

**Meeting Date:** Tuesday 24 May 2022  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde and Online  
**Time:** 6.00pm

**ATTACHMENTS FOR COUNCIL MEETING**

**Item**

**4 MARCH QUARTERLY REVIEW REPORT - FOUR YEAR DELIVERY  
PLAN 2021-2025 AND 2021/2022 OPERATIONAL PLAN**

Attachment 1 Quarterly Council Review Report March 2022



CITY OF RYDE

# Quarterly Council Review

March 2022





## Review Report January - March 2022

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## Review Report January - March 2022

### General Manager's Overview

The March 2022 Quarterly Review provides an overview on how the City of Ryde's 2021/22 Operational Plan is progressing as part of the Four Year Delivery Plan 2021 – 2025.

At the start of this quarter a new Council was sworn-in and Cllr Jordan Lane was elected as the new City of Ryde Mayor.

Despite challenging conditions continuing, Council has been able to progress and complete key projects across the organisation.

Of the 114 projects and ongoing capital programs being undertaken by Council in 2021/22, 17 have been completed, with most of the remaining projects and programs on schedule to complete their planned scope of work by 30 June 2022.

Key projects that opened to the public in the March 2022 quarter include the Rowe Street East Car Park, which will help address parking demand in Eastwood by providing 146 car spaces and modern features such as electric vehicle chargers.

In addition, we continued to roll out improvements and expansions of our open spaces with a number of new playgrounds and outdoor facilities being completed.

This includes the new regional playground at Meadowbank Park, which opened to extremely positive reviews from the community. Combined with a new amenities building and the award-winning Meadowbank Skate Park, these facilities have transformed Meadowbank Park into one of the premier leading open spaces in the region.

We have also maintained our focus on improving mobility and access throughout the local government area. The new Pittwater Road Shared User Path has opened to the public, providing pedestrians and cyclists with a continuous connection between Victoria Road, Gladesville, and Epping Road, North Ryde, while our footpath expansion program has resulted in nine projects being completed with an additional three to be finished by the end of 2021/22.

Meanwhile we continue to undertake a number of improvements that will benefit our local environment, including replacement and renewal of our stormwater assets, implementation of our Ryde Biodiversity Plan and the roll out of initiatives to reduce household and commercial waste.

As we enter the final quarter of 2021/22, it is expected that the COVID-19 pandemic, adverse weather and supply chain issues will continue to create challenges for a number of projects Council is undertaking.

While these challenges may cause some minor delays and reduce the scope of some projects, I am confident that Council is well-placed to navigate these headwinds with minimal disruption to the community.

On behalf of all staff at the City of Ryde, we look forward to working with the new Council and continuing to deliver the projects and programs that matter for our community.

George Dedes

General Manager

## Review Report January - March 2022

### Financial Management Summary Report for the Period Ended – March 2022

Key Outcome Areas	Original Budget 2021/22 (\$'000)	Approved Changes 2021/22			Approved Budget 2021/22	Proposed changes	Projected Year-end result 2021/22	YTD Actual 2021/22
		Carryover budget	September Review	December Review				
<b>Income from Continuing Operations</b>								
Rates and annual charges	102,242	-	50	-	102,292	222	102,513	77,668
User charges and fees	18,719	-	(5,045)	(1,050)	12,625	(74)	12,551	10,202
Interest and investment revenue	2,486	-	(200)	-	2,286	650	2,936	2,373
Other revenues	13,050	-	(3,573)	(50)	9,426	128	9,554	6,087
Grants & contributions provided for operating purposes	6,040	238	(1,769)	471	4,980	105	5,085	4,281
Grants & contributions provided for capital purposes	10,936	3,949	8,328	2,161	25,375	(880)	24,495	6,507
Net gain from the disposal of assets	100	-	-	-	100	-	100	729
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>153,573</b>	<b>4,187</b>	<b>(2,209)</b>	<b>1,532</b>	<b>157,084</b>	<b>150</b>	<b>157,234</b>	<b>107,847</b>
<b>Expenses from Continuing Operations</b>								
Employee benefits and on-costs *	57,398	-	(1,508)	(113)	55,776	(785)	54,991	39,709
Borrowing costs	168	-	-	-	168	-	168	25
Materials and contracts *	50,675	1,762	84	(528)	51,993	104	52,097	28,623
Depreciation and amortisation	21,762	-	-	-	21,762	3,400	25,162	18,872
Other expenses *	6,297	-	1,068	83	7,448	37	7,485	5,367
Net loss from the disposal of assets	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>136,300</b>	<b>1,762</b>	<b>(356)</b>	<b>(559)</b>	<b>137,147</b>	<b>2,756</b>	<b>139,903</b>	<b>92,595</b>
<b>NET OPERATING RESULT</b>	<b>17,274</b>	<b>2,425</b>	<b>(1,853)</b>	<b>2,091</b>	<b>19,937</b>	<b>(2,606)</b>	<b>17,331</b>	<b>15,252</b>
<b>Capital Expenditure and Repayments to Liability</b>								
Capital Expenditure	97,109	59,363	2,989	65,947	87,536	3,386	90,922	37,762
Loan Repayment	332	-	-	-	332	-	332	290
Lease Payment	2,885	-	-	-	2,885	-	2,885	2,335
<b>TOTAL CAPITAL EXPENDITURE AND REPAYMENTS TO LIABILITY</b>	<b>100,326</b>	<b>59,363</b>	<b>(2,989)</b>	<b>(65,947)</b>	<b>90,752</b>	<b>3,386</b>	<b>94,138</b>	<b>40,386</b>
<b>TOTAL FUNDING REQUIRED</b>	<b>83,052</b>	<b>56,937</b>	<b>(1,136)</b>	<b>(68,038)</b>	<b>70,815</b>	<b>5,992</b>	<b>76,807</b>	<b>25,135</b>
Reserves Drawdown	28,560	56,937	(1,136)	(36,538)	47,823	2,592	50,415	5,694
Depreciation Contra	22,992	-	-	-	22,992	3,400	26,392	19,441
Proceeds from Loan	31,500	-	-	(31,500)	-	-	-	-
<b>TOTAL FUNDING</b>	<b>83,052</b>	<b>56,937</b>	<b>(1,136)</b>	<b>(68,038)</b>	<b>70,815</b>	<b>5,992</b>	<b>76,807</b>	<b>25,135</b>
<b>NET BUDGET POSITION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>WORKING CAPITAL</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>(0)</b>	<b>4,500</b>	<b>4,500</b>

\* Correction of mapping error as a result of implementing new chart of accounts. Contra adjustments have been made to Employment Costs, Materials and Contracts and Other expenses. This has a nil impact to overall budgeted expenditure and is purely an administrative correction

## Review Report January - March 2022

### Summary by Outcome – Net Financial Result (Income and Expenses)

Key Outcome Areas	Original Budget 2021/22 (\$'000)	Approved Changes 2021/22			Approved Budget 2021/22	Proposed changes	Projected Year-end result 2021/22	YTD Actual 2021/22
		Carryover budget	September Review	December Review				
<b>Income from Continuing Operations</b>								
Our Connected and Accessible City	20,952	2,675	(3,241)	1,843	22,230	276	22,507	12,439
Our Vibrant and Liveable City	5,311	45	(145)	(660)	4,551	(178)	4,373	3,302
Our Natural and Sustainable City	26,129	670	43	350	27,192	381	27,573	19,276
Our Diverse and Inclusive City	743	-	(90)	1	653	-	653	487
Our Smart and Innovative City	67	0	(13)	-	54	-	54	24
Our Active and Health City	12,441	797	3,088	(473)	15,853	(980)	14,873	5,892
Our Open and Progressive City	87,930	-	(1,850)	470	86,550	650	87,200	66,427
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>153,573</b>	<b>4,187</b>	<b>(2,209)</b>	<b>1,532</b>	<b>157,084</b>	<b>150</b>	<b>157,234</b>	<b>107,847</b>
<b>Expenses from Continuing Operations</b>								
Our Connected and Accessible City	22,859	-	(299)	(325)	22,236	430	22,666	15,384
Our Vibrant and Liveable City	12,098	-	230	(51)	12,276	966	13,242	9,029
Our Natural and Sustainable City	31,129	746	(154)	(53)	31,668	1,216	32,883	19,832
Our Diverse and Inclusive City	7,017	230	(175)	(222)	6,850	131	6,981	4,577
Our Smart and Innovative City	1,803	0	(9)	(14)	1,781	-	1,781	960
Our Active and Health City	23,773	543	(1,505)	(393)	22,418	93	22,510	15,090
Our Open and Progressive City	37,620	242	1,555	500	39,918	(79)	39,839	27,724
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>136,300</b>	<b>1,762</b>	<b>(356)</b>	<b>(559)</b>	<b>137,147</b>	<b>2,756</b>	<b>139,903</b>	<b>92,595</b>
<b>NET OPERATING RESULT</b>	<b>17,274</b>	<b>2,425</b>	<b>(1,853)</b>	<b>2,091</b>	<b>19,937</b>	<b>(2,606)</b>	<b>17,331</b>	<b>15,252</b>

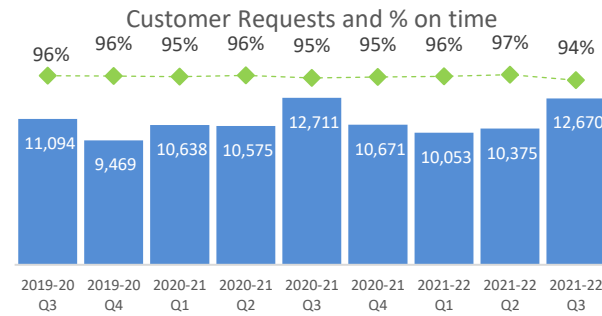
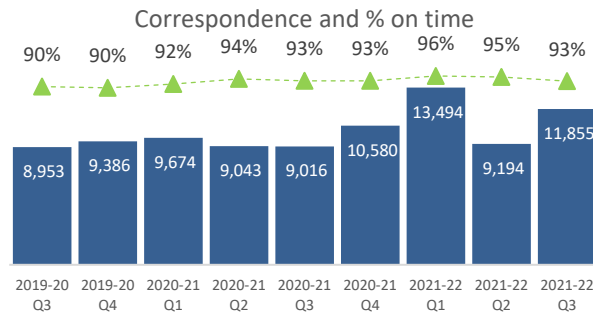
## Review Report January - March 2022

### Summary by Outcome – Net Financial Result (continued)

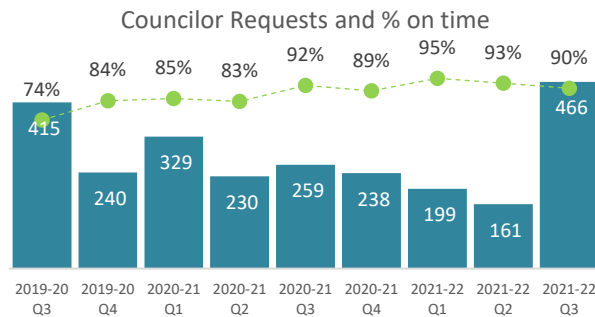
Key Outcome Areas	Original Budget 2021/22 (\$'000)	Approved Changes 2021/22			Approved Budget 2021/22	Proposed changes	Projected Year-end result 2021/22	YTD Actual 2021/22
		Carryover budget	September Review	December Review				
<b>Capital Expenditure and Repayments to Liability</b>								
Our Connected and Accessible City	21,748	11,012	(6,986)	1,783	27,557	(1,115)	26,442	11,921
Our Vibrant and Liveable City	2,450	795	250	-	3,495	118	3,613	3,377
Our Natural and Sustainable City	5,229	4,801	(1,877)	638	8,791	55	8,846	3,487
Our Diverse and Inclusive City	-	-	-	-	-	-	-	-
Our Smart and Innovative City	2,140	1,262	-	-	3,402	-	3,402	1,883
Our Active and Health City	9,551	12,544	733	49	22,877	4,333	27,211	7,350
Our Open and Progressive City	59,207	28,949	4,891	(68,418)	24,630	(4)	24,625	12,369
<b>TOTAL CAPITAL EXPENDITURE AND REPAYMENTS TO LIABILITY</b>	<b>100,326</b>	<b>59,363</b>	<b>(2,989)</b>	<b>(65,947)</b>	<b>90,752</b>	<b>3,386</b>	<b>94,138</b>	<b>40,386</b>
<b>TOTAL FUNDING REQUIRED</b>	<b>83,052</b>	<b>56,937</b>	<b>(1,136)</b>	<b>(68,038)</b>	<b>70,815</b>	<b>5,992</b>	<b>76,807</b>	<b>25,134</b>
Reserves Drawdown	28,560	56,937	(1,136)	(36,538)	47,823	2,592	50,415	5,693
Depreciation Contra	22,992	-	-	-	22,992	3,400	26,392	19,441
Proceeds from Loan	31,500	-	-	(31,500)	-	-	-	-
<b>TOTAL FUNDING</b>	<b>83,052</b>	<b>56,937</b>	<b>(1,136)</b>	<b>(68,038)</b>	<b>70,815</b>	<b>5,992</b>	<b>76,807</b>	<b>25,134</b>
<b>NET BUDGET POSITION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WORKING CAPITAL</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>(0)</b>	<b>4,500</b>	<b>4,500</b>

## Review Report January - March 2022

### Corporate Indicator Trends at 31 March 2022



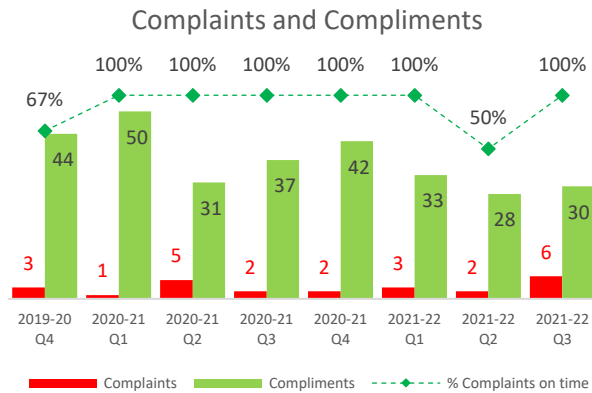
Council typically responds to around 10,000 items of correspondence and customer request in any given quarter. Responses to our customers for these requests within the set service standards continues at a very high level. Council experienced a significant increase in correspondence received over the July – October period (approximately 35% increase over a typical quarter), possibly in response to the COVID Lockdown across Sydney compared to previous periods with no reduction in service provided. Correspondence during the October-December quarter returned to typical levels followed by a second increase in both customer requests and correspondence during the current quarter.



Council officers continue to provide a high level of response to issues highlighted by Councillors requiring specific response outside of normal service delivery. Numbers of requests from Councillors more than doubled over the January – March period, compared to a typical quarter. This increase is assumed to have occurred as a result of increased councillor activity following the Council Election in December.



## Review Report January - March 2022



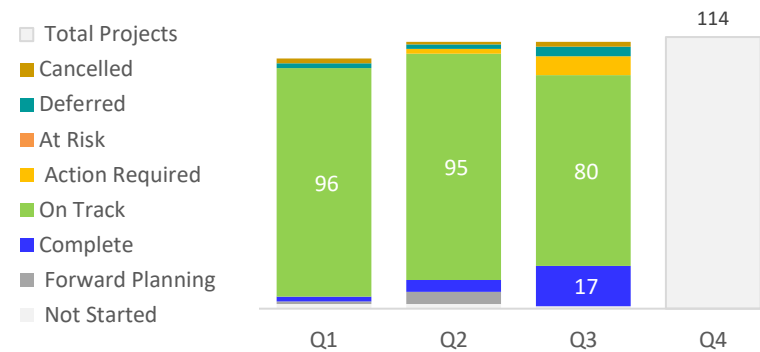
Council typically receives between 30 and 50 Compliments from customers in a quarter. This trend has remained consistent over the past two years. 30 compliments were received during the last quarter.

Low numbers of complaints are usually received on a quarterly basis. There has been no change to this trend over the past several years, including during the periods where COVID restrictions and lockdowns have impacted Council operations during 2020 and 2021.

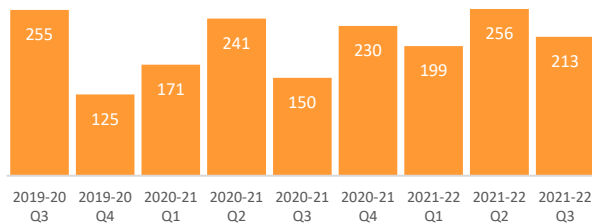
There are currently 114 projects and ongoing capital programs listed in Council's 2021-22 Operational Plan. By 31 March, 17 of these projects had been delivered and most of the remaining projects and programs can be expected to complete their planned scope of work by 30 June 2022.

The wet weather over summer, combined with supply chain issues and the ongoing financial impact on Council's budget position caused by the COVID Lockdowns and financial relief measures put in place by Council to help support our local community have resulted in a reduced scope being implemented for a number of projects, and many outdoor projects experiencing delays. The majority of these projects will complete their planned scope of works by 30 June, with some projects needing to carry over work into FY 2022-23.

### 2021-22 Operational Plan - Delivery Progress



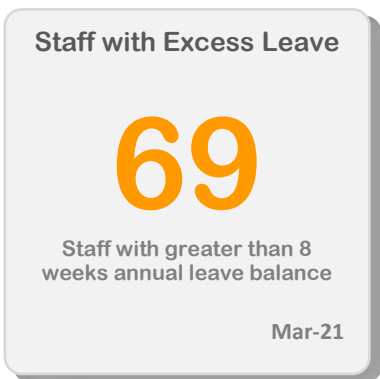
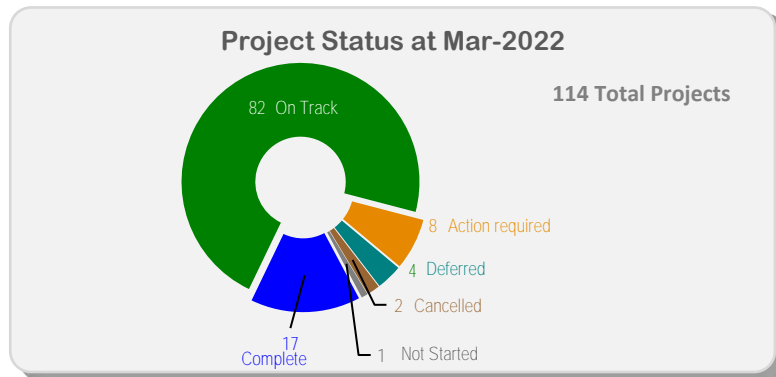
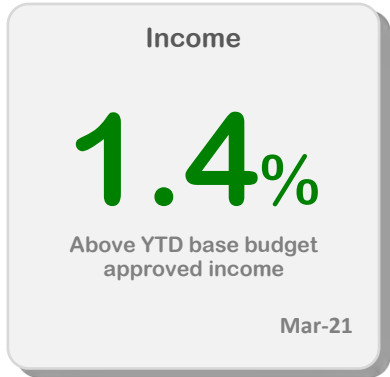
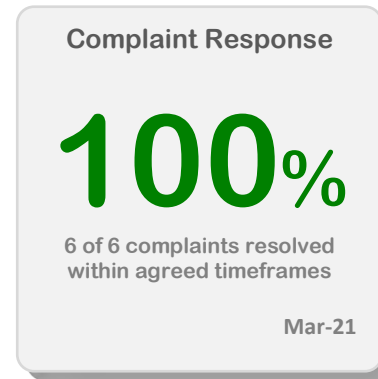
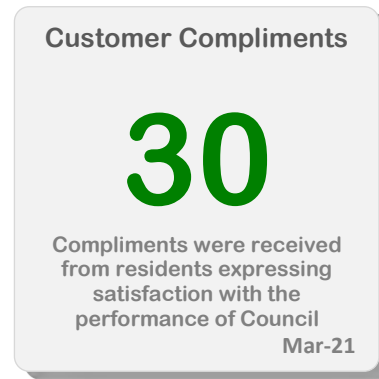
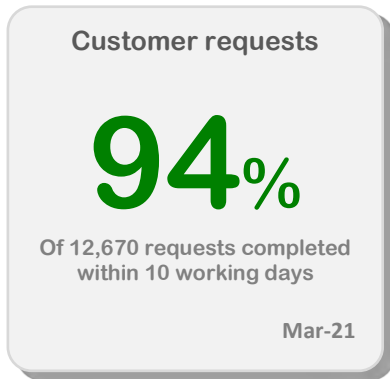
### Health and Safety - Lost Time Days



The number of lost time days due to worker injury during a quarter has remained relatively constant since the start of 2020. Five continuing claims from previous quarters made up the majority of lost time days this quarter. Of these, two have returned to work and the remainder are progressing to resolution during the June quarter.

# Corporate Indicator Results 2021-22 (at end of Quarter 3)

## Insights



### Customer

Both Customer Requests and correspondence received experienced a significant upturn this quarter, approximately 20 – 30% above usual numbers. Combined, the numbers of items received was higher than the levels experienced during the 2021 lockdown period.

### Financials and Projects

**Projects** – 17 projects have now been completed. A number of other projects have had budget reductions applied to them as a result of Councils COVID related budget adjustments. Four projects have now been deferred until 2022-23. Ongoing wet weather during summer has delayed many outdoor projects, Most of these projects will complete their planned scope by 30 June.

### Organisation

Delays completing the Internal Audit quality assessment program recommendations have been addressed by the Audit, Risk and Improvement committee.

**Lost Time Injuries** –Five continuing claims from previous quarters made up the majority of lost time days this quarter. Of these, two have returned to work and the remainder are progressing to resolution.



*Our vibrant and liveable city*

**Great places, vibrant neighbourhoods**

Centres are the focus of vibrant communities  
Places are designed for people

**Collaborative development**

People are at the heart of planning and influence how the city grows and changes

**Sustainable design**

Neighbourhoods support sustainable growth.  
Developments add to the character of their neighbourhoods

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	4,256	(198)	4,058
Expenditure	11,976	966	12,942
<b>Total Base</b>	(7,720)	(1,163)	(8,884)
<b>Non-Capital</b>			
Income	-	-	-
Expenditure	300	-	300
<b>Total Non-Capital</b>	(300)	-	(300)
<b>Capital</b>			
Income	295	20	315
Expenditure	3,495	118	3,613
<b>Total Capital</b>	(3,200)	(98)	(3,298)
<b>Funding</b>			
Reserves	3,727	98	3,825
Depreciation Contra	420	1,246	1,666
Proceeds from Loan	-	-	-
<b>Total Funding</b>	4,147	1,344	5,491
<b>Net Result for Outcome</b>	(7,073)	82	(6,990)

## Outcome: Our Vibrant and Liveable City

### Delivery Program Performance Indicators 2021/22

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Regulatory program	Mean gross determination time (in days)	≤ 95	102	Covid issues, and large number of Court cases in January and February and staff availability delayed determination of applications this quarter.	Action Required
	Mean gross determination times – residential alterations and additions (days)	≤ 77	74		On Track
	Mean gross determination time – single new dwellings (days)	≤ 105	94		On Track
	Mean gross determination time – commercial, retail, office (days)	≤ 91	82		On Track
	Total approved development in value (in millions)	> 0	214	Total value of approved development Year to Date - \$874 million	On Track

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Centres and Neighbourhood program	Neighbourhood Centre Renewal	Works Completed. Due to COVID related delays (staffing and supply chain issues) the schedule and program of works were revised to minimise cost over-runs and ensure the site was not dormant at cost to Council.	Completed
	Macquarie Library and Creativity Hub Planning and Design	Project deferred pending advice on the timing of the Macquarie Shopping precinct development	Deferred
Open Space, Sport & Recreation program	Street Tree Planting Program	Tree Plantings to occur in April and further plantings scheduled for July and August 2022 to complete the project.	On Track
Strategic City program	Contributions Management	Testing underway with implementation to be finalised by June 2022.	On Track





*Our active and healthy city*



**Enhanced Recreational Spaces**

Providing opportunities and choice for recreation and active learning and living

**Well Targeted Services**

Strengthening community life, connectedness and wellbeing

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	5,317	20	5,337
Expenditure	21,749	173	21,922
<b>Total Base</b>	(16,432)	(153)	(16,585)
<b>Non-Capital</b>			
Income	33	-	33
Expenditure	668	(80)	588
<b>Total Non-Capital</b>	(635)	80	(555)
<b>Capital</b>			
Income	10,503	(1,000)	9,503
Expenditure	22,877	4,333	27,211
<b>Total Capital</b>	(12,374)	(5,333)	(17,708)
<b>Funding</b>			
Reserves	12,314	5,042	17,356
Depreciation Contra	4,088	563	4,651
	-	-	-
<b>Total Funding</b>	16,402	5,605	22,007
<b>Net Result for Outcome</b>	(13,040)	199	(12,841)



## Outcome: Our active and healthy city

### Performance Indicators 2021/22

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Open Space, Sport & Recreation program	Number of participants in organised sport utilising Council's active Open space areas	> 500,000	70,000	COVID Lockdown prevented community sport between July and October 2021. Numbers are recovering post lockdown. Total year to date participants - 165,000	Covid Impacted
Open Space, Sport & Recreation program	Number of visitors to RALC	≥ 440,000	152,563	Visitor numbers continued to recover post lockdown, 5% down on same time last year. Total year to date visitors - 250,463	Covid Impacted
Library program	Number of visits to the libraries	≥ 970,000	83,583	Libraries were closed during the 2021 COVID lockdown. Numbers are recovering post lockdown. Total year to date visitors – 153,379	Covid Impacted

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Community and Cultural program	Community Buildings Renewal	Some works delayed due to COVID and will be completed during 2022-23.	On Track
	Heritage Buildings Renewal	Detailed planning and Heritage approvals have delayed some works.	On Track
Library program	Community Buildings Renewals - Libraries Improvements	Installation delayed by weather and global supply issues of computer hardware.	On Track
	Digital enhancement for Libraries		On Track
Open Space, Sport & Recreation program	Open Space Master Plans	To be finalised by the end of July 2022.	On Track
	Parks Plans of Management	Consolidated into Parks Plans and Strategies	Cancelled
	Parks - Plans and Strategies	RSCS Concept Plans completed. The Olympic Park Master Plan was adopted by Council in November 2021. The ANZAC Park Master Plan is scheduled to be reported to Council in June. The Putney Park PoM update, Synthetic Surface Study review and the Park Signage Design guide are all scheduled to be completed by June 2022. Consultation on the Greenlinks Master Plan and the Tree Management Plan has been completed. Finalisation of documents will occur in July 2022.	On Track
	Macquarie Park, Waterloo Rd	The Deed of Easement Agreement has been finalised with two agreements still to occur.	On Track
	Greening our City - Street Tree Planting Program	Design is nearing completion, consultation has been undertaken.	On Track
	Sportsfield Floodlighting Renewal	Poles have been installed, awaiting commissioning.	On Track

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Open Space, Sport & Recreation program	Sportsfield Renewal & Upgrade	ELS Hall Park Works were delayed due to weather. Overland Flow Works are now underway and due to be completed in April 2022. Gannan Park works design to be finalised by June.	On Track
	RALC Asset Renewal		On Track
	Sportsground Amenities Renewal & Upgrade	Construction works for ELS Amenities are now underway following a two month delay due to COVID and weather. North Ryde and Brush Farm Park amenities refurbishment works have been completed.	Action Required
	Playground Renewal & Upgrade	Meadowbank Park Regional Playground and works in Parry Park, Heatly Reserve, and Pindari Park have been completed. Commencement of works in Miriam Park has been delayed until the 2022-23 financial year.	On Track
	Toilet Blocks Renewal - excl sportfields	Kissing Point Park amenities works are scheduled for completion in June 2022. Anderson Park amenities works have been deferred.	On Track
	Sportsfield Floodlighting Expansion		Deferred
	Passive Parks Expansion and Improvement	Ryde Riverwalk landscaping works, Santa Rosa Park BBQ, the Forrester Park Multipurpose area and Meadowbank (Ross Smith) works are complete. Gannan Park Master Plan works , Shrimpton's Creek Corridor Lighting and Catherine Hamlin Park artwork are scheduled to be completed by June 2022. Blenheim Park demolition of properties to occur in May / June 2022.	On Track
	Synthetic Playing Surfaces	Commencement of works in Christie Park have been delayed due to COVID / weather, now scheduled for completion by end September 2022. Westminster Park field renewal drainage works have been delayed due to the ongoing wet weather during summer and spring.	Action Required



*Our natural and sustainable city*

### Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments

### Collaborative development

People are at the heart of planning and influence how the city grows and changes

### Resilient Infrastructure

Managing infrastructure to reduce risk and impacts

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	25,819	222	26,041
Expenditure	30,024	1,092	31,116
<b>Total Base</b>	<b>(4,205)</b>	<b>(870)</b>	<b>(5,076)</b>
<b>Non-Capital</b>			
Income	415	105	520
Expenditure	1,644	124	1,767
<b>Total Non-Capital</b>	<b>(1,229)</b>	<b>(19)</b>	<b>(1,248)</b>
<b>Capital</b>			
Income	958	55	1,013
Expenditure	8,791	55	8,846
<b>Total Capital</b>	<b>(7,833)</b>	<b>0</b>	<b>(7,833)</b>
<b>Funding</b>			
Reserves	7,597	4	7,601
Depreciation Contra	2,100	961	3,061
Proceeds from Loan	-	-	-
<b>Total Funding</b>	<b>9,697</b>	<b>965</b>	<b>10,662</b>
<b>Net Result for Outcome</b>	<b>(3,571)</b>	<b>76</b>	<b>(3,495)</b>

## Outcome: Our natural and sustainable city

### Performance Indicators 2021/22

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Environmental program	% increase in energy usage across organisation in 2019/20 compared to 2003/04 base year	≤ 5%	+5%	A number of new streetlighting assets and a new gas system have been recently added which has resulted in higher energy usage.	On Track
Environmental program	% increase in potable water usage across organisation in 2021/22 compared to 2003/04 base year	≤ 0	-11%	Significantly reduced irrigation needs have occurred due to wet weather over this summer period. Future council water usage is expected to increase due to installation of the new Meadowbank water park.	On Track
Waste and Recycling program	% tonnes of recycling from all domestic waste services	≥ 48.00%		Annual result – no data this quarter.	Annual Measure

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Catchment program	Harmonising Flood Studies	A revised Calibration Report including improved data has been prepared. Flood modelling is currently occurring and initial drafts of the final flood study are being developed.	On Track
	Shepherds Bay Outlet	Outlet works in relation to the 146 Bowden St Project have been completed.	Completed
	146 Bowden St Trunk Drainage	Laying of the first 3 of 5 pipes has continued and delays have occurred due to reconfiguration of the temporary weir design to isolate construction from upstream flows.	Action Required
	Eastwood Town Centre Flood Study & Stormwater Upgrades	The stormwater drainage realignment design is finalised. Underground service location and Geotech and soil contamination investigations, and a financial feasibility study for the redevelopment of 100-104 Rowe Street are underway.	On Track
	Stormwater Asset Replacement Renewal	11 sub-projects were planned for 2021-22. Four are currently in progress (Pit/Pipe Small Reconstructions, Pit Replacement, Pipe Lining Treatments and Future Design and Planning) with completion dates in May and June. Budgets and scope of works have been revised for four sub-projects to release funds for the 146 Bowden Street Trunk Drainage project, with completion dates from mid-April to mid-July. Three sub-projects have been deferred to provide funding for the 146 Bowden street project (Melba Drive, Bronhill Avenue, and Buffalo Road)	On Track
	Stormwater Improvement Works - Renewal	Five sub-projects were planned for 2021-22. The Water Quality & Riparian Improvements project has been completed and a further	On Track

City of Ryde Delivery Program		Operational Plan 2021/22 Project	Comments	Status
			three are expected to be completed by June 2022. One has been deferred to provide funding for the 146 Bowden street project (Abuklea Road, Marsfield)	
Environmental program	Ryde Biodiversity Plan - Implementation		Delays are being experienced due to wet weather inhibiting construction. Delivered during the quarter: <ul style="list-style-type: none"> <li>– Bush-friendly neighbour brochure delivered to 2887 properties</li> <li>– Bollard installation at McCauley Park for bushland/ wildlife protection</li> <li>– Kitty’s Creek Walking trail upgrade has commenced</li> <li>– Preliminary planning for Tree Give-away 2022</li> </ul>	On Track
	Biosecurity and Natural Area Monitoring Officer		Significant delays were experienced due to wet weather making many locations inaccessible or unsafe to inspect. The residential program is also delayed due to wet weather. Status of the inspection program in quarter 3: <ul style="list-style-type: none"> <li>– Aquatic High Risk Pathways (Lane Cove and Parramatta Rivers) 100%</li> <li>– High risk road/rail corridors (M2 and railway line) - 95%</li> <li>– regulatory high risk risk sites - 47%</li> <li>– non-regulatory high risk sites - 32%</li> <li>– Private Property Inspections - 20% - further delays due to wet weather and Covid disruption</li> </ul> Seizure of Prohibited Matter (aquatic weed) on behalf of DPE was also conducted	On Track
Foreshore program	Kissing Point Park Recreational Boating Improvements			Completed
	Lucknow Park Retaining Wall Replacement		Delays due to contractor availability and wet weather restricting vehicle and machinery access to the site were experienced.	On Track
	Putney Beach Activation			Completed
	Seawalls/Retaining Walls Refurbishment		Kissing Point Foreshore Protection Work The application for Heritage Impact Permit (AHIP) has been lodged. Waiting for the final agreement from TfNSW to commence the works. Bowden St – Design only project. Options and concept are being considered with detailed design to follow. Investigation of the Aquatic Ecology and a Bathmetric Survey to inform the design are also being undertaken.	On Track
Open Space, Sport & Recreation program	Park & Open Space Tree Planting Program		Collection of Tree Asset Data delayed due to weather.	On Track
Waste and Recycling program	Community Problem Waste Recycling Centre		Payment processed to fund the NSROC CRC.	On Track
	Managing Waste Reduction in Multi Unit Dwellings		Onsite waste educational visits for MUDs in the Ryde LGA are being planned. Supporting educational resources to help reduce cross contamination in recycling waste have been developed.	On Track
	Waste Education Train the Trainer Workshops		Train the Trainer workshops at local preschools have commenced.	On Track
	Waste Wise Ryde - Towards Zero Waste		Composting equipment has been delivered to 35 participating households in March 2022.	On Track



City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Waste and Recycling program	Don't let your recycling go to waste	The stickering of household recycling bins been substantially delayed due to COVID and weather restrictions - now due for completion mid June.	On Track
	Our Common Ground	All shared garden beds in participating unit blocks have been established.	On Track
	Reduce, Reuse, Recycle in Ryde Schools	The Get Grubby program has commenced to provide digital and downloadable resources for schools. A pilot edible garden project has commenced in Term 2 at Ryde Secondary College.	On Track
	Waste Reduction Awareness Campaign	The initial scope of this project has been amended to secure Transport for NSW approval of the artwork. The grant funding will now be used to install a litter prevention mural and run a second school competition.	On Track
	Cigarette Butt Litter Project	Data on cigarette litter has been compiled and sent to the EPA.	On Track
	NSROC AWT Transition - Food Organics Medium Density Unit	Commencement of project was deferred for a month due to COVID. All educational materials and caddies have been delivered and the collection of organics has commenced.	On Track
	Community Driven Resource Recovery	Analysis and evaluation of 840 Waste & Recycling survey responses is underway.	On Track
	Porters Creek Precinct	Remediation activities are ongoing.	On Track
	Porters Park CRC Development	Awaiting LEP adjustment approval from NSW Department of Planning, Industry and Environment.	Not Started
	CRC small drop off stations	An additional problem waste station has been delivered.	Completed
	Old Landfill Sites Subsidence Program Renewal	Program scope was reduced in 2021-22 due to rising costs and funding required to meet additional expenses for disposal of contaminated material.	Completed



*Our smart and innovative city*

### Business opportunity and investment

Businesses benefit from a prosperous local economy

### Strengthening Business Networks

Partnerships shape business growth, investment and development

### Macquarie Park

Macquarie Park expands its role as a leading commercial centre and innovation district

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	54	-	54
Expenditure	1,681	-	1,681
<b>Total Base</b>	<b>(1,627)</b>	<b>-</b>	<b>(1,627)</b>
<b>Non-Capital</b>			
Income	0	-	0
Expenditure	100	-	100
<b>Total Non-Capital</b>	<b>(100)</b>	<b>-</b>	<b>(100)</b>
<b>Capital</b>			
Income	-	-	-
Expenditure	3,402	-	3,402
<b>Total Capital</b>	<b>(3,402)</b>	<b>-</b>	<b>(3,402)</b>
<b>Funding</b>			
Reserves	4,144	-	4,144
Depreciation Contra	-	-	-
Proceeds from Loan	-	-	-
<b>Total Funding</b>	<b>4,144</b>	<b>-</b>	<b>4,144</b>
<b>Net Result for Outcome</b>	<b>(985)</b>	<b>-</b>	<b>(985)</b>

## Outcome: Our smart and innovative city

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Centres and Neighbourhood program	TMA/Connect Macquarie Park	Connect has merged with Macquarie Park Innovation District to become Connect- Macquarie Park Innovation District.	On Track
Centres and Neighbourhood program	Town Centre Upgrade implementation - Renewal	Construction nearing completion after some minor weather related delays.	On Track
	Eastwood Central Expansion	Project is progressing in accordance with schedule	On Track
	Multi Function Poles Lane Cove Road	Preliminary Design nearing completion and tender preparation underway.	On Track
Economic Development program	Giffnock Ave Footpath Upgrade	Construction works almost complete.	On Track
Strategic City program	Planting Embellishment Program - Macquarie Park	Planting anticipated for Q4 as scheduled (subject to weather).	On Track

A report detailing progress this quarter in delivering Council's Economic Development Strategy is included as Attachment 4.



*Our connected and accessible city*

### Connections to our City

Improving access to our suburbs, workplaces and major destinations

### Connections within our City

Improving access to our centres and recreation and reducing our travel footprint

### Digital Connectivity

Accessible digital connections for the community and business

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	14,096	231	14,327
Expenditure	22,236	430	22,666
<b>Total Base</b>	<b>(8,140)</b>	<b>(199)</b>	<b>(8,339)</b>
<b>Non-Capital</b>			
Income	-	-	-
Expenditure	-	-	-
<b>Total Non-Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>			
Income	8,134	45	8,179
Expenditure	27,557	(1,115)	26,442
<b>Total Capital</b>	<b>(19,423)</b>	<b>1,160</b>	<b>(18,263)</b>
<b>Funding</b>			
Reserves	14,346	(1,160)	13,186
Depreciation Contra	8,828	463	9,291
Proceeds from Loan	-	-	-
<b>Total Funding</b>	<b>23,174</b>	<b>(697)</b>	<b>22,477</b>
<b>Net Result for Outcome</b>	<b>(4,389)</b>	<b>264</b>	<b>(4,125)</b>



## Outcome: Our connected and accessible city

### Performance Indicators 2021/22

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Traffic & Transport program	# passenger transport movements by Shop Ryder, annually	> 38,000	4,552	Passenger numbers are starting to increase following lifting of Covid restrictions late last year. Year to date total passenger movements – 11,679	Covid Impacted

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Library program	Library Public Multimedia Lab		Cancelled
Paths and Cycleways program	Footpath Construction Renewal	Total of 7 locations planned for 2021/22. 5 locations (Jupp Place, Hawkes Pathway, Dunshea Street, Tarrants Avenue, and Rutledge Street) have been completed. The remaining 2 sections of Victoria Road are planned to be completed by end of April 2022	On Track
	Cycleways Construction Expansion	Regional Route 4 - Detailed design will be completed by 30 June 2022 Regional Route 12 - County Road corridor Stages 3 and 4 – negotiations with TfNSW re use of the corridor are progressing. Funding for Local Roads Community Infrastructure grant program has been approved (10 projects).	On Track
	Footpath Expansion Program	9 of 12 sites (Colston Street, Delmar Parade, Burns Street, Deeble Street, Abuklea Road, Beverley Crescent, Darvall Road, Edith Street and Gilda Street) and a bus shelter on Waterloo Road are completed to date	On Track
Roads program	Asset Data Collection	Data for storm water assets requiring accelerated maintenance currently being collected.	On Track
	Heavy Patching	Heavy Patching at 6 locations has been completed (Westminster Rd, Morrison Rd, Greene Ave, Cobham Ave & Pittwater Rd, Fourth Av) Shaftsbury Rd and Macpherson Lane planned by June 2022.	On Track
	Flood Mitigation/Constitution Road Upgrade	Joint traffic study with TfNSW for the proposed developments within the Meadowbank precinct, including options regarding Angas Street Bridge and the surrounding precinct has been completed.	On Track
	ITS Implementation	Work with TfNSW to develop options for the Macquarie University Bus Interchange (MUBI) is ongoing. The draft Meadowbank Traffic & Transport Study is being finalised. The Draft Bicycle Strategy and associated Action Plan was placed on public exhibition during March. Upgrades to improve access for emergency vehicles across various parks is complete.	On Track



City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Roads program	Pedestrian Crossing Lighting Upgrade	This project is currently delayed. Outstanding designs and work are being accelerated to ensure the project meets it's planned scope by June 2022.	Action Required
	Road Resurfacing Renewal	5 of 12 Locations have been completed (3 sections on Culloden Rd, Pellisier Rd & Marlow Ave). Remaining locations planned for completion by June 2022.	On Track
	Road Kerb Renewal	5 of 10 Locations have been completed and a further 4 are scheduled for completion by June 2022. Works an one further location will be completed after June.	On Track
	Bridge Upgrade / Renewal	Works on the Waterloo Road Culvert have commenced, scheduled completion in December 2022.	On Track
	Kerb and Gutter Renewal	Kerb and Gutter repairs completed at 10 locations (Moirs Avenue, West Parade, Agincourt Road, Allan Avenue, Ruth Street, Corunna Road, Bell Avenue, Kent Road, Dyson Street & Riverside Avenue) with a further 2 locations scheduled for May 2022.	On Track
	Asset Data Collection	Funds being used to collect asset data for storm water CCTV that needs acceleration	On Track
	Traffic & Transport program	Local Roads and Community Infrastructure Program - Transport Projects	The bollard installation at Cox's Road has been completed.
Bus Stop DDA compliance		This project is currently delayed. Outstanding designs and work are being accelerated, however the project will carry over into FY2022-23.	Action Required
Bus Stop Seats - new		Bus Stop Seats have been delivered.	Completed
Traffic Calming Devices			On Track
Road Safety Upgrades and Improvement		Funds have been allocated as a contingency for Traffic Calming Devices projects: Pedestrian refuges at Pittwater Road and Balaclava Road, and a raised pedestrian crossing on Ryde Road.	On Track
Eastwood Central - Road upgrades		Funds have been allocated as a contingency for work relating to Eastwood Central.	On Track
Integrated parking Solution		Implementation of NSW Park'nPay and new Cashless meters is occurring in early 2022 and E-Permits by 30 June 2022.	On Track
Expansion of shared user paths and enhancement of pedestrian facilities around the proposed Meadowbank Education Precinct		Expenditure is pending outcomes delivered by School Infrastructure NSW as part of the State Government Meadowbank Education & Employment Precinct project.	On Track
Pittwater Road Shared User Path - Stages 2 and 3		All works have been completed, with some minor signage & linemarking and road safety measures outstanding.	On Track
Integrated Transport Strategy Review Model		Funding Data Analyst and recruitment for new data analyst.	On Track
Eastwood Central – relocation of Glenn St Car Park			On Track
Multi-deck Car Park Construction - Rowe St East, Eastwood			Completed
Federal stimulus school zone projects		This program is primarily concerned with improving pedestrian safety around schools. The scheduled scope work for 2020/21 is completed. Remaining funding has been transferred for expansion of Traffic Facilities with a total of 11 projects to be delivered from \$962,500 total grant funding received under the Federal Stimulus Program.	Completed

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
	Traffic Facilities Renewal	Improving regulatory signage at bus stops and upgrade/construction of traffic facilities.	On Track
	Traffic Facilities Expansion	Some projects funded by a Federal Stimulus (Tranches 1 and 2) grant have been completed with others currently in the design phase.	On Track
	Constitution Rd/Bowden St Meadowbank-Traffic Control Signals	Project planning has been completed.	On Track



*Our diverse and inclusive city*



**An engaged, connected community**

People feeling connected within their community

**Celebrating culture and heritage**

A distinct local identity built on our city's character and rich cultural heritage

**Accessible community facilities**

Easy access to diverse cultural spaces, places and opportunities

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	653	-	653
Expenditure	6,430	189	6,619
<b>Total Base</b>	<b>(5,777)</b>	<b>(189)</b>	<b>(5,966)</b>
<b>Non-Capital</b>			
Income	-	-	-
Expenditure	420	(58)	362
<b>Total Non-Capital</b>	<b>(420)</b>	<b>58</b>	<b>(362)</b>
<b>Capital</b>			
Income	-	-	-
Expenditure	-	-	-
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding</b>			
Reserves	432	-	432
Depreciation Contra	25	429	454
Proceeds from Loan	-	-	-
<b>Total Funding</b>	<b>457</b>	<b>429</b>	<b>886</b>
<b>Net Result for Outcome</b>	<b>(5,740)</b>	<b>298</b>	<b>(5,442)</b>

## Outcome: Our diverse and inclusive city

### Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Centres and Neighbourhood program	Ryde Heritage Information Centre	Heritage workshops have been deferred due to COVID related uncertainty with indoors events and supply chain challenges accessing trades and materials.	Deferred
	Ryde Youth Theatre Group		On Track
Community and Cultural program	Ryde Hunters Hill Symphony Orchestra	Project delayed due to COVID	Deferred
	Social Plan Implementation Fund	Projects were delivered online due to COVID related restrictions and uncertainty with indoors events.	Completed
	Creativity Strategy Implementation Fund	Projects were delivered online due to COVID related restrictions and uncertainty with indoors events.	Completed
	Enhance Community Facility Book Software	First stage of Smart Booking project has been completed with minor aspects to be finalised during FY 2022-23.	On Track
	City of Ryde Reconciliation Action Plan	COVID restrictions delayed the commencement of the Reconciliation Action Working Group	On Track
	Community Buildings - Expansion	Planned works to commence in FY 2022-23.	On Track





*Our open and progressive city*



**Advocacy on key issues**

Achieving the best outcomes for the City of Ryde and its people

**An engaged and informed community**

Residents trust Council and feel well informed, heard, valued and involved.

**Well Led, Financially Sustainable**

Transparent, responsible leadership and governance

2021/22 (\$'000)	Approved Budget	Proposed Changes	Proposed Budget
<b>Base</b>			
Income	86,550	650	87,200
Expenditure	38,746	(109)	38,637
<b>Total Base</b>	<b>47,805</b>	<b>759</b>	<b>48,564</b>
<b>Non-Capital</b>			
Income	-	-	-
Expenditure	1,172	30	1,202
<b>Total Non-Capital</b>	<b>(1,172)</b>	<b>(30)</b>	<b>(1,202)</b>
<b>Capital</b>			
Income	-	-	-
Expenditure	24,630	(4)	24,625
<b>Total Capital</b>	<b>(24,630)</b>	<b>4</b>	<b>(24,625)</b>
<b>Funding</b>			
Reserves	5,263	(1,392)	3,871
Depreciation Contra	7,531	(262)	7,269
Proceeds from Loan	-	-	-
<b>Total Funding</b>	<b>12,794</b>	<b>(1,654)</b>	<b>11,140</b>
<b>Net Result for Outcome</b>	<b>34,797</b>	<b>(920)</b>	<b>33,877</b>



# Outcome: Our Open and Progressive City

## Performance Indicators 2021/22

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Customer and Community Relations program	% of calls to the Customer Call Centre resolved at the first point of contact	≥ 85%	82%	Periodic Phone network outages and changeover to Council's new phone system have resulted in some calls not being received.	Action Required
Internal Corporate Services program	% returns over benchmark (Bloomberg rate)	≥ 0.85%	1.36%		On Track
Property Portfolio program	Occupancy of commercial properties (income generating) over 12 months	> 75%	100%	Council's vacant Rowe Street property is currently being let short term to Australia Post. Council's Lachlan's Line properties are currently on the market for commercial tenancy.	On Track

## Operational plan projects for 2021/22

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Customer and Community Relations program	Communication and Engagement Strategy		On Track
	Council Website		On Track
Governance and Civic program	Election		On Track
	Councillor Induction	External modules delivered (Code of Conduct and Code of Meeting practice)	On Track
	Research and Policy officer		Completed
	Governance Office (PT) - Investigations & Special Projects		Completed
Internal Corporate Services program	Provision of Councillor Equipment		On Track
	Plant & Fleet Purchases	Plant & Fleet vehicle delivery continue to experience delays due to supply chain issues. Plant and vehicle supply will be rolled over into FY 2022-23.	Action Required
	Asset Management Software		Completed
	Information Technology Infrastructure Renewal	Transition Phones to MS Teams Softphones, Planning - Network drives data consolidation from on-premise to cloud, Cyber Security Operations & Enhancements, Contractor costs	On Track
	Information Technology Software Renewal	Upgrade and Consolidation , SD-WAN Upgrade pre-requisites, TechOne - TRIM integration, Maintenance & Planned Upgrades, TechOne Healthcheck, CM10 Upgrade, Application Modernisation (ICT) Strategy.	On Track
	IT Applications - Expansion	DA Tracker initial scope has been completed. Additional DA Tracker function being implemented. Online DA Payments unlikely to proceed; ePlanning Portal Integration is now on hold pending completion of council's Digital Strategy; Development of council's Digital Strategy is in progress.	Action Required

City of Ryde Delivery Program	Operational Plan 2021/22 Project	Comments	Status
Organisational Development program	Electronic Time and Attendance (Capital)	Specifications and the contract for implementation have been finalised. Implementation scheduled for early FY 2022-23.	On Track
Property Portfolio program	Ryde Central	Project is progressing in accordance with schedule	On Track
	Corporate Buildings Renewals	Funding for has been redirected to commercial buildings renewal - to fund essential waterproofing associated with the building balconies.	On Track
	Commercial Buildings Renewal	Waterproofing works on the West Ryde Community Centre are expected to be completed by July 2022.	On Track
	Commercial Buildings Expansion	741-747 Victoria Road DA approved for redevelopment. Waiting on confirmation to progress to construction.	On Track
	Affordable Housing Expansion	Purchase of Argyle St property completed.	Completed
	Operational Building Expansion	New Porters Creek depo development. Procurement for design and planning underway.	On Track
Strategic City program	Review of the Community Strategic Plan	Development of the updated Community Strategic Plan has commenced with community engagement occurring during May. Planning for public exhibition in June prior to adoption.	On Track

# Attachment 1 - Reserves

<i>Description</i>	<i>1 July 2021 Balance</i>	<i>Net Reserve Movement - Approved Budget</i>	<i>Net Quarterly Adjustment - March 2022</i>	<i>Forecast Balance - 30 June 2022</i>
<b>Externally Restricted Reserve</b>				
S7.12 Plan Fixed Development Consent	2,589	(352)	-	2,237
S7.11 Plan Administration Reserve	410	12	-	422
S7.11 Plan Roads & Traffic Management	401	(5)	-	396
S7.11 Plan Open Space & Recreation Facilities	2,372	(545)	80	1,907
S7.11 Plan Community & Cultural Facilities	2,272	715	-	2,987
Voluntary Planning Agreement Reserve	11,123	(429)	-	10,694
Domestic Waste Management Reserve	19,511	(1,833)	(19)	17,659
Macquarie Park Corridor Special Rate Reserve	1,955	(767)	-	1,188
Stormwater Management Service Charge Reserve	1,624	(798)	-	826
Sale of Roads Reserve	27	(27)	-	(0)
Infrastructure Special Rate Reserve	6,874	(4,586)	1,068	3,355
146 Bowden St Trunk Drainage Court Settlement	553	(553)	-	0
Unexpended Grants Reserves	8,898	(0)	-	8,898
<b>Total External Restrictions</b>	<b>58,609</b>	<b>(9,167)</b>	<b>1,129</b>	<b>50,571</b>

<i>Description</i>	<i>1 July 2021 Balance</i>	<i>Net Reserve Movement - Approved Budget</i>	<i>Net Quarterly Adjustment - March 2022</i>	<i>Forecast Balance - 30 June 2022</i>
<b>Internally Restricted Reserve</b>				
Employee Leave Entitlements Reserve	5,538			5,538
Refundable Deposits Reserves	17,069			17,069
Interest on Refundable Deposits Reserve	377			377
Asset Replacement Reserve	2,431	463	(15)	2,879
Plant Replacement Reserve	4,642	(726)	-	3,916
Council Election Reserve	777	(600)	-	177
Investment Property Reserve	21,674	(1,844)	-	19,830
Ryde Central Reserve	54,283	(8,625)	-	45,658
Carryover Works Reserve	410	(410)	-	-
Voluntary Planning Agreement Reserve		-	-	-
Accommodation Reserve	20,063	(782)	1,417	20,699
Public Art Reserve	18			18
Community Grants Reserve	65	(50)	-	15
Synthetic Sports Surface Reserve	591	194	-	785
Transport & Pedestrian Initiatives MP Reserve	434	(434)	-	1
Insurance Fluctuation Reserve	338	(90)	42	291
WHS & Injury Management Reserve	345	120	-	465
Planning Proposal Reserve	111	(10)	-	102
Macquarie University VPA Reserve		-	-	-
Affordable Housing Reserve	605	289	-	894
Workers Compensation Reserve	3,000	-	-	3,000
Heritage Reserve	457			457
Asset Expansion Reserve	32,373	(24,159)	(5,180)	3,034
FAG Reserve	1,995	(1,995)	-	-
Revolving Energy Fund	-	-	14	14
<b>Total Internally Restricted Reserves</b>	<b>167,596</b>	<b>(38,656)</b>	<b>(3,721)</b>	<b>125,219</b>
<b>Total Restrictions</b>	<b>226,205</b>	<b>(47,823)</b>	<b>(2,592)</b>	<b>175,790</b>

## Attachment 2 - Contract Listing, Consultancy and Legal Expenses

### Contracts Awarded March Quarter 2021-2022

Contract Name	Purpose of Contract	Contract Form	Contract Value	Commencement Date	Contract Options	Duration of the Contract	End Date	Included in Budget?	Is this a lease under AASB 16
Newsound Fire Services Pty Ltd	Fire Services	CoR Major Services	\$102,050.00	15-Feb-22	One-Off	5 years	14-Feb-25	Yes	N
Chips Property Services	Plumbing Services	CoR Major Services	\$62,910.00	01-Feb-22	Ongoing	3 years	31-Jan-25	Yes	N
AW Edwards	Plumbing Services	CoR Major Services	\$42,343.00	01-Feb-22	Ongoing	3 years	31-Jan-25	Yes	N
Eptec Group	Waterloo Road Culvert Remediation	CoR Minor Works	\$1,004,377.00	24-Mar-22	One-Off	12 months	24-Mar-23	Yes	N
Hix Group Pty Ltd	Traffic Signal Installations and Related Works	Other	\$318,826.86	10-Jan-22	One-Off	3 months	10-Apr-22	Yes	N

### Consultancy & Legal Expenses

Expenses	Expenditure YTD	Budgeted (Y/N)
Legal Fees	836,490	Y
Consultancy Fees	787,781	Y



## Attachment 3 - Quarterly Changes

Description	2021/22 Quarter 3 Review Budget Revision	2021/22 Quarter 3 Review Comments for Council Meeting
<b>Grand Total</b>	<b>0</b>	
<b>Rates and annual charges (+ve is an increase in Revenue)</b>	<b>221,600</b>	
Domestic Waste Management Income	221,600	Higher income due to increase in the number of Multi unit dwellings onboarding, offset by increase in DWM Collection expenditure.
<b>User charges and fees (+ve is an increase in Revenue)</b>	<b>-73,780</b>	
Swimming Pool Inspection Program	-35,000	Reduction in Swimming Pool Inspection income due to COVID
Development Assessments	-240,000	Reduction in Development Application income as larger DA's are lower than expected due to the current financial market
Statutory Information	70,000	Additional S10.7 Planning Certificate fees received.
Traffic & Transport Management	106,220	Additional Work Zone Permits fees received.
Ranger Management - Parking Meters	50,000	Additional Parking Meter income received.
Rowe Street Car Park	-25,000	Reduction in Rowe Street Car Park income.
<b>Interest and investment revenue (+ve is an increase in Revenue)</b>	<b>650,000</b>	
Investment Income	650,000	Additional investment income received due to rising interest rates and investments on hand greater than expected.
<b>Other revenues (+ve is an increase in Revenue)</b>	<b>127,500</b>	
Baaka Cultural Centre Development Application	7,500	Additional income for reviewing Greater Darling Council's Development Application offset by additional salaries and wages costs.
Traffic & Transport Management	-50,000	Reduction in Skip Bin Permits income.
Ranger Management - Infringement Notices Income	150,000	Additional Parking Fine income received.
Community Buildings - Hired	20,000	Additional Halls & Venues Hire income received.
<b>Grants and Contributions - Operating (+ve is an increase in Revenue)</b>	<b>105,000</b>	
Ryde Litter Prevention Strategy	35,000	Additional EPA grant funding offset by matching expenditure. This will have no net impact on Council's budget.
Meadowbank and Putney Catchment Litter Reduction	70,000	Additional EPA grant funding offset by matching expenditure. This will have no net impact on Council's budget.
<b>Grants and Contributions - Capital (+ve is an increase in Revenue)</b>	<b>-880,241</b>	
Street Tree Planting Program	20,000	Additional grant from Department of Planning & Environment received offset by matching expenditure. This will have no net impact on Council's budget.
Kissing Point Park Recreational Boating Improvements	54,726	Approved additional grant for NSW Boating Now Program from Transport NSW, offset by matching expenditure. This will have no net impact on Council's budget.
Natural Disaster Relief and Recovery Works	60,000	Natural Disaster Relief and Recovery grant received to fund the recovery works as a result of the recent floods. This will have no net impact on Council's budget.
Local Roads & Community Infrastructure Prog-Transport	87,250	Approved grant funding variations for LRCI1 projects relating to additional Pedestrian Crossings and upgrade offset with matching expenditure. This will have no net impact on Council's budget.
Integrated Parking Macq Park and Eastwood Town Centre	114,000	Contribution from the NSW Government for improving accessible parking at Macquarie Park and Eastwood Town Centre project.
Road Kerb Renewal	-191,329	LRCI2 grant reduction in relation to Road Kerb Renewal program as this was delivered under budget.
Footpath Construction Expansion	-24,888	Reduction in LRCI2 grant in relation to Footpath Construction Expansion program as a result of completing the final design below budget.
Synthetic Playing Surfaces Expansion	-1,000,000	Reduction due to delays in delivering Christie Park Masterplan Stage 2 project, funded from the Greater Sydney Sport Facility Fund. This unspent grant will be transferred to Council's Liability Account in accordance with Accounting Standard.
<b>Net Revenue Movement (+ve is an increase in Revenue)</b>	<b>150,079</b>	

<b>Employee benefits and on-costs (+ve is an increase in Expenditure)</b>	<b>-785,366</b>	
Salary Savings	-1,363,306	Reduction in Salaries and Wages as a result of March Quarter Review due to vacancies and staff taking leave.
Employee Leave Entitlements Adjustments	500,000	Increase in expenditure due to Workers Compensation premium adjustments and other employee leave entitlements
IT Infrastructure Administration	69,440	Transfer budget from Temporary Staff and Labour Hire to employee costs and increase Overtime budget due to Council Meetings, Network Refresh and Cloud Calling projects.
Baaka Cultural Centre Development Application	7,500	Additional costs for reviewing Greater Darling Council' Development Application with matching income
Bush Regeneration	1,000	Additional employee costs transferred from Materials for on ground works clean up and maintenance post wet weather season weed issues
<b>Materials and contracts (+ve is an increase in Expenditure)</b>	<b>104,210</b>	
Strategy and Innovation	-40,000	Reduction in Contractor expenditure due to savings.
Risk Management	100,000	Additional funding required for COVID expenses for Council (materials, cleaning, security etc)
IT Infrastructure Administration	-43,554	Reduction in Temporary and Labour Hire due to savings and also transferred part of the budget to Employee Costs
IT Administration	-29,440	Reduce Contractor expenses due to existing staff working overtime to assist in Cloud Calling, Network Safe projects and council meetings
Tenders & Contracts Management	-6,750	Contra variation between Materials and Contracts and Other Expenses. This has had a zero impact on overall expenditure.
Development Assessments	-150,000	Reduction in Contractor Fees partially offset by the reduction of Development Application income.
Independent Hearing Assessment	-40,000	Lower Membership fees due to Covid meetings are held on line which is cheaper
Strategic Planning Administration	128,224	Additional Contractors expenditure required to complete the West Ryde Masterplan offset by additional S10.7 Planning Certificate Fees and employment costs savings.
Bush Regeneration	-1,000	Material costs transferred to Employee Costs for on ground works clean up and maintenance post wet weather season weed issues
Domestic Waste Management - Collection	221,600	Increase in expenditure due to the increase in required collection frequency in Multi Unit Dwellings related to bin room capacity, offset by increase in Domestic Waste Annual Charge.
Youth, Children & Families	-30,000	Reduce expenditure due to programs being impacted by COVID restrictions.
Ranger Management & Administration	-30,000	Reduce Infringement Processing Fees due to COVID restrictions.
Operational Buildings	10,000	Additional cost related to the Rowe Street car park
Research and Governance Officer	-42,401	Project finalised and expenditure savings transferred back to Insurance Fluctuation Reserve.
Parks - Plans and Strategies	-80,000	Reduction in project and the unspent funding to be transferred back to the S7.11 Open Space and Recreation Facilities.
Asset Data Collection	72,000	The additional funding is offset by reduction in the Asset Management Software project.
Community Problem Waste Recycling Centre	18,531	CRC Operating costs 2021/22 Rent Adjustments funded by DWM Reserve
Ryde Litter Prevention Strategy 2022-2030	35,000	Expenditure for Ryde Litter Prevention Strategy 2022-2030 is offset by EPA Grant funding received by Council.
Meadowbank and Putney Catchment Litter Reduction	70,000	Expenditure for Meadowbank and Putney Catchment Litter Reduction is offset by EPA Grant funding received by Council.
Social Plan Implementation Fund	-29,000	Reduced expenditure due to COVID restrictions
Cultural Plan Implementation Fund	-29,000	Reduced expenditure due to COVID restrictions
<b>Other expenses (+ve is an increase in Expenditure)</b>	<b>36,750</b>	
Councillor Support	30,000	Additional donations expenditure for Australian Red Cross Qld and NSW Flood Appeals, support for residents of Ukraine and Afghanistan as a result of recent Council Resolutions.
Tenders and Contract Management	6,750	Contra variation between Materials and Contracts and Other Expenses. This has had a zero impact on overall expenditure.
<b>Depreciation expenses (+ve is an increase in Expenditure)</b>	<b>3,400,347</b>	
Depreciation	3,400,347	Non-cash adjustment to depreciation expense due to the recent enhancements to Council's financial management of its assets through the implementation of a new asset management system. This will result in a total budgeted depreciation of \$25.2m which is 3.3% of the existing infrastructure asset base of \$760.4m
<b>Net Expenditure Movement (+ve is an increase in Expenditure)</b>	<b>2,755,941</b>	

<b>Capital Expenditure (+ve is an increase in Expenditure)</b>	<b>3,386,262</b>	
Property Acquisition for Blenheim Park	5,293,350	Increase for the compulsory acquisition of Blenheim Park which was undertaken in previous financial years. \$5.08m will be funded by Asset Expansion Reserve and \$0.21m funded by General Fund.
Street Tree Planting Program	20,000	Additional expenditure funded by grant received from the Department of Planning & Environment . This will have no net impact on Council's budget.
Kissing Point Park Recreational Boating Improvements	54,726	Approved additional grant for NSW Boating Now Program from Transport NSW offset by matching expenditure. This will have no net impact on Council's budget.
Natural Disaster Relief and Recovery Works	60,000	Recovery works funded by the additional Natural Disaster Relief and Recovery grant. This will have no net impact on Council's budget.
Local Roads & Community Infrastructure Prog-Transport	87,250	LRCI 1 project variations relating to additional Pedestrian Crossings and upgrade offset with approved grant funding. This will have no net impact on Council's budget.
Integrated Parking Macq Park and Eastwood Town Centre	114,000	Improving accessible parking at Macquarie Park and Eastwood Town Centre, funded by a contribution from NSW Government.
Road Kerb Renewal	-1,298,837	Final design for the LRCI2 projects resulted in decrease in expenditure and funding returned back to Infrastructure Special Rate Reserve.
Neighbourhood Centre Renewal	98,000	Increase in expenditure in relation to Coxs Road Centre Project, funded by Asset Expansion Reserve
Commercial Buildings Renewal	14,661	Due to latent conditions (condition of the site that could not reasonably have been known prior to the works commencing), additional expenditure incurred under contract for West Ryde Community Centre funded by Asset Replacement Reserve.
Footpath Construction Expansion	-24,888	Reduction in expenditure offset by reduction in LRCI2 grant.
Community Buildings Expansion	40,000	Additional costs for the North Ryde Preschool for the detailed design work, broader engagement of Engineers and project scope funded by Infrastructure Special Rate Reserve.
Synthetic Playing Surfaces Expansionok	-1,000,000	Reduction in Christie Park Masterplan Stage 2, offset by reduction in grant income. This unspent grant will be transferred to Council's Liability Account in accordance with Accounting Standard.
Eastwood Town Centre Flood Study & Stormwater Upgrades	-200,000	Funding transferred to 100-104 Rowe St Stormwater Drainage Upgrade
100 - 104 Rowe St Stormwater Drainage Upgrade	200,000	Funding transferred from Eastwood Town Centre Study & Stormwater Upgrade.
Asset Management Software	-72,000	Transfer funding to Non-capital project Asset Data Collection. This will have no net impact on Council's budget.
<b>Net Capital Expenditure Movement (+ve is an increase in Exp</b>	<b>3,386,262</b>	
<b>Reserves Drawdown (-ve is an increase in Reserve Drawdown)</b>	<b>-2,591,775</b>	
Road Kerb Renewal	1,107,508	Transfer LRCI2 projects savings to the Infrastructure Special Rate Reserve.
Community Buildings Expansion	-40,000	Additional costs for North Ryde Preschool funded by the Infrastructure Special Rate Reserve.
Property Acquisition for Blenheim Park	-5,081,890	Compulsory Acquisition cost for Blenheim Park funded by Asset Expansion Reserve
Neighbourhood Centre Renewal	-98,000	Increase in expenditure in relation to Coxs Road Centre Project, funded by Asset Expansion Reserve
Commercial Buildings Renewal	-14,661	Increase in expenditure for West Ryde Community Centre project, funded by the Asset Replacement Reserve.
S7.11 Parks - Plans and Strategies	80,000	Funds are no longer required and return to the S7.11 Open Space & Recreation Facilities Reserve
Community Problem Waste Recycling Centre	-18,531	Additional Domestic Waste Management Reserve drawdown due to CRC Operating costs 2021/22 Rent Adjustments
Research and Governance Officer	42,401	Project finalised. Return funding to the Insurance Fluctuation Reserve
Savings and additional income delivered at various programs	1,417,228	Savings and additional income delivered at various programs to be transferred to Accommodation Reserve
Environmental Administration	14,170	Transfer to Revolving Energy Fund Reserve as per Council Resolution dated on 27 July 2021.
<b>Net Reserve Drawdown Movement (-ve is an increase in Reserve D</b>	<b>-2,591,775</b>	
<b>Suspense (-ve is an increase in expenditure)</b>	<b>-3,400,347</b>	
Depreciation Contra	-3,400,347	Non-cash adjustment to depreciation expense due to the recent enhancements to Council's financial management of its assets through the implementation of a new asset management system. This will result in a total budgeted depreciation of \$25.2m which is 3.3% of the existing infrastructure asset base of \$760.4m
<b>Net Borrowings Movement (-ve is an increase in Borrowings)</b>	<b>-3,400,347</b>	

\*Report Contains Conditions

## Attachment 4. Economic Development Strategy, progress update January – March 2022

Goal 1. Promote the City of Ryde's capacity to support all types of businesses across a variety of industry sectors with their development, growth and space requirements.		
Strategy	Progress Status	Progress Update
1.1 Nurture economic anchors and attract investment.	On Track	Startup Ecosystem mapping project for Macquarie Park is currently in the survey analysis phase. Macquarie Park Summit was delivered by CMPID 6 April. CBD Revitalisation Summit - at Macquarie University hosted by Investment NSW 8 April. Investment NSW confirmed regular enquiries from global companies interested in Macquarie Park as a potential location.
1.2 Support existing small businesses in centres	On Track	Small Business Month March - Get Connected MSME (Micro, Small, Medium, Enterprise) hybrid event delivered at Optus 16 March. Over 200 attendees, Google was the keynote speaker about 'Google my Business'. Investigations underway for "Koreatown" place-making initiative. Working group meeting planned for Q4.
1.3 Support Meadowbank Education and Employment Precinct.	On Track	Ongoing discussions with the relevant Government agencies and stakeholders. School Opened Term 2. Council to undertake an education campaign regarding traffic and safety.
1.4 Work across Council Departments to support the future character of town centres with events, promotions and infrastructure upgrades.	On Track	Upgrade at Coxs Road, East Ryde completed 1 March. Upgrade at Ryedale Road West Ryde near finalisation ( expect by 1 May 2022). Discussions continue to support Flinders Road Shops. Investigation of Flinders Road Shops infrastructure condition undertaken, results will be provided to Councillors in Q4.
Goal 2. The City of Ryde becomes a desired location for SMES, high tech start-ups and scale-ups, creating investment and future jobs.		
Strategy	Progress Status	Progress Update
2.1 Attract high-tech start-ups, scale-ups and creatives.	On Track	Get Connect Event at Optus. (see 1.1)
2.2 Support the transformation/positioning of Macquarie Park into an innovation precinct.	On Track	Continue to work with the CMPID to support development and delivery of initiatives to continue to attract Startups. CMPID has developed a positioning statement and activities blueprint following consultation with key Macquarie Park stakeholders. Collaborated with Macquarie University to promote the Deep Tech Lab Space recently secured for startups and scaleups when its ready to open.
2.3 Investigate opportunities in underutilised retail and commercial spaces across the City of Ryde.	Deferred	COVID and lockdown has deferred progressing opportunities with landowners and commercial real estate agents.
2.4 Investigate opportunities for providing subsidised spaces in Council controlled buildings.	On Track	Currently examining availability in Council controlled buildings to provide space for creative and social impact businesses to grow, connect and achieve, e.g. in the arts, or a profit for purpose business e.g. The Generous and the Grateful. Currently, high levels of community need and overlapping high-demand times limit opportunities as this should proceed without displacing community users.

**Goal 3. The City of Ryde is positioned as a smart, innovative and green city at the heart of Sydney which attracts people to invest, live, work, visit and play locally.**

Strategy	Progress Status	Progress Update
3.1 Make existing centres greener and more attractive.	On Track	Embellishment Planting Project currently underway in Macquarie Park to be finalised by 1 May 2022.
3.2 Provide good experiences for businesses and workers throughout the City of Ryde.	On Track	Council is collaborating with CMPID to deliver place activation initiatives across Macquarie Park, promoted via Social Media. Continue to deliver capacity building programs (see 1.1 and 1.2).
3.3 Promote inclusive places and facilitate social vibrancy.	On Track	Working with Community Services to help our businesses be inclusive, commissioning Zero Barriers to support our efforts in Q1 22/23. Internal review underway regarding ways to support the NTE. Workshop to be provided to Councillors following review.

**Goal 4. Implement programs to support youth employment pathways and match local job opportunities for people living in the City of Ryde, promoting it as a city with the people who possess skill and talent to service all business needs.**

Strategy	Progress Status	Progress Update
4.1 Implement programs to support youth employment pathways.	On Track	Continued to promote PACE program and TAFE as a gateway to interns and employee to local business community.
4.2 Identify local talent and match it to potential jobs.	On Track	Working with Business Chambers, Industry and Education sectors to introduce students, (uni and school age) to the local business Community. Programs to be delivered during Young Week (April).
4.3 Keep seniors active in the workforce.	Deferred	Prospective program and communication deferred due to COVID.

**Goal 5. Continue to build and nurture strategic partnerships with key stakeholders to implement the Economic Development Strategy.**

Strategy	Progress Status	Progress Update
5.1 Manage and build relationship with relevant stakeholders.	On Track	Continued partnerships with Landowners, Chambers, commercial real estate agents, University, NSW Govt and CMPID to build capacity and branding.
5.2 Promote City of Ryde's attractiveness and economic opportunities.	On Track	Investment NSW confirmed they are receiving regular enquiries for Macquarie Park (Global investment) and MEEP DigiTech. Further videos to be created to support Investment NSW marketing.

**Goal 6. That as an employer of choice, the City of Ryde encourages locals to work for our City.**

Strategy	Progress Status	Progress Update
6.1 Promote local job opportunities through local channels and partners.	On Track	See 4.1
6.2 Support local students through job placements.	On Track	See 4.1