created to hold the additional funds, which was approved by the Special Rating Variation (SRV) process, and those funds would be restricted for use for Asset Renewals. The additional funds have become available on a progressive basis from 1 July 2015, and have been budgeted accordingly.

Rates Structure

Councils can raise ordinary rates within the following four categories:

- Farmland
- Mining
- Residential
- Business

Separate subcategories can be created within these based on a centre of activity, except for Residential, where only one rate for the whole Council area is permissible.

Councils can also create Special Rates, which are ordinary rates. The City of Ryde has one special rate, being the Macquarie Park Corridor Special Rate. These rates can only be used for the purpose for which they are raised and cannot be applied to other purposes.

Council's ordinary rates are split on a 70/30 basis between residential and business properties, irrespective of land value. Within business there are two sub-categories, which have been created in relation to the two major shopping centres within our council area.

Rate Pegging

Councils in New South Wales have since 1978 been subject to rate pegging. Rate pegging is where the Minister for Local Government determines the maximum increase that the total ordinary rates are allowed to increase above the previous year's notional rates yield.

The notional rates yield is calculated using the previous year's rating structure with the values applicable as at 30 June. This is then increased by the rate peg and this becomes the ordinary rates yield within which council has to raise its rates.

Since 2010 the Independent Pricing and Regulatory Tribunal (IPART) has had the task of determining for the Minister for Local Government, the level of rate pegging that is to apply the following year. This is now determined in December each year for the following year. It takes into account the Local Government Cost Index (LGCI) and then discounts this for productivity gains.

Since the introduction of the Integrated Planning and Reporting requirements (IP&R) Councils can apply for a variation to the rate peg, seeking an increase above approved increase. The LTFP will, where applicable, reflect any increases above the forecast rate peg as part of the model.

Rating Capacity

The City of Ryde is the one of lowest residential rates per capita, within the greater Sydney region, which encompasses some 32 councils.

The City of Ryde is one of the highest personal incomes within that same region, and therefore it is valid to assume that the City's population has a greater capacity to pay rates than is currently being paid.

Contributions

Only known or planned contributions are taken into account in developing the LTFP. Contributions such as Section 94 are only budgeted and brought to account when received, or when known. Council forecasts its anticipated expenditure that will be undertaken from Section 94, but this is reviewed each year to ensure that only works to the value of the funds on hand are undertaken.

User Charges and Fees

Council uses a range of fees and charges. User charges are direct charges for the use of a Council facility or service. Fees are charged for regulatory/statutory fees and discretionary fees, including Section 611, environmental planning, private works, home maintenance and modification.

Government Grants

Council receives a Financial Assistance Grant and Pensioner Rebate Subsidy in addition to a range of special purpose grants that are applied for and received annually. These grants are expended on the specific program of works related to the grant.

Investment Policy

The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio. The key points of the Policy include the following:

- Definition of authorised investments
- Provides guidelines covering all aspects of undertaking investments on behalf of the City of Ryde.
- Details key performance benchmarks and reporting standards
- Compliance with the Minister's Investment Order

The City of Ryde has set a budget target to achieve 0.8% above the 90 day BBSW Index.
As part of its investment policy, the City of Ryde has reviewed its investment strategy, specifically in relation to the type of investment that it will invest in and the duration of the investment. Whilst the policy had allowed longer term investment, since the fallout from the Global Financial Crisis (GFC) in 2008/09, Council had scaled back on both the type of investment and the duration.

Council now has a more balanced portfolio of investments with approximately 20% of its minimum investment pool spread between three and five years. This is allowing Council to achieve better returns over the next three to five years.

Loan Borrowings

The City of Ryde is estimated to have a debt service ratio of 2.02% with $4.43 million projected to be outstanding as at 30 June 2016.

The City of Ryde believes that loan borrowings for renewal of assets should be determined by the category of asset, taking into account the issue of intergenerational equity. This will be further explored in the Asset Management Plans for each category of assets.

In the current Four Year Delivery Plan, it is proposed to borrow funds for development of three of its Investment Properties.

Borrowing Capacity

Whilst Council has a low Debt Service Ratio (DSR) its funds are fully utilised for either operational or capital expenditure. Should the Council seek to borrow additional funds, or if this is factored into the LTFP, then Council will need to either increase its income, through additional rates or other income, or it will have to cut other costs in either the operational or capital areas.

Council will have the capacity to repay any loans on its current spending patterns, once the SRV is fully taken up, after four years, ending in 2018/2019.

S94 Contributions

Contributions are collected under the provisions of Section 94 of the Environmental Planning and Assessment (EPA) Act 1991.

Council has obligations to provide facilities from the contributions provided by developers which may be expended only for the purposes for which the contributions were required. Council however, may within each area of benefit, apply contributions according to the priorities established in the relevant contributions plans and accompanying works schedules.

Council has seven sections of its current Section 94:

- Community Facilities
- Open Space and Recreation
- Civic and Urban Improvements
- Traffic Works
- Cycleways
- Stormwater Management
- Section 94 Plan Administration

These plans are currently under review.

Reserves

Council has a number of internal reserves, i.e. cash that has been restricted for a specific purpose, which is used to manage operational funding.

Council has external reserves for:

- Developer contributions (S94)
- Domestic Waste management
- Specific purpose reserves

Significant Constraints

Council does not have any significant outstanding financial liabilities that have not been disclosed in its Annual Report.

Future state

Optimisation of assets

Council has set, as one of its objectives, over the next few years, to review the use of its assets, and where possible, to optimise the use of those assets, with a view to consolidating its holdings of assets to those required to undertake the services to meet the Outcomes in the Community Strategic Plan, as defined in the Delivery Plan and Operational Plan.

Local Government Services

The range of services provided by Local Government is broad and is defined in Section 24 of the Local Government Act, 1993. This broad interpretation can be, and is, applied very differently by individual Councils, thereby also creating variances on their on-going financial sustainability.

Local Government generally is continually balancing the range and standards of services provided to managing the expectations of its community and key stakeholders, including business and various Government agencies. The City of Ryde is no different and believes, given all the constraints, it delivers 'value for money' to its community.

However, as previously identified there are many areas/projects that the Council has identified that need to be addressed.

There are also examples where Local Government's role and formal responsibilities are not clear which creates potential overlap in the provision of services with other levels of Government and organisations. Particular examples are in the areas of the environment, roads and traffic, community safety, development approvals process, libraries and community services. This results in operational inefficiencies together with frustrations and delays.

Council has supported the examination of more vigorous ways in which to bring about genuine resource sharing and regional partnerships between Councils, State Government agencies and key stakeholders.

Commercial opportunities

Council has set, as one of its objectives, over the next few years, to review each of the opportunities that are available to it that are of a commercial nature. Council is seeking to increase its revenue base by means other than rates, and commercial opportunities are the means to achieve this.

Some of the ideas that are already being investigated are:

- The escalation of the Porter's Creek Depot area as a regional building waste recycling depot.
- Review of operational land with a view to determine the highest and best use of the property to provide council with an ongoing income stream.
- The development of a computerised solution for its project methodology (PMCoR) that is capable of being sold to other councils for a profit.
- The development of a computerised solution for its corporate performance reporting (CPR) which incorporates the quarterly and annual reporting processes, that is then capable of being sold to other councils for a profit.
- Commercial advertising on some of Council's buildings, especially those that in prominent highway positions, such as the pedestrian bridges.

Productivity improvements

When setting the rate peg for each year IPART applies a discount factor, so that Council's budget is cut in real terms, i.e. its spending power is reduced because the amount of increase of revenue is less than its costs increases.

To try and also get better productivity improvements, Council has, for the last four budget years, applied a zero CPI increase over its Base Budget for items that are of a discretionary nature, such as overtime, materials etc. This also represents a reduction in real terms of those budget items.

Council developed and implemented a system from 1 July 2014 that will allow Council to measure, track, monitor and improve Unit Rates for the services that it delivers across the Council. By undertaking this, managers will be able to look at ways of driving their unit rates down and therefore have direct productivity improvements.

Council has also undertaken an extensive review of its overhead allocation modelling, created a modelling of National Competition Policy costs, which will give Council its "true cost" of services, so that it will be able to accurately measure the inherent Community Service Obligation (CSO) that forms part of the fees and charges that it sets. This new modelling will be completed by 30 June 2016, with the systemisation of it to be undertaken during the 2016/2017 financial year.

Best Value Reviews

Council has identified key business processes that are recommended to be reviewed in bringing about productivity gains and more efficient processes for service delivery to our community. Each year Council undertakes up to two Best Value Reviews.

Service delivery

As we become better at planning the works to be done in conjunction with the Delivery Plan and Operational Plan, Council will be able to look at ways of improving its service delivery and it is anticipated that as technology changes newer and faster ways of delivering services will become available.

Those improved service delivery models will then be incorporated into future reiterations of the LTFP.

Service levels

Following the local government elections in September 2012, Council has reviewed the Community Strategic Plan, Resource Strategy, Delivery Plan and Operational Plan. Part of that review has included community consultation in relation to the plans. Inherent in that is the service level that the community is prepared to pay for from rates.

This review will then set the benchmark for service levels for the ensuing four years.

Challenges

Increasing Resource Pressures

For the Four Year Delivery Plan 2016-2020, including the One Year Operational Plan 2016/2017, draft discussion papers were prepared, for Councillors' consideration, further reinforcing issues related to the pressures on Council's Infrastructure that cover the following areas:

- Infrastructure Challenges
- Parks and Open Space
- Traffic Management
- Local Government Amendment (Stormwater) Bill 2005
- Information Management and Technology
- Macquarie Park Corridor

The impact of State Government contributions on the City of Ryde is estimated to be in excess of $12.54 million, per annum. This takes into account such costs as the contribution for emergency services, the Sydney Regional Development Fund, street lighting costs, the waste development tax, infringement processing fees and worker's compensation insurance.

Resource Sharing/Partnerships

The City of Ryde has been very active in promoting partnerships between neighbouring Councils, individually and as members of the Northern Sydney Region Organisation of Councils (NSROC). Council has built strong links with its business community through the Ryde Business Forum, Macquarie Park Landowners Forum, a Memorandum of Understanding with Macquarie University and with a range of community groups and the Not-For-Profit (NFP) sector across our Local Government Area. Council has also entered into Public Private Partnerships and Voluntary Planning Agreements, where appropriate.

The City of Ryde for many years has provided a number of its facilities for community based child care to be delivered that are heavily subsidised by Council. Strong partnerships have also been formed with many of the educational facilities in the City of Ryde, especially TAFE and Macquarie University. There are many examples with Macquarie University that are currently in progress.

The City of Ryde has worked closely with all NSROC Councils over a number of years, in sharing resources across all areas of operation to identify improvements, where economies of scale can be achieved in the delivery of services. Through NSROC, significant benefits through joint purchasing arrangements have been achieved. A key partnership with Hunters Hill Council was formed in 1957 with the City of Ryde providing library services to the Hunters Hill Council and its community. This service has been very successful and is well respected by both the Hunters Hill and the City of Ryde communities.

The City of Ryde also provides other key facilities to adjoining Council's communities such as libraries, parks and the Ryde Aquatic Leisure Centre and has undertaken the recycling of construction materials for both its own operations and neighbouring Councils. This initiative has realised significant financial and environmental outcomes.

Future issues and opportunities

It is acknowledged that this is the fifth version of the LTFP (see table at end). There are challenges in forecasting depreciation accurately, and ensuring that asset renewals and maintenance are modelled correctly. As part of the FFTF Action Plan, Council has identified this as a priority to ensure that the SRV funds raised, are spent prudently.

Council now has better information from which it can formulate possible strategies to improve Council's financial position. It is expected that in the future reviews funding strategies will be developed and refined.

It is acknowledged that condition data for assets was updated in late 2014, and some of that detail has been used in the revised Asset Management Plan and Sub Plans for each Asset Type.

Additional Revenue

Council has generated revenue in the amounts forecast in the LTFP; additional rates, other sources of income and expenditure cuts for Council to achieve financial sustainability. Council informed the community through a comprehensive engagement strategy.

Current State Option

Address annual renewal and maintenance funding gap

The Current State is an average annual 7% rate increase for the next 4 years, and commenced in 2015/16 (including the rate peg) to maintain services at their current level, and provide additional money for renewing the City's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4.'

The 7% increase over four years, that commenced 1 July 2015, is an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019. It is noted that the revised rate peg over the next four years is a cumulative gross increase of 10.5%.

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure).

Monitoring

New systems have been developed with Council's financial systems, so that the LTFP can be monitored and progress towards it, the delivery plan and operational plan are tracked and measured.

Improvement in financial position

Council is currently maintaining its minimum Working Capital level of $3.0 million, which should be higher if the level of Internal Reserves drops.

Any future state would need to take into account the need for Council to maintain a sufficient level of Working Capital and that the minimum should be re-established at $4.0 million over a period of time.

Achieve/maintain operating surpluses

Council's Operating Result before Capital for the 2016/2017 is predicted to be a loss of $4.10 million. Any future state would need to take this into account with an aim of this either being a surplus or breaking even. This would mean that Council would then be funding depreciation. With the change in the way depreciation is calculated, Council needs to fund the annual cost of renewals based on the total value of its assets over the useful life of the assets, which is the equivalent of straight line depreciation. In doing this Council would therefore be able to afford renewal of assets as and when they fall due for renewal.

The plan demonstrated Council's operating results before capital continues to improve over the 10 years of the plan with an estimated $9.5 million surplus projected for 2025/2026.

Fair/equitable rating structure

The future state for the LTFP would include a fair and equitable rating structure, where the current 70/30 split of Ordinary Rates between Residential and Business would continue. It would take into account, where appropriate either Special Rates or Special Charges for general services that are more closely aligned to a User Pays basis.

An Infrastructure Special Rate has been included, so that the additional funds, from the SRV above normal rate pegging, are externally restricted and only used for the purpose for which they are raised, being Infrastructure Renewals.

As an example the Council could also consider a Special Charge or Rate for the amount that is paid to the State Government for the Emergency Services, so that rate payers are clear about what is collected on behalf of the State Government. The State Government has been reviewing how this is to be funded, but, as yet, not made a determination about how they should be levied.

It is anticipated that in Year 5 (2020/2021) that Council will combine the current Environmental Levy and the Infrastructure Special Rate into one single Infrastructure Special Rate, which will reflect the amount of funding that will be required to be either spent or set aside for Asset Renewals.

Maintain/improve service levels

The future state for the LTFP would take into account different options that would firstly look to maintain the current service levels and also improve service levels that are agreed to by the community, for which they are prepared to pay.

Reliance on debt

The future state of the LTFP will only rely on debt for renewal of infrastructure where both the intergenerational question of payment for infrastructure is answered on an asset category by asset category and taking into account any dedicated income streams that can be earmarked for repayment of debt.

Debt will only be used for what would be considered one-off lumpy costs, such as the major renewal of a building. It could also be used for large major one-off infrastructure projects, such as the realignment of Parkes Street, Devlin Street and Blaxland Road.

Debt will not be used for Infrastructure renewals, which should be funded on an annual basis.

Increase funding of asset renewal and maintenance

The future state of the LTFP will include more funding for higher levels of asset renewal and maintenance, which will allow Council to address the infrastructure renewal backlog and also undertake the annual amount of infrastructure renewal.

Full cost recovery on services

The future state of the LTFP will also show the full cost recovery of all services, then depending on Council's policy for setting of the fees for certain services, Council will be able to disclose and report on the true level of Community Service Obligation that is inherent in the fee that is set for a particular service.

APPENDICES

LTFP Financial Model

Background

The LTFP is based on the Community Strategic Plan and the Outcome Framework, which includes Outcomes, Goals and Strategies, plus also Programs, SubPrograms and Accountabilities. Projects are detailed for the four year period to 2019/2020 and asset renewal and expansion beyond that to the end of the 10 year period, ending in 2025/2026.

The forecast financial position for 2015/2016 will be used as the base year and recorded in the LTFP. The model will be populated with the budget information from the Delivery and Operational Plans for years 2016-2020. Future years are projected, taking into account various inflationary factors including adjustments for CPI for a number of indexes, including a wages index and the key future asset requirements identified by Council.

Current State Option

Address annual renewal and maintenance funding gap

The Current State is an average annual 7% rate increase for the next 4 years, that commenced 2015/16 (including the rate peg) to maintain services at their current level, and provide additional money for renewing the City's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4.'

The 7% increase over four years, that commenced 1 July 2015, is an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019. It is noted that the revised rate peg of 1.8% over the four years, is a cumulative gross increase of 10.5%.

It should be noted that this increase varies depending on the valuation of individual ratepayer properties.

The Asset Management Plan, the Workforce Plan, the Community Strategic Plan, the Delivery Plan, the Operational Plan and this Long Term Financial Plan will all be reviewed by Council following the elections in September 2017.

The Current State can best be described as "what council does now, plus the SRV funding", rather than what it can afford.

After the SRV funds are fully recognised, i.e. 2018/2019, Council will be financially sustainable; meeting all of the Financial Indicators in the NSW Government's Fit for the Future Self-Assessment toolkit.

Council has, as part of the FFTF Action Plan, recognised a need to further review its assets, expenditure, income and depreciation, to ensure that it remains financially sustainable.

Current State (including SRV)

Addressing Annual Renewal, Operating and Maintenance Underspending

This is a 7% rating increase over four years, as a permanent increase to the rating base, and inclusive of the rate pegging amount.

The first year of the Current State is taken from the Delivery Plan and Operational Plan. The 2016/2017 year is then used as a basis to extrapolate the next nine years using the assumed indices outlined below.

The Current State assumes that services levels will not alter significantly over the next 10 years and that Council can contain expenditure within the assumed parameters.

Assumptions

The following assumptions have been used in the preparation of the financial expenditure and revenue figures for the Current State, based on the original budget for 2015/2016 as the starting point, indexed and additional adjustments made, depending on budget bids and other factors known.

Efficiency gains, additional rates

As part of this option, Council has included up to $2.5 million in efficiency gains, on top of the additional rates income that are to be generated through the approved 7% SRV.

Efficiency gains
As detailed in reports to Council for its consideration of an SRV, the SRV will be coupled with an additional $2.5 million, from 1 July 2015, as a result of efficiency gains across Council's operations. This is made up of $1.9 million in expenditure savings and $0.6 million in additional revenue.

These have been allocated to additional asset maintenance.

Additional rates (SRV)
All additional rating income above the normal rate pegging amount, will be raised as an Infrastructure Special Rate, and unspent funds will restricted to an Infrastructure Special Rate Reserve.

The total additional rating income from the SRV will be:

Current State	2015/2016	2016/2017	2017/2018	2018/2019
Total Special Rate	$2,346,300	$ 5,147,080	$8,251,453	$ 11,622,525

The total SRV will be spent in the following areas:

	2015/2016	2016/2017	2017/2018	2018/2019
Assets Renewals	$1,99,2,332	$ 4,788,000	$7,883,000	$ 11,245,000
Additional Maintenance	$350,000	$359,100	$378,000	$387,800

Rates and Annual Charges Revenue

Rates pegging has been projected at 1.8% from 2016/17 to 2019/20 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 16/17 to 3 - 18/19	7.00
4 - 19/20	1.80
5 - 20/21 to 10 - 25/26	2.60

Domestic Waste Charges

Council has estimated an increase of 5.00 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	5.00

Macquarie Park Special Rate

Council has estimated an increase of 1.8 percent from 2016/2017 to 2019/20, and a conservative 2.60 percent increase per year thereafter.

Any funds not utilised for works in that area are transferred to a reserve and held there until used for that specific purpose.

Year	% increase
1 - 16/17 to 4 - 19/20	1.80
5 - 20/21 to 10 - 25/26	2.60

User fees and charges

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Investment Income

The return on the investments of Council has estimated for interest rate at 2.9% in 2016/17, 2.5% in 2017/18, 2.2% in 2018/19, and a conservative 2.0 percent per year thereafter.

Year	% of interest rate
1 - 16/17	2.90
2 - 17/18	2.50
3 - 18/19	2.20
4 - 19/20 to 10 - 25/26	2.00

Other Revenues

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

The rental income for the investment properties 33-35 Blaxland Road and 741 Victoria Road has been included in the Other Revenues. It has been projected at $2.6 million for 2020/2021 and 2.6 percent increase per year thereafter.

Operating Grants & Contributions

The operating grants and contributions are based on the known recurring grants that Council receives each year for items under the Base Budget. Funding from Non-Capital Projects has only been included for the duration of the project.

Year	$'000
1 - 16/17	6,947
2 - 17/18	7,353
3 - 18/19	7,690
4- 19/20	7,885
5- 20/21	8,090
6 - 21/22	8,300
7 - 22/23	8,516
8 - 23/24	8,737
9 - 24/25	8,965
10 - 25/26	9,198

Capital Grants and Contributions

Capital grants and contributions have only been included where they are known or certain. Roads Recovery grant has been included in the LTFP. Section 94 contributions have not been budgeted, as Council now only brings them to account when received. Projected works for the first year in the operational plan only include expenditure to the equivalent of the funds received to date and on hand.

No increase in contributions has been allowed in the LTFP. The following are the known amounts of grants and contributions for the capital works that have been allowed in the delivery plan.

Year	$'000
1 - 16/17	6,058
2- 17/18	1,414
3 - 18/19	414
4 - 19/20	414
5 - 20/21	424
6 - 21/22	436
7 - 22/23	447
8 - 23/24	458
9 - 24/25	470
10 - 25/26	483

Chemicals

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Shelf Ready Library Books

Council has estimated an increase of 7.00 percent for 2016/2017, and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 16/17	7.00
2 - 17/18 to 10 - 25/26	2.60

Plant Hire

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Materials and Contracts

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Insurance

Council has estimated an increase of 5.00 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	5.00

Fuels

Council has estimated an increase of 5.00 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	5.00

Building Cleaning and Security

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

IT Licensing

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Other Costs

Council has estimated an increase of 2.60 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	2.60

Street Lighting

Council has estimated an increase of 5.00 percent for 2016/2017 and 3.00 percent increase per year thereafter.

Year	% increase
1 - 16/17	5.00
2 - 17/18 to 10 - 25/26	3.00

Telecommunications and other utilities

Council has estimated an increase of 15.00 percent for 2016/2017, 2.60 percent for 2017/18 and a rolling percentage each year, with a sharp increase every three years of 15.00 percent until the year 2022/2023.

Year	% increase
1 - 16/17	15.00
2 - 17/18	2.60
3 - 18/19	2.60
4 - 19/20	15.00
5 - 20/21	2.60
6 - 21/22	2.60
7 - 22/23	2.60
8 - 23/24	2.60
9 - 24/25	2.60
10 - 25/26	2.60

Utilities - Water

Council has estimated an increase of 5.00 percent for 2016/2017, and thereafter.

Year	% increase
1 - 16/17 to 10 - 25/26	5.00

Waste Disposal

Council has estimated an increase of 5.00 percent for 2016/2017, 4.00 for 2017/2018 and details are as following:
.

Year	% increase
1 - 16/17	5.00
2 - 17/18	4.00
3 - 18/19	7.00
4 - 19/20	4.00
5 - 20/21	5.00
6 - 21/22	6.00
7 - 22/23	8.00
8 - 23/24 to 10 - 25/26	7.00

Utilities - Electricity

Council has estimated an increase of 2.37 percent from 2016/17 to 2019/2020, and 2.60 thereafter.

Year	% increase
1 - 16/17	2.37
2 - 17/18	2.37
3 - 18/19	2.37
4 - 19/20	2.37
5 - 20/21	2.60
6 - 21/22	2.60
7 - 22/23	2.60
8- 23/24	2.60
9 - 24/25	2.60
10 - 25/26	2.60

Waste Collection

Council has estimated an increase of 2.80 percent for 2016/2017 and 2.60 percent increase per year thereafter.

Year	% increase
1 - 16/17	2.80
2 - 17/18 to 10 - 25/26	2.60

Lease payment for North Ryde Office

Lease payment for North Ryde Office budgeted for five years from 2016/2017 to 2020/2021. Council plans to purchase its own office building in 2021/2022.

Year	% increase
1 - 16/17 to 5 - 20/21	3.50

Employee costs

Council has used the negotiated Award change, 2.80% for 2016/2017 and estimated 2.60 percent increase per year thereafter.

Year	% increase
1 - 16/17	2.80
2 - 17/18 to 10 - 25/26	2.60

Council budgets only the approved FTE each year, so if positions are taken out or added they are included in the first year only, and their costs are continued with indexing.

Where future changes, as described in the Workforce Plan (WFP) are known, these are included in the appropriate year of the LTFP.

Borrowing Costs

The outstanding loans as at 30 June 2016 are projected to be:

Loan	Amount	Term	Rate	Amount outstanding 30 June 16
Tunnel variable	$6,825,903	15 years	6.20%	1,811,600
Children's Play Equipment - Phase 1	$1,500,000	10 years		1,183,815
Children's Play Equipment - Phase 2	$1,500,000	10 years		1,287,764

The interest payable based on the commitments for the current outstanding loans will be:

Year	$'000
1 - 16/17	155
2 - 17/18	129
3 - 18/19	99
4 - 19/20	75
5 - 20/21	61
6 - 21/22	46
7 - 22/23	30
8 - 23/24	14
9 - 24/25	1
10 - 25/26	-

Depreciation

Depreciation is charged on a condition basis, using five straight-lines, calculated by multiplying the cost of the assets within each condition rating by the depreciation for that condition rating. The depreciation rate is based upon the loss of useful life of the asset, during the period that it remains within that condition rating.

The cost is based on the current depreciable asset or deemed value balance projected forward by capital spending (including future CAPEX from four year delivery plan and one year operational plan forecasts) and assumed disposals.

The useful lives, over which assets are depreciated, for the major asset groups are:

	Useful life (years)					
Asset Category	1	2	3	4	5	Total
Buildings – Specialised/Non Specialised	10	60	20	5 - 10	1 - 5	96 - 100
Drainage assets	5 - 20	15 - 130	10 - 40	5 - 15	5 - 10	40 - 200
Land Improvements	5	5	5	5	5	25
Other assets	1 - 5	1 - 25	1 - 10	1 - 5	1 - 5	5 - 50
Other structures	5 - 20	5 - 80	2 - 40	3 - 15	5	20 - 150
Plant and equipment						2 - 20
Road assets – roads, bridges and footpaths	5 - 20	2 - 130	2 - 50	3 - 20	5 - 20	17 - 200

	Depreciation (%)					
Asset Category	1	2	3	4	5	Total
Buildings – Specialised/Non Specialised	0.50%	0.83%	1.25%	1.50% - 3.00%		0.50% - 3.00%
Drainage assets	0.25% - 1.00%	0.38% - 1.67%	0.63% - 3.00%	1.00% - 7.00%		0.25% - 7.00%
Land Improvements	1.00%	9.00%	5.00%	3.00%	2.00%	1.00% - 9.00%
Other assets	1.00% - 5.00%	1.40% - 20.00%	2.00% - 30.00%	7.00% - 50.00%		1.00% - 50.00%
Other structures	0.25% - 1.00%	0.63% - 2.00%	0.63% - 5.00%	1.00% - 23.33%		0.25% - 23.33%
Plant and equipment						5.00% - 20.00%
Road assets – roads, bridges and footpaths	0.25% - 1.67%	0.38% - 5.00%	0.50% - 5.00%	0.75% - 23.33%		0.25% - 23.33%

The depreciation levels for the 2016/2017 to 2019/2020 are based on the Draft Delivery and Operational Plans.

Depreciation has been estimated in 2016/2017 at $15.90 million rising to $22.61 million in 2025/2026.

When the Asset Management Plans are fully developed then more accurate depreciation forecast will be undertaken.

Year	$'000
1 - 16/17	15,897
2 - 17/18	16,692
3 - 18/19	17,026
4 - 19/20	17,877
5- 20/21	18,235
6 - 21/22	19,146
7 - 22/23	19,529
8 - 23/24	20,506
9 - 24/25	21,531
10 - 25/26	22,608

Waste Development Tax

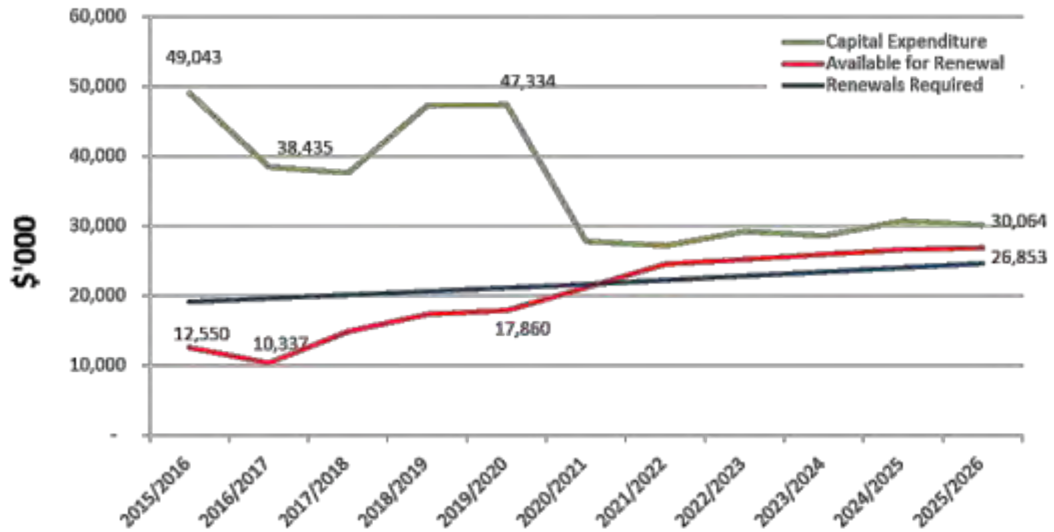
Council has estimated an increase of 6.00 percent for 2016/2017, 4.00 for 2017/2018, 7.00 percent for 2018/2019 and 3.00 percent increase per year thereafter.

Year	% increase
1 - 16/17	6.00
2 - 17/18	4.00
3 - 18/19	7.00
4 - 19/20 to 10 - 25/26	3.00

Capital Works Program

The capital expenditure estimated in the Current State has been projected from the budget bids for the 2016/2020 Delivery Plan. The Infrastructure and Building Renewals expenditure is approximately $22 million per year and Other Renewals, Expansion or New Works is $12 million per year (due to funding sources), giving a total of $34 million per year, on average over the next 10 years.

Graph 1: Council Capital Expenditure – Current State (including SRV)



Reserves

The LTFP forecasts the level of the reserves held by Council, by the reserve itself and grouped into Internal and External Reserves. The detail use of each of the reserves is shown in the annexures.

What this shows is that on the present rate of spending on operating and capital works the level of internally restricted reserves will diminish from $73.09 million as at 30 June 2016 to only $25.42 million as at 30 June 2026, with some reserves being overspent and funded from other reserves as internal loans.

Externally restricted reserves will also diminish over that same period from $68.14 million as at 30 June 2016 to $36.88 million as at 30 June 2026, most of which will belong to the Domestic Waste, Macquarie Park Special Rate, and Stormwater Management Charge. The full scope of works under Macquarie Park Special Rate has not yet been determined, so the funds are projected to be put aside until the exact works are identified and agreed to. Also some of the unspent Domestic Waste funding will be utilised for redevelopment of Ports Creek and provision for the new Waste Collection contract.

The following are the impacts on the individual reserves in the LTFP:

- Macquarie Park Corridor Special Rate – at the present level of expenditure and the forecast increase in the rate. This is mainly due to the exact works that are to be done from that source of funds are not fully known and the funds will be put aside until the works are known and agreed to.
- Domestic Waste Management Reserve - at the present level of expenditure and the forecast increase in the rate. This is mainly due to the full cost of redevelopment of Porters Creek has not been included in the LTFP and the provision of the new Waste Collection contract.
- Stormwater Management Charge – at the present level of expenditure is forecast increase in the rate, which is due to most of Stormwater works being funded by Section 94 reserve.
- Unexpended Grants – these are funds that have been received and have not been fully expended, this will reduce over time as the funds are used or returned to the funding body.

Financial Impact - Current State

The financial impact of the Current State is that Council's operating expenditure exceeds the operational revenue it is receiving in all years of this LTFP.

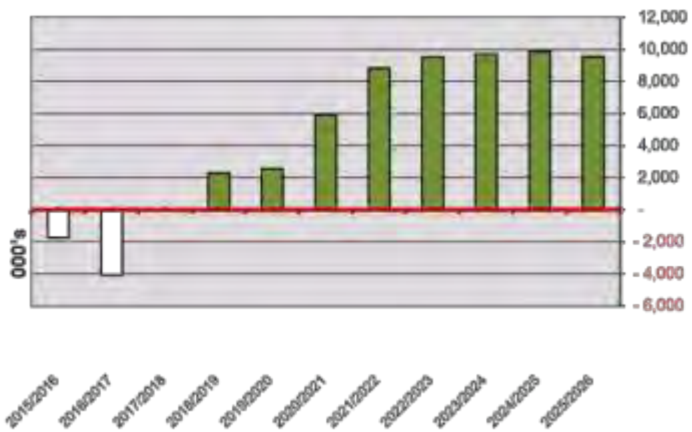
Graph 2: Revenue & Expenditure – Current State (including SRV)

The graph highlights the operational revenue will be sufficient to meet the operational expenditure. Over time an annual surplus will give Council the financial capacity to address its annual infrastructure asset renewals and maintenance.

Capital is funded from capital grants and contributions as well as the depreciation collected through the operating budget. The funding is slightly greater than the estimated capital expenditure on operational, renewal and new work capital projects.

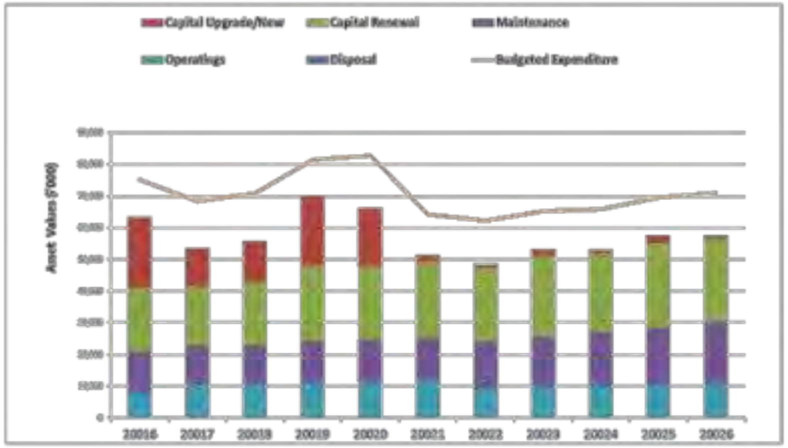
Over the period of the SRV, the income gap (deficit) will be closed and a surplus will occur.

Graph 3: Income Gap – Current State (including SRV)



Graph 4: Income Gap - Current State (including SRV)

The Current State option demonstrates Council is able to address its backlog of infrastructure asset renewals. The orange line represents the amount of funding that was budgeted for all asset spending (including operating, maintenance, capital renewal and capital upgrade or new assets), whereas the top of the green section, shows the total amount of funding that is required, without upgrade or new assets.



The financial statements are attached – Financial Statements –Current State (Including SRV).

Sensitivity on the Current State

Sensitivity analysis has not been done on the Current State, as this will be factored in once the Asset Management Plan and Workforce Plan are completed.

Areas that we are aware of that will be of concern are:

- Wages and salaries. This will be addressed through the Workforce Plan and therefore will need to flow into the LTFP.
- Materials and contracts. As Council has a limited resource pool, shifts in this will impact the level of service that can be delivered within the budget available.

Financial Reports - the Current State

On the following pages are the financial reports for the LTFP – Base Case, including a dissection of the Operating Result by Fund.

The following funds are shown:

- **General Revenue.** This relates to User Charges, Fees and Rates that are not tied to a specific need, such as Special Rates, or a self-funded business activity of Council.
- **Commercial Waste.** This is separated to show the profitability of this business activity. Surplus funds from this are used towards General Revenue Projects.
- Domestic Waste. This is externally restricted in accordance with the Local Government Act, and profit is held within the Externally Restricted Reserves and cannot be used for any other purpose without Ministerial Approval.
- **Externally Restricted Revenue.** This is all the operational income from Rates or other sources that are externally restricted and placed into a Reserve before being utilised for works.
- **Home Modification.** This is externally grant funded, and any surplus funds are held in an unexpended grants reserve, specifically for this purpose.
- **Investment Property.** This is a business activity of Council. Surplus funds can be used towards General Revenue Projects.
- **Plant Fund.** This is internally restricted to ensure that a surplus is generated to replace Council's Plant and Fleet when they come due for replacement. This had been supplemented from General Revenue with a transfer to the Reserve, but this has since been removed and the internal Plant Hire rates adjusted accordingly.
- **Project Development Unit (PDU).** This unit is funded from a 15% levy on all Capital Works budgets, which is shown as an actual cost at the beginning of the year. Any unspent funds are treated as unearned and transferred to a Work in Progress (WIP) contra account for capital works that have not been completed. This is reversed the following year to fund project management costs on the capital works that are carried over.
- **RALC.** This is the Ryde Aquatic Leisure Centre and any surplus is restricted to be used for the purpose of Asset Renewal at the Ryde Aquatic Leisure Centre.

In the Current State, externally restricted operational rates, charges and contributions are also isolated from General Revenue, to ensure that amount that shows as available for Capital, is truly reflective of the actual cash position of General Revenue.

This covers rates, charges and contributions, such as the Macquarie Park Special Rate, the Stormwater Management Charge.

Long Term Financial Plan Consolidated

John Todd:
Enter the start date here.

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	71,504	76,178	81,146	86,443	88,644	91,457	94,368	97,382	100,502	103,732	107,078
User charges and fees	16,710	14,556	14,935	15,323	15,722	16,130	16,550	16,980	17,422	17,875	18,339
Interest and investment revenue	5,969	4,093	3,411	2,840	2,057	2,040	2,120	2,182	2,281	2,365	2,487
Other revenues	7,831	7,735	7,926	8,122	8,323	11,129	11,407	11,693	11,986	12,290	12,609
Grants & contributions - Operating	7,062	6,947	7,353	7,690	7,885	8,090	8,300	8,516	8,737	8,965	9,198
Grants & contributions - Capital	42,535	6,058	1,414	414	414	424	436	447	458	470	483
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	151,611	115,568	116,185	120,832	123,044	129,270	133,181	137,199	141,387	145,696	150,194
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	44,749	45,558	46,731	47,946	49,192	50,471	51,784	53,130	54,511	55,929	57,383
Borrowing costs	292	172	204	546	805	724	641	552	461	367	282
Materials and contracts	31,971	31,207	29,692	30,110	29,124	29,666	30,587	31,620	32,656	33,733	35,372
Depreciation and amortisation	15,585	15,897	16,692	17,026	17,877	18,235	19,146	19,529	20,506	21,531	22,608
Impairment											
Other expenses	18,234	20,770	21,450	22,298	23,057	23,809	21,742	22,398	23,076	23,775	24,497
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	110,832	113,604	114,768	117,925	120,056	122,905	123,900	127,230	131,210	135,334	140,141
OPERATING RESULT FROM CONTINUING OPERATIONS	40,779	1,963	1,416	2,706	2,989	6,366	9,281	9,969	10,177	10,362	10,053
OPERATING RESULT FROM DISCONTINUED OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	40,779	1,963	1,416	2,706	2,989	6,366	9,281	9,969	10,177	10,362	10,053
Attributable to:											
Council	40,779	1,963	1,416	2,706	2,989	6,366	9,281	9,969	10,177	10,362	10,053
Minority Interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	1,756	-4,095	3	2,293	2,575	5,941	8,845	9,522	9,718	9,892	9,570
"Cash" generated towards capital works	13,829	11,802	16,695	19,319	20,452	24,176	27,992	29,052	30,224	31,423	32,178

ITEM 10 (continued)

ATTACHMENT 1

Long Term Financial Plan Consolidated	2016/2017 to 2025/2026 Current State (including SRV)										
Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000

BALANCE SHEET												
CURRENT ASSETS	Opening											
Cash and cash equivalents	9,305	9,969	8,684	7,486	6,221	4,915	4,672	4,751	4,826	5,027	5,200	5,472
Investments	95,704	102,527	89,319	76,990	63,982	50,551	48,056	48,862	49,634	51,700	53,487	56,281
Receivables	9,396	8,372	8,219	8,374	8,543	8,456	8,379	8,294	8,198	8,092	7,973	7,842
Inventories	513	513	513	513	513	513	513	513	513	513	513	513
Other	798	798	798	798	798	798	798	798	798	798	798	798
Non-current assets classified as held for sale	28,006	28,006	28,006	28,006	28,006	28,006	28,006	28,006	28,006	28,006	28,006	28,006
TOTAL CURRENT ASSETS	143,722	150,184	135,539	122,166	108,062	93,238	90,424	91,224	91,975	94,135	95,977	98,912
NON-CURRENT ASSETS												
Investments	32,743	35,077	30,558	26,340	21,890	17,295	16,441	16,717	16,981	17,688	18,299	19,255
Receivables												
Inventories												
Infrastructure, property, plant and equipment	2,323,514	2,356,846	2,377,444	2,397,341	2,426,532	2,454,989	2,463,492	2,470,429	2,479,008	2,485,957	2,493,977	2,500,267
Investments accounted for using equity method												
Investment property												
Intangible assets												
Other												
TOTAL NON CURRENT ASSETS	2,356,256	2,390,924	2,408,003	2,423,682	2,448,422	2,472,283	2,479,933	2,487,146	2,495,990	2,503,645	2,512,276	2,519,522
TOTAL ASSETS	2,499,979	2,541,108	2,543,542	2,545,848	2,556,484	2,565,521	2,570,357	2,578,369	2,587,964	2,597,780	2,608,253	2,618,435
CURRENT LIABILITIES												
Payables	19,134	20,397	20,493	20,258	21,119	21,283	20,425	19,885	20,300	20,793	21,493	22,220
Borrowings	993	887	1,010	1,641	1,599	1,680	1,764	1,853	1,944	1,708	1,745	
Provisions	11,024	11,024	11,919	12,830	13,765	14,724	15,707	16,717	17,753	18,815	19,906	21,024
TOTAL CURRENT LIABILITIES	31,151	32,308	33,422	34,729	36,483	37,687	37,896	38,454	39,997	41,317	43,144	43,244
NON-CURRENT LIABILITIES												
Payables												
Borrowings	5,241	3,539	2,879	2,439	8,590	13,409	11,645	9,793	7,849	6,140	4,395	4,395
Provisions		895	911	935	959	984	1,009	1,036	1,063	1,090	1,119	1,148
TOTAL NON-CURRENT LIABILITIES	5,241	4,434	3,791	3,374	9,549	14,393	12,655	10,828	8,911	7,230	5,514	5,543
TOTAL LIABILITIES	36,392	36,742	37,212	38,102	46,032	52,081	50,551	49,282	48,908	48,547	48,657	48,786
NET ASSETS	2,463,587	2,504,366	2,506,330	2,507,746	2,510,452	2,513,441	2,519,807	2,529,087	2,539,057	2,549,234	2,559,596	2,569,649
EQUITY		-0										
Retained earnings	1,783,786	1,824,566	1,826,529	1,827,945	1,830,652	1,833,640	1,840,006	1,849,287	1,859,256	1,869,433	1,879,795	1,889,848
Revaluation Reserves	679,801	679,801	679,801	679,801	679,801	679,801	679,801	679,801	679,801	679,801	679,801	679,801
Council equity interest	2,463,587	2,504,366	2,506,330	2,507,746	2,510,452	2,513,441	2,519,807	2,529,088	2,539,057	2,549,234	2,559,596	2,569,649
Minority equity interests												
TOTAL EQUITY	2,463,587	2,504,366	2,506,330	2,507,746	2,510,452	2,513,441	2,519,807	2,529,088	2,539,057	2,549,234	2,559,596	2,569,649

Long Term Financial Plan Consolidated

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde		Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
FINANCIAL INDICATORS												
Financial Statements (Note 13)												
Operating performance		-1.61%	-3.74%	0.00%	1.91%	2.10%	4.61%	6.66%	6.96%	6.90%	6.81%	6.39%
Own source operating revenue		67.29%	88.75%	92.45%	93.28%	93.26%	93.41%	93.44%	93.47%	93.50%	93.52%	93.55%
Unrestricted current ratio		2.54	2.37	2.24	1.91	1.68	1.60	1.57	1.52	1.48	1.43	1.43
Debt service cover ratio		3.57	7.28	10.95	7.63	7.65	9.21	10.76	11.17	11.62	14.01	14.65
Rates and Annual Charges Outstanding Percentage												
Cash expense cover ratio												
Financial Statements (Special Schedule 7)												
Buildings & Infrastructure Renewals Ratio		2.25	1.94	2.04	2.00	2.10	1.87	1.72	1.84	1.70	1.75	1.62
Infrastructure backlog ratio		0.01	0.00	-0.01	-0.02	-0.04	-0.05	-0.06	-0.07	-0.08	-0.09	-0.10
Asset maintenance ratio												
Capital Expense Ratio												
Fit for the Future financial indicators												
Operating Performance Ratio	OP	-0.02	-0.04	0.00	0.02	0.02	0.05	0.07	0.07	0.07	0.07	0.06
Own Source Revenue Ratio	OSR	67.29%	88.75%	92.45%	93.28%	93.26%	93.41%	93.44%	93.47%	93.50%	93.52%	93.55%
Building and Infrastructure Asset Renewal Ratio	BIAR	225.30%	194.33%	204.05%	199.65%	209.58%	187.13%	172.47%	183.64%	169.50%	175.08%	161.82%
Infrastructure Backlog Ratio - GBV	IB - GBV	1.22%	0.13%	-1.13%	-2.36%	-3.76%	-4.93%	-5.94%	-7.12%	-8.16%	-9.33%	-10.34%
Infrastructure Backlog Ratio - WDV	IB - WDV	1.72%	0.18%	-1.59%	-3.32%	-5.32%	-6.95%	-8.36%	-10.03%	-11.49%	-13.14%	-14.57%
Asset Maintenance Ratio	AM											
Debt Service Ratio	DS	2.02%	0.97%	1.06%	1.82%	1.96%	1.87%	1.81%	1.76%	1.71%	1.43%	1.35%
Real Operating Expenditure per capita	ROEPC	0.943	0.926	0.896	0.881	0.859	0.843	0.814	0.800	0.790	0.781	0.774
Fit for the Future financial indicators												
Operating Performance Ratio	OP	-0.02	-0.04	0.00	0.02	0.02	0.05	0.07	0.07	0.07	0.07	0.06
Own Source Revenue Ratio	OSR	67.29%	88.75%	92.45%	93.28%	93.26%	93.41%	93.44%	93.47%	93.50%	93.52%	93.55%
Building and Infrastructure Asset Renewal Ratio	BIAR	225.30%	194.33%	204.05%	199.65%	209.58%	187.13%	172.47%	183.64%	169.50%	175.08%	161.82%
Infrastructure Backlog Ratio - GBV	IB - GBV	1.22%	0.13%	-1.13%	-2.36%	-3.76%	-4.93%	-5.94%	-7.12%	-8.16%	-9.33%	-10.34%
Infrastructure Backlog Ratio - WDV	IB - WDV	1.72%	0.18%	-1.59%	-3.32%	-5.32%	-6.95%	-8.36%	-10.03%	-11.49%	-13.14%	-14.57%
Asset Maintenance Ratio	AM											
Debt Service Ratio	DS	2.02%	0.97%	1.06%	1.82%	1.96%	1.87%	1.81%	1.76%	1.71%	1.43%	1.35%
Real Operating Expenditure per capita	ROEPC	0.943	0.926	0.896	0.881	0.859	0.843	0.814	0.800	0.790	0.781	0.774

Long Term Financial Plan Consolidated	2016/2017 to 2025/2026 Current State (including SRV)										
Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000

CASH AND INVESTMENT SPLIT	Opening											
Cash and cash equivalents	9,305	9,969	8,684	7,486	6,221	4,915	4,672	4,761	4,826	5,027	5,200	5,472
Investments	95,704	102,527	89,319	76,990	63,982	50,551	48,056	48,852	49,634	51,700	53,487	56,281
Investments - NC	32,743	35,077	30,558	26,340	21,890	17,295	16,441	16,717	16,981	17,688	18,299	19,255
TOTAL CASH AND INVESTMENT SPLIT	137,752	147,572	128,561	110,816	92,092	72,760	69,170	70,330	71,441	74,415	76,986	81,009
TOTAL CASH AND RECEIVABLES		155,945	136,781	119,190	100,635	81,216	77,549	78,624	79,639	82,507	84,959	88,851
FORECASTED CASH												
Opening Balance		137,752	147,572	128,561	110,816	92,092	72,760	69,170	70,330	71,441	74,415	76,986
Add Revenue		151,611	115,568	116,185	120,632	123,044	129,270	133,181	137,199	141,387	145,696	150,194
Less Expenses		-110,832	-113,604	-114,768	-117,925	-120,056	-122,505	-123,900	-127,230	-131,210	-135,334	-140,141
CURRENT ASSETS												
Receivables		1,006	153	-155	-169	87	77	85	96	107	118	131
Inventories												
Other												
Non-current assets classified as held for sale												
NON-CURRENT ASSETS												
Receivables												
Inventories												
Investments accounted for using equity method												
Investment property												
Intangible assets												
Rounding reversal												
Other												
Infrastructure, property, plant and equipment												
Capital Expenditure		-48,993	-38,395	-37,589	-47,245	-47,334	-27,764	-27,136	-29,189	-28,563	-30,688	-30,054
In-kind Contributed Assets												
ADD (Non-Cash) - Depreciation		15,585	15,897	16,692	17,026	17,877	18,235	19,146	19,529	20,506	21,531	22,608
ADD Book Value of Assets Disposed		1,075	900	1,000	1,028	1,000	1,026	1,053	1,080	1,108	1,137	1,167
CURRENT LIABILITIES												
Payables		1,263	96	-235	861	164	-659	-540	416	493	700	726
Borrowings												
Add New Borrowings		100	350	1,200	7,750	6,500						
Less: Loan Repayments		-1,908	-887	-1,010	-1,641	-1,599	-1,680	-1,764	-1,853	-1,944	-1,708	-1,745
Provisions												
Add Changes in provisions		895	911	935	959	984	1,009	1,036	1,063	1,090	1,119	1,148
NON-CURRENT LIABILITIES												
Borrowings												
CLOSING FORECASTED CASH		147,572	128,561	110,816	92,092	72,760	69,170	70,330	71,441	74,415	76,986	81,009

Long Term Financial Plan Consolidated | **2016/2017 to 2025/2026 Current State (including SRV)**

Council of the City of Ryde		Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
RESTRICTED CASH												
Total Internally Restricted Reserves	-81,130	-73,108	-64,862	-58,751	-44,252	-32,132	-28,602	-27,984	-27,167	-26,567	-26,109	-25,421
Total Externally Restricted Reserves	-51,820	-68,136	-56,437	-44,258	-38,382	-29,935	-29,647	-30,845	-31,198	-33,083	-34,175	-36,881
TOTAL RESTRICTED CASH	-132,960	-142,256	-121,275	-103,084	-83,316	-62,682	-58,929	-58,567	-59,156	-60,804	-60,874	-62,699
Unrestricted Cash	4,792	5,316	7,286	7,732	8,777	10,078	10,250	10,773	12,285	13,911	16,112	18,109
EXTERNALLY RESTRICTED RESERVES SPLIT												
Current	-39,503	-51,940	-43,022	-33,738	-29,259	-22,819	-22,600	-23,513	-23,783	-25,219	-26,052	-28,114
Non-Current	-12,318	-16,196	-13,415	-10,520	-9,123	-7,115	-7,047	-7,332	-7,416	-7,864	-8,123	-8,766
Total Externally Restricted Reserves Split	-51,820	-68,136	-56,437	-44,258	-38,382	-29,935	-29,647	-30,845	-31,198	-33,083	-34,175	-36,881
OTHER CASH RELATED ITEMS												
CAPITAL EXPENDITURE												
Office of General Manager												
City Strategy and Planning		15,104	11,311	11,340	4,303	5,750	2,899	1,814	3,019	1,906	3,144	2,004
City Works and Infrastructure		26,610	22,957	24,261	40,727	38,993	22,842	23,247	24,041	24,471	25,302	25,761
Office of Chief Operating Office												
Corporate and Community Services		7,279	4,128	1,987	2,215	2,591	2,023	2,075	2,129	2,185	2,242	2,300
TOTAL OTHER CASH RELATED ITEMS		48,993	38,396	37,589	47,245	47,334	27,764	27,126	29,189	28,563	30,688	30,064
BORROWINGS												
New Borrowings		-100	-350	-1,200	-7,750	-6,500						
Less: Loan Repayments		1,908	887	1,010	1,641	1,599	1,680	1,764	1,853	1,944	1,708	1,745
NET LOAN FUNDS (PAYMENTS/RECEIPTS)		1,808	537	-190	-6,109	-4,901	1,680	1,764	1,853	1,944	1,708	1,745
ADVANCES												
New Advances												
Less: Advances Repaid												
NET ADVANCED FUNDS (PAYMENTS/RECEIPTS)												
RESERVES TRANSFER TO/ (FROM)		8,266	-19,926	-18,290	-20,375	-20,567	-3,819	580	-463	1,284	634	2,017
OTHER NON-CASH RELATED ITEMS												
ADD (Non-Cash) - Depreciation		-15,586	-15,897	-16,692	-17,026	-17,877	-18,235	-19,146	-19,529	-20,506	-21,531	-22,606
ADD (Non-Cash) - ELE Accruals												
ADD (Non-Cash) - Interest on Security Deposits - Accruals												
ADD Book Value of Assets Disposed		-1,075	-900	-1,000	-1,028	-1,000	-1,026	-1,053	-1,080	-1,108	-1,137	-1,167
TOTAL OTHER NON-CASH RELATED ITEMS		-16,660	-16,797	-17,692	-18,084	-18,877	-19,261	-20,199	-20,609	-21,614	-22,668	-23,774

City of Ryde

Long Term Financial Plan Consolidated

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde

	Opening	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
OPENING RETAINED EARNINGS (from Chameleon Balance Sheet)												
Change for the financial year		7,966										
Retained Earnings		1,642,861										
Reserve Balances		132,960										
TOTAL OPENING RETAINED EARNINGS		1,783,786										
EQUITY - RETAINED EARNINGS												
Retained earnings		-1,642,861										
Profit & Loss prior year		-7,966										
RESERVES BALANCES												
Asset Replacement Reserve		-33,329	-11,844	-11,890	-10,909	-9,232	-8,569	-7,543	-6,611	-5,462	-4,514	-3,693	-2,629
Carryover Works Reserve		-873	0	0	0	0	0	0	0	0	0	0	0
Civic Precinct Reserve		-947	-298	-299	-299	-299	-299	-299	-299	-299	-299	-299	-299
Council Election Reserve		-456	-533	-33	-187	-346	-507	-673	-844	-1,019	-1,198	-1,383	-1,572
Domestic Waste Management Reserve		-5,741	-4,558	-3,354	-2,177	-1,215	-1,679	-2,604	-3,954	-5,691	-7,875	-10,534	-13,700
External Drainage Works Contribution Reserve		-553	-553	-553	-553	-553	-553	-553	-553	-553	-553	-553	-553
External Reserve - Other		-139											
Internal Loan Balances		2,711	2,297	2,234	2,169	2,103	2,036	1,965	1,894	1,820	1,745	1,667	1,588
Internally Restricted Liabilities Reserves		-12,156	-12,174	-12,156	-12,156	-12,156	-12,156	-12,156	-12,156	-12,156	-12,156	-12,156	-12,156
Infrastructure Special Rate			-16	-16	-49	-94	-103	-215	-329	-447	-567	-691	-818
Investment Property Reserve		-14,406	-13,150	-12,656	-11,157	-2,113	6,514	6,043	5,508	4,906	4,236	3,496	2,683
Macquarie Park Corridor Special Rate Reserve		-1,146	-259	-224	-411	-731	-1,821	-3,094	-4,400	-5,740	-7,114	-8,525	-9,972
Other Internally Restricted Reserves		-15,958	-32,122	-25,526	-22,014	-18,531	-15,988	-13,348	-13,510	-13,676	-13,847	-14,022	-14,201
Other Unexpended Grant Reserves		-7,995	-452	-587	-731	-883	-1,224	-1,574	-1,933	-2,301	-2,678	-3,066	-3,463
Plant Reserve		-2,873	-2,675	-1,975	-1,702	-1,389	-975	-517	-11	544	1,153	1,817	2,542
RALC Reserve		-2,850	-2,807	-2,562	-2,496	-2,289	-2,186	-2,074	-1,954	-1,825	-1,686	-1,537	-1,377
Section 94 Reserves		-35,459	-61,410	-50,592	-39,013	-33,551	-22,959	-19,764	-17,579	-14,109	-11,670	-7,906	-5,194
Stormwater Management Charge Reserve		-748	-868	-1,081	-1,294	-1,325	-1,566	-1,814	-2,068	-2,328	-2,595	-2,869	-3,151
WASIP Grant Reserve		-40	-30	-30	-30	-30	-30	-30	-30	-30	-30	-30	-30
TOTAL RESERVES BALANCES		-132,960	-141,244	-121,209	-103,609	-82,634	-62,067	-58,249	-58,829	-58,366	-59,650	-60,284	-62,302
BALANCING OF EQUITY			-1,683,322	-1,705,239	-1,724,936	-1,748,018	-1,771,573	-1,781,757	-1,790,458	-1,800,890	-1,809,783	-1,819,511	-1,827,546
TOTAL EQUITY - RETAINED EARNINGS		-1,783,786	-1,824,566	-1,826,529	-1,827,945	-1,830,652	-1,833,640	-1,840,086	-1,849,287	-1,859,256	-1,869,433	-1,879,795	-1,889,848
		-1,783,786	-1,824,566	-1,826,529	-1,827,945	-1,830,652	-1,833,640	-1,840,086	-1,849,287	-1,859,256	-1,869,433	-1,879,795	-1,889,848
			0	0	0	0	0	0	0	0	0	0	0

"" equals equity balances at report run for current year""

Long Term Financial Plan Consolidated

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde		Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
Receivables outstanding amounts %		8.00%	7.75%	7.50%	7.25%	7.00%	6.75%	6.50%	6.25%	6.00%	5.75%	5.50%
Payables increase of Outstanding amounts, i.e. per year * %		25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Provisions increase of Outstanding amounts, i.e. per year * %		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
RECEIVABLES	***Opening***											
Opening		9,378	8,372	8,219	8,374	8,543	8,456	8,379	8,294	8,198	8,092	7,973
New Receivables		95,276	97,681	103,433	109,456	112,251	115,677	119,218	122,878	126,661	130,571	134,615
Total Receivables		104,654	106,053	111,653	117,830	120,793	124,133	127,597	131,172	134,859	138,663	142,588
Amount remaining (@ outstanding amount %)		8,372	8,219	8,374	8,543	8,456	8,379	8,294	8,198	8,092	7,973	7,842
Change in Receivables		-1,006	-153	155	169	-87	-77	-85	-96	-107	-118	-131
Receivables	9,378	8,372	8,219	8,374	8,543	8,456	8,379	8,294	8,198	8,092	7,973	7,842
Receivables - NC												
TOTAL RECEIVABLES	9,378	8,372	8,219	8,374	8,543	8,456	8,379	8,294	8,198	8,092	7,973	7,842
	9,378											
PAYABLES	***Opening***											
Opening		19,134	20,397	20,493	20,258	21,119	21,283	20,425	19,885	20,300	20,793	21,493
New Payables		62,453	61,576	60,539	64,219	64,014	60,415	59,113	61,316	62,872	65,180	67,385
Total Payables		81,587	81,972	81,032	84,477	85,134	81,699	79,538	81,200	83,172	85,973	88,878
Amount remaining (@ outstanding amount %)		20,397	20,493	20,258	21,119	21,283	20,425	19,885	20,300	20,793	21,493	22,220
Change in Payables		1,263	96	-235	861	164	-859	-540	416	493	700	726
Payables	19,134	20,391	20,392	20,158	21,015	21,178	20,324	19,786	20,200	20,690	21,387	22,110
Payables - NC		6	101	100	105	105	101	98	100	103	106	110
TOTAL PAYABLES	19,134	20,397	20,493	20,258	21,119	21,283	20,425	19,885	20,300	20,793	21,493	22,220
	19,229											
PROVISIONS	***Opening***											
Opening		11,024	11,919	12,830	13,765	14,724	15,707	16,717	17,753	18,815	19,905	21,024
Change in Provisions- by %		895	911	935	959	984	1,009	1,036	1,063	1,090	1,119	1,148
Total Provisions		11,919	12,830	13,765	14,724	15,707	16,717	17,753	18,815	19,905	21,024	22,172
Provisions	11,024	11,919	12,830	13,765	14,724	15,707	16,717	17,753	18,815	19,905	21,024	22,172
Provisions - NC		-0										
TOTAL PROVISIONS	11,024	11,919	12,830	13,765	14,724	15,707	16,717	17,753	18,815	19,905	21,024	22,172
	11,024											

Long Term Financial Plan Consolidated

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde		Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
BORROWINGS												
Current (next year's repayment)	993	887	1,010	1,641	1,599	1,680	1,764	1,853	1,944	1,708	1,745	
Non-Current	5,241	3,539	2,879	2,439	8,590	13,409	11,645	9,793	7,849	6,140	4,395	4,395
Add New Borrowings		100	360	1,200	7,750	6,500						
Less Loan Repayments		-1,908	-887	-1,010	-1,641	-1,599	-1,680	-1,764	-1,853	-1,944	-1,708	-1,745
TOTAL BORROWINGS	6,234	4,426	3,889	4,079	10,189	15,090	13,409	11,645	9,793	7,849	6,140	4,395
ASSET FIGURES												
Buildings and Infrastructure Renewals spending		23,859	20,991	23,143	23,095	25,458	23,185	22,438	24,369	23,617	25,614	24,858
Buildings and Infrastructure Depreciation		10,590	10,802	11,342	11,569	12,147	12,390	13,010	13,270	13,933	14,630	15,361
Annual Underspend		-13,269	-10,189	-11,801	-11,526	-13,311	-10,795	-9,428	-11,099	-9,684	-10,984	-9,497
Infrastructure Renewal Backlog	24,686	11,417	1,228	-10,573	-22,101	-35,412	-46,207	-55,635	-65,734	-76,418	-87,402	-96,898
		-53.7%	-89.2%	-960.8%	109.0%	60.2%	30.5%	20.4%	19.9%	14.5%	14.4%	10.9%
Cash available from the Base Budget (incl Reserves)		13,829	11,802	16,695	19,319	20,452	24,176	27,992	29,052	30,224	31,423	32,178
Gross Book Value (GBV) Infrastructure and Buildings	Note 9	936,885	936,885	936,885	936,885	936,885	936,885	936,885	936,885	936,885	936,885	936,885
Written Down Value (WDV) Infrastructure and Buildings	Note 9	665,233	665,233	665,233	665,233	665,233	665,233	665,233	665,233	665,233	665,233	665,233
POPULATION												
Estimated	112,545	114,460	116,410	118,390	120,400	122,450	124,530	126,650	128,800	130,990	133,220	135,480
% increase		1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
CPI % used		2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Discount factor	100%	97.40%	94.87%	92.40%	90.00%	87.66%	85.38%	83.16%	81.00%	78.89%	76.84%	74.84%

Long Term Financial Plan — General Revenue
2016/2017 to 2025/2026 — Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	49,248	50,372	51,279	52,202	53,141	54,523	55,941	57,395	58,887	60,418	61,989
User charges and fees	8,538	6,192	6,353	6,518	6,688	6,862	7,040	7,223	7,411	7,604	7,801
Interest and investment revenue	5,969	4,093	3,411	2,640	2,057	2,040	2,120	2,182	2,281	2,365	2,487
Other revenues	6,475	6,354	6,509	6,668	6,831	6,998	7,169	7,345	7,524	7,712	7,913
Grants & contributions - Operating	6,153	6,021	6,403	6,715	6,885	7,064	7,248	7,436	7,629	7,828	8,031
Grants & contributions - Capital	42,535	6,058	1,414	414	414	424	436	447	458	470	483
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	118,917	79,090	75,369	75,156	76,015	77,911	79,952	82,027	84,192	86,397	88,705
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	38,670	39,508	40,571	41,626	42,708	43,819	44,958	46,127	47,326	48,557	49,819
Borrowing costs	182	155	129	99	75	61	46	30	14	1	
Materials and contracts	19,553	18,309	16,405	16,332	15,107	15,183	15,588	16,009	16,439	16,882	17,856
Depreciation and amortisation	12,629	12,881	13,525	13,796	14,485	14,775	15,514	15,824	16,615	17,446	18,319
Impairment											
Other expenses	11,452	13,641	14,054	14,480	14,954	15,452	13,123	13,508	13,905	14,315	14,738
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	82,485	84,494	84,684	86,333	87,330	89,290	89,229	91,498	94,300	97,200	100,731
OPERATING RESULT FROM CONTINUING OPERATIONS	36,432	-5,404	-9,316	-11,177	-11,315	-11,379	-9,276	-9,471	-10,108	-10,803	-12,027
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	36,432	-5,404	-9,316	-11,177	-11,315	-11,379	-9,276	-9,471	-10,108	-10,803	-12,027
Attributable to:											
Council	36,432	-5,404	-9,316	-11,177	-11,315	-11,379	-9,276	-9,471	-10,108	-10,803	-12,027
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-6,103	-11,462	-10,729	-11,590	-11,729	-11,804	-9,712	-9,918	-10,567	-11,274	-12,509
"Cash" generated towards capital works	5,525	1,419	2,796	2,205	2,757	2,972	5,802	5,906	6,049	6,173	5,809

ATTACHMENT 1

ITEM 10 (continued)

Long Term Financial Plan
Commercial Waste

2016/2017 to 2025/2026
Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	139										
User charges and fees	1,028	1,055	1,082	1,110	1,139	1,169	1,199	1,230	1,262	1,295	1,329
Interest and investment revenue											
Other revenues	241	247	254	261	267	274	281	289	296	304	312
Grants & contributions – Operating											
Grants & contributions – Capital											
In-Kind Contributions – Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	1,409	1,302	1,336	1,371	1,406	1,443	1,481	1,519	1,559	1,599	1,641
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	6	5	5	5	5	5	5	5	5	6	6
Borrowing costs											
Materials and contracts	359	323	334	350	362	376	393	415	436	458	482
Depreciation and amortisation											
Impairment											
Other expenses	239	254	264	282	291	299	308	318	327	337	347
Interest and Investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	604	581	602	637	657	680	706	738	768	801	835
OPERATING RESULT FROM CONTINUING OPERATIONS	804	721	734	734	749	763	774	781	790	798	806
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	804	721	734	734	749	763	774	781	790	798	806
Attributable to:											
Council	804	721	734	734	749	763	774	781	790	798	806
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	804	721	734	734	749	763	774	781	790	798	806
"Cash" generated towards capital works	804	721	734	734	749	763	774	781	790	798	806

Long Term Financial Plan — Domestic Waste
2016/2017 to 2025/2026 — Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	17,414	18,284	19,198	20,158	21,166	22,225	23,336	24,503	25,728	27,014	28,365
User charges and fees											
Interest and investment revenue											
Other revenues	233	230	236	242	248	255	261	268	275	282	289
Grants & contributions - Operating	486	492	505	518	531	545	559	574	589	604	620
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	18,133	19,006	19,939	20,918	21,946	23,024	24,156	25,344	26,591	27,900	29,274
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	1,284	1,227	1,231	1,263	1,296	1,330	1,364	1,400	1,436	1,473	1,512
Borrowing costs											
Materials and contracts	12,743	13,356	13,736	14,211	14,437	14,886	15,383	15,969	16,547	17,151	17,784
Depreciation and amortisation	18	18	19	20	21	21	22	23	24	25	26
Impairment											
Other expenses	4,318	4,570	4,751	5,075	5,229	5,387	5,549	5,716	5,888	6,066	6,249
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	18,363	19,172	19,738	20,569	20,983	21,624	22,319	23,107	23,895	24,715	25,570
OPERATING RESULT FROM CONTINUING OPERATIONS	-231	-166	201	349	963	1,401	1,838	2,238	2,697	3,185	3,704
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	-231	-166	201	349	963	1,401	1,838	2,238	2,697	3,185	3,704
Attributable to:											
Council	-231	-166	201	349	963	1,401	1,838	2,238	2,697	3,185	3,704
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-231	-166	201	349	963	1,401	1,838	2,238	2,697	3,185	3,704
"Cash" generated towards capital works	-213	-147	220	369	984	1,422	1,860	2,260	2,720	3,210	3,730

City of Ryde
Lifestyle and opportunity @ your doorstep

Long Term Financial Plan
Externally Restricted Revenue
- Macquarie Park Special Rate
- Stormwater Management Charge

2016/2017 to 2025/2026
Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
User charges and fees											
Interest and investment revenue											
Other revenues											
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs											
Borrowing costs											
Materials and contracts											
Depreciation and amortisation											
Impairment											
Other expenses											
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS											
OPERATING RESULT FROM CONTINUING OPERATIONS	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
Attributable to:											
Council	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723
"Cash" generated towards capital works	4,703	7,521	10,668	14,083	14,336	14,709	15,092	15,484	15,887	16,300	16,723

Long Term Financial Plan Home Modification

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees	82	85	87	89	91	94	96	99	101	104	107
Interest and investment revenue											
Other revenues											
Grants & contributions - Operating	423	434	445	457	469	481	493	506	519	533	547
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	506	519	532	546	560	575	590	605	621	637	653
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	224	214	220	225	231	237	243	250	256	263	270
Borrowing costs											
Materials and contracts	285	292	300	308	316	324	332	341	350	359	368
Depreciation and amortisation											
Impairment											
Other expenses	6	6	6	6	7	7	7	7	7	7	8
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	515	512	526	539	553	568	583	598	613	629	646
OPERATING RESULT FROM CONTINUING OPERATIONS	-9	6	6	7	7	7	7	7	7	8	8
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	-9	6	6	7	7	7	7	7	7	8	8
Attributable to:											
Council											
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-9	6	6	7	7	7	7	7	7	8	8
"Cash" generated towards capital works	-9	6	6	7	7	7	7	7	7	8	8

Long Term Financial Plan 2016/2017 to 2025/2026
Investment Property Portfolio Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees	1,474	1,511	1,551	1,591	1,632	1,675	1,718	1,763	1,809	1,856	1,904
Interest and investment revenue											
Other revenues	757	777	797	818	839	3,461	3,551	3,643	3,738	3,835	3,935
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	2,231	2,288	2,348	2,409	2,471	5,135	5,269	5,406	5,547	5,691	5,839
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	458	442	441	453	465	477	489	502	515	528	542
Borrowing costs	13	17	74	447	730	664	595	522	447	386	282
Materials and contracts	591	486	501	514	528	541	555	570	585	600	615
Depreciation and amortisation	208	212	223	228	239	244	256	261	274	288	302
Impairment											
Other expenses	643	665	685	706	731	754	779	804	830	857	885
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	1,914	1,824	1,925	2,348	2,692	2,679	2,673	2,658	2,650	2,639	2,626
OPERATING RESULT FROM CONTINUING OPERATIONS	317	464	423	61	-221	2,456	2,596	2,748	2,896	3,052	3,212
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	317	464	423	61	-221	2,456	2,596	2,748	2,896	3,052	3,212
Attributable to:											
Council	317	464	423	61	-221	2,456	2,596	2,748	2,896	3,052	3,212
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	317	464	423	61	-221	2,456	2,596	2,748	2,896	3,052	3,212
"Cash" generated towards capital works	525	676	646	289	18	2,700	2,852	3,009	3,170	3,340	3,515

Long Term Financial Plan Plant Fund

2016/2017 to 2025/2026 Current State (including SRV)

Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees											
Interest and investment revenue											
Other revenues	54	55	57	58	60	61	63	64	66	68	70
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	54	55	57	58	60	61	63	64	66	68	70
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	991	999	1,017	1,043	1,070	1,098	1,126	1,156	1,186	1,217	1,248
Borrowing costs											
Materials and contracts	-2,953	-2,966	-3,024	-3,082	-3,141	-3,200	-3,260	-3,320	-3,380	-3,441	-3,502
Depreciation and amortisation	2,045	2,086	2,190	2,234	2,345	2,392	2,512	2,562	2,690	2,825	2,966
Impairment											
Other expenses	537	560	584	609	636	664	693	723	754	787	822
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	620	679	767	804	911	954	1,071	1,121	1,250	1,388	1,534
OPERATING RESULT FROM CONTINUING OPERATIONS	-566	-623	-710	-746	-851	-892	-1,009	-1,056	-1,184	-1,320	-1,465
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	-566	-623	-710	-746	-851	-892	-1,009	-1,056	-1,184	-1,320	-1,465
Attributable to:											
Council	-566	-623	-710	-746	-851	-892	-1,009	-1,056	-1,184	-1,320	-1,465
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-566	-623	-710	-746	-851	-892	-1,009	-1,056	-1,184	-1,320	-1,465
"Cash" generated towards capital works	1,479	1,462	1,480	1,488	1,494	1,500	1,504	1,506	1,506	1,505	1,501

Long Term Financial Plan Project Development Unit	2016/2017 to 2025/2026 Current State (including SRV)										
Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees											
Interest and investment revenue											
Other revenues	53	54	56	57	58	60	62	63	65	66	68
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	53	54	56	57	58	60	62	63	65	66	68
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	-169	-138	-142	-146	-149	-153	-157	-161	-165	-170	-174
Borrowing costs											
Materials and contracts	230	192	197	203	208	213	219	224	230	236	242
Depreciation and amortisation											
Impairment											
Other expenses											
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	61	54	56	57	58	60	62	63	65	66	68
OPERATING RESULT FROM CONTINUING OPERATIONS	-8		0				-0				
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	-8		0				-0				
Attributable to:											
Council	-8		0				-0				
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-8		0				-0				
"Cash" generated towards capital works	-8		0				-0				

Long Term Financial Plan Ryde Aquatic Leisure Centre	2016/2017 to 2025/2026 Current State (including SRV)										
Council of the City of Ryde	Forecast 2015/2016 $'000	Forecast 2016/2017 $'000	Forecast 2017/2018 $'000	Forecast 2018/2019 $'000	Forecast 2019/2020 $'000	Forecast 2020/2021 $'000	Forecast 2021/2022 $'000	Forecast 2022/2023 $'000	Forecast 2023/2024 $'000	Forecast 2024/2025 $'000	Forecast 2025/2026 $'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees	5,589	5,714	5,862	6,015	6,171	6,331	6,496	6,665	6,838	7,016	7,198
Interest and investment revenue											
Other revenues	18	18	19	19	20	20	21	21	22	23	23
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	5,606	5,732	5,881	6,034	6,191	6,352	6,517	6,686	6,860	7,038	7,221
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	3,286	3,302	3,388	3,476	3,567	3,660	3,755	3,852	3,952	4,055	4,161
Borrowing costs	97										
Materials and contracts	1,162	1,210	1,242	1,274	1,307	1,341	1,376	1,412	1,449	1,487	1,526
Depreciation and amortisation	686	699	734	749	787	802	842	859	902	947	995
Impairment											
Other expenses	1,039	1,075	1,106	1,139	1,209	1,246	1,284	1,323	1,363	1,405	1,449
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	6,269	6,287	6,471	6,638	6,870	7,049	7,257	7,447	7,667	7,895	8,130
OPERATING RESULT FROM CONTINUING OPERATIONS	-663	-555	-590	-605	-679	-697	-740	-761	-807	-856	-908
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	-663	-555	-590	-605	-679	-697	-740	-761	-807	-856	-908
Attributable to:											
Council	-663	-555	-590	-605	-679	-697	-740	-761	-807	-856	-908
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	-663	-555	-590	-605	-679	-697	-740	-761	-807	-856	-908
"Cash" generated towards capital works	23	144	144	145	107	105	102	96	95	91	87

Version Control – Long Term Financial Plan

Document Name	Plan Years	Last Modified Date
Version 1	2006/2016	1/7/2006
Version 2	2011/2021	30/6/2011
Version 3	2013/2023	30/6/2013
Version 4	2014/2024	10/2/2015
Version 5	2015/2025	23/6/2015
Version 6	2016/2026	28/6/2016