



City of Ryde

Lifestyle and opportunity
at your doorstep

Long Term *Financial* Plan

DRAFT

Ryde
2026 to 2036

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INTRODUCTION

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

This IP&R framework allows Council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

The Long-Term Financial Plan (LTFP) is an integral part of Council's Resourcing Strategy; it supports the achievement of Council's goals as identified in the Community Strategic Plan, Delivery Program and Operational Plan. This plan sets out what resources will be needed, i.e., time, people, assets, and money to deliver essential services and infrastructure to the community.

This LTFP works in conjunction and is interrelated with the Workforce Management Planning and Asset Management Planning. Together these plans represent Council's resource response to the Community Strategic Plan Ryde 2028.

LONG TERM FINANCIAL PLANNING

Each council must prepare and adopt a 10-year Long Term Financial Plan. This plan must be used to inform decision making and due regard must be given to promoting the financial sustainability of Council. The City of Ryde is committed to sustainable long-term financial management.

The LTFP must include:

- Projected income and expenditure, balance sheet and cashflow statement;
- The planning assumptions used to develop the Plan ("the Planning Assumptions Statement");
- Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan;
- Financial modelling for different scenarios e.g. planned/optimistic/conservative; and
- Methods of monitoring financial performance.

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

The LTFP will be continually monitored and updated annually as part of Council's commitment to delivering the aspirations as espoused in the Community Strategic Plan.

Principles of Sound Financial Management

Under the Local Government Act 1993 Section 8B, councils must apply the following **principles of sound financial management**:

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and process for the following:
 - i. Performance management and reporting,
 - ii. Asset maintenance and enhancement,
 - iii. Funding decisions,
 - iv. Risk management practices.
- (d) Councils should have regards to achieving intergenerational equity, including ensuring the following:
 - i. Policy decisions are made after considering their financial effects on future generations.
 - ii. The current generation funds the cost of its services.

Financial Objectives

To support the principles of sound financial management, Council is committed to the following financial objectives:

- **Maintain operating surpluses before capital grants and contributions** so that operating revenue is sufficient to cover operating expenditure including depreciation.
- Set aside **funds to meet known commitments** which are tied to the Long-Term Financial Plan. E.g. Asset renewal, Election, ELE, Plant purchases etc.
- Maintain a minimum of **\$13.4m in unrestricted cash (equivalent to three months working capital)** to meet unknown commitments. This balance must be healthy, positive and Council must aim to grow this over time.
- **Priority** to be given to expenditure on **renewal of Council's existing asset base** over new capital with appropriate funding set aside.
- For any **new capital expenditure**, identify **source of funding** and ensure that Council has incorporated **lifecycle costing** related to future maintenance and operational costs including funds set aside for future renewal and/or replacement of these assets.
- **Only** consider **borrowings** if a continuous stream of general purpose revenue is identified to service the loan including interest.
- Apply user pays principles for private goods and/or benefits such as aquatic centres, etc. All other cost recovery principles are as per Council's adopted Fees and Charges.
- Achieve industry **financial and infrastructure ratios** within the benchmarks identified.

City of Ryde Profile

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

The City of Ryde local government area covers an area of approximately 40 square kilometres, including waterways and parkland in Greater Sydney's North.

It is located 12 kilometres from Sydney CBD and includes 16 suburbs such as Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai local government areas in the north, Willoughby City and Hunters Hill local government areas and the Lane Cove River in the east, and the City of Parramatta in the west.

When preparing the Long-Term Financial Plan, many factors are considered. These factors include population, market, and economic conditions, and other key statistics which are analysed and assumptions are made.

Community

The current population is just over 139,000 in 2024 based on estimated figures provided by the Australian Bureau of Statistics (ABS) Estimated Resident Population 2021. This is forecast to reach over 189,000 by 2041, an increase of 35 percent. Other characteristics include (based on ABS Census 2021):

- The largest age group is between 35 to 49 with over 29,000 people, or 21% of population;
- An ageing population with those aged 60 + years being around 26,000 people, or 19% of population;
- Children and young people comprising around 27 percent of our population;
- Around 49,000 households with 43 percent comprising families with children growing;
- A culturally diverse city with over 130 countries of origin, over 100 languages spoken; and
- 49 percent of residents were born overseas.

Economy

Our economy contributes over \$19.19 billion of Gross Regional Product to the NSW economy. Other characteristics of our local economy include:

- Over 13,000 local businesses and over 91,700 local jobs
- 51 percent of people living in the City are employed
- 73 percent of resident workers have a tertiary qualification
- The median household income is over \$113,800

Macquarie Park is the northern anchor of Sydney's Eastern Economic Corridor, designated as a health and education precinct and strategic centre. It is the most prominent business and employment centre in the City of Ryde, which contributes approximately \$13.6 billion to the NSW Economy. City of Ryde is committed to supporting innovation and investment in Macquarie Park while also helping small and medium businesses.

Challenges

Council's Community Strategic Plan highlights the many challenges and opportunities for the City of Ryde. With the projected increase in population, by 2031 City of Ryde will require an additional 17,000 new dwellings. This housing must meet the demand for choice and variety in the types of homes available, especially if there are fewer people living in each household. Over the coming decades, the overall composition of our community will also shift in some important areas. For example, the number of people who have reached retirement age will increase by more than 60 percent, requiring specific services and safe access to more places.

Denser living means that more people will be living in units, increasing demand on the area's many lifestyle assets, public spaces and local services. The increasing and changing population will influence planning for schools, organized sports and youth services and require us to reassess services and facilities offered to ensure reasonable access for people at all stages of their lives.

Sydney city will grow to more than 6.4 million by 2036 and 8 million by 2056. State agencies such as the Greater Sydney Commission and Transport for NSW take a metropolitan perspective to plan for this growth and guide Sydney's development. We will need to work with the NSW government and other stakeholders to achieve the outcomes for the City of Ryde that protect its character and enhance the city's future prosperity, uniqueness and livability.

City of Ryde residents use their own car for approximately 70 percent of trips that they make. Almost 80 per cent of people coming into City of Ryde use their car. All major roads are at, or near capacity during peak times and limited availability of parking can restrict access to our centres and jobs. City of Ryde will need to work with our stakeholders and NSW government, strongly advocating for improved transport links and making sure appropriate infrastructure is planned and delivered to support major developments.

Adapting to life in a changing climate, we also need to consider wider social and economic shocks. We need to ensure that neighbourhoods are geared for changes to weather patterns and our infrastructure and urban areas can cope. In addition, with 50 percent of the population being born overseas and immigration expected to continue to grow, we need to value our cultural heritage by protecting and revitalising places, facilities and services.

Note: Other challenges such as State Government Housing Policy changes such as Build to Rent (BTR), Transport Orientated Development (TOD), and rezoning are out of Council's control however will have financial impacts on expenditure, income and Council's assets. At this stage, these impacts are largely unknown and have not been included in this Long-Term Financial Plan.

PLANNING ASSUMPTIONS

When formulating the long-term financial plan, certain assumptions are made. These assumptions include inflation, employment increases tied to the NSW Local Government Award, the rate peg and interest rates offered in the market for borrowings and investments.

ASSUMPTION	
Operating Revenue	
Rates and Annual Charges	<p>Rates – 5.1% rate peg for 2026/27 and 4.0% increase onwards.</p> <p>Domestic Waste –\$33 increase per standard service for 2026/27, which is partially driven by FOGO but also by supplier cost increases, and 4.0% increase onwards.</p>
User Charges and Fees	4.0% per annum increase for 2026/27 and onwards.
Grants and Contributions	Income from grants and contributions is included where funding arrangements are known. Recurring grant income tied to expenditure maintained at 2026/27 levels, 2.7% for 2026/27, 2.5% for 2027/28 and 2.4% increase onwards.
Interest and Investment Revenue	The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders. The City of Ryde has set a budget target to achieve 0.55% above the Bloomberg Ausbond Bank Bill index.
Other Revenue/Other Income	4.0% per annum increase for 2026/27 and onwards.
Operating Expenditure	
Employee Costs	3.4% per annum increase 2026/27 and 3.3% increase onwards.

ASSUMPTION

Borrowing Costs	<p>No new borrowings</p> <p>Budgets shown in the plan under 'borrowing costs' are not for a loan, but an on-going lease for which the relevant Accounting Standard requires classification as 'borrowing costs'</p>
Materials and Contracts	2.7% increase for 2026/27, 2.5% increase for 2027/28 and 2.4% increase onwards. (However, some accounts have been increased according to existing contract terms)
Depreciation	Depreciation has been modelled in detail and in accordance with forward Asset Management Plans and statutory accounting practices. Rates will vary depending on asset classes and components.
Insurance	5.0% increase for 2026/27 and beyond.
Waste Collection and Disposal Contract	21.4% increase for 2026/27, 2.7% increase for 2027/28 and 2.6% for 2028/29 and beyond. The 2026/27 increase supports roll-out of FOGO recycling across the LGA and costs are subsidised by Council's Waste Management Reserve.
IT Software License Fees	9.9% increase for 2026/27, 4.8% increase for 2027/28 and 5% increase for 2028/29 and beyond.
Other Expenses	2.7% increase for 2026/27, 2.5% increase for 2027/28 and 2.4% for 2028/29 and beyond. (However, some accounts have been increased according to existing contracts)

SCENARIO RISK ANALYSIS

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

CLASS	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Rates and Annual Charges	<p>Rates – 5.1% rate peg for 2026/27 and 4.0% increase onwards.</p> <p>Domestic Waste –\$33 increase per standard service for 2026/27 and 4% increase onwards.</p>	<p>Rates and annual charges are the main sources of Council income and fund core services including infrastructure, community services, sports and recreation, public health, environmental protection and waste collection, disposal and remediation.</p> <p>The NSW State Government “pegs” the maximum percentage by which rates can be increased annually. Council’s ability to levy rates and annual charges are legislated under the <i>Local Government Act 1993</i>.</p>	High	<p>Rates – Low</p> <p>Domestic Waste - Medium</p>
User Charges and Fees	4.0% per annum increase for 2026/27 and onwards.	<p>User fees and charges generally fall into 3 categories.</p> <ol style="list-style-type: none"> 1. Statutory Fees and Charges – established by the State Government. 2. Discretionary Fees and Charges 1 – Council subsidises a service by establishing fees and charges that only partially recover the costs of the service provided. 3. Discretionary Fees and Charges 2 – Council seeks to recover the full cost of the service provided. 	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Low</p> <p>High</p> <p>High</p>
Interest and Investment Revenue	<p>The City of Ryde’s Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders.</p> <p>The City of Ryde has set a budget</p>	<p>The Council has a large investment portfolio that is subject to movements in interest rates, as well as drawdowns and top up of Reserves. Investments are placed and managed in accordance with the Council’s adopted Investment Policy in compliance with the <i>Local Government Act</i>. As a custodian of the community’s funds, the Council ensures funds are invested with the same care, diligence and</p>	Medium	Low

CLASS	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
	target to achieve 0.55% above the Bloomberg Ausbond Bank Bill index.	skill that a prudent person would exercise. It is important to note that interest revenue earned on Externally Restricted Funds must be held in these specific Reserves, hence cannot be used to fund General Operations.		
Grants & Contributions	Income from grants and contributions is included where funding arrangements are known. Recurring grant income tied to expenditure is maintained at 2026/27 levels	Grants and contributions are awarded for operating and capital purposes. Operating grants assist in providing important services to the community such as road safety and environmental initiatives. Capital grants contribute to infrastructure expansion and public amenity aligned to growth and development. If grants are not received, Council will generally not continue to provide that service unless an alternate funding source is identified.	Medium	Low
Other Revenues / Other Income	4.0% per annum increase 2026/27 and onwards.	Includes revenue from parking fines, investment property rentals and employee contributions to vehicle private use. Other revenue may fluctuate because of fair value increments.	Medium	High
Employee Benefits and On-Costs	3.4% per annum increase 2026/27, 3.3% increase for 2027/28 and beyond.	Employee costs are the largest expenditure category (40%). It has been forecasted for an increase of 3.4% Council's Workforce Strategy includes actions to secure a skilled and agile workforce committed to excellence and safety	High	Medium
Borrowing Costs	No new borrowings are included in the Base Case.	Budgets shown in the plan under 'borrowing costs' are not for a loan, but an on-going lease and that the Accounting Standard requires calculated depreciation and interest to be classified as 'borrowing costs'	Low	Low

CLASS	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Materials and Contracts	2.7% increase for 2026/27, 2.5% for 2027/28 and 2.4% increase onwards.	<p>Council's reliance on contractors is significant and reflects the need to be agile in meeting changes in service delivery demands. Contracts are managed in a procurement framework that promotes transparency and value for money principles.</p> <p>*Some accounts have been increased according to existing contract terms.</p>	High	Medium
Depreciation and Amortisation	Depreciation has been modelled in accordance with forward Asset Management Plans and statutory accounting practices. Rates will vary depending on asset classes and components.	<p>Depreciation is the annualised deterioration of Council assets captured in a financial context (using a straight-line methodology).</p> <p>Asset classes are revalued at least every 5 years, and revaluation has an impact on depreciation. Further information can be found in Council's Infrastructure Fair Value Valuation Manual.</p>	High	Medium
Insurance	5.0% for 2026/27 and beyond.	Annual Insurance premiums include coverage for Public Indemnity & Liability, Vehicles & Fleet, Claims Excess and Property.	Medium	Low
Waste Collection and Disposal Contract	21.4% increase for 2026/27 and 2.7% increase for 2027/28, 2.6% increase for 2028/29 and beyond.	Waste contracts include Waste Disposal, Waste Collection and Recycling. The higher level of increase in 2026/27 relates to costs of implementing FOGO recycling.	Medium	Low
IT Software License Fees & Hardware	9.9% decrease for 2026/27 and 4.8% increase for 2027/28, 5.0% increase for 2028/29 and beyond.	IT Licensing including Software Charges, Maintenance & Support Fees and Software License Fees	Medium	Low

CLASS	ASSUMPTIONS	ANALYSIS	IMPACT RATING	CONTROL
Other Expenses	2.7% increase for 2026/27, 2.5% for 2027/28 and 2.4% increase for 2028/29 and beyond. (However, some accounts have been increased according to existing contract terms)	Includes contributions to other levels of government (such as waste levies, fire control and valuation fees). Whilst Council works closely with other levels of government, the ability to control or influence costs cannot be guaranteed. <i>*Some accounts have been increased according to annual price indexation build into existing contracts</i>	Medium	Low

FINANCIAL PERFORMANCE

Council must report annually the following financial and infrastructure indicators (prescribed by the Office of Local Government) in the Annual Statutory Financial Statements. These performance measures are replicated in Council's Long Term Financial Plan and are detailed in the following table:

INDICATOR	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET
Operating Performance	Total operating revenue (excluding capital grants and contributions) less total operating expenditure. Divided by continuing operating revenue (excluding capital grants and contributions).	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	>0%

Own Source Operating Revenue	Total continuing operating revenue (excluding capital grants and contributions). Divided by continuing operating revenue.	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	>60%
Unrestricted current ratio	Current assets less all external restrictions. Divided by current liabilities less specific purpose liabilities.	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council	> 1.5 times
Debt Service Cover Ratio	Operating results before capital excluding interest and depreciation. Divided by principal repayments + borrowing costs.	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	>2 times
Cash expense cover ratio	Current year's cash, cash equivalents and term deposits. Divided by payments from cash flow of operating and financing activities.	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	>3 months
Asset Renewal Ratio (Buildings and Infrastructure)	Asset renewal expenditure divided by depreciation.	To assess the rate at which these assets are being renewed against the rate at which they are depreciating.	>100%

FINANCIAL MODELLING

Long Term financial planning involves projecting revenues, expenses and key factors that have a financial impact on the organization. Understanding long term trends and potential risk factors that may impact overall financial sustainability allows Council to proactively address these issues.

Key long-term trends include:

- Ongoing public appetite and demand for social and lifestyle infrastructure, such as parks and all-weather playing fields.

Potential risk factors include:

- Ageing public infrastructure and escalating replacement costs, such as Ryde Aquatic Leisure Centre and Stormwater infrastructure.
- Increasing maintenance and operating costs of Council owned land and buildings, if Council does not undertake regular review of the value add of these assets.
- Macro-economic environment including fuel and wages pricing and general levels of inflation.
- Cost shifting from higher levels of government, putting higher pressure on the Operating cost base.

Opportunities if Council undertakes early and deliberate planning strategies include:

- Asset recycling to improve public infrastructure amenity.
- Linking Council's revenue streams to infrastructure outcomes that benefit the whole community.
- Addressing the risks identified above.

Based on the risk and opportunity analysis above, the following three scenarios have been modelled to show alternative long term outcomes:

- **Scenario 1 - Base Case plus VPA Commitments**
- **Scenario 2 - Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)**
- **Scenario 3 - Pessimistic / Worst Case**

Scenario 1 - Base Case plus VPA Commitments

Scenario 1 - BASE CASE PLUS VPA COMMITMENTS

As per Council Resolution dated 26 September 2023, it was resolved that the financial implications arising after a review of Council’s Voluntary Planning Agreement’s (VPA’s) were to be incorporated into the LTFP Base Case from FY24/25. This review found 18 VPA’s either in ‘Operating’ or ‘Executed’ status, for which assets, once dedicated to Council, have an average annual maintenance and operating cost of \$1.3m. The VPA lists are shown in Table 1 and estimated maintenance and operating costs are shown in Table 2. Council’s Asset Management team have estimated the timing of these VPA’s to determine the potential impact to Council each year.

Of the 18 VPA’s, the most notable is the Macquarie Centre VPA which requires Council to fit-out a library and creativity hub at an estimated capital cost of \$30m. Annual operating costs of the library are estimated at \$2.3m per annum. A development application was submitted in 2025, and if the developer progresses the redevelopment of their site, Council is under a contractual obligation to commit to these works, although exact timing is yet to be advised.

Table 1 below details the 18 VPA’s in Council’s Public VPA Register in Council’s Strategic Asset Management system.

Table 2 below details the total estimated ongoing additional maintenance and renewal costs of the 18 VPA’s in Council’s Public VPA Register and these are indexed based on the assumed timing of when these assets will be dedicated to Council

Table 1: Listing of Developer VPA's in Council's Public VPA Register

#	VPA No.	Title/Address	Other Parties
1	VPA2020/199	1-20 Railway Road and 50 Constitution Road	Shepherds Bay Holdings Pty Ltd and Sasco Developments Pty Limited
2	VPA2015/484	388 Lane Cove Road, Macquarie Park	By the Bay Investments Pty Ltd as trustee of the bay Investments Discretionary Trust
3	VPA2015/1	North Ryde M2 Site (Lachlan's Line)	Landcom (t/a UrbanGrowth NSW)
4	LEG2013/11	Macquarie University	Macquarie University
5	VPA2013/326	7-9 Khartoum, Macquarie Park (Preservation of land only)	Kennards Self Storage Pty Ltd
6	VPA2013/326	25-27 Epping Road, Macquarie Park	Greenland (Sydney) Lachlan's line Macquarie Park Development Pty Limited
7	VPA2017/2	45-61 Waterloo Road, Macquarie Park	John Holland Macquarie Park Land Custodian Pty Ltd
8	VPA2017/1	85-97 Waterloo Road, Macquarie Park	The Trust Company Limited as custodian for Goodman Australia Industrial Trust No. 3 and Sydney North Planning Panel
9	VPA2017/312	312 Victoria Road, Gladesville	Buildex Gladesville Pty Ltd
10	VPA2017/547	11-17 Khartoum Road, Macquarie Park	The Trust Company Limited as custodian for Stockland Trust Management Limited as trustee for Advance Property Fund ABN 86 001 900 741, and Stockland Trust Management Limited as Responsible Entity for the Advance Property Fund ACN 001 900 741, and Sydney North Planning Panel.
11	VPA2015/655	197-223 Herring Road, Macquarie Park	AMP Capital
12	VPA2016/378	152-190 Rowe Street and 35 Rutledge Street, Eastwood	Eastwood Centre Pty Limited CAN 646 266 006 ATF Eastwood Centre Unit Trust ABN 81 904 255 704
13	LDA2019/117/9	9-13 Waterloo Road, Macquarie Park	Waterloo Projects Pty Ltd
14	VPA2019/1	45-47 Epping Road, Macquarie Park (Land dedication Only)	Total Forms Pty Ltd Limited and PS1875 property Holdings Pty Limited
15	VPA2019/2	63-71 Waterloo Road, Macquarie Park	UT 65 Pty Ltd
16	VPA2020/44	1 Eden Park Drive, Macquarie Park	Kamirice Pty Limited
17	VPA2014/9	2-6 Chatham Road, West Ryde	Hurstville Apartments Pty Ltd
18	VPA2023/1	39 Delhi Road, North Ryde	Stockland Trust Management Limited, The Trust Company Limited

Table 2: VPA Maintenance and Renewal Costs additional to Current Operating and Maintenance program

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Macquarie Centre Community Hub	-	-	-	-	-	-	-	-	-	2,344
Civil VPA Program - Maintenance	238	655	670	686	703	720	737	755	773	791
Civil VPA Program - Operating	-	631	650	676	823	848	874	900	927	949
Total	238	1,286	1,320	1,362	1,526	1,568	1,611	1,655	1,700	4,084

Macquarie Centre Community Hub costs will be funded from general funds (operating surplus), as are maintenance and operating costs.

Budgeted costs are lower in 2026/27 at \$238k, due to the lumpy nature of VPA associated development, and based on known completion dates for Developer projects.

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Base Case plus VPA Commitments

INCOME STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	134,710	141,451	146,603	151,952	157,501	163,260	169,136	175,437	181,872	188,550
User Charges & Fees	19,333	20,109	20,912	21,748	22,617	23,521	24,461	25,439	26,456	27,513
Other Revenues	7,442	7,737	8,046	8,368	8,703	9,051	9,413	9,789	10,181	10,588
Grants & Contributions provided for Operating Purposes	7,167	7,239	7,412	7,590	7,772	7,959	8,150	8,345	8,546	8,751
Grants & Contributions provided for Capital Purposes	29,962	21,379	28,333	39,624	38,333	38,333	38,333	38,333	38,333	38,333
Interest & Investment Revenue	14,625	12,415	12,330	13,337	15,166	17,089	19,074	21,130	22,727	24,379
Other Income:										
Net Gains from the Disposal of Assets	740	726	887	701	828	898	847	984	813	1,045
Other Income	6,967	7,245	7,535	7,837	8,150	8,476	8,815	9,168	9,534	9,916
Total Income from Continuing Operations	220,946	218,301	232,059	251,156	259,070	268,587	278,229	288,626	298,462	309,075
Expenses from Continuing Operations										
Employee Benefits & On-Costs	72,795	75,144	77,617	80,171	82,809	85,534	88,349	91,257	94,260	98,626
Borrowing Costs	1,478	1,460	1,435	1,401	1,360	1,311	1,253	1,185	1,108	1,020
Materials & Contracts	66,237	70,366	73,564	74,050	76,251	78,842	81,921	83,031	85,376	89,116
Depreciation & Amortisation	32,895	32,250	33,166	34,114	35,090	36,100	37,132	38,198	39,297	40,433
Other Expenses	9,622	9,872	10,119	10,371	10,630	10,896	11,168	11,447	11,733	12,026
Total Expenses from Continuing Operations	183,026	189,093	195,900	200,107	206,141	212,683	219,822	225,118	231,774	241,221
Operating Result from Continuing Operations	37,919	29,208	36,159	51,049	52,929	55,904	58,407	63,507	66,687	67,853
Net Operating Result for the Year	37,919	29,208	36,159	51,049	52,929	55,904	58,407	63,507	66,687	67,853
Net Operating Result before Grants and Contributions provided for Capital Purpose	7,957	7,829	7,826	11,425	14,596	17,570	20,074	25,174	28,354	29,520

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Base Case plus VPA Commitments

BALANCE SHEET - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	87,416	74,297	98,280	147,022	199,773	255,259	313,489	376,353	413,280	480,688
Investments	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889
Receivables	15,163	14,709	15,908	17,710	18,486	19,424	20,399	21,440	22,249	23,368
Inventories	954	1,014	1,060	1,067	1,099	1,136	1,180	1,196	1,230	1,284
Other	3,124	3,305	3,447	3,477	3,578	3,696	3,834	3,891	4,000	4,166
Total Current Assets	223,547	210,213	235,583	286,164	339,825	396,403	455,791	519,769	557,649	626,394
Non-Current Assets										
Investments	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375
Receivables	1,613	1,693	1,755	1,819	1,886	1,955	2,025	2,101	2,178	2,258
Infrastructure, Property, Plant & Equipment	2,010,352	2,054,806	2,067,278	2,068,974	2,069,554	2,070,108	2,070,267	2,070,540	2,100,082	2,099,968
Investment Property	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375
Right of use assets	22,317	20,741	19,170	17,598	16,027	14,451	12,879	11,308	9,736	8,160
Total Non-Current Assets	2,347,032	2,389,991	2,400,953	2,401,141	2,400,216	2,399,263	2,397,921	2,396,699	2,424,746	2,423,136
TOTAL ASSETS	2,570,579	2,600,204	2,636,536	2,687,306	2,740,042	2,795,667	2,853,713	2,916,468	2,982,395	3,049,531
LIABILITIES										
Current Liabilities										
Payables	36,497	37,185	37,746	37,978	38,427	38,930	39,497	39,831	40,323	41,033
Contract liabilities	5,055	5,169	5,288	5,411	5,539	5,673	5,812	5,956	6,106	6,262
Lease liabilities	386	506	635	771	915	1,068	1,230	1,402	1,585	1,778
Employee benefit provisions	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128
Total Current Liabilities	58,066	58,989	59,796	60,288	61,009	61,798	62,667	63,317	64,141	65,202
Non-Current Liabilities										
Contract liabilities	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379
Lease liabilities	24,108	23,602	22,967	22,197	21,282	20,214	18,984	17,582	15,997	14,219
Employee benefit provisions	880	880	880	880	880	880	880	880	880	880
Total Non-Current Liabilities	27,367	26,861	26,226	25,455	24,540	23,473	22,243	20,841	19,256	17,478
TOTAL LIABILITIES	85,433	85,850	86,022	85,743	85,550	85,271	84,910	84,158	83,397	82,680
Net Assets	2,485,146	2,514,354	2,550,514	2,601,563	2,654,492	2,710,396	2,768,803	2,832,310	2,898,998	2,966,851
EQUITY										
Retained Earnings	1,470,050	1,499,258	1,535,418	1,586,467	1,639,396	1,695,300	1,753,707	1,817,214	1,883,902	1,951,755
Revaluation Reserves	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096
Council Equity Interest	2,485,146	2,514,354	2,550,514	2,601,563	2,654,492	2,710,396	2,768,803	2,832,310	2,898,998	2,966,851
Total Equity	2,485,146	2,514,354	2,550,514	2,601,563	2,654,492	2,710,396	2,768,803	2,832,310	2,898,998	2,966,851

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Base Case plus VPA Commitments

CASH FLOW STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	134,484	141,263	146,459	151,802	157,346	163,099	168,972	175,260	181,692	188,363
User Charges & Fees	19,304	20,082	20,884	21,719	22,587	23,490	24,429	25,405	26,420	27,476
Investment & Interest Revenue Received	14,645	12,521	12,069	12,852	14,658	16,544	18,504	20,515	22,357	23,717
Grants & Contributions	36,986	29,113	35,331	46,547	46,170	46,281	46,472	46,668	46,868	47,072
Other	14,384	15,155	15,341	15,848	16,824	17,462	18,161	18,887	19,643	20,429
Payments:										
Employee Benefits & On-Costs	(72,795)	(75,144)	(77,617)	(80,171)	(82,809)	(85,534)	(88,349)	(91,257)	(94,260)	(98,626)
Materials & Contracts	(66,389)	(70,211)	(73,441)	(74,021)	(76,162)	(78,739)	(81,801)	(82,979)	(85,281)	(88,972)
Borrowing Costs	(1,478)	(1,460)	(1,435)	(1,401)	(1,360)	(1,311)	(1,253)	(1,185)	(1,108)	(1,020)
Other	(9,733)	(9,649)	(9,923)	(10,262)	(10,461)	(10,711)	(10,964)	(11,304)	(11,546)	(11,748)
Net Cash provided (or used in) Operating Activities	69,408	61,669	67,669	82,914	86,793	90,580	94,171	100,010	104,784	106,690
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,910	1,874	2,290	1,809	2,135	2,318	2,185	2,539	2,097	2,696
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(78,124)	(76,276)	(45,469)	(35,346)	(35,407)	(36,498)	(37,057)	(38,455)	(68,552)	(40,394)
Net Cash provided (or used in) Investing Activities	(76,214)	(74,402)	(43,179)	(33,537)	(33,271)	(34,180)	(34,872)	(35,916)	(66,455)	(37,698)
Cash Flows from Financing Activities										
Receipts:										
Repayment of lease liabilities (principal repayments)	0	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Cash Flow provided (used in) Financing Activities	0	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,806)	(13,119)	23,983	48,742	52,751	55,486	58,231	62,863	36,928	67,407
plus: Cash & Cash Equivalents - beginning of year	94,222	87,416	74,297	98,280	147,022	199,773	255,259	313,489	376,353	413,280
Cash & Cash Equivalents - end of the year	87,416	74,297	98,280	147,022	199,773	255,259	313,489	376,353	413,280	480,688
Cash & Cash Equivalents - end of the year	87,416	74,297	98,280	147,022	199,773	255,259	313,489	376,353	413,280	480,688
Investments - end of the year	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264
Cash, Cash Equivalents & Investments - end of the year	332,680	319,561	343,544	392,286	445,037	500,523	558,753	621,617	658,544	725,952
Representing:										
- External Restrictions	219,230	203,163	227,583	274,335	318,011	363,500	410,829	460,027	480,584	532,534
- Internal Restrictions	99,993	102,538	101,686	103,247	111,883	121,425	131,858	145,042	160,916	175,863
- Unrestricted	13,456	13,860	14,275	14,703	15,144	15,598	16,066	16,548	17,044	17,555
	332,680	319,561	343,544	392,286	445,037	500,523	558,753	621,617	658,544	725,952

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Base Case plus VPA Commitments

CAPITAL BUDGET STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Expenditure and Repayments to Liability										
Capital - New	34,770	44,178	14,875	4,080	-	-	-	-	30,000	-
Capital - Renewal	43,355	32,098	30,594	31,266	35,407	36,498	37,057	38,455	38,552	40,394
Lease Payment		386	506	635	771	915	1,068	1,230	1,402	1,585
TOTAL CAPITAL EXPENDITURE AND REPAYMENTS TO LIABILITY	78,124	76,661	45,976	35,981	36,177	37,412	38,125	39,685	69,954	41,979
Capital Funding										
Transfer from Internally Restricted Reserve	21,306	11,846	13,617	13,371	8,982	9,434	9,663	10,241	10,303	11,068
Transfer from Externally Restricted Reserves										
Domestic Waste Management Reserve	765	-	-	-	-	-	-	-	-	-
Development Contributions Reserves	23,839	41,536	13,107	709	-	-	-	-	30,000	-
Stormwater Management Reserve	1,075	1,144	1,200	1,090	1,116	1,143	1,170	1,199	1,227	1,257
Infrastructure Special Rate Reserve	13,418	17,033	14,579	16,528	22,760	23,335	23,923	24,524	25,143	25,775
Grants and Contributions	15,812	3,229	1,183	2,474	1,183	1,183	1,183	1,183	1,183	1,183
Sale Proceeds	1,910	1,874	2,290	1,809	2,135	2,318	2,185	2,539	2,097	2,696
Total Capital Funding	78,124	76,661	45,976	35,981	36,177	37,412	38,125	39,685	69,954	41,979

Financial Performance Indicators – Base Case plus VPAs Commitment

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)					Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum				
Operating Performance Ratio 1)	3.79%	3.62%	3.42%	5.09%	6.26%	7.27%	8.04%	9.70%	10.62%	10.56%
Own Source Operating Revenue Ratio 1)	83.14%	86.85%	84.54%	81.15%	82.15%	82.71%	83.24%	83.77%	84.25%	84.71%
Unrestricted Current Ratio	4.99	4.94	4.84	4.91	5.14	5.40	5.65	6.03	6.44	6.76
Debt Service Cover Ratio 1)	28.14	22.11	21.40	22.71	23.57	24.30	24.83	26.32	27.07	26.84
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Cash Expense Cover Ratio 1)	11.17	9.44	10.61	13.59	16.59	19.55	20.51	24.03	25.62	28.56
Building & Infrastructure Asset Renewal Ratio	140.50%	103.44%	92.29% 	94.98% 	104.67%	104.06%	103.46%	102.85%	102.26%	101.66%

The Base Case plus VPA's Commitment scenario performs well across financial and infrastructure indicators (prescribed by the Office of Local Government) in the Annual Statutory Financial Statements and predicts a pathway towards positive performance on the Building and Infrastructure Asset Renewal Ratio by 2030/31.

Scenario 2 – Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)

SCENARIO 2: OPTIMISTIC/BEST CASE (BASE CASE WITH REVENUE UPLIFT PLUS MAJOR PROJECTS)

Major projects have large financial implications, estimated at **\$621m** in today's dollars. Council has **not** resolved to undertake these major projects in its 4 Year Delivery Program. Projects that require the replacement of some of Council's existing major assets need to be considered and planned for now, such as the Ryde Aquatic Leisure Centre, if Council is to be in the right financial position to be able to afford these projects in the future.

As noted earlier in this document, key long-term trends include:

- Ongoing public appetite and demand for social and lifestyle infrastructure, such as parks and all-weather playing fields.

Potential risk factors include:

- Ageing public infrastructure and escalating replacement costs, such as Ryde Aquatic Leisure Centre and Stormwater infrastructure.
- Increasing maintenance and operating costs of Council owned land and buildings, if Council does not undertake regular review of the value add of these assets.

Opportunities if Council undertakes early and deliberate planning strategies include:

- Asset Recycling to improve public infrastructure amenity, or divest if the assets are not strategic or required.
- Linking Council's revenue streams to infrastructure outcomes that benefit the whole community.
- Mitigating against the risks identified above.

This scenario supports a forward-looking Council vision for realisation of major critical projects with great benefits for the Ryde Community

The table below outlines the capital cost/funding estimated for major project categories:

Major Project Category	Est Project Costs \$m
Ryde Aquatic Centre	128.2
Cultural Centres & Halls	48
Car Parks & Infrastructure	150
Parks & Sports Fields	61
Traffic Upgrades	145
Flood and Stormwater	89
Total	621.2

How to fund these major projects

Some projects can be fully or partially funded from Section 7.11 or Section 7.12 reserve. These funds are received by Council in an ad hoc nature wholly dependent on market demand for new housing or building within our local government area. Over recent years, the increase in construction costs has led to uncertainty in construction profitability that developers rely on and as such the level of activity isn't consistent or predictable.

Whilst some of these projects can be partly or wholly funded from Section 7.11 or 7.12 reserves funded from Council's contribution plans, there is not sufficient forecast inflow of funds, in the short to mid-term, for these projects to be completed. Any shortfalls must be funded from general funds with options including rate increases and asset recycling and State or Commonwealth government grants.

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)

INCOME STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	134,710	141,451	146,603	166,690	186,568	193,489	200,575	208,132	215,875	223,914
User Charges & Fees	19,333	20,109	20,912	21,748	22,617	23,521	24,461	25,439	26,456	27,513
Other Revenues	7,442	7,737	8,046	8,368	8,703	9,051	9,413	9,789	10,181	10,588
Grants & Contributions provided for Operating Purposes	7,167	7,239	7,412	7,590	7,772	7,959	8,150	8,345	8,546	8,751
Grants & Contributions provided for Capital Purposes	29,962	24,379	84,253	39,624	55,483	38,333	38,333	38,333	38,333	38,333
Interest & Investment Revenue	14,625	12,975	13,654	14,528	15,988	17,603	19,894	22,002	21,750	21,902
Other Income:										
Net Gains from the Disposal of Assets	740	726	887	701	828	898	847	984	813	1,045
Other Income	6,967	7,245	7,535	7,837	8,150	8,476	8,815	9,168	9,534	9,916
Total Income from Continuing Operations	220,946	221,861	289,303	267,086	306,109	299,330	310,488	322,193	331,488	341,961
Expenses from Continuing Operations										
Employee Benefits & On-Costs	72,795	75,144	77,617	80,171	82,809	85,534	88,349	91,257	94,260	98,626
Borrowing Costs	1,478	1,460	1,435	1,401	1,360	1,311	1,253	1,185	1,108	1,020
Materials & Contracts	66,237	70,366	73,564	74,050	76,251	78,842	81,921	83,031	85,376	89,116
Depreciation & Amortisation	32,895	32,250	33,166	34,114	35,090	36,100	37,132	38,198	39,297	40,433
Other Expenses	9,622	9,872	10,119	10,371	10,630	10,896	11,168	11,447	11,733	12,026
Total Expenses from Continuing Operations	183,026	189,093	195,900	200,107	206,141	212,683	219,822	225,118	231,774	241,221
Operating Result from Continuing Operations	37,919	32,768	93,403	66,979	99,968	86,647	90,666	97,075	99,714	100,740
Net Operating Result for the Year	37,919	32,768	93,403	66,979	99,968	86,647	90,666	97,075	99,714	100,740
Net Operating Result before Grants and Contributions provided for Capital Purpose	7,957	8,389	9,150	27,355	44,485	48,314	52,332	58,742	61,380	62,407

Council of the City of Ryde										
10 Year Financial Plan for the Years ending 30 June 2036 - Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)										
BALANCE SHEET - CONSOLIDATED	Projected Years									
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	87,416	123,634	60,182	128,992	159,528	246,899	319,205	397,451	338,275	438,209
Investments	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889
Receivables	15,163	15,432	20,309	17,954	20,465	20,260	21,416	22,641	22,578	24,055
Inventories	954	1,014	1,060	1,067	1,099	1,136	1,180	1,196	1,230	1,284
Other	3,124	3,305	3,447	3,477	3,578	3,696	3,834	3,891	4,000	4,166
Total Current Assets	223,547	260,273	201,887	268,379	301,560	388,879	462,524	542,068	482,972	584,603
Non-Current Assets										
Investments	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375
Receivables	1,613	1,693	1,755	1,992	2,228	2,310	2,395	2,485	2,578	2,674
Infrastructure, Property, Plant & Equipment	2,010,352	2,008,306	2,161,778	2,163,474	2,231,554	2,232,108	2,250,267	2,268,540	2,428,082	2,427,968
Investment Property	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375
Right of use assets	22,317	20,741	19,170	17,598	16,027	14,451	12,879	11,308	9,736	8,160
Total Non-Current Assets	2,347,032	2,343,491	2,495,453	2,495,814	2,562,558	2,561,619	2,578,291	2,595,084	2,753,147	2,751,553
TOTAL ASSETS	2,570,579	2,603,764	2,697,340	2,764,194	2,864,118	2,950,499	3,040,816	3,137,152	3,236,119	3,336,155
LIABILITIES										
Current Liabilities										
Payables	36,497	37,185	37,746	38,132	38,730	39,245	39,826	40,173	40,678	41,403
Contract liabilities	5,055	5,169	5,288	5,411	5,539	5,673	5,812	5,956	6,106	6,262
Lease liabilities	386	506	635	771	915	1,068	1,230	1,402	1,585	1,778
Employee benefit provisions	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128
Total Current Liabilities	58,066	58,989	59,796	60,442	61,313	62,114	62,996	63,659	64,496	65,571
Non-Current Liabilities										
Contract liabilities	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379
Lease liabilities	24,108	23,602	22,967	22,197	21,282	20,214	18,984	17,582	15,997	14,219
Employee benefit provisions	880	880	880	880	880	880	880	880	880	880
Total Non-Current Liabilities	27,367	26,861	26,226	25,455	24,540	23,473	22,243	20,841	19,256	17,478
TOTAL LIABILITIES	85,433	85,850	86,022	85,897	85,853	85,587	85,238	84,499	83,752	83,049
Net Assets	2,485,146	2,517,914	2,611,318	2,678,297	2,778,265	2,864,912	2,955,578	3,052,653	3,152,366	3,253,106
EQUITY										
Retained Earnings	1,470,050	1,502,818	1,596,222	1,663,201	1,763,169	1,849,816	1,940,482	2,037,557	2,137,270	2,238,010
Revaluation Reserves	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096
Council Equity Interest	2,485,146	2,517,914	2,611,318	2,678,297	2,778,265	2,864,912	2,955,578	3,052,653	3,152,366	3,253,106
Total Equity	2,485,146	2,517,914	2,611,318	2,678,297	2,778,265	2,864,912	2,955,578	3,052,653	3,152,366	3,253,106

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)

CASH FLOW STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	134,484	141,263	146,459	166,129	186,012	193,295	200,377	207,921	215,659	223,689
User Charges & Fees	19,304	20,082	20,884	21,719	22,587	23,490	24,429	25,405	26,420	27,476
Investment & Interest Revenue Received	14,645	12,611	14,186	13,868	15,577	16,782	19,175	21,237	22,286	20,918
Grants & Contributions	36,986	31,938	88,171	49,801	62,322	47,279	46,472	46,668	46,868	47,072
Other	14,384	15,076	13,949	17,318	16,373	17,913	18,161	18,887	19,643	20,429
Payments:										
Employee Benefits & On-Costs	(72,795)	(75,144)	(77,617)	(80,171)	(82,809)	(85,534)	(88,349)	(91,257)	(94,260)	(98,626)
Materials & Contracts	(66,389)	(70,211)	(73,441)	(74,021)	(76,162)	(78,739)	(81,801)	(82,979)	(85,281)	(88,972)
Borrowing Costs	(1,478)	(1,460)	(1,435)	(1,401)	(1,360)	(1,311)	(1,253)	(1,185)	(1,108)	(1,020)
Other	(9,733)	(9,649)	(9,923)	(10,262)	(10,461)	(10,711)	(10,964)	(11,304)	(11,546)	(11,748)
Net Cash provided (or used in) Operating Activities	69,408	64,505	121,234	102,981	132,079	122,465	126,246	133,393	138,681	139,217
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,910	111,874	57,290	1,809	2,135	2,318	2,185	2,539	2,097	2,696
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(78,124)	(139,776)	(241,469)	(35,346)	(102,907)	(36,498)	(55,057)	(56,455)	(198,552)	(40,394)
Net Cash provided (or used in) Investing Activities	(76,214)	(27,902)	(184,179)	(33,537)	(100,771)	(34,180)	(52,872)	(53,916)	(196,455)	(37,698)
Cash Flows from Financing Activities										
Payments:										
Repayment of lease liabilities (principal repayments)	-	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Cash Flow provided (used in) Financing Activities	-	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,806)	36,218	(63,452)	68,810	30,537	87,370	72,306	78,247	(59,176)	99,934
plus: Cash & Cash Equivalents - beginning of year	94,222	87,416	123,634	60,182	128,992	159,528	246,899	319,205	397,451	338,275
Cash & Cash Equivalents - end of the year	87,416	123,634	60,182	128,992	159,528	246,899	319,205	397,451	338,275	438,209
Cash & Cash Equivalents - end of the year	87,416	123,634	60,182	128,992	159,528	246,899	319,205	397,451	338,275	438,209
Investments - end of the year	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264
Cash, Cash Equivalents & Investments - end of the year	332,680	368,898	305,446	374,256	404,792	492,163	564,469	642,715	583,539	683,473
Representing:										
- External Restrictions	219,230	192,337	177,543	223,262	249,587	295,404	324,939	355,959	244,545	292,554
- Internal Restrictions	99,993	162,701	113,627	136,289	140,060	181,159	223,462	270,208	321,949	373,364
- Unrestricted	13,456	13,860	14,276	14,705	15,145	15,599	16,067	16,548	17,045	17,556
	332,680	368,898	305,446	374,256	404,792	492,163	564,469	642,715	583,539	683,473

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)

CAPITAL BUDGET STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Expenditure and Repayments to Liability										
Capital - New	34,770	107,678	210,875	4,080	67,500	-	18,000	18,000	160,000	-
Capital - Renewal	43,355	32,098	30,594	31,266	35,407	36,498	37,057	38,455	38,552	40,394
Loan Repayment	-	-	-	-	-	-	-	-	-	-
Lease Payment	-	386	506	635	771	915	1,068	1,230	1,402	1,585
TOTAL CAPITAL EXPENDITURE AND REPAYMENTS TO LIABILITY	78,124	140,161	241,976	35,981	103,677	37,412	56,125	57,685	199,954	41,979
Capital Funding										
Transfer from Internally Restricted Reserve	21,306	62,746	116,617	13,371	41,482	9,434	9,663	10,241	10,303	11,068
Transfer from Externally Restricted Reserves										
Domestic Waste Management Reserve	765	-	-	-	-	-	-	-	-	-
Development Contributions Reserves	23,839	51,136	50,187	709	17,850	-	18,000	18,000	160,000	-
Stormwater Management Reserve	1,075	1,144	1,200	1,090	1,116	1,143	1,170	1,199	1,227	1,257
Infrastructure Special Rate Reserve	13,418	17,033	14,579	16,528	22,760	23,335	23,923	24,524	25,143	25,775
Grants and Contributions	15,812	6,229	57,103	2,474	18,333	1,183	1,183	1,183	1,183	1,183
Sale Proceeds	1,910	1,874	2,290	1,809	2,135	2,318	2,185	2,539	2,097	2,696
Total Capital Funding	78,124	140,161	241,976	35,981	103,677	37,412	56,125	57,685	199,954	41,979

Financial Performance Indicators – Optimistic/Best Case (Base case with Revenue Uplift plus Major Projects)

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	<div><div></div> Within green benchmark (green min and/or green max)</div> <div><div></div> Within amber benchmark (amber min and/or amber max)</div> <div><div></div> Not within benchmark (amber min and/or amber max)</div>					<div><div></div> Within green benchmark</div> <div><div></div> above green maximum and below amber maximum</div> <div><div></div> below green minimum and above amber minimum</div> <div><div></div> above amber maximum</div> <div><div></div> below amber minimum</div>				
Operating Performance Ratio 1)	<div><div></div><div>3.79%</div></div>	<div><div></div><div>3.89%</div></div>	<div><div></div><div>4.05%</div></div>	<div><div></div><div>11.75%</div></div>	<div><div></div><div>17.48%</div></div>	<div><div></div><div>18.23%</div></div>	<div><div></div><div>18.98%</div></div>	<div><div></div><div>20.42%</div></div>	<div><div></div><div>20.72%</div></div>	<div><div></div><div>20.28%</div></div>
Own Source Operating Revenue Ratio 1)	<div><div></div><div>83.14%</div></div>	<div><div></div><div>85.70%</div></div>	<div><div></div><div>68.22%</div></div>	<div><div></div><div>82.28%</div></div>	<div><div></div><div>79.28%</div></div>	<div><div></div><div>84.49%</div></div>	<div><div></div><div>84.99%</div></div>	<div><div></div><div>85.47%</div></div>	<div><div></div><div>85.82%</div></div>	<div><div></div><div>86.19%</div></div>
Unrestricted Current Ratio	<div><div></div><div>4.99</div></div>	<div><div></div><div>7.17</div></div>	<div><div></div><div>5.42</div></div>	<div><div></div><div>6.05</div></div>	<div><div></div><div>6.12</div></div>	<div><div></div><div>7.35</div></div>	<div><div></div><div>8.60</div></div>	<div><div></div><div>9.99</div></div>	<div><div></div><div>11.39</div></div>	<div><div></div><div>12.67</div></div>
Debt Service Cover Ratio 1)	<div><div></div><div>28.14</div></div>	<div><div></div><div>22.41</div></div>	<div><div></div><div>22.08</div></div>	<div><div></div><div>30.54</div></div>	<div><div></div><div>37.59</div></div>	<div><div></div><div>38.11</div></div>	<div><div></div><div>38.73</div></div>	<div><div></div><div>40.22</div></div>	<div><div></div><div>40.22</div></div>	<div><div></div><div>39.47</div></div>
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.08%</div></div>	<div><div></div><div>4.08%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>	<div><div></div><div>4.07%</div></div>
Cash Expense Cover Ratio 1)	<div><div></div><div>11.17</div></div>	<div><div></div><div>13.21</div></div>	<div><div></div><div>7.80</div></div>	<div><div></div><div>12.29</div></div>	<div><div></div><div>13.77</div></div>	<div><div></div><div>18.98</div></div>	<div><div></div><div>20.88</div></div>	<div><div></div><div>25.38</div></div>	<div><div></div><div>20.97</div></div>	<div><div></div><div>26.04</div></div>
Building & Infrastructure Asset Renewal Ratio	<div><div></div><div>140.50%</div></div>	<div><div></div><div>103.44%</div></div>	<div><div></div><div>92.29%</div></div>	<div><div></div><div>94.98%</div></div>	<div><div></div><div>104.67%</div></div>	<div><div></div><div>104.06%</div></div>	<div><div></div><div>103.46%</div></div>	<div><div></div><div>102.85%</div></div>	<div><div></div><div>102.26%</div></div>	<div><div></div><div>101.66%</div></div>

Provided Council lifts its Revenues as proposed, Optimistic/Best Case scenario performs well across financial and infrastructure indicators (prescribed by the Office of Local Government) in the Annual Statutory Financial Statements and predicts a pathway towards positive performance on the Building and Infrastructure Asset Renewal Ratio by 2030/31.

Scenario 3 – Pessimistic /Worst Case

SCENARIO 3: PESSIMISTIC / WORST CASE

Infrastructure projects and services based on Scenario 1 and models a more pessimistic economic outlook and higher levels of general inflation (6%) and wages (award 5.0%, 5.0%, 4.5% and 4% thereafter). Rate Peg is assumed to be 5.1% for year 1, 4.5% for years 2 to 5, and then maintained at 4% thereafter.

Key Assumptions are as follows.

LTFP - Pessimistic / Worst Case										
Account Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income	4.50%	4.50%	4.50%	4.50%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%
Rates - Domestic Waste	6.20%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Rates - Ordinary	5.10%	4.50%	4.50%	4.50%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%
Fees and Charges	4.50%	4.50%	4.50%	4.50%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%
Consultants/Contractors - Infrastructure Assets	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Insurance	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Software Licenses Fees	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Expenditure	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Auditor Fees	6.00%	6.00%	6.00%	6.00%	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Waste Contract - Collection	14.12%	2.70%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Waste Contractor - Disposal	2.70%	2.70%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Wages **	5.00%	5.00%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Scenario 3 - Pessimistic/Worst Case

INCOME STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	134,775	142,137	147,958	154,024	160,350	166,309	172,398	178,922	185,593	192,520
User Charges & Fees	19,528	20,407	21,325	22,285	23,288	24,219	25,188	26,195	27,243	28,333
Other Revenues	7,463	7,808	8,169	8,547	8,943	9,300	9,672	10,059	10,462	10,880
Grants & Contributions provided for Operating Purposes	7,260	7,477	7,813	8,165	8,532	8,874	9,229	9,598	9,982	10,381
Grants & Contributions provided for Capital Purposes	29,962	21,379	28,333	39,624	38,333	38,333	38,333	38,333	38,333	38,333
Interest & Investment Revenue	14,625	12,415	12,330	13,337	15,166	17,089	19,074	21,130	22,727	24,379
Other Income:										
Net Gains from the Disposal of Assets	740	726	887	701	828	898	847	984	813	1,045
Other Income	7,167	7,480	7,806	8,147	8,503	8,843	9,197	9,565	9,947	10,345
Total Income from Continuing Operations	221,520	219,829	234,622	254,830	263,942	273,866	283,937	294,786	305,100	316,216
Expenses from Continuing Operations										
Employee Benefits & On-Costs	73,928	77,627	81,125	84,376	87,757	91,271	94,925	98,726	102,678	108,075
Borrowing Costs	1,478	1,460	1,435	1,401	1,360	1,311	1,253	1,185	1,108	1,020
Materials & Contracts	67,057	72,138	76,843	79,172	83,147	87,190	91,770	94,484	98,600	104,235
Depreciation & Amortisation	34,088	36,043	38,107	40,299	42,622	44,679	46,830	49,093	51,469	53,968
Other Expenses	9,800	10,213	10,640	11,089	11,559	11,996	12,450	12,924	13,417	13,932
Total Expenses from Continuing Operations	186,351	197,481	208,149	216,336	226,445	236,446	247,228	256,412	267,273	281,230
Operating Result from Continuing Operations	35,169	22,348	26,474	38,494	37,497	37,419	36,710	38,374	37,827	34,986
Net Operating Result for the Year	35,169	22,348	26,474	38,494	37,497	37,419	36,710	38,374	37,827	34,986
Net Operating Result before Grants and Contributions provided for Capital Purpose	5,207	969	(1,860)	(1,130)	(837)	(914)	(1,624)	41	(507)	(3,348)

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Scenario 3 - Pessimistic/Worst Case

BALANCE SHEET - CONSOLIDATED	Approved					Projected Years					
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	94,222	85,956	69,877	89,262	131,806	176,837	222,626	269,090	317,977	338,513	386,920
Investments	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889	116,889
Receivables	14,642	15,202	14,778	15,997	17,809	18,586	19,458	20,350	21,288	21,974	22,946
Inventories	1,037	966	1,039	1,107	1,141	1,198	1,256	1,322	1,361	1,421	1,502
Other	3,321	3,166	3,392	3,603	3,718	3,901	4,085	4,293	4,424	4,614	4,867
Total Current Assets	230,111	222,179	205,975	226,858	271,362	317,411	364,315	411,944	461,940	483,411	533,124
Non-Current Assets											
Investments	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375	128,375
Receivables	1,520	1,614	1,701	1,771	1,844	1,920	1,991	2,064	2,143	2,223	2,306
Infrastructure, Property, Plant & Equipment	1,964,721	2,009,159	2,049,821	2,057,352	2,052,863	2,045,911	2,037,886	2,028,347	2,017,726	2,035,096	2,021,447
Investment Property	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375	184,375
Right of use assets	23,857	22,317	20,741	19,170	17,598	16,027	14,451	12,879	11,308	9,736	8,160
Total Non-Current Assets	2,302,848	2,345,840	2,385,014	2,391,043	2,385,056	2,376,608	2,367,079	2,356,041	2,343,926	2,359,805	2,344,663
TOTAL ASSETS	2,532,959	2,568,019	2,590,988	2,617,902	2,656,418	2,694,019	2,731,393	2,767,984	2,805,866	2,843,215	2,877,787
LIABILITIES											
Current Liabilities											
Payables	36,955	36,659	37,536	38,347	38,862	39,589	40,321	41,128	41,716	42,486	43,496
Contract liabilities	4,928	5,083	5,213	5,349	5,490	5,638	5,776	5,919	6,068	6,222	6,383
Lease liabilities	-	386	506	635	771	915	1,068	1,230	1,402	1,585	1,778
Employee benefit provisions	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128	16,128
Total Current Liabilities	58,011	58,256	59,384	60,458	61,251	62,271	63,293	64,405	65,314	66,421	67,785
Non-Current Liabilities											
Contract liabilities	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379
Lease liabilities	24,462	24,108	23,602	22,967	22,197	21,282	20,214	18,984	17,582	15,997	14,219
Employee benefit provisions	880	880	880	880	880	880	880	880	880	880	880
Total Non-Current Liabilities	27,721	27,367	26,861	26,226	25,455	24,540	23,473	22,243	20,841	19,256	17,478
TOTAL LIABILITIES	85,732	85,623	86,245	86,684	86,706	86,811	86,766	86,647	86,155	85,677	85,263
Net Assets	2,447,227	2,482,396	2,504,744	2,531,218	2,569,711	2,607,208	2,644,627	2,681,337	2,719,711	2,757,538	2,792,524
EQUITY											
Retained Earnings	1,432,131	1,467,300	1,489,648	1,516,122	1,554,615	1,592,112	1,629,531	1,666,241	1,704,615	1,742,442	1,777,428
Revaluation Reserves	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096	1,015,096
Council Equity Interest	2,447,227	2,482,396	2,504,744	2,531,218	2,569,711	2,607,208	2,644,627	2,681,337	2,719,711	2,757,538	2,792,524
Total Equity	2,447,227	2,482,396	2,504,744	2,531,218	2,569,711	2,607,208	2,644,627	2,681,337	2,719,711	2,757,538	2,792,524

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Scenario 3 - Pessimistic/Worst Case

CASH FLOW STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	134,548	141,931	147,795	153,854	160,173	166,142	172,227	178,739	185,406	192,326
User Charges & Fees	19,491	20,376	21,293	22,251	23,253	24,187	25,154	26,160	27,207	28,295
Investment & Interest Revenue Received	14,658	12,546	12,110	12,908	14,728	16,634	18,614	20,645	22,510	23,894
Grants & Contributions	37,073	29,343	35,722	47,112	46,920	47,187	47,541	47,910	48,293	48,691
Other	14,595	15,449	15,722	16,324	17,403	18,073	18,796	19,548	20,330	21,143
Payments:										
Employee Benefits & On-Costs	(73,928)	(77,627)	(81,125)	(84,376)	(87,757)	(91,271)	(94,925)	(98,726)	(102,678)	(108,075)
Materials & Contracts	(67,172)	(71,942)	(76,659)	(79,069)	(82,986)	(87,029)	(91,589)	(94,367)	(98,433)	(104,014)
Borrowing Costs	(1,478)	(1,460)	(1,435)	(1,401)	(1,360)	(1,311)	(1,253)	(1,185)	(1,108)	(1,020)
Other	(9,840)	(9,908)	(10,354)	(10,888)	(11,299)	(11,730)	(12,162)	(12,691)	(13,133)	(13,549)
Net Cash provided (or used in) Operating Activities	67,948	58,708	63,071	76,715	79,073	80,884	82,404	86,033	88,393	87,690
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,910	1,874	2,290	1,809	2,135	2,318	2,185	2,539	2,097	2,696
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(78,124)	(76,276)	(45,469)	(35,346)	(35,407)	(36,498)	(37,057)	(38,455)	(68,552)	(40,394)
Net Cash provided (or used in) Investing Activities	(76,214)	(74,402)	(43,179)	(33,537)	(33,271)	(34,180)	(34,872)	(35,916)	(66,455)	(37,698)
Cash Flows from Financing Activities										
Receipts:										
Repayment of lease liabilities (principal repayments)	(0)	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Cash Flow provided (used in) Financing Activities	(0)	(386)	(506)	(635)	(771)	(915)	(1,068)	(1,230)	(1,402)	(1,585)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,266)	(16,080)	19,385	42,544	45,032	45,789	46,464	48,887	20,536	48,407
plus: Cash & Cash Equivalents - beginning of year	94,222	85,956	69,877	89,262	131,806	176,837	222,626	269,090	317,977	338,513
Cash & Cash Equivalents - end of the year	85,956	69,877	89,262	131,806	176,837	222,626	269,090	317,977	338,513	386,920
Cash & Cash Equivalents - end of the year	85,956	69,877	89,262	131,806	176,837	222,626	269,090	317,977	338,513	386,920
Investments - end of the year	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264	245,264
Cash, Cash Equivalents & Investments - end of the year	331,220	315,141	334,526	377,070	422,101	467,890	514,354	563,241	583,777	632,184
Representing:										
- External Restrictions	219,230	203,260	227,884	274,954	319,072	365,022	412,829	462,524	483,599	536,087
- Internal Restrictions	99,993	102,538	101,686	103,247	111,883	121,425	131,858	145,042	160,916	175,863
- Unrestricted	11,997	9,342	4,956	(1,132)	(8,854)	(18,556)	(30,333)	(44,326)	(60,738)	(79,766)
	331,220	315,141	334,526	377,070	422,101	467,890	514,354	563,241	583,777	632,184

Council of the City of Ryde

10 Year Financial Plan for the Years ending 30 June 2036 - Scenario 3 - Pessimistic/Worst Case

CAPITAL BUDGET STATEMENT - CONSOLIDATED	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Expenditure and Repayments to Liability										
Capital - New	34,770	44,178	14,875	4,080	-	-	-	-	30,000	-
Capital - Renewal	43,355	32,098	30,594	31,266	35,407	36,498	37,057	38,455	38,552	40,394
Lease Payment		386	506	635	771	915	1,068	1,230	1,402	1,585
TOTAL CAPITAL EXPENDITURE AND REPAYMENTS TO LIABILITY	78,124	76,661	45,976	35,981	36,177	37,412	38,125	39,685	69,954	41,979
Capital Funding										
Transfer from Internally Restricted Reserve	23,216	13,720	15,907	15,180	11,118	11,751	11,848	12,779	12,400	13,764
Transfer from Externally Restricted Reserves										
Domestic Waste Management Reserve	765	-	-	-	-	-	-	-	-	-
Development Contributions Reserves	23,839	41,536	13,107	709	-	-	-	-	30,000	-
Stormwater Management Reserve	1,075	1,144	1,200	1,090	1,116	1,143	1,170	1,199	1,227	1,257
Infrastructure Special Rate Reserve	13,418	17,033	14,579	16,528	22,760	23,335	23,923	24,524	25,143	25,775
Grants and Contributions	15,812	3,229	1,183	2,474	1,183	1,183	1,183	1,183	1,183	1,183
Sale Proceeds	(1,910)	(1,874)	(2,290)	(1,809)	(2,135)	(2,318)	(2,185)	(2,539)	(2,097)	(2,696)
Total Capital Funding	78,124	76,661	45,976	35,981	36,177	37,412	38,125	39,685	69,954	41,979

Financial Performance Indicators – Pessimistic/ Worst Case

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)					Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum				
Operating Performance Ratio 1)	2.34%	0.12%	-1.34%	-0.85%	-0.74%	-0.77%	-1.01%	-0.37%	-0.50%	-1.59%
Own Source Operating Revenue Ratio 1)	83.14%	86.83%	84.54%	81.19%	82.19%	82.71%	83.20%	83.69%	84.12%	84.54%
Unrestricted Current Ratio	4.91	4.71	4.42	4.23	4.16	4.07	3.94	3.85	3.75	3.53
Debt Service Cover Ratio 1)	27.09	20.45	18.96	19.58	19.86	19.85	19.66	20.42	20.42	19.42
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Cash Expense Cover Ratio 1)	10.91	8.85	9.52	11.80	13.96	15.98	16.07	18.33	18.74	20.34
Building & Infrastructure Asset Renewal Ratio	137.20%	92.71%	80.37%	80.38%	86.07%	83.94%	81.86%	79.83%	77.86%	75.93%

Pessimistic/Worst Case scenario indicates that Council would experience declining financial and infrastructure indicators (prescribed by the Office of Local Government) in the Annual Statutory Financial Statements with poorest outcomes across Operating Performance Ratio and Building & Infrastructure Renewal Ratio.

In theory, if this scenario was to proceed without intervention, Council would experience challenges in cashflow management and declining internal reserves. The more likely reality is that Council would undertake interventions to avoid such a deterioration in financial performance and sustainability - these could include evaluation of operational efficiency and effectiveness, a reduction in services, or significant sales of assets. This scenario highlights the challenges of operating in a macro economic environment when there are ongoing inflationary pressures over a period without offsetting revenue increases.