

# QUARTERLY REVIEW REPORT



Four Year Delivery Plan 2012–2016  
including One Year Operational Plan 2012/13

Quarter Four  
April – June 2013

 City of Ryde  
Lifestyle and opportunity  
@ your doorstep

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# HOW TO READ THIS QUARTERLY REVIEW REPORT

The Quarterly review report contains 4 sections

## 1. The General Manager's Overview

This section provides an Executive Summary with key highlights for the quarter and an assessment of our Financial Position, as at the end of the quarter.

## 2. Our Outcomes

The City of Ryde is working towards delivering seven strategic Outcomes identified in our Community Strategic Plan. This report provides an update on the programs and projects that have been identified in our Operational Plan contributing to each of the Outcomes.

Our projects are specific activities which are to be delivered over a set period of time to meet our Community's vision. These are supported by Council's base budget, which forms part of our operating costs, including our people and our maintenance and other contracts, to deliver all our council services.

Being introduced this year to the outcome sections of the Quarterly Review Report are Community Indicators. Local community wellbeing indicators (or 'community indicators') have been developed in Australia and around the world as a way to track trends in quality of life for a given community and as a basis for improving community engagement, community planning and policy making. They are based on the approach that ways of understanding whether life is getting better should go beyond traditional economic measures (City of Ryde, 2012).

It should be noted that Community Indicators are not the same as organisational performance indicators. Performance Indicators are specific to an organisation and measure the performance of that organisation (or a part of it) against an organisational plan, or against the organisation's legislative responsibilities. In this report these performance indicators can be found in the program section.

## 3. Our Corporate Performance Indicators

In addition to our project performance, we have identified a set of Corporate Performance Indicators to report on our delivery of service to our customers and partners, track project management of our projects, monitor our budgets and financial management and indicate our organisations progress in improving our culture through learning and development. Where quarterly performance progress results are available for these measures, they will be provided in this section along with any commentary explaining variances from target or actions required.

## 4. Our Programs

All of the City's projects and activities are focused around delivering on 21 programs. Detail on our progress against program budgets and projects along with the specific performance indicators identified to monitor each program are provided in this section.



Adapted from the 'Community Strategic Planning Indicators Resource', Division of Local Government (DLG) of the NSW Department of Premier and Cabinet, 2011.

# GENERAL MANAGER'S OVERVIEW



## Quarterly Overview

Quarter Four has seen positive results in terms of projects delivered and financial outcomes.

The adoption of the Street Tree and Urban Forest Masterplan is a major achievement, along with a number of across-unit projects that include the completion of Quandong Park and Australia 2 Park playgrounds; and the successful completion of all scheduled road, footpath, car park, stormwater, bridge and cycleway programs in Quarter Four.

Our renewed focus on community engagement saw a workshop on the proposed Council Amalgamations held on 3 June 2013 attract a large and enthusiastic audience. The discussions and feedback from residents was very beneficial in helping us formulate our submission to the State Government Independent Panel on this important topic.

In terms of Finance, Council has increased its available Working Capital by \$0.36 million to \$3.79 million. This is a pleasing result which has been achieved by tighter controls of Council's Operating costs.

An increase in our Operating Surplus of \$4.23 million to \$29.63 million is projected. This is another good result, given the tight revenue base from which we are operating. Part of this increase in surplus will go to Working Capital for next year with the remainder transferred to reserves.

These positive results, whilst improving Council's overall financial position, again highlight the ongoing pressures on the budget.

The Council and the Executive Team are committed to determining the appropriate funding mix to address Council's long term financial position, while continuing to deliver appropriate services to our community and maintaining adequate levels of asset maintenance.

The following summary of the key components of Council's One Year Operational Plan for 2012/13 is supported by detailed information in the appendices.

## Financial Position

Council's base budget income comes from sources such as Grants, Fees and Charges and Rates.

In both the base and the non-capital budget, income for this financial year has increased more than expenses. This has

resulted in an overall improvement to the operating result, by 11.92% in the base budget and 9.75% in the non-capital budget, from the revised Budget, previously approved by Council.

The improvement in the Base Budget, mainly relates to an additional prepayment financial assistant grant received in June for 2013/14. The prepayment grant is being transferred to the Reserve.

In Council's Capital Budget, income has increased by more than expenditure this financial year. This increase is attributable to the increase in Section 94 and additional grant funding from state government, that will result in \$2.34 million being transferred to reserve. This has resulted in an overall decrease in net cost of Capital by 24.56%. The additional funds will be transferred to reserves.

## Progress against Indicators

Our performance indicators help to provide a snap shot of the organisation's health. Corporate indicators focus on major areas across the whole organisation and program indicators track how we are delivering on specific elements within each of the 21 programs outlined in our 2012-2016 Delivery Plan including One year Operational Plan 2012-2013.

### Corporate Indicators

As identified in pages 38-39, the majority of corporate indicators are on track.

Of particular note the following areas demonstrate improvements in Council's performance against previous trends or targets:-

- Our responsiveness to inward correspondence has continued to improve this quarter, with a further 2% increase to 87% which is within a 5% tolerance of our target of 90%. This puts this indicator on track for the second quarter in a row since quarter two 2011/12.
- In Q4 there has been a continuation in the sound handling of complaints, with 100% of tier 1 and 2 complaints responded to within the agreed number of working days. Pleasingly in Q4 the number of compliments was double that the number of complaints.
- Our strong financial management focus is reflected in the results achieved over the past year in our Base budget. This quarter's result again shows Council's Base budget's position improving with the indicator consistently being on track for the past eight quarters.
- I am proud another area of improvement was in our Gender Equity Initiatives lifting our women in managerial positions from 35% to 37% over the year.

The corporate indicators which have not met target this quarter and where we will look for an improvement on next quarter are:-

- We have slipped to 84% in our measure of responding to our customer requests. There can be no major cause attributed to the fall in this indicator but we will closely monitor this closely in Q1 of 2013/14 an endeavour to return to our target of 90% or higher.
- 77% of project milestones completed on time within the quarter against our target of 90%, this is a significant increase and the highest score of the year. Please note this includes all new projects that were approved by Council during the 2012/13 year.
- Lost Time Injury days have again increased this quarter and we will continue to work with staff to ensure employee safety is given the highest priority and staff return to the workplace as soon as practicable.

### Program Indicators

Whilst you will read throughout the report detail on how each of our programs are tracking I would like to draw particular attention to the following areas of Council where performance has improved against previous trends or targets:-

- The RALC recorded 142,711 visitors this quarter and a total of 716,482 for the year which is a 6.1% increase

from the previous year and has exceeded the annual target of 680,000.

- The Library visits also continue to see improvements from last year with 252,296 visits in this quarter and a total of 946,157 which is a 4% increase from last year and well in excess of the annual target of 850,000.
- The Top Ryder Bus service continues to show increase patronage with 7,954 more passengers than last year and an increase of 13.6%. The total number of passengers for the year was 65,297.
- Council's investments still continue to exceed the investment benchmark, despite Australia being in a declining interest rate environment.

We welcome any feedback on our report and would appreciate comments or suggested improvements

Regards

Danielle Dickson  
A/General Manager

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# FINANCIAL MANAGEMENT

## Overview

Following the fourth quarter budget review, Council's financial position, year to date (YTD), is on track to show an improved result over original forecasts.

The Capital Works Program, YTD, is at approximately 94.49% net financially, excluding contributed assets.

Operating expenses, YTD, are within 10.17% (favourable) of the budgeted amounts, which is a good result.

Operating Income (Base Budget and Non-Capital & Capital Income) is projected to increase by \$3.89 million (3.64%) and Operating Expenses are projected to decrease by \$0.34 million (0.41%), a net increase in Operating Surplus of \$4.23 million to \$29.63 million. This is a good result given the tight revenue base from which we are operating.

Available Working Capital is projected to approximately \$3.79 million.

Council had budgeted to undertake \$26.36 million of capital works. This is projected to decrease by \$0.35 million. This will give a total capital works budget of \$26.01 million.

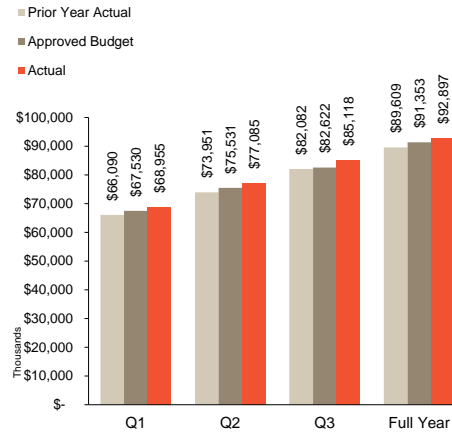
	Original Budget 2012/2013 (\$'000)	Carryover Budget 2012/2013	Previously Approved Changes	Revised Budget 2012/2013	Proposed Changes 2012/2013	Projected Budget 2012/2013	Actual YTD 2012/2013	Budget YTD 2012/2013	% Variance
<b>Base</b>									
Income	(89,085)		(2,268)	(91,353)	(1,544)	(92,897)	(94,379)	(91,353)	3.37%
Expenditure <sup>(1)</sup>	75,500	127	2,507	78,134	(31)	78,103	70,667	78,134	-9.56%
<b>Net</b>	<b>(13,585)</b>	<b>127</b>	<b>239</b>	<b>(13,219)</b>	<b>(1,575)</b>	<b>(14,794)</b>	<b>(23,767)</b>	<b>(13,219)</b>	<b>79.79%</b>
<b>Non-Capital</b>									
Income	(223)		(27)	(250)	(9)	(260)	(319)	(250)	27.27%
Expenditure	3,020	1,174	(719)	3,476	(305)	3,171	2,641	3,476	-24.02%
<b>Net</b>	<b>2,797</b>	<b>1,174</b>	<b>(746)</b>	<b>3,225</b>	<b>(315)</b>	<b>2,911</b>	<b>2,322</b>	<b>3,225</b>	<b>-28.01%</b>
<b>Capital</b>									
Income	(1,818)	(1,533)	(12,059)	(15,411)	(2,338)	(17,748)	(17,821)	(15,411)	15.64%
Expenditure	20,523	12,570	(6,733)	26,360	(352)	26,009	24,577	26,360	-6.77%
<b>Net</b>	<b>18,705</b>	<b>11,037</b>	<b>(18,792)</b>	<b>10,950</b>	<b>(2,690)</b>	<b>8,260</b>	<b>6,756</b>	<b>10,950</b>	<b>-38.30%</b>
Reserve Movement	(5,643)	(11,138)	18,374	1,594	4,219	5,813	(3,204)	1,594	-301.04%
<b>Other Items</b>									
Book Value of Assets	(1,000)			(1,000)		(1,000)	(1,174)	(1,000)	
Advances									
Loan Proceeds		(1,200)	1,200						
Loan Repayments	381			381		381	482	381	26.56%
<b>Total Other Items</b>	<b>(619)</b>	<b>(1,200)</b>	<b>1,200</b>	<b>(619)</b>		<b>(619)</b>	<b>(692)</b>	<b>(619)</b>	<b>11.76%</b>
<b>Net change in Working Capital</b>	<b>1,655</b>		<b>275</b>	<b>1,930</b>	<b>(360)</b>	<b>1,570</b>	<b>(18,585)</b>	<b>1,930</b>	<b>-1062.77%</b>

(1) Excluding depreciation

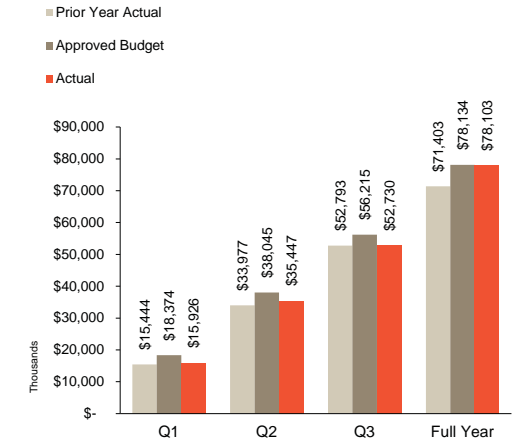
### Base Budget

Base Budget Income is projected to increase by \$1.54 million to \$92.90 million, while Base Budget Expenses are projected to decrease by \$0.03 million to \$78.10 million, giving a net projected increase in the Base Budget Surplus of \$1.58 million (11.92%).

**Base Budget Income Year to Date**



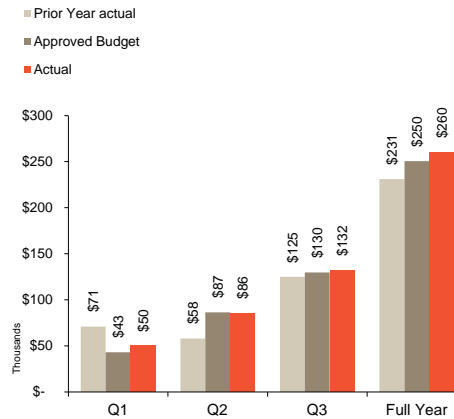
**Base Budget Expenditure Year to Date**



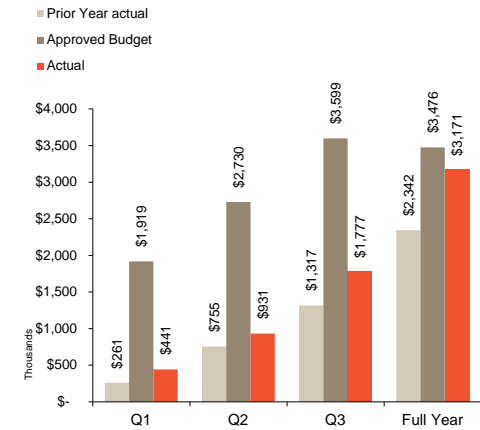
### Non-Capital Budget

Non-Capital Income is projected to increase by \$0.01 million to \$0.26 million, while Non-Capital Expenses are projected to decrease by \$0.31 million to \$3.17 million, giving a net projected reduction in net Non-Capital Expenditure of \$0.32 million (9.75%).

**Non Capital Income Year to Date**



**Non Capital Expenditure Year to Date**



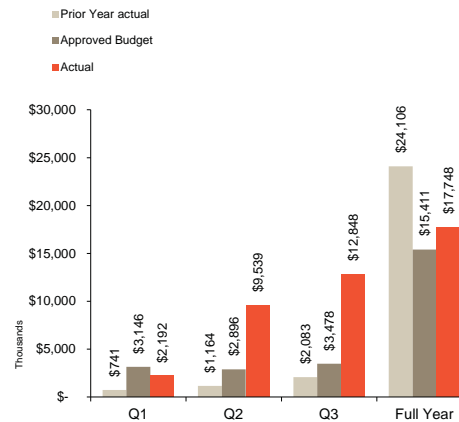
### Capital Budget

Capital Income is projected to increase by \$2.34 million to \$17.75 million, while Capital Expenses are projected to decrease by \$0.35 million to \$26.01 million, giving a net projected reduction in net Capital Expenditure of \$2.69 million (24.56%).

### Reserve Movements

The net movement of Reserves was budgeted to be a net transfer to reserves of \$1.59 million. This is projected to have a net increase of \$4.22 million to reserves to a total of \$5.81 million to reserves.

**Capital Income  
Year to Date**



**Capital Expenditure  
Year to Date**





# OUTCOME SUMMARIES

City of **Liveable Neighbourhoods** |  
City of **Wellbeing** | City of **Prosperity** |  
City of **Environmental Sensitivity** |  
City of **Connections** | City of **Harmony  
and Culture** | City of **Progressive  
Leadership** |

# CITY OF LIVEABLE NEIGHBOURHOODS

A range of well-planned clean and safe neighbourhoods, and public spaces, designed with a strong sense of identity and place.

Our outcome of Liveable Neighbourhoods consists of projects that ensure our city is designed for the enjoyment of our residents so that they are able to experience the lifestyle and opportunities that Ryde has to offer close to their homes.

□ INTEREST ○ INFLUENCE ▲ CONTROL

## Community Indicators

The following quality of life indicators show how our city performs in areas of importance to our community and provides the context for our outcome of a Liveable Neighbourhoods and its goals.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Housing Affordability

**\$701,000**

was the medium sales price of Ryde properties in June 2010. This figure increased by 32.3% in the 12 month period June 2009/July 2010, a rate of increase dramatically higher than all comparator LGAs (NSW Department of Housing 2010). 47.6% of purchasing households were spending more than \$2000 a month on their mortgage, slightly higher than for Sydney SD (43.6%; Australian Bureau of Statistics 2007a). 34.6% of households are fully owned, 32.7% are rented and 29.1% are being purchased (NSW Department of Housing 2010).

## Incidence of Crime

**32.3%**

was the rate of major offences per 1,000 people in Ryde, significantly lower than the NSW average of 56.2% (Bureau of Crime Statistics and Research 2010).

## Public and Community Housing

**1,704**

out of the 41,755 dwellings in Ryde were public housing in 2009. This represented 2.1% of the total public housing stock available in Sydney at that time. Total public housing stock in Ryde increased by 21.9% between 2006 and 2009 (Centre for Affordable Housing 2010).

## Housing Mix

**89%**

of the total increase in dwellings between 2001 and 2006 were medium density dwellings, and 54.5% of all dwellings in Ryde were separate houses (NSW Department of Housing 2010).

## Financial Position

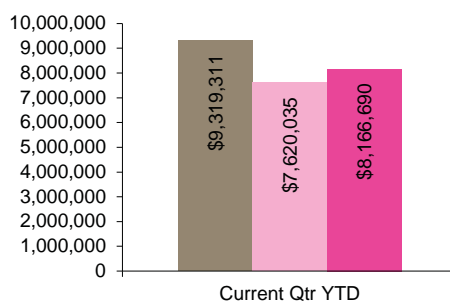
Base Expenditure on maintenance of nature strips, public domain, and toilet blocks was higher than expected in 2012/13. This was tempered by significant savings through the limited use of planning consultants

An Income write-down of approximately \$90,000 was made earlier this year in response to a reduction in the amount of Environmental Enforcement Levy monies collected by Council as a result of a downturn in the commencement of constructions in Ryde for the year. Income from Development Applications and Council's Certification Services was approximately in-line with original budget expectations. Finally, income from the provision of Section 149 Certificates was higher than expected, as was the income collected for the provision of pre-lodgement advice in relation to major developments.

Project expenditure was below original budget expectations, with funds to be carried over to 2013/14 to allow the completion of a number of projects. The Boarding House Project and the Community Education & Information Project were both delivered under budget, however, higher than expected construction costs in relation to the Neighbourhood Centre Renewals and the Town Centre Upgrades saw a variance of approximately 5% between revised project budgets and full-year expenditure.

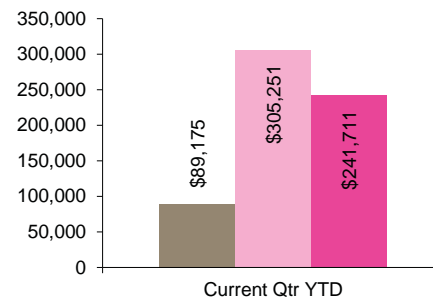
### Base Expenditure

■ Prior Year Actual  
■ Base Expenditure budget YTD  
■ Base Expenditure actual YTD



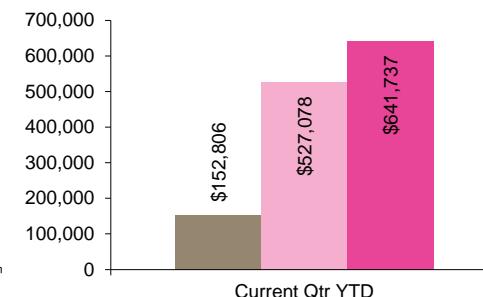
### Non-Capital Expenditure

■ Prior Year Actual  
■ Non-Capital Expense budget YTD  
■ Non-Capital Expense actual YTD



### Capital Expenditure

■ Prior Year Actual  
■ Capital Expense budget YTD  
■ Capital Expense actual YTD



	Revised Budget 2012/2013 (\$'000)	Proposed Changes 2012/2013 (\$'000)	Projected Budget 2012/2013 (\$'000)	Actual YTD 2012/2013 (\$'000)	Budget YTD 2012/2013 (\$'000)	% Variance
<b>Base</b>						
Income	(2,624)		(2,624)	(2,652)	(2,624)	1.06%
Expenditure	7,620		7,620	8,167	7,620	7.17%
<b>Net</b>	<b>4,996</b>		<b>4,996</b>	<b>5,514</b>	<b>4,996</b>	<b>10.38%</b>
<b>Non-Capital</b>						
Income				(100)		
Expenditure	305	(46)	259	242	305	-20.82%
<b>Net</b>	<b>305</b>	<b>(46)</b>	<b>259</b>	<b>142</b>	<b>305</b>	<b>-53.58%</b>
<b>Capital</b>						
Income	(1,653)		(1,653)	(1,653)	(1,653)	
Expenditure	527	129	656	642	527	21.75%
<b>Net</b>	<b>(1,126)</b>	<b>129</b>	<b>(997)</b>	<b>(1,011)</b>	<b>(1,126)</b>	<b>-10.18%</b>
Reserve Movement	898	(83)	815	(605)	898	-167.38%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>5,073</b>		<b>5,073</b>	<b>4,040</b>	<b>5,073</b>	<b>-20.38%</b>

## Progress against Projects







This Quarter's Community Information Sessions included a home renovation seminar, a seminar on sustainable design and building, and a repeat of the popular granny flat information session. A total of 10 sessions were held in 2012/13 and they were delivered under-budget. The program has been added to Base operations for 2013/14.







Similarly, the closure of three brothels this quarter saw the completion of a highly successful "Boarding House Project". In 2013/14 these enforcement efforts will be continued as Base operations.

In the Neighbourhood Centre Renewals Project the concept design for Quarry Road is on-track. However, delays in finalising the designs for Boronia Park and Agincourt Road earlier in the project have been exacerbated by wet weather, with construction only able to commence late in the quarter. Funds will be carried over to 2013/14 to allow the completion of construction works, and some reduction to the scope of landscaping works may be required to ensure the project is delivered to budget.



The popular Granny Flat information sessions.

	<b>On Track</b>	<b>1</b>
	<b>Action Required</b>	<b>1</b>
	<b>Complete</b>	<b>2</b>
	<b>Not Started</b>	<b>-</b>
	<b>Cancelled</b>	<b>2</b>
	<b>Deferred</b>	<b>-</b>

Program / projects	Status	Comment
<b>Centres and Neighbourhood Program</b>		
Elouera Reserve Upgrade		Design completed. Works to commence in 2013/14.
Neighbourhood Centre Renewal		Construction is well under-way, and funds will be carried over for this purpose. However, it is noted that the cost of works on Agincourt Road is expected to exceed initial estimates and soft landscaping works may be affected.
<b>Land Use Planning Program</b>		
Community Education & Information		Completed under budget.
<b>Open Space, Sport and Recreation Program</b>		
Street Tree Planting Program		In Quarter 3 Council resolved to reallocate the remaining funds in this project to cover the cost of the Queens Tree Project.
<b>Regulatory Program</b>		
Boarding House Project		Another successful year with the closure of a further 3 brothels. Also included a number of successful outcomes on unauthorised land uses.
Illegal Dumping Surveillance Program		Project Cancelled in Quarter 1 following the Department of Environment's decision not to expand the RID Squad.

# CITY OF WELLBEING

A healthy community, with all supported throughout their life by services, facilities and people.

Our outcome of a City of Wellbeing will ensure that we create a city that supports the physical and emotional health of all of our community.



## Community Indicators

The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Wellbeing.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Self-Reported Health

**12.9%**

was the proportion of the Ryde population that reported their health as fair or poor, instead of excellent, very good or good — below the Sydney SD rate of 15.9% (Public Health Information Development Unit 2010).

## Healthy Lifestyle Choices

**32.1%**

of the Ryde population were considered physically inactive (Public Health Information Development Unit 2010). 16.7% of males aged over 15 years were obese and 37.6% were overweight. Among females aged over 15 years, 11.5% were obese and 20.9% were overweight. An estimated 37.3% of males and 45.4% of females were within a normal weight range. In 2008, 14.9% of the adult population of Ryde were smokers. Younger people, especially males, were more likely to engage in risky drinking behaviours (NSCCAHS Public Health Unit 2010).

## Mortality Rates

**133.0**

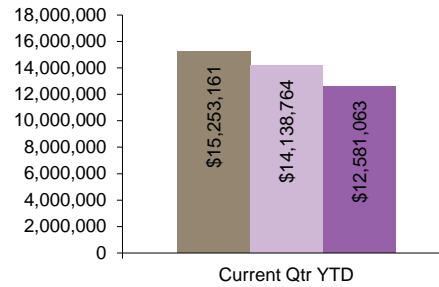
was the rate of annual avoidable deaths per 100,000 population, lower than the Sydney SD rate of 154.5. The main causes of potentially avoidable deaths included cancer (53.5 per 100,000), cardiovascular diseases (39.7) and ischemic heart disease (29.6, Public Health Information Development Unit 2010). The rate of infant mortality in Ryde was 4.0 per 1,000 births between 2003 and 2007. This rate is slightly lower than the Sydney SD, but higher than a number of the comparator areas.

## Financial Position

This outcome is 1.37% under budget with Base Budget expenditure under spent by 11.02%. Some Capital and Non-Capital Projects were delayed and have been carried over to 2013/14. Carryover projects are Integrated Open Space Plan Implementation, Holt Park, Putney Park, Waterloo Park, Santa Rosa Park, Crime Prevention Plan Implementation, Eastwood Community Hub Feasibility Study.

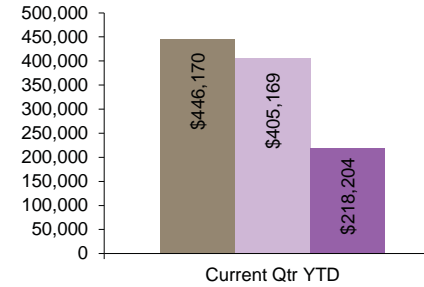
### Base Expenditure

- Prior Year Actual
- Base Expenditure budget YTD
- Base Expenditure actual YTD



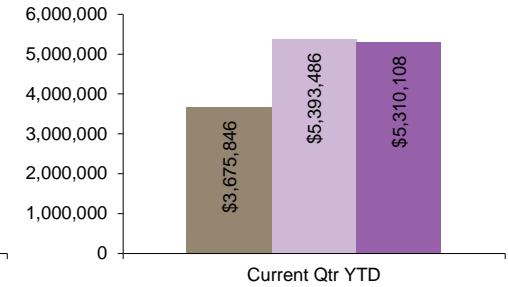
### Non-Capital Expenditure

- Prior Year Actual
- Non-Capital Expense budget YTD
- Non-Capital Expense actual YTD



### Capital Expenditure

- Prior Year Actual
- Capital Expense budget YTD
- Capital Expense actual YTD



	Revised Budget 2012/2013 (\$000)	Proposed Changes 2012/2013 (\$000)	Projected Budget 2012/2013 (\$000)	Actual YTD 2012/2013 (\$000)	Budget YTD 2012/2013 (\$000)	% Variance
<b>Base</b>						
Income	(6,865)		(6,865)	(6,961)	(6,865)	1.40%
Expenditure	14,139		14,139	12,581	14,139	-11.02%
<b>Net</b>	<b>7,274</b>		<b>7,274</b>	<b>5,620</b>	<b>7,274</b>	<b>-22.74%</b>
<b>Non-Capital</b>						
Income	(52)	(2)	(54)	(54)	(52)	3.81%
Expenditure	405	(17)	388	218	405	-46.14%
<b>Net</b>	<b>353</b>	<b>(19)</b>	<b>334</b>	<b>164</b>	<b>353</b>	<b>-53.58%</b>
<b>Capital</b>						
Income	(1,716)	1,273	(443)	(495)	(1,716)	-71.19%
Expenditure	5,393	85	5,478	5,310	5,393	-1.54%
<b>Net</b>	<b>3,677</b>	<b>1,358</b>	<b>5,035</b>	<b>4,816</b>	<b>3,677</b>	<b>30.96%</b>
Reserve Movement	(1,370)	(1,699)	(3,070)	(802)	(1,370)	-41.47%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>9,933</b>	<b>(360)</b>	<b>9,573</b>	<b>9,797</b>	<b>9,933</b>	<b>-1.37%</b>

## Progress against Projects

This quarter has seen some great progress on projects for the Wellbeing Outcome with most of the projects completed or on track for completion. Some of the highlights of the quarter include:

Construction took place on a number of the RALC projects and the Pool guttering work was completed. In addition to this a new water feature was installed complete with Hammer Head Shark. Also swim school enrolment numbers increased 6% from the previous year and centre attendance numbers were up 4.5% on last year.

Parks and Leisure Australia 2013 awarded the Ryde Integrated Open Space Plan with the 'Excellence in Planning' Award. The final two projects from the Playground Construction Renewal program were completed in Q4, Quandong Reserve and Australia 2 park, both now complete and ready for play. Also in our Open Space program both Sportsground Amenities Renewal & Upgrade and Sportsfield Renewal & Upgrade programs have been completed for 2012/13 year.



New playground in Quandong Reserve.



Program / projects	Status	Comment
<b>Open Space, Sport and Recreation Program</b>		
Active in Ryde Program Implementation	🟢	
Integrated Open Space Plan Implementation	🟢	Project on track to be completed in first half of 2013/14, funds to be carried over.
Livvi's Place at Yamble Reserve	✓	
Playground Construction - Renewal	🟢	Delay in undertaking asbestos remediation for Holt Park due to procurement process. Work scheduled to occur in July. This has also impacted Putney Park program which is now scheduled for August. Milestones to be reset.
RALC Asset Renewal	✓	Milestones to be reset for new financial year for carryover projects
Sportsfield Floodlighting Expansion	✗	Further Community Consultation for Waterloo Park undertaken as per Council resolution. DA to be submitted in August. Works undertaken during the year fully funded with identified shortfall to be met by carryover adjustment.
Sportsfield Renewal & Upgrade	✓	All projects in the cluster have been completed. Additional Funds sourced from user groups to increase available budget.
Sportsground Amenities Renewal & Upgrade	✓	
Sportsground Amenities Upgrades Expansion	🟢	Further community engagement required for Santa Rosa Park causing delays. Matter to be reported to Council late August to progress the project. Works undertaken during the year fully funded with identified shortfall to be met by carryover adjustment.

🟢 On Track	6
✗ Action Required	1
✓ Complete	10
⊖ Not Started	-
⊘ Cancelled	-
▶▶ Deferred	-

### Library Program

Community Buildings Renewals - Libraries	✓	
Digital enhancement for Libraries	✓	

### Community and Cultural Program

Community Buildings Renewal	✓	
Crime Prevention Plan - implementation	🟢	5 of the 6 milestones have been completed, the sixth milestone (security lighting) is expected to be completed in Q1 2013/14. Delays due to design in park upgrades.
Feasibility Study Community Hub-Eastwood	🟢	This project was reported to Council in two phases. Consequently a portion of the funding will be carried over.
Funding Support for the Men's Shed	✓	Project completed and funds expended. Twelve month review of project scheduled for 2013/14.
Non-Profit Community Sector Development	✓	Project completed for 2012/13 additional funds carried over to the project in 2013/14.
Temporary Employment of P/T Officer	✓	Project completed, Officer employed.

# CITY OF PROSPERITY

Creating urban centres which champion business, innovation and technology to stimulate economic growth and local jobs.

Our outcome of a City of Prosperity will ensure that our major business centres have a competitive edge in relevant global, national and metropolitan markets, support economic growth and provide opportunities for those that live, study and work here.

INTEREST  INFLUENCE  CONTROL

## Community Indicators

The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Prosperity.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Earnings

# \$50,417

was our average annual income, slightly higher than the Sydney SD rate. 67.5% of workers earn incomes of between \$250 and \$1,599 per week (Australian Bureau of Statistics 2010b). 17.3% of the population in Ryde were considered low income earners, earning less than \$249 per week (Australian Bureau of Statistics 2010b).

## Businesses and Employment Businesses

# 27%

of all businesses exiting Ryde in 2007 were employing firms, increasing from 6% of all exiting businesses in 2004 (Australian Bureau of Statistics 2007b).

## Local Employment and Employment Businesses

# 50%

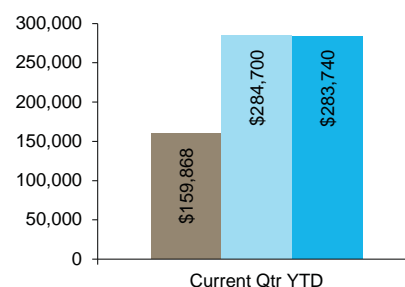
more jobs than resident workers exist in Ryde, made up of employment ratios of 1.49 for managers, 1.35 for professionals, and 1.27 for technicians and trades workers (Mecone Pty Ltd 2009).

## Financial Position

Base Budget activities in this outcome area were kept largely to budget. The Public Domain Upgrade on Waterloo Road required additional expenditure to ensure the final design and scope of works met appropriate specifications and to allow an increase in the width of the granite paving. Additional funds have been allocated from the Macquarie Park Special Levy to allow the completion of the project. Delays in appointing a Development Contributions Officer led to significant under-expenditure in the non-capital project budget, funds will be carried over accordingly. Savings were made across the Economic Development Program, with some funds to be carried over in relation to the Macquarie Park website. Overall, works related to this outcome were delivered under-budget.

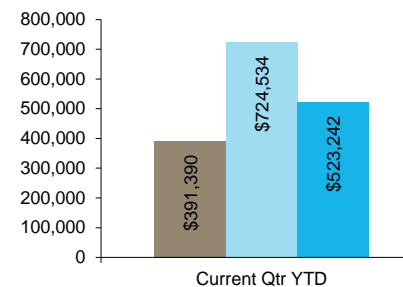
### Base Expenditure

■ Prior Year Actual  
■ Base Expenditure budget YTD  
■ Base Expenditure actual YTD



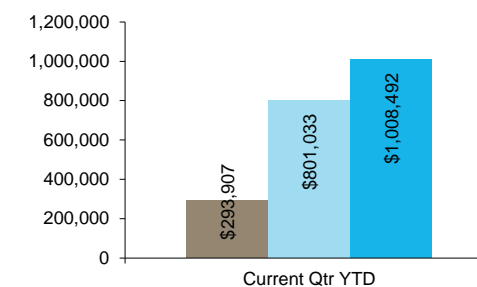
### Non-Capital Expenditure

■ Prior Year Actual  
■ Non-Capital Expense budget YTD  
■ Non-Capital Expense actual YTD



### Capital Expenditure

■ Prior Year Actual  
■ Capital Expense budget YTD  
■ Capital Expense actual YTD



	Revised Budget 2012/2013 (\$'000)	Proposed Changes 2012/2013 (\$'000)	Projected Budget 2012/2013 (\$'000)	Actual YTD 2012/2013 (\$'000)	Budget YTD 2012/2013 (\$'000)	% Variance
<b>Base</b>						
Income	(3)		(3)	(12)	(3)	246.65%
Expenditure	285		285	284	285	-0.34%
<b>Net</b>	<b>281</b>		<b>281</b>	<b>272</b>	<b>281</b>	<b>-3.29%</b>
<b>Non-Capital</b>						
Income						
Expenditure	725	(51)	674	523	725	-27.78%
<b>Net</b>	<b>725</b>	<b>(51)</b>	<b>674</b>	<b>523</b>	<b>725</b>	<b>-27.78%</b>
<b>Capital</b>						
Income	(139)		(139)	(139)	(139)	0.00%
Expenditure	801	216	1,017	1,008	801	25.90%
<b>Net</b>	<b>662</b>	<b>216</b>	<b>878</b>	<b>870</b>	<b>662</b>	<b>31.32%</b>
Reserve Movement	208	(165)	43	(260)	208	-224.99%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>1,877</b>	<b>(0)</b>	<b>1,877</b>	<b>1,405</b>	<b>1,877</b>	<b>-25.14%</b>

## Progress against Projects

The Flavours of Ryde food and festivals guide was completed and published this quarter. An interactive flip book can be downloaded from Council's website, and the hardcopies were distributed via the libraries and the Customer Service Centre.

The tender for the Public Domain Upgrade works on Waterloo Road was completed this quarter; at its meeting of 13 August 2013, Council resolved to allocate a further \$174,000 to the project and retain the scope of works between Byfield St and Cottonwood Crescent. Construction will be carried over into 2013/14.

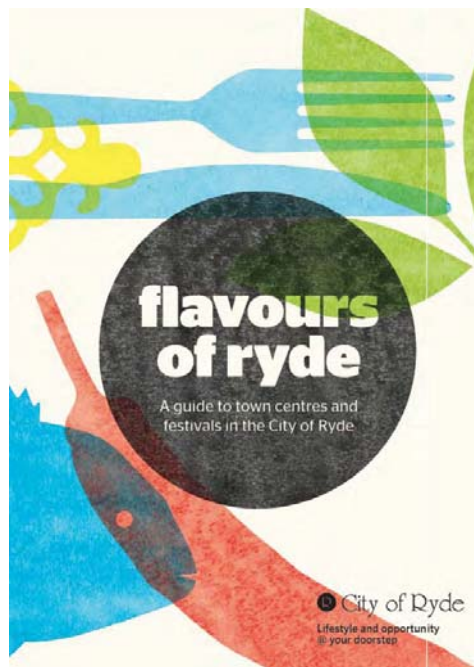
The Macquarie Park DCP was exhibited in June-July 2013, the results will be reported to Council in early 2013/14.

The scheduled activities to implement the Macquarie Park Marketing Plan were completed under-budget. Funds have been carried over to 2013/14 to allow further marketing activities including a Meet Macquarie Park Guide and new maps, an e-newsletter, and an image gallery for Macquarie Park.

Program / projects	Status	Comment
<b>Centres and Neighbourhood Program</b>		
Macquarie Park - Wayfinding Signage	✓	
Public Domain Upgrade Waterloo Rd	✗	Delays have been experience finalising the design and scope of works. This project requires funds of \$342,059 to be carried over in 2013/14 to allow the completion of the works.
Table Tennis Tables in Eastwood	✓	
Town Centre Upgrade Renewal	⌚	This cluster relates to two projects - Church Street (stage 1) construction and Rowe Street Public Domain and Art Plan. Rowe Street Public Domain and Art Plan was completed in 2012/13. The Church Street project fell behind schedule due to the need to assess heritage impacts, prepare the lighting plan, and to revise the design to ensure the works are within budget. Due to the delays construction works could not commence in 2012/13 and \$1,068, 855 has been carried over into 2013/14.
Town Centres Wayfinding Plan	▶▶	
<b>Land Use Planning Program</b>		
Macquarie Park DCP	⌚	This project was delayed to allow a second workshop on the Draft LEP (held in March 2013) at the request of Council. The Plan was exhibited with the Draft LEP in June-July 2013. A carryover of approximately \$120,000 will be required to allow the completion of this project in 2013/14.
Section 94 Contribution Plan	⌚	The Research and Economic Analysis has taken longer than anticipated. Further research has been undertaken following presentation of preliminary findings to ET. A carryover of funds will be required to complete this project in 2013/14 (\$51,116).
Development Contributions Officer	✓	Due to the specialisation of the role, finding a suitable person for the position took longer than anticipated. The role was filled late in Q3 2012/13.
TMA for Macquarie Park	✓	

Program / projects	Status	Comment
<b>Economic Development Program</b>		
City of Ryde Food & Festivals Guide	✓	While this project is complete - funds of \$10,000 will be carried over to allow for the payment of printing and distribution costs.
Economic Development Plan 2009 - 2014	✓	
Economic Forecasting & Profiling Module	✓	
Implementation of Marketing Plan	✓	While all milestones have been completed for this project, approximately \$25,000 will be carried over to fund the "Meet Macquarie Park Guide" and Maps of Macquarie Park.
Macquarie Park Website	✗	The development of the website has been delayed to incorporate feedback from the Macquarie Park Marketing Group. A carryover of \$46,000 will be required to allow the completion of this project in 2013/14.

🟢 On Track	3
✗ Action Required	2
✓ Complete	8
⊖ Not Started	-
⊘ Cancelled	-
▶▶ Deferred	1



The new "Flavours of Ryde" food guide.



# CITY OF ENVIRONMENTAL SENSITIVITY

Working together as a community to protect and enhance our natural and built environments for the future.

Our outcome of Environmental Sensitivity will ensure that a balance is maintained between the pressures from population growth, and the protection and enhancement of our natural ecosystems. It will reduce our exposure to the risks of climate change.



## Community Indicators

The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Environmental Sensitivity.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Energy Use and Carbon Emissions

**838,756 MWh's**

of energy was consumed in the Ryde LGA during 2011/12. Of the total energy use by the community in Ryde, approx 44% is attributed to the industrial sector, 20% for both commercial and residential sectors, and 14% for transportation. Overall 2,295,879 tonnes of CO2 was the estimated level of carbon emissions produced in Ryde using most recent 2011 Census data and data obtained from ACF Consumption Atlas. This level is equivalent to 0.3% of Australia's greenhouse gas emissions and reflects the significant population growth and development that has occurred in the Ryde LGA since base year 2001.

## Water Use

**44%**

of total water use in Ryde (10,107,313KI) as reported in NSROC Regional State of Environment Report 2011/12 was consumed by houses (4,470,202 kL). This is a substantive reduction compared to previous years.

## Biodiversity

**13**

is the number of flora and fauna species listed as threatened since 2009, with 3 flora and 4 fauna species considered endangered. A significant proportion of Ryde's bushland includes vegetation types listed nationally as critically endangered ecological communities. 209 hectares is the total area of bushland in the Ryde LGA under Council control as reported in the NSROC Regional State of the Environment Report 2011/12.

## Waste and Recycling

**47.37%**

of the waste stream was recycled in 2011/12, which is an increase of 24.47% from the 2004/05 figures. This increase can be attributed to the introduction of a separate greenwaste collection system introduced 2006. The greenwaste tonnages represents over 50% of the recyclables collected.

## Financial Position

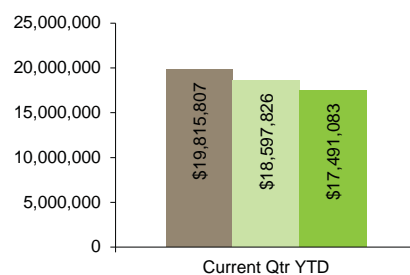
The outcome had a favourable operating expenditure result of \$17,490,937 against a budget of \$18,597,826 with savings in contractors, and an actual income result of \$16,625,000 result exceeding the budgeted target of \$16,424,119

Capital expenditure had a budgeted spend of \$2,127,964 against a budget of \$3,074,436 with the surplus budgeted funds transferred back to the Domestic Waste and Stormwater Management Reserves. Non Capital Projects spend of \$248,151 being under the overall budget of \$336,919.

In addition approximately 93% of projects were listed as being complete with carryover projects making up the majority of the balance.

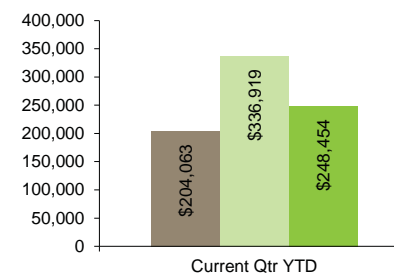
### Base Expenditure

■ Prior Year Actual  
■ Base Expenditure budget YTD  
■ Base Expenditure actual YTD



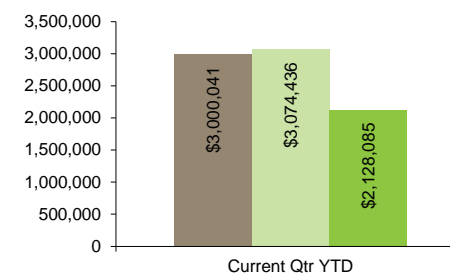
### Non-Capital Expenditure

■ Prior Year Actual  
■ Non-Capital Expense budget YTD  
■ Non-Capital Expense actual YTD



### Capital Expenditure

■ Prior Year Actual  
■ Capital Expense budget YTD  
■ Capital Expense actual YTD



	Revised Budget 2012/2013 (\$'000)	Proposed Changes 2012/2013 (\$'000)	Projected Budget 2012/2013 (\$'000)	Actual YTD 2012/2013 (\$'000)	Budget YTD 2012/2013 (\$'000)	% Variance
<b>Base</b>						
Income	(16,424)		(16,424)	(16,625)	(16,424)	1.23%
Expenditure	18,598		18,598	17,491	18,598	-5.95%
<b>Net</b>	<b>2,174</b>		<b>2,174</b>	<b>866</b>	<b>2,174</b>	<b>-60.17%</b>
<b>Non-Capital</b>						
Income		(1)	(1)	(1)		
Expenditure	337	(17)	320	248	337	-26.26%
<b>Net</b>	<b>337</b>	<b>(18)</b>	<b>319</b>	<b>248</b>	<b>337</b>	<b>-26.52%</b>
<b>Capital</b>						
Income	(403)	127	(276)	(206)	(403)	-48.86%
Expenditure	3,074	(409)	2,665	2,128	3,074	-30.78%
<b>Net</b>	<b>2,671</b>	<b>(282)</b>	<b>2,389</b>	<b>1,922</b>	<b>2,671</b>	<b>-28.05%</b>
Reserve Movement	(2,085)	300	(1,785)	(94)	(2,085)	-95.50%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>3,096</b>		<b>3,096</b>	<b>2,941</b>	<b>3,096</b>	<b>-5.01%</b>

## Progress against Projects

This quarter has seen some great progress on projects for the Environmental Sensitivity Outcome with most of the projects completed or on track for completion. Some of the highlights of the quarter include:

All works in the catchment program are complete for the 2012/13 year, with Shrimptons Creek - Bioretention Basin, Stormwater Asset Replacement Renewal, Stormwater Improvement Works Renewal and Water Quality Improvement Plan projects all completed

The Youth Waste and Environment Project was successfully completed by 5 June 2013 on time and on budget. Workshops for 2D & 3D sculpture & assemblage and movie making were conducted during April and May to assist students with their works for submission at the end of May.



Youth Waste and Environment Project on exhibit.



Program / projects	Status	Comment
<b>Open Space, Sport and Recreation Program</b>		
Delineation of Natural Area	✓	Savings to be carried over for continuing delineation work
Park & Open Space Tree Planting Program	✓	Savings to be carried over for future planting.
Park Irrigation Renewal Christie Park	✓	
Park Irrigation Renewal ELS Hall Park	✓	

### Catchment Program

Shrimptons Ck - Bioretention Basin	✓	Stage One scheduled and completed this year. Stage two commencing next financial year.
Stormwater Asset Replacement Renewal	✓	
Stormwater Improvement Works Renewal	✓	
Water Quality Improvement Plan	✓	Regional project being administered by the Hawkesbury Nepaeen CMA is ongoing to 30 May 2015. Ryde milestones on track and on budget.

### Environmental Program

Business Sustainability - City Switch	✓	2012/13 City Switch activities completed on budget. Council has approved project extension in 2013/14
Youth Waste & Environment Project (YEP)	✓	YEP 2012/13 successfully completed 5 June 2013 on track and on budget.

### Land Use Planning Program

Review Stormwater DCP and align WSUD	⊖	As reported in Q3 commencement of Stormwater DCP review was delayed and some carry-over of funds has been agreed. The new schedule is yet to be finalised but the project will be completed in 2013/14.
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### Community and Cultural Program

Future Focus Home Waste & Sustainability	✓	Successfully delivered year one of a two year Council approved project which is on track and on budget.
Porters Creek Depot Reconfiguration	✓	
Waste to Energy	✓	

🔄 On Track	-
✗ Action Required	-
✓ Complete	13
⊖ Not Started	1
⊘ Cancelled	-
▶▶ Deferred	-

# CITY OF CONNECTIONS

Access and connection to, from and within the City of Ryde. Providing safe, reliable and affordable public and private travel, transport and communication infrastructure.

Our outcome of a City of Connections will create a city where people feel connected locally and globally, and can easily gain access to their work place, recreation opportunities, facilities and services in both a physical and virtual way.

INTEREST  INFLUENCE  CONTROL

## Community Indicators

The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Connections.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Transport Safety

**45.3**

per 10,000 licenses was the rate of persons killed and injured in Ryde as a result of road crashes in 2008. This rate decreased from 2004, when the trends in crashes involving casualties had been at a rate just over 50 per 10,000 licences (NSW Centre for Road Safety 2009).

## Transport Options

**69.9%**

of employed people in 2007 used a private motor vehicle as their main form of transport to work. The proportion of workers taking public transport was 21.0%; remaining methods of travel include walking or cycling (4.8%) and multiple transport methods (5.4%; Australian Bureau of Statistics 2007a).

## Private Motor Vehicle Travel

**2.68%**

was the drop in the number of motor vehicle registrations from 2008 to 2009. While the annual rate of motor vehicle registrations has been consistently decreasing since 2005, private motor vehicle were the most commonly used method of transport in Ryde (Australian Bureau of Statistics 2010d).

## Internet Access

**71.7%**

of households in Ryde had a broadband, dial-up or another type of internet connection in 2006 (Australian Bureau of Statistics 2007a)

## Financial Position

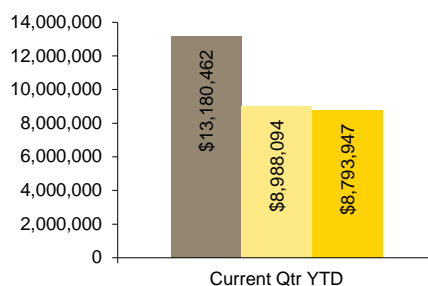
The City of Connections had an actual operating expenditure result of \$8,793, 947 favourable to the budget of \$8,988,094 and an actual income result of \$9,278,000 exceeding target of \$8,106,251 due to above targeted result in grants(Road Service Unit Management) and on-street parking revenue.

Capital expenditure was favourable to budget at \$8,235,000 against a budget of \$8,379,122, with capital income to \$15,530,000 exceeding the budgeted target of \$11,499, 102 due to capital grants for the Macquarie Park Transport NSW project (\$2,130,000) and Section 94 Income related to roads above budget(+ \$ 1,626,228)

In addition approximately 87% of Capital Projects in the Outcome were completed for the reporting period.

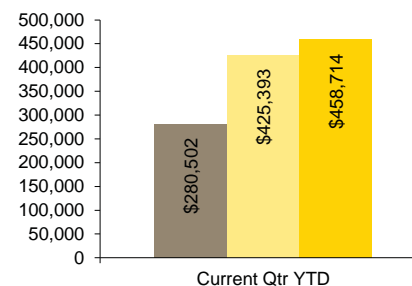
### Base Expenditure

■ Prior Year Actual  
■ Base Expenditure budget YTD  
■ Base Expenditure actual YTD



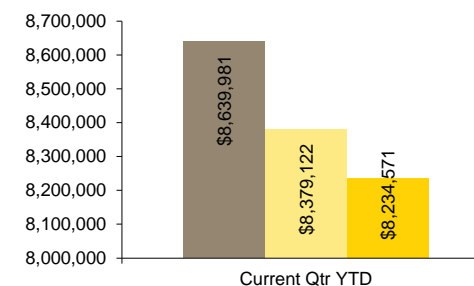
### Non-Capital Expenditure

■ Prior Year Actual  
■ Non-Capital Expense budget YTD  
■ Non-Capital Expense actual YTD









### Capital Expenditure

■ Prior Year Actual  
■ Capital Expense budget YTD  
■ Capital Expense actual YTD



	Revised Budget 2012/2013 (\$000)	Proposed Changes 2012/2013 (\$000)	Projected Budget 2012/2013 (\$000)	Actual YTD 2012/2013 (\$000)	Budget YTD 2012/2013 (\$000)	% Variance
<b>Base</b>						
Income	(8,106)	(431)	(8,537)	(9,278)	(8,106)	14.46%
Expenditure	8,988		8,988	8,794	8,988	-2.16%
<b>Net</b>	<b>882</b>	<b>(431)</b>	<b>451</b>	<b>(484)</b>	<b>882</b>	<b>-154.90%</b>
<b>Non-Capital</b>						
Income	(198)		(198)	(153)	(198)	-22.87%
Expenditure	425	54	479	459	425	7.83%
<b>Net</b>	<b>227</b>	<b>54</b>	<b>281</b>	<b>306</b>	<b>227</b>	<b>34.57%</b>
<b>Capital</b>						
Income	(11,499)	(3,738)	(15,237)	(15,530)	(11,499)	35.06%
Expenditure	8,379	137	8,516	8,235	8,379	-1.73%
<b>Net</b>	<b>(3,120)</b>	<b>(3,602)</b>	<b>(6,722)</b>	<b>(7,296)</b>	<b>(3,120)</b>	<b>133.84%</b>
Reserve Movement	6,247	3,978	10,225	(500)	6,247	-108.00%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>4,236</b>	<b>(0)</b>	<b>4,236</b>	<b>(7,974)</b>	<b>4,236</b>	<b>-288.23%</b>

	On Track	1
	Action Required	-
	Complete	13
	Not Started	-
	Cancelled	1
	Deferred	-










## Progress against Projects

This quarter has seen some great progress on projects for the Connections Outcome with most of the projects completed or on track for completion. Some of the highlights of the quarter include:

Belmore Street refuge as part of the Council's Traffic Calming program which is built in the roadway to slow traffic and improve safety for drivers and pedestrians. This pedestrian refuge will improve pedestrian connectivity in the area under the City of Connections outcome.

As previously reported that were tracking well, we are pleased to report that both our Road Kerb and Resurfacing Renewal programs have been completed for the 2012/13 year.

Wi-Fi is now installed in Library branches and in May we received 17,000 log ins.

Program / projects	Status	Comment
<b>Open Space, Sport and Recreation Program</b>		
Access Audit - Parks and Open Space Area		\$25,000 grant for this project was not forthcoming.
<b>Roads Program</b>		
Road Kerb Renewal		
Road Resurfacing Renewal		All streets listed in program complete excepting Talavera Rd as reported to Works Committee.
<b>Centres and Neighbourhood Program</b>		
Pedestrian Accessibility & Mobility Plan		Project completed and Macquarie Park PAMP approved by Works Committee 16 July 2013. Project delivered under budget.
Public Wifi Feasibility Study		
<b>Library Program</b>		
Wifi for Libraries		
<b>Paths and Cycleways Program</b>		
Footpath Construction Expansion		All streets in program done, savings in program cost.
Footpath/SUP construction Waterloo Rd		
<b>Regulatory Program</b>		
Transport/Parking Technology		

Program / projects	Status	Comment
<b>Traffic and Transport Program</b>		
Car Park Renewal	✓	
Go Get Car Hire Program	✓	Project completed in-house. Implementation Strategy under consideration.
Personal Mobility Electric Vehicle	⌚	Scope change and delays in obtaining required Government and Macquarie University approvals has delayed final reporting of the completed Phase 1 trial. Phase 2 awaiting grant or external funding source.
Top Ryder Community Bus Service	✓	Service satisfactorily provided and passenger numbers exceeded target.
Traffic Facilities Renewal	✓	
Upgrade Ranger Hand Held Devices	✓	



Part of the Footpath Renewal Program by Council to improve the taxi rank on Pope Street which services the Ryde City Shopping Centre.

# CITY OF HARMONY AND CULTURE

A welcoming and diverse community, celebrating our similarities and differences, in a vibrant city of culture and learning.

Our outcome of a City of Harmony and Culture will ensure that the City of Ryde recognises and celebrates its links to its traditional owners and provides cultural and learning opportunities which meet the needs of our diverse population.

 INTEREST  INFLUENCE  CONTROL

## Community Indicators

The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Harmony and Culture.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.

## Post School Qualifications

**14.5%**

was the increase in the population that had post school qualifications between 1991 and 2006. In Ryde, 27.5% had a bachelor or higher qualification, well above the Sydney SD of 20.0%. Overall the proportion of people without qualifications has dropped significantly over the 15 years to 2006, from 52.7% to 37.3% (Australian Bureau of Statistics 2007a).

## Library Use

**83%**

was the satisfaction level with Ryde library services in 2008, with 36% being 'very satisfied'. Of the total resident population in 2009, 50.8% were a member of a City of Ryde library (City of Ryde 2008b), higher than the NSW access rate of 45.1% (State Library of NSW 2010).

## Participation in Learning in Culturally and Linguistically Diverse Communities

**74%**

of migrants from India and 51.6% from China held a bachelor degree or higher, while 15.5 % of people born in Hong Kong and 15.4% of people born in China had the highest proportion of advanced diplomas. Ryde's culturally and linguistically diverse communities generally hold more qualifications than their Australian-born counterparts (Australian Bureau of Statistics 2007).

## Early Childhood Development

**7.6%**

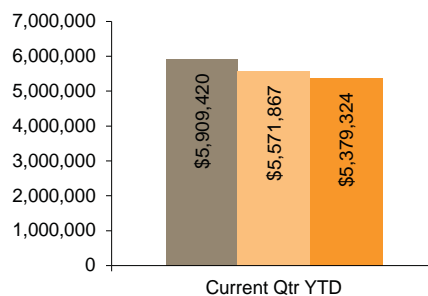
of all children in Ryde are considered vulnerable, and may face particular challenges in any of the five Australian Early Development Index (AEDI) developmental domains including: school-based language and cognitive skills, physical health and well-being, social competence, emotional maturity, communication skills and general knowledge (Australian Early Development Index 2010).

## Financial Position

This outcome is 4.12% below budget with Base Budget expenditure under spent by 3.46%. Some Capital and Non-Capital Projects were either cancelled or delayed resulting in carryovers. Projects carried over to 2013/14 are Live Neighbourhood Project and Ryde Youth Theatre Group.

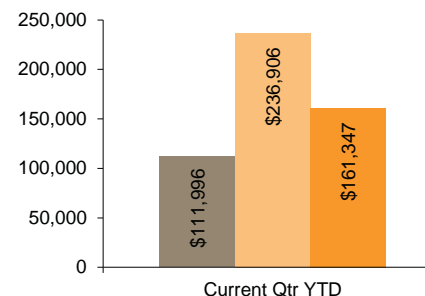
### Base Expenditure

- Prior Year Actual
- Base Expenditure budget YTD
- Base Expenditure actual YTD



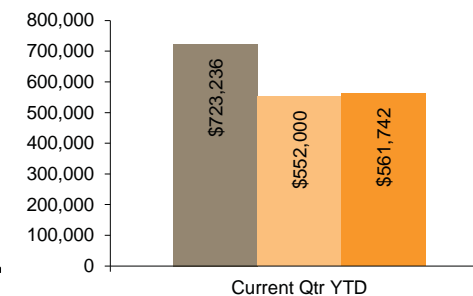
### Non-Capital Expenditure

- Prior Year Actual
- Non-Capital Expense budget YTD
- Non-Capital Expense actual YTD



### Capital Expenditure

- Prior Year Actual
- Capital Expense budget YTD
- Capital Expense actual YTD



	Revised Budget 2012/2013 (\$'000)	Proposed Changes 2012/2013 (\$'000)	Projected Budget 2012/2013 (\$'000)	Actual YTD 2012/2013 (\$'000)	Budget YTD 2012/2013 (\$'000)	% Variance
<b>Base</b>						
Income	(1,083)		(1,083)	(1,078)	(1,083)	-0.40%
Expenditure	5,572		5,572	5,379	5,572	-3.46%
<b>Net</b>	<b>4,489</b>		<b>4,489</b>	<b>4,301</b>	<b>4,489</b>	<b>-4.19%</b>
<b>Non-Capital</b>						
Income		(7)	(7)	(11)		
Expenditure	237	(82)	155	161	237	-31.89%
<b>Net</b>	<b>237</b>	<b>(88)</b>	<b>149</b>	<b>151</b>	<b>237</b>	<b>-36.36%</b>
<b>Capital</b>						
Income						
Expenditure	552		552	562	552	1.76%
<b>Net</b>	<b>552</b>		<b>552</b>	<b>562</b>	<b>552</b>	<b>1.76%</b>
Reserve Movement	(253)	88	(165)	(196)	(253)	-22.72%
Loan Proceeds						
<b>Net change in Working Capital</b>	<b>5,025</b>	<b>(0)</b>	<b>5,025</b>	<b>4,818</b>	<b>5,025</b>	<b>-4.12%</b>

## Progress against Projects

This quarter has seen some great progress on projects for the Harmony and Culture outcome with the majority of projects completed and the rest on track for completion. Some of the highlights of the Quarter include:

Success of e-lending at our libraries has grown significantly since it began in July 2012. In the first month there were 849 items borrowed for the month of July. This has grown significantly to 5,388 items borrowed in June 2013.

The Ryde Youth Theatre applied for and was offered a \$26,000 grant from the Youth Opportunities program from the Office of Communities.

Council and Macquarie Community College signed a Memorandum of Understanding which now sees Brush Farm House operate as an important Educational Hub for the community.



Popularity of eBooks and audiobooks has grown significantly at our libraries over the 2012/13 year.



Program / projects	Status	Comment
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### Library Program

Feasibility study for Eastwood Library	⊖	Council approved to combine this project with the Eastwood Community Hub Feasibility Study.
Library Books	✓	Project completed for this year, ongoing acquisition of library books.
Library Electronic Books	✓	

### Community and Cultural Program

Cultural Spaces stage 3: Feasibility	⊖	Council has approved a feasibility study for a Community Hub in Eastwood. Given the need for completing the long term asset plan for Community & Cultural Buildings, a Social & Cultural Infrastructure Plan is currently under development. All further feasibility studies are recommended to be on hold pending the finalisation of the Social & Cultural Infrastructure Plan.
Improving shopfronts in Eastwood	✓	To be undertaken in 2013/14 through existing budgets.
Live Neighbourhood Project	🔄	This project carries over into 2013/14.
Ryde Youth Music Project	⊖	In Q1 this project was approved by Council to be placed on hold.
Ryde Youth Theatre Group	✓	Project complete for 2012/13 additional funds carried over to the project in 2013/14.

### Land Use Planning Program

Heritage Grants Scheme	▶▶	Project funded in 2013/14.
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🔄 On Track	1
✗ Action Required	-
✓ Complete	4
⊖ Not Started	1
⊖ Cancelled	2
▶▶ Deferred	1

# CITY OF PROGRESSIVE LEADERSHIP

A well led and managed city, supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.

Our outcome of a City of Progressive Leadership will foster collaborative approaches to the governance of our city across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost effective way. Our community will be at the heart of our decision making and service delivery and will enjoy a strong sense of connection with their council.

 INTEREST  INFLUENCE  CONTROL

## Community Indicators


The following quality of life indicators have been selected to communicate a picture of how we are tracking in areas of importance to our community in relation our outcome of a City of Progressive Leadership.

The following statistics are baseline data taken from Our Quality of Life report. Future data collection is planned

to align with the release of the 2011 census results and reported against the Ryde 2021 Community Strategic Plan. This process will begin in 2013 and will also involve identifying additional indicators to provide a comprehensive picture of quality of life in the City.


## Council Management and Leadership

**6.6**

of 10 was the rating given to the overall performance of management and leadership of Council in 2008, increasing from 6.3 in 2006 (City of Ryde 2008b). 

## Leadership in the City of Ryde

**38.2%**

Of the employed labour force living in Ryde in 2010 were managers, administrators or professionals, indicating low rate compared to most comparator LGAs, and lower than Sydney SD. 

## Volunteering

**16.8%**

of adults in Ryde were engaged in voluntary work in 2006, with 28.6% of all volunteers aged 55 and over. Volunteering is less prevalent among younger people, with lowest participation amongst the 15-34 year age group (14.6%, Australian Bureau of Statistics 2007a) 

## Financial Position

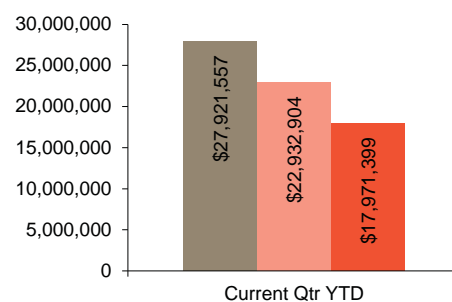
Base Income was higher than budgeted with a variance of 2.81%. Base Expenditure was under expended by \$4,962,000 with a variance of -21.63% against budget of \$22,933,000.

Non-Capital expenditure was also under expended by \$253,000 and had a variance of -24.24% against budget of \$1,042,000.

Capital expenditure was also under expended by \$941,000 and had a variance of -12.33% against budget of \$7,633,000.

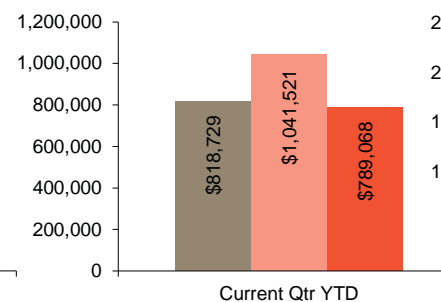
### Base Expenditure

- Prior Year Actual
- Base Expenditure budget YTD
- Base Expenditure actual YTD



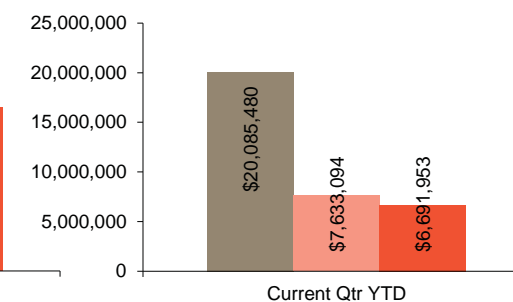
### Non-Capital Expenditure

- Prior Year Actual
- Non-Capital Expense budget YTD
- Non-Capital Expense actual YTD









### Capital Expenditure

- Prior Year Actual
- Capital Expense budget YTD
- Capital Expense actual YTD



	Revised Budget 2012/2013 (\$'000)	Proposed Changes 2012/2013 (\$'000)	Projected Budget 2012/2013 (\$'000)	Actual YTD 2012/2013 (\$'000)	Budget YTD 2012/2013 (\$'000)	% Variance
<b>Base</b>						
Income	(56,248)	(1,113)	(57,361)	(57,828)	(56,248)	2.81%
Expenditure	22,933	(31)	22,902	17,971	22,933	-21.63%
<b>Net</b>	<b>(33,315)</b>	<b>(1,144)</b>	<b>(34,460)</b>	<b>(39,856)</b>	<b>(33,315)</b>	<b>19.63%</b>
<b>Non-Capital</b>						
Income				(0)		
Expenditure	1,042	(147)	895	789	1,042	-24.24%
<b>Net</b>	<b>1,042</b>	<b>(147)</b>	<b>895</b>	<b>789</b>	<b>1,042</b>	<b>-24.25%</b>
<b>Capital</b>						
Income				202		
Expenditure	7,633	(509)	7,124	6,692	7,633	-12.33%
<b>Net</b>	<b>7,633</b>	<b>(509)</b>	<b>7,124</b>	<b>6,894</b>	<b>7,633</b>	<b>-9.68%</b>
Reserve Movement	(2,051)	1,800	(251)	(747)	(2,051)	-63.59%
Loan Proceeds	(619)		(619)	(692)	(619)	11.76%
<b>Net change in Working Capital</b>	<b>(27,310)</b>		<b>(27,310)</b>	<b>(33,612)</b>	<b>(27,310)</b>	<b>23.07%</b>

	<b>On Track</b>	<b>10</b>
	<b>Action Required</b>	<b>-</b>
	<b>Complete</b>	<b>7</b>
	<b>Not Started</b>	<b>1</b>
	<b>Cancelled</b>	<b>-</b>
	<b>Deferred</b>	<b>-</b>

## Progress against Projects










This quarter has seen some great progress on projects for the Progressive Leadership Outcome with most of the projects completed or on track for completion. Some of the highlights of the quarter include:

In quarter three trial of Saturday opening hours for the Ryde Planning and Business Centre commenced. So far results have been positive and this project is currently under review with regard to long term options.

All of the Building renewal programs have been completed for the 2012/13 financial year.

The majority of projects for Progressive Leadership are either completed or on track, noting some of these projects are over a two year period comments have been provided to explain current status where required.

Those projects continuing include the systemisation of Council's project management PMCoR methodology, our new performance management review process (PDS) and Council's Electronic Development Assessment project.

Program / projects	Status	Comment
<b>Property Portfolio Program</b>		
Civic Precinct Redevelopment		
Commercial Buildings Renewal		
Corporate Buildings Renewals		
Operational Buildings Renewal		
<b>Governance and Civic Program</b>		
Councillor Induction Program & Training		
<b>Customer and Community Relations Program</b>		
CRM Workflow Update		Project has commenced, some elements have been delayed to 2013/14 due to resource issues.
Ryde Planning and Business Centre		Project is continuing and is currently under review with regard to long term options.
<b>Risk Management Program</b>		
Automating the Procurement Process		
Internal Audit Quality Assessment		Deferred until 2013/14 in agreement with Audit and Risk Committee.

Program / projects	Status	Comment
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### Land Use Planning Program

Electronic Development Assessment Project	⌚	
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### Organisation Development Program

Best Value Reviews (annual)	⌚	This project will be complete by end of July 2013. Delays due to meetings being rescheduled to coincide with ET meetings.
Performance Review Process	⌚	
PMCOR System Development	⌚	Project to run over two financial years due for completion in December 2013.

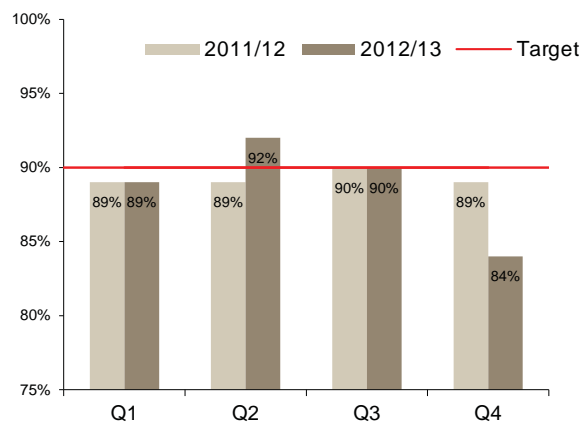
### Organisation Development Program

GPIMS - System Development	✓	Stage 1 completed 2013/14 scope reviewed finalised for Executive approval.
Information Technology Renewals	⌚	Outstanding milestones (ie Replacement of web content management system and tree management system) have changed priorities from the business. Associated budget carry-over endorsed.
IRM Scanning Project	✓	
Plant & Fleet Purchases	✓	
Policy Framework for WH&S	⌚	
Review and Update HR Policies	⌚	One of the three milestones was completed in early July; however, two remain outstanding whilst we work to resolve access and storage issues (broader intranet concerns). These issues have now been addressed and the project is on target for completion by end of Q1.

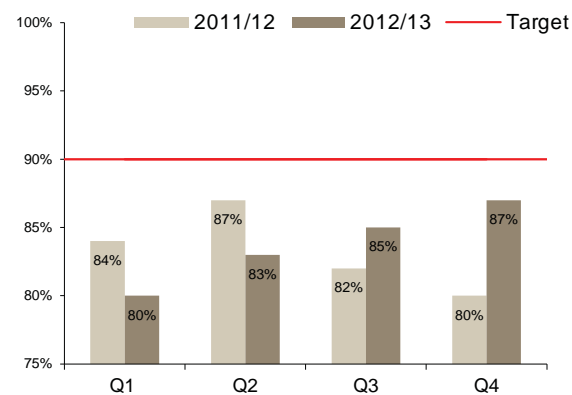
# CORPORATE PERFORMANCE

Measure	Performance Indicator	2012/13 Target	YTD Progress	Status	Comments
<b>Customers and Partners</b>					
Customer Satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers	Baseline year	N/A	-	The current year customer satisfaction index is 77% based on the average of 42 KPI scores.
Responsiveness to customer requests	% of customer requests acknowledged within agreed standards (5 working days)	90%	N/A	-	Time needed to develop work flows so that this measure can be reported.
	% of customer requests actioned within agreed standards (10 working days)	90%	84%	✘	CRM is slightly down on previous quarters by 6% to last quarter. Unable to attribute a specific cause for the decrease. This will be monitored closely in Q1 to ensure that we return to our usual high standard.
	% of inward correspondence acknowledged within agreed standards (5 working days)	90%	N/A	-	Time needed to develop work flows so that this measure can be reported.
	% inward correspondence actioned within agreed standards (10 working days)	90%	87%	✔	Trend improving further.
Effective complaints handling to service standard	% of tier one and two complaints resolved within agreed standards	100%	100%	✔	

**Customer Requests**



**Inward Correspondance**

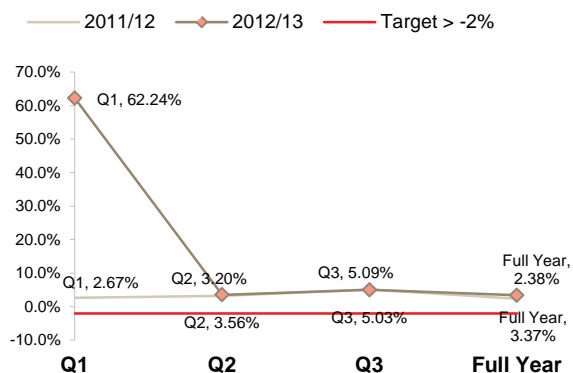


Measure	Performance Indicator	2012/13 Target	YTD Progress	Status	Comments
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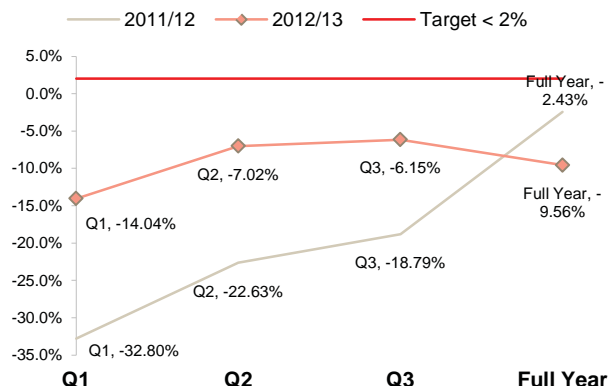
### Budgets and Financial Management

Base Budget management	% variance of YTD approved base budget Income as at last quarter. (That you are not more than 2% under your approved Base Budget Income)	> = -2%	3.37%	✓	
	% variance of YTD approved base budget Expenditure as at last quarter. (That you are not more than 2% over your approved Base Budget Expenditure)	= < +2%	-9.56%	✓	

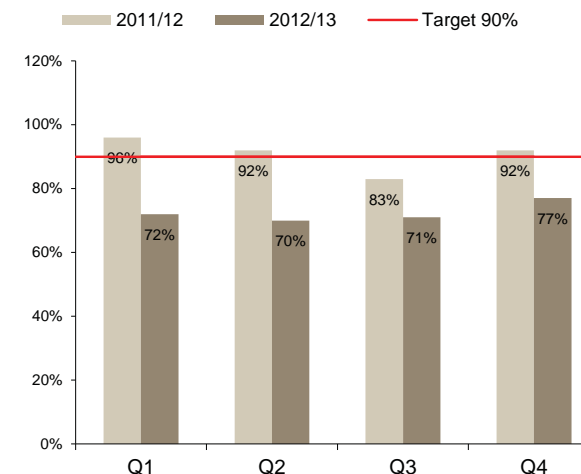
% variance of YTD base budget income



% variance of YTD base budget expenditure



% project milestones completed on time



### Project Management

Projects are well managed	% project milestones completed on time (Q4 only)	90%	77%	✗	Trend improving as shown in graph above.
	% scheduled projects completed on or under budget	90%	81%	✗	Calculation does not include multiyear, cancelled or deferred projects, only projects scheduled for completion this financial year.
Completion of projects scheduled to finish within the year	% of scheduled projects completed within the year	95%	78%	✗	Calculation does not include multiyear, cancelled or deferred projects, only projects scheduled for completion this financial year.

### Culture, Learning & Development

Occupational Health and Safety	Number of LTI days per quarter (reduction from previous quarter)	79.5	141.7	✗	An increase of 62.2 days on last quarter.
Equal Employment Opportunity	% of Women in management positions	35%	37%	✓	
Regulatory Risk Management	% of internal audit recommendations implemented within agreed timeframes	100%	94%	✗	One outstanding audit to be complete. It is estimated that task is 1/3 the way through and work is being continued in Q1 next financial year.

# 1. OPEN SPACE, SPORT & RECREATION

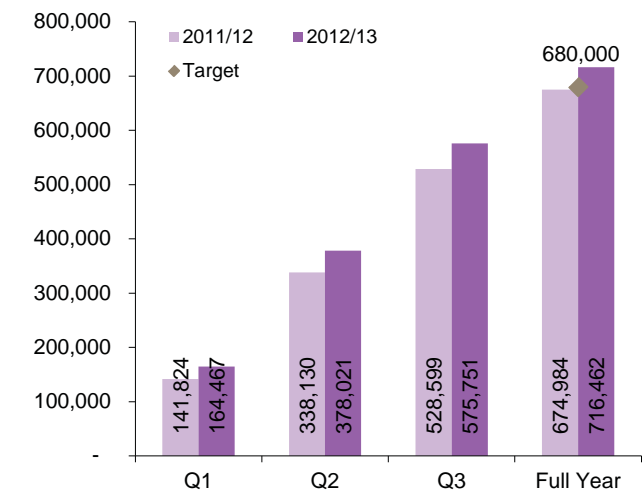
🟢	On Track	8
🔴	Action Required	1
🟡	Complete	15
⊖	Not Started	-
🚫	Cancelled	1
⏸️	Deferred	-

Developing, delivering, maintaining and managing all our sports, recreation, outdoor, open spaces and natural areas infrastructure, services and facilities.

## 1.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	74%	🔴	Milestones to be reset for new financial year with carry over projects of the Surf Attraction and the Cogeneration Plant.
% community satisfaction of the maintenance and management of our bushland areas	Baseline year	NA	-	Survey currently under development.
% community satisfaction of users of our parks	Baseline year	NA	-	Survey currently under development.
% customer satisfaction with the condition and maintenance of our playing fields	Baseline year	39%	-	First year measurement.
% customer satisfaction with our sportsground and parks access booking service	Baseline year	65%	-	First year measurement.
No. of visitors to RALC	680,000	716,462	🟡	
No. of users of sports grounds and playing fields	N/A	608,415	🟢	Summer season and school holidays affected these numbers.
No of visitors to Ryde Community and Sports Centre (ELS Hall)	N/A	N/A	-	
% compliance with pool water bacteriological criteria	100%	100%	🟡	

Visitors to the RALC - Year to Date





## 1.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-5,561,000	-5,641,000
Expense	12,460,000	11,935,000
<b>Total Base Budget</b>	<b>6,899,000</b>	<b>6,294,000</b>

## 1.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Sportsfield Floodlighting Expansion	180,287	205,617	✘	Further community consultation for Waterloo Park undertaken as per Council resolution. DA to be submitted in August. Works undertaken during the year fully funded with identified shortfall to be met by carryover adjustment.
Sportsground Amenities Upgrades Expansion	130,000	140,466	🔄	Further community engagement required for Santa Rosa Park causing delays. Matter to be reported to Council late August to progress the project. Works undertaken during the year fully funded with identified shortfall to be met by carryover adjustment.
Sportsfield Renewal & Upgrade	669,500	694,958	✔	All projects in the cluster have been completed. Additional Funds sourced from user groups to increase available budget.
RALC Asset Renewal	328,000	294,055	✔	Milestones to be reset for new financial year for carryover projects.
Sportsground Amenities Renewal & Upgrade	100,000	99,096	✔	All Projects within the Cluster have been completed.
Playground Construction - Renewal	271,500	272,008	🔄	Delay in undertaking asbestos remediation for Holt Park due to procurement process. Work scheduled to occur in July. This has also impacted Putney Park program which is now scheduled for August. Milestones to be reset.
Access Audit - Parks and Open Space Area	50,000	18,900	✔	\$25,000 grant for this project was not forthcoming.
Active in Ryde Program Implementation	7,389	7,601	🔄	
Integrated Open Space Plan Implementation	50,000	33,781	🔄	Project on track to be completed in first half of 2013/14, funds to be carried over.
Street Tree Planting Program	0	4,500	⊖	Expenditure to be costed to Park and Open Space Tree Planting Program.

## 1.3 Projects (Continued)

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Park & Open Space Tree Planting Program	105,000	91,106	✓	Savings to be carried over for future planting.
Delineation of Natural Area	12,500	6,230	✓	Savings to be carried over for continuing delineation work.
Livvi's Place at Yamble Reserve	0	0	✓	
Park Irrigation Renewal ELS Hall Park	30,000	30,000	✓	
Park Irrigation Renewal Christie Park	30,000	22,848	✓	

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Feasibility study on synthetic fields	35,000	31,941	↻	

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Ryde Parramatta River Walk (POT p.43/57)	329,388	331,720	↻	
Brush Farm Park - Initiation of Action Plan	39,646	38,889	↻	Walking trail to be constructed as part of this project - deferred for the 2013/14 financial year.
Field of Mars - Initiation of Action Plan	14,166	38	↻	Signs have been purchased, planned for installation August 2013.
Charity Creek Cascades	211,445	206,503	✓	
Urban & Street Tree Master Plan	65,000	71,925	✓	
Brush Farm Park Archaeological Plan	0	11,500	✓	
Aboriginal Heritage - signage	85,000	108,082	✓	Project completed in the first week of July. Additional funding of \$25,000 provided by the Public Art Reserve.
Surf Attraction	350,123	323,123	✓	Project to be completed in 2013/14 year.
Cogeneration Plant @ RALC	38,918	38,918	✓	Project to be completed in 2013/14 financial year.

# 2. ROADS

Managing and maintaining our roads, bridges and retaining walls.

	On Track	-
	Action Required	-
	Complete	5
	Not Started	-
	Cancelled	-
	Deferred	-

## 2.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	97%		
% of road pavement network with Condition Index (PCI) greater than 80%	85%	80%		within 5% tolerance.

## 2.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income		-3,556,000
Expense		3,646,000
<b>Total Base Budget</b>	<b>844,000</b>	<b>90,000</b>

## 2.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Road Resurfacing Renewal	2,725,000	2,652,098		All streets listed in program complete excepting Talavera Rd as reported to Works Committee.
Road Kerb Renewal	1,287,500	1,287,269		
Bridge Upgrade / Renewal	103,000	99,626		Combined as Hillview Rd project as reported to Works Committee.
Heavy Patching	206,000	205,210		

## 2.3 Projects (Continued)

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Pittwater Road (Coxs to Carramar Stage 2 and High St - No.	146,756	150,559	✓	

# 3. PROPERTY PORTFOLIO

Developing, managing and maintaining our portfolio of corporate, commercial and civic properties.

🟢 On Track	2
🔴 Action Required	-
🟡 Complete	8
⊖ Not Started	1
🚫 Cancelled	-
▶ Deferred	1

## 3.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%	🟢	
% of Nett return on all commercial properties	TBD	NA	-	More meaningful measure to be developed to provide comparison.

## 3.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-1,647,000	-1,752,000
Expense	2,656,000	2,377,000
<b>Total Base Budget</b>	<b>1,009,000</b>	<b>625,000</b>

## 3.3 Projects






Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Commercial Buildings Renewal	250,000	174,078	🟡	
Corporate Buildings Renewals	0	1,439	🟡	
Operational Buildings Renewal	90,000	79,710	🟡	
Civic Precinct Redevelopment	0	\$1,155,038	⊖	

## 3.3 Projects (Continued)



New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Land and Certificates of Title Register	71,468	80,533	✓	
Civic Centre Refurbishment	669,300	59,621	✓	
Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Air Conditioning Replacement at Civic Centre	18,125	3,750	✓	
Power Generator at Civic Centre	327,840	0	▶▶	Balance of funds to be carried over.
Re-location Argyle Centre	1,326,375	1,333,038	✓	
Urgent Sewer Works - Civic Centre	150,000	98	✓	All urgent works completed. Balance of funds to be carried over to fund Civic Centre Maintenance refurbishment.
Building Security Arrangements	31,360	11,513	↻	Tender reported to Council and finalised. Pending outcome of complaint.
West Ryde Community Facility - Project Management	57,205	169,082	↻	Multi year project linked to the Coles development at West Ryde due for completion in 2013/14.

# 4. CATCHMENT

Managing, monitoring and maintaining water quality and reuse, our stormwater and natural waterways.

	On Track	1
	Action Required	-
	Complete	4
	Not Started	-
	Cancelled	-
	Deferred	-

## 4.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	94%		One milestone missed see comment below.
% of monitored waterways that meet the Aquatic Stream health index	NA	NA	-	The macroinvertebrate communities recorded in the monitored waterways are typical of urban streams in the Sydney area including others in the Lane Cove catchment, and in the Georges River catchment of the southern and south-western Sydney. The water quality results show that all of the monitored streams are nutrient enriched, at levels above recommended guidelines for ecosystem protection.
% of stormwater assets that are condition level 3 or better	85%	96%		

## 4.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-202,000	-227,000
Expense	1,933,000	1,811,000
<b>Total Base Budget</b>	<b>1,730,000</b>	<b>1,584,000</b>

## 4.3 Projects







Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Stormwater Improvement Works Renewal	1,035,000	546,654	✓	The two catchment studies are multiple year projects, with grant funding obtained for the 2012/13 stages. As the program budget uses s94 funds, savings will be returned to reserve.
Stormwater Asset Replacement Renewal	721,000	473,814	✓	Adjustment to projects for program reported to Works & Community Committee 5 February 2013. Designs and programming of works done on that basis, The major impact was to change the Waterloo Park project to design only, reducing the 2012/13 program costs, with construction costs to be incurred in 2013/14. Residual funds are returned to stormwater levy reserve.
Water Quality Improvement Plan	15,000	15,000	✓	Regional project being administered by the Hawkesbury Nepaeen CMA is ongoing to 30 May 2015. Ryde milestones on track and on budget.
Shrimptons Ck - Bioretention Basin	58,300	53,938	✓	

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
River to River Corridors Project	50,486	47,863	↻	Grant funded project substantially completed on budget. Final reporting to satisfy grant terms and conditions due 30 September 2013 and is underway.



# 5. CENTRES AND NEIGHBOURHOOD

	On Track	1
	Action Required	3
	Complete	9
	Not Started	-
	Cancelled	-
	Deferred	1

Developing, delivering, maintaining and managing all our public domain infrastructure, facilities and place management.

## 5.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	81%	✘	Explained in detail in projects section.
% community satisfaction with the cleanliness of public domain in town centres and small centres	Baseline year	NA	-	Survey results deferred pending development of corporate software.
% community satisfaction with the maintenance of public domain in town centres and small centres	Baseline year	NA	-	Survey results deferred pending development of corporate software.

## 5.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-373,000	-375,000
Expense	3,970,000	3,893,000
<b>Total Base Budget</b>	<b>3,597,000</b>	<b>3,518,000</b>

## 5.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Town Centre Upgrade Renewal	225,000	303,645	🟢	This cluster relates to two projects - Church Street (stage one) construction and Rowe Street Public Domain and Art Plan. Rowe Street Public Domain and Art Plan was completed in 2012/13. The Church Street project fell behind schedule due to the need to assess heritage impacts, prepare the lighting plan, and to revise the design to ensure the works are within budget. Due to the delays construction works could not commence in 2012/13 and \$1,068, 855 has been carried over into 2013/14.
Neighbourhood Centre Renewal	93,022	223,539	✖	The concept design for Quarry Road is on track. Delays in finalising the designs for Boronia Park and Agincourt Road earlier in the project have been exacerbated by wet weather. Construction is well under way, however, due to the delays funds will need to be carried over into 2013/14 to allow the completion of works. It is further noted that the cost of works on Agincourt Road is expected to exceed initial estimates and soft landscaping works may be affected.
Pedestrian Accessibility & Mobility Plan	50,000	45,180	✔	Project completed and Macquarie Park PAMP approved by Works Committee 16 July 2013. Project delivered under budget.
Town Centres Wayfinding Plan	0	0	▶▶	
Public Wifi Feasibility Study	42,000	39,426	✔	
Macquarie Park - Wayfinding Signage	80,000	80,000	✔	
Public Domain Upgrade Waterloo Rd	48,000	193,943	✖	Delays have been experience finalising the design and scope of works. This project requires funds of \$342,059 to be carried over in 2013/14 to allow the completion of the works.
Elouera Reserve Upgrade	12,000	12,000	✔	
Table Tennis Tables in Eastwood	10,000	9,938	✔	
Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Eastwood Master Plan Review	0	0	✖	This project was delayed due to ongoing work on the Draft LEP and to allow Council to consider two significant Development Applications in Eastwood. A carryover of \$31,760 will be required to allow the completion of the project.

## 5.3 Projects (Continued)

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Meadowbank Employment Area - Traffic Study	10,980	10,980	✓	
20 West Parade Eastwood - MFPs	100,455	99,010	✓	
Macquarie Park Tree Planting	0	0	✓	
Waterloo/Byfield Road - Public Domain upgrade	42,278	39,136	✓	

# 6. LIBRARY

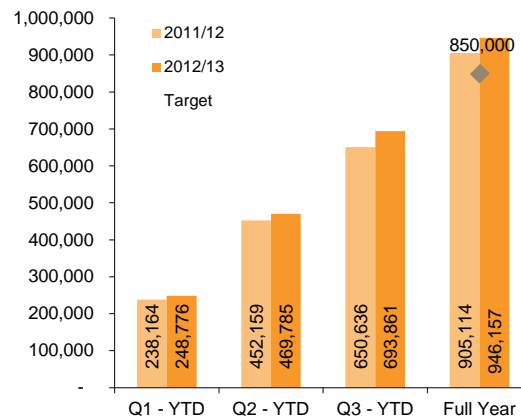
Delivering all our library services.

🔄	On Track	4
✖	Action Required	-
✓	Complete	1
⊖	Not Started	1
⊘	Cancelled	-
▶▶	Deferred	-

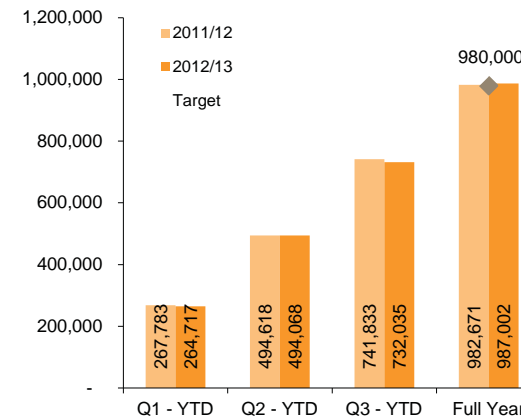
## 6.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%	🔄	
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.1	8.6	✓	
No. of visits to the library annually	850,000	946,157	✓	
% customer satisfaction of library users satisfied with quality of service	Baseline year	NA	-	Surveying started but results still being collated.

Visits to the library



Library loans issued



## 6.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-901,000	-910,000
Expense	4,632,000	4,486,000
<b>Total Base Budget</b>	<b>3,731,000</b>	<b>3,576,000</b>

## 6.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Feasibility study for Eastwood Library	0	0	⊖	Council approved to combine this project with the Eastwood Community Hub Feasibility Study.
Community Buildings Renewals - Libraries	220,206	218,851	✓	
Wifi for Libraries	7,350	6,547	✓	
Library Electronic Books	30,000	28,178	✓	
Library Books	412,000	421,731	✓	
Digital enhancement for Libraries	17,596	14,638	✓	

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Libraries for Ryde	25,000	25,025	↻	Project continuing in 2013/14.

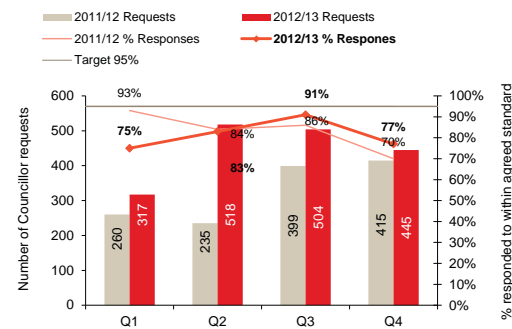
# 7. GOVERNANCE AND CIVIC

Developing, managing and maintaining our portfolio of corporate, commercial and civic properties.

## 7.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	0%	✗	One milestone for the quarter that was missed due to technical issues with webcasting project.
Number of known breaches of statutory/council policy requirements	0	0	✓	
% of Councillor requests responded to within agreed service standard	95%	91%	✗	Councillor request are required to be responded to within 5 days. Although this target was only met for 75% of requests, the average response time during the quarter was 3.73 days for 445 requests received. For the year, the average response time was 3.4 days for 1783 requests. This is an increase in the number of requests compared to the previous year.
% of Councillor satisfaction with the quality of responses provided by the helpdesk	80%	39%	✗	While this a disappointing result, there was not complete participation from Councillors in this survey and with such a small sample number the outcome is subject to significant variations. Anecdotal evidence is that Councillors are satisfied with the quality of responses provided by the HelpDesk.

Councillor helpdesk requests



🟢 On Track	-
✗ Action Required	1
✓ Complete	3
⊖ Not Started	-
⊘ Cancelled	-
▶ Deferred	-

## 7.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income		-1,000
Expense	3,694,000	3,535,000
<b>Total Base Budget</b>	<b>3,694,000</b>	<b>3,534,000</b>







## 7.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Councillor Induction Program & Training	20,000	22,716	✓	

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Online Councillor Engagement Portal	35,650	35,300	✓	
Webcasting	6,359	6,359	✗	Due to technical issues this project is not on track. These issues are being addressed.
Provision of Councillor iPads	15,600	8,320	✓	

# 8. CUSTOMER AND COMMUNITY RELATIONS

	On Track	4
	Action Required	-
	Complete	-
	Not Started	-
	Cancelled	-
	Deferred	-

Engaging with our community, all media and community relations, branding and marketing our city and developing and managing all our customer services.

## 8.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	50%	✘	
% of Calls to the Customer Call Centre Resolved at the first point of contact	85%	NA	-	No data is available for this measure - upgrade of phone system required.
% of the community that recognise CoR as the owner or promoter of certain events, facilities and services	Baseline year	NA	-	No data is available for this measure in 2012/13.
% customer satisfaction with the service provided at the Customer Service Centre	80%	80%	✔	This is based on the internal customer survey and relates to the provision of timely responses, provision of responses at first point of contact and satisfaction with the Merit system.
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	80%	87%	✔	The service at the Ryde Planning and Business Centre continues to be very popular and highly rated.

## 8.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-17,000	-29,000
Expense	2,880,000	2,662,000
<b>Total Base Budget</b>	<b>2,863,000</b>	<b>2,633,000</b>



## 8.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Ryde Planning and Business Centre	45,000	18,680	🔄	Project is continuing and is currently under review with regard to long term options.
CRM Workflow Update	21,250	27,500	🔄	Project has commenced, some elements have been delayed to 2013/14 due to resource issues.

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Customer Survey	88,053	88,053	⊘	Project had 1 remaining milestone. Final invoice has been paid, platform ceased on 12 July 2013.
SmartForms Project	100,299	49,462	🔄	

# 9. COMMUNITY AND CULTURAL



Engaging with our community, all media and community relations, branding and marketing our city and developing and managing all our customer services.

## 9.1 Performance Indicators







	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	76%	✘	
No. of new clients using the home modification service	250	331	✔	Annual target exceeded by 81 clients.
No. of children immunised	1,600	1,150	✔	Within a 5% tolerance.
No. of people attending key events and programs conducted by CoR	100,000	101,390	✔	360 for 3 Citizenship Ceremonies, 300 Volunteer Recognition Awards (largest attendance for this event), 250 Mayoral Community Prayer Breakfast (highest attendance for this event for a number of years).
% capacity of leased halls booked (capacity based on 8 hour booking per day)	60%	61%	✔	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	40%	48%	✔	
% customer satisfaction index for halls and meeting room hire service	80%	NA	-	Survey to be developed, staff had extended leave during 4th Quarter.
% customer satisfaction for CoR's home modification and maintenance service	90%	95%	✔	
% customer satisfaction for CoR's immunisation service	90%	99%	✔	
% customer satisfaction for CoR's vacation care service	90%	N/A	-	Service no longer offered by Council.
% of community leased buildings that comply with statutory requirements and standards	TBA via asset plan, notionally 85%	N/A	-	More meaningful measure to be developed to provide comparison.

## 9.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-1,580,000	-1,558,000
Expense	3,391,000	3,650,000
<b>Total Base Budget</b>	<b>1,811,000</b>	<b>2,092,000</b>

 On Track	7
 Action Required	1
 Complete	6
 Not Started	-
 Cancelled	2
 Deferred	1

## 9.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Community Buildings Renewal	157,499	108,274	✓	
Crime Prevention Plan - implementation	39,000	38,199		5 of the 6 milestones have been completed the sixth milestone (security lighting) is expected completion in Q1 2013/14. Delays due to design in park upgrades.
Live Neighbourhood Project	37,212	48,042		This project carries over into 2013/14.
Ryde Youth Music Project	0	74		
Ryde Youth Theatre Group	63,650	51,212	✓	Project complete for 2012/13 additional funds carried over to the project in 2013/14.
Non-Profit Community Sector Development	20,600	16,847	✓	Project completed for 2012/13 additional funds carried over to the project in 2013/14.
Cultural Spaces stage 3: Feasibility	0	0		
Funding Support for the Men's Shed	10,000	10,000		Project completed for 2012/13 additional funds carried over to the project in 2013/14.
Feasibility Study Community Hub-Eastwood	10,000	15,750		This project was reported to Council in two phases. Consequently a portion of the funding will be carried over.
Temporary Employment of P/T Officer	80,000	0	✓	Project complete. Officer employed.
Improving shopfronts in Eastwood	5,000	0	✓	To be undertaken in 2013/14 through existing budgets.

## 9.3 Projects (Continued)

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Community Licensing Policy development	4,000	4,112	✓	Project completed 2012/13.
Operational Asset Management Plan	5,000	3,000	↻	This project was planned over 2 financial years; part of the funds may need to be carried over.
Direct Service Delivery Transition	10,000	0	▶▶	This project will be completed as part of a broader Council review.
Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Community Hubs identification study	83,130	43,324	↻	This project has had a change of scope and will be complete in December 2013.
Community Garden & Nursery	9,050	8,456	✗	Delayed due to further information required for flood impact on area.
Addington House	57,355	57,504	↻	Contract awarded, work scheduled to commence in July.

# 10. RISK MANAGEMENT

Managing all legal services, procurement and internal auditing, assessing and managing business continuity, risk and disaster management.

	On Track	2
	Action Required	-
	Complete	-
	Not Started	-
	Cancelled	-
	Deferred	1

## 10.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	0%		
% Councillor satisfaction with Councils exposure to Fraud Risks are minimised through Internal Audit activities	Baseline year	NA	-	Survey of Councillors has been deferred until later this year. This is likely to be undertaken in August/September.

## 10.2 Base Budget







	YTD Budget \$	YTD Actual \$
Income	-253,000	-250,000
Expense	2,505,000	2,404,000
<b>Total Base Budget</b>	<b>2,252,000</b>	<b>2,154,000</b>

## 10.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Internal Audit Quality Assessment	13,000	0		Deferred until 2013/14 in agreement with Audit and Risk Committee.
Automating the Procurement Process	22,500	3,375		



Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Enterprise Risk Management Plan	36,127	69,266		The remaining phase of this project will be carried forward to 2013/14 in accordance with revised scheduling. This has been impacted by delays in the development of the automated risk register (RiskEMap11) which is being sourced free of charge through Council's insurers.

# 11. PATHS AND CYCLEWAYS

	On Track	2
	Action Required	-
	Complete	4
	Not Started	-
	Cancelled	-
	Deferred	-

Developing, managing and maintaining our footpaths and cycleways.




## 11.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	93%		
% of paths and cycleways that are condition level 3 or better	85%	93%		

## 11.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-4,000	-4,000
Expense	724,000	656,000
<b>Total Base Budget</b>	<b>720,000</b>	<b>652,000</b>

## 11.3 Projects






Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Footpath Construction Expansion	769,500	650,113		All streets in program done, savings in program cost.
Cycleways Construction Renewal	298,699	279,979		Commenced stage 2 Blaxland Road SUP in advance with residual funds.
Footpath Construction Renewal	260,500	262,636		

## 11.3 Projects (Continued)

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Asset Management - Condition Data	222,422	281,395	🔄	Building data complete. Civil and Parks data is to be transferred to TechOne in Q1 2013/14. Development and configuration of technology for ongoing updating of information is part of TechOne Works & Assets module implementation.
Footpath/SUP construction Waterloo Rd	19,291	19,659	✓	






New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Mq Park TfNSW ECRL Station Access Works	160,000	126,130	🔄	Works carrying over as reported to Council and terms of the agreement.

# 12. ENVIRONMENTAL

	On Track	1
	Action Required	-
	Complete	2
	Not Started	-
	Cancelled	-
	Deferred	-

Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact.

## 12.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%		
Equivalent Tonne (et) CO2 saved across organisation from mitigation actions implemented.	400T	640T		
% customer satisfaction with the environmental education service	Baseline year	100%		
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	<5%	2.2%		Based on 91% of consumption confirmed and 9% estimated based on similar quarters over previous years.
% reduction in Council water consumption across all facilities below 2003/04 base year	15%	7%		Significant losses from major leaks at premier parks namely Meadowbank, Magdala, Morrison Bay, Yamble, Dunbar and ELS Hall difficult to find and main reason for missing target. Majority now fixed.

## 12.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-9,000	-10,000
Expense	555,000	503,000
<b>Total Base Budget</b>	<b>546,000</b>	<b>493,000</b>



## 12.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Youth Waste & Environment Project (YEP)	20,000	20,000	✓	YEP 12/13 successfully completed 5 June 2013 on track and on budget.
Business Sustainability - City Switch	15,000	15,510	✓	2012/13 City Switch activities completed on budget. Council has approved project extension in 2013/14.

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Business Audit Program	31,112	32,044	↻	Grant funded project completion scheduled 1 November 2013. Project closure and final reporting to satisfy grant terms and conditions underway.

# 13. STRATEGIC CITY

Providing strategic direction and planning; and managing the reporting of our corporate performance.

- 🟢 On Track -
- ✖ Action Required -
- ✔ Complete **2**
- ⊖ Not Started -
- ⊘ Cancelled -
- ▶▶ Deferred -

## 13.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%	🟢	

## 13.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income		-10,000
Expense	32,000	33,000
<b>Total Base Budget</b>	<b>32,000</b>	<b>23,000</b>

## 13.3 Projects

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Corporate Documentation of Corporate Process	39,065	14,355	✔	Planned corporate documents completed this year. Remaining funds to be carried over and transferred to the Review of the Community Strategic Plan project.
Council's Corporate Plan	0	3,376	✔	

# 14. LAND USE PLANNING

🟢	On Track	4
🔴	Action Required	-
🟡	Complete	7
⊖	Not Started	1
🚫	Cancelled	-
▶▶	Deferred	1

Planning, delivering and managing our land and urban design and enhancing and informing on our heritage

## 14.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	73%	🔴	

## 14.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-16,000	-64,000
Expense	693,000	714,000
<b>Total Base Budget</b>	<b>677,000</b>	<b>650,000</b>

## 14.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Section 94 Contribution Plan	95,000	98,834	🟢	The Research and Economic Analysis has taken longer than anticipated. Further research has been undertaken following presentation of preliminary findings to ET. A carryover of funds will be required to complete this project in 2013/14 (\$51,116).
Macquarie Park DCP	70,729	49,759	🟢	This project was delayed to allow a second workshop on the Draft LEP (held in March 2013) at the request of Council. The Plan was exhibited with the Draft LEP in June-July 2013. A carryover of approximately \$120,000 will be required to allow the completion of this project in 2013/14.
Electronic Development Assessment Project	3,200	3,200	🟢	

## 14.3 Projects (Continued)

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
TMA for Macquarie Park	250,000	250,000	✓	
Community Education & Information	20,000	3,782	✓	
Review Stormwater DCP and align WSUD	3,902	11,848	⊖	As reported in Q3 commencement of Stormwater DCP review was delayed and some carry-over of funds has been agreed. The new schedule is yet to be finalised but the project will be completed in 2013/14.
Section 94 Contributions Officer	140,000	6,444	✓	Due to the specialisation of the role, finding a suitable person for the position took longer than anticipated. The role was filled late in Q3 2012/13.
Heritage Grants Scheme	0	0	▶▶	

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Consolidated LEP for Ryde	4,577	4,577	↻	

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Centres Strategy	19,174	19,574	✓	
Heritage Identification	22,920	22,370	✓	
Bennelong Bicentenary Exhibition	3,124	3,124	✓	
Macquarie University VPA	21,825	17,703	✓	

# 15. TRAFFIC & TRANSPORT

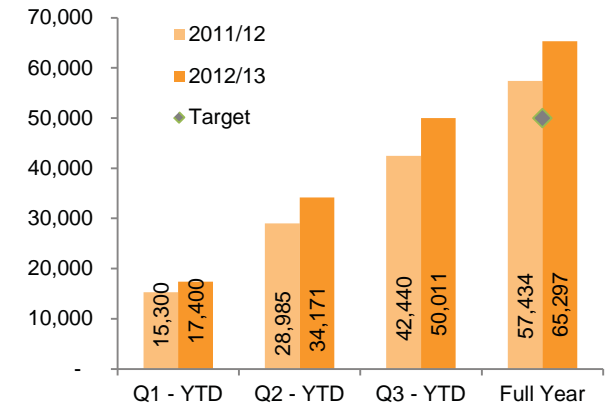
🟢	On Track	1
🔴	Action Required	1
🟡	Complete	10
⊖	Not Started	-
⊘	Cancelled	-
▶	Deferred	-

Managing our transport, traffic and car parking; developing sustainable transport options.

## 15.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	91%	🟢	
No. of passengers transported by Top Ryder Community Bus Service	50,000	50,011	🟡	
% of Recommendations made to the Ryde local Traffic Committee approved to go to Council works committee without resubmitting	90%	92%	🟡	

No. passengers transported by Top Ryder



## 15.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-502,000	-521,000
Expense	659,000	659,000
<b>Total Base Budget</b>	<b>157,000</b>	<b>138,000</b>

## 15.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Car Park Renewal	150,000	148,539	✓	
Traffic Facilities Renewal	166,347	167,239	✓	
Go Get Car Hire Program	0	0	✓	Project completed in-house. Implementation strategy under consideration.
Top Ryder Community Bus Service	273,000	288,248	✓	Monthly Service satisfactorily provided and passenger numbers exceeded target. Resultant exceedance in YTD actual expenditure was due to unexpected increase in internal plant charges (bus maintenance and fuelling) midway through 2012/13. Exceedance has been balanced by efficiency savings from base budget expenditure.
Bus Shelters - new	50,000	49,965	✓	
Bus Stop DDA compliance	82,400	74,466	✓	
Bus Stop Seats - new	30,900	28,239	✓	
Traffic Calming Devices	91,500	53,792	✓	
Upgrade Ranger Hand Held Devices	150,000	150,304	✓	
Personal Mobility Electric Vehicle	141,525	141,525	↻	Scope change and delays in obtaining required Government and Macquarie University approvals has delayed final reporting of the completed phase one trial. phase two awaiting grant or external funding source.

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Agincourt Rd - Balaclava Rd TCS	161,276	161,276	✗	Design delay due to RMS approval. Funds carried over.
Rowe Street Eastwood - Traffic Calming	100,000	81,328	✓	Project completed.

# 16. ECONOMIC DEVELOPMENT

Business sector and economic development.

## 16.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	50%	✗	

🟢 On Track	-
✗ Action Required	1
✓ Complete	5
⊖ Not Started	-
⊘ Cancelled	-
▶ Deferred	-

## 16.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-3,000	-3,000
Expense	141,000	138,000
<b>Total Base Budget</b>	<b>138,000</b>	<b>135,000</b>

## 16.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Economic Development Plan 2009 - 2014	50,000	37,087	✓	
Macquarie Park Website	29,000	25,650	✗	The development of the website has been delayed to incorporate feedback from the Macquarie Park Marketing Group. A carryover of \$46,000 will be required to allow the completion of this project in 2013/14.
Implementation of Marketing Plan	51,330	29,400	✓	While all milestones have been completed for this project, approximately \$25,000 will be carried over to fund the "Meet Macquarie Park Guide" and Maps of Macquarie Park.
City of Ryde Food & Festivals Guide	30,000	25,550	✓	While this project is complete - funds of \$10,000 will be carried over to allow for the payment of printing and distribution costs.

## 16.3 Projects (continued)







Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Economic Forecasting & Profiling Module	50,000	45,454	✓	

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Marketing Plan & Feasibility for Macquarie Park Shopfront	70,670	70,670	✓	




# 17. ORGANISATIONAL DEVELOPMENT

	On Track	2
	Action Required	-
	Complete	-
	Not Started	-
	Cancelled	-
	Deferred	1

Addressing workforce planning, driving culture and performance, assessing process efficiency and overseeing all corporate communications.




## 17.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	83%		

## 17.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-6,000	-7,000
Expense	109,000	112,000
<b>Total Base Budget</b>	<b>103,000</b>	<b>105,000</b>

## 17.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Performance Review Process	93,597	69,116		
PMCOR System Development	30,000	30,000		Project to run over two financial years due for completion in December 2013.
Best Value Reviews (annual)	7,000	11,186		This project will be complete by end of July 2013. Delays due to meetings being rescheduled to coincide with ET meetings.

## 17.3 Projects (Continued)

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Internal Communication (Incl Intranet)	32,696	0	▶▶	

# 18. FORESHORE

Managing all aspects of our foreshore.

## 18.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	NA		No Project for 2012/13. Program to begin in 2013/14.
% of seawalls that are condition level 3 or better	85%	78%	×	The current status is based on the audits done circa 2008, and updated for subsequent capital works programs. It is reflection of the pattern of past funding for capital renewals work.

## 18.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income		
Expense	53,000	52,000
<b>Total Base Budget</b>	<b>53,000</b>	<b>52,000</b>

# 19. REGULATORY

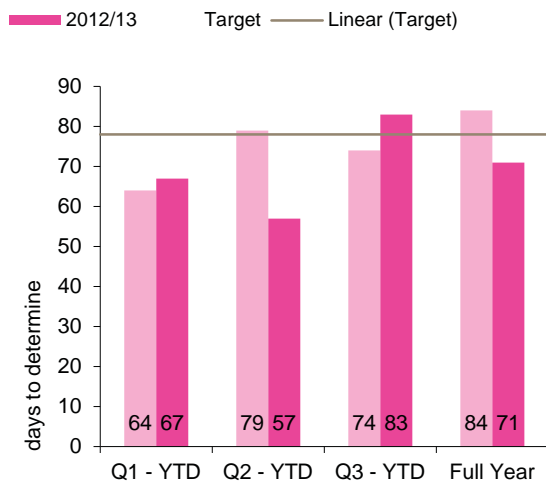
Delivering all our regulatory assessments and activities, including building regulations, environmental regulations, road, parking and footpath enforcement and animal management.

## 19.1 Performance Indicators

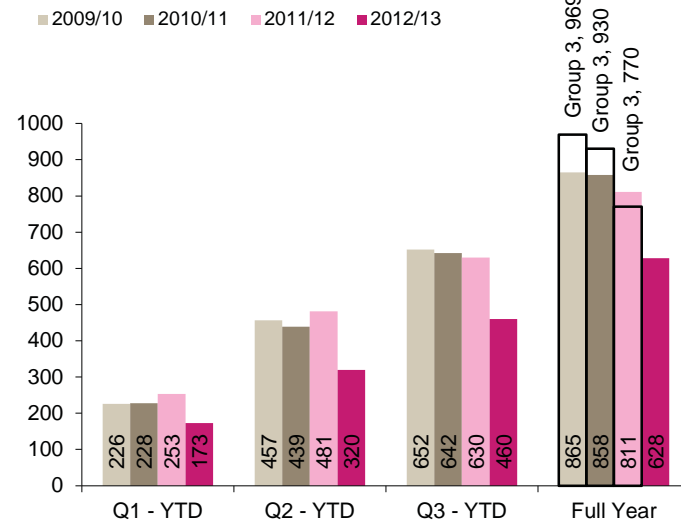
	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%	🟢	
Total development value of approved development applications (in \$million - cumulative)	NA	\$408	✓	
Mean number of DAs processed per person	51	62	✓	16 in Q4
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time**)	78	70	✓	71 for Q4.
Mean gross DA determination times: Residential alterations and additions (against 11-12 Group 3 Average)	70	53	✓	59 for Q4.
Mean gross DA determination times: Single new dwelling (against 11-12 Group 3 Average)	73	88	✗	Significant improvement on 3rd quarter result by 34 days. Average over four quarters was 88 so the annual target was not achieved. Further significant improvement requires simplification of Council's DCP controls for dwelling houses. A review of these controls was placed on hold by the Council on 26 July 2012.
Mean gross DA determination times: Commercial, retail, office (against 11-12 Group 3 Average)	74	60	✓	63 for Q4.
No. of DAs in each category - residential	NA	164	✓	47 for Q4.
No. of DAs in each category - single new dwelling	NA	75	✓	15 for Q4.
No. of DAs in each category - commercial, retail, office	NA	124	✓	18 for Q4.
No. of food premises inspections	800	1006	✓	220 for Q4.

	2012/13 Target	YTD Progress	Status	Comment
% applicants satisfied with CoR's development assessment service	Baseline year	NA	-	Micromex Phone survey currently available for Q2 and Q3 only- achieved average 80% Customer Satisfaction.
% objectors satisfied with CoR's development assessment service	Baseline year	NA	-	Micromex Phone Survey available for Q2 and Q3 only- achieved 80% Customer Satisfaction.
% customer satisfaction - building owner's satisfaction with building certification process	Baseline year	78%	-	Baseline year statistics.
% customer satisfaction - satisfaction of complainants with Council's process on minimising the impact of pests on public health	Baseline year	77%	-	Baseline year statistics.
% customer satisfaction with inspection of regulated premises service	Baseline year	NA	-	Measure to be developed.
% customer satisfaction - with Council's processing of companion animal management complaints	Baseline year	83%	-	Baseline year statistics.
% customer satisfaction with Council's processing of illegal dumping complaints	Baseline year	83%	-	Baseline year statistics.

**Development Applications determination time**









**Development Applications determined**








## 19.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-7,021,000	-7,361,000
Expense	6,953,000	6,651,000
<b>Total Base Budget</b>	<b>-68,000</b>	<b>-710,000</b>







	On Track	3
	Action Required	-
	Complete	-
	Not Started	-
	Cancelled	2
	Deferred	-

## 19.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Illegal Dumping Surveillance Program	0	0		
Boarding House Project	51,500	43,019		Another successful year with the closure of a further three brothels. Also included a number of successful outcomes on unauthorised land uses.
Transport/Parking Technology	0	2,491		


New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Personal Audio/Video Devices	20,000	19,950		
Macquarie Park Parking Scheme Upgrade	447,378	294,992		

# 20. WASTE & RECYCLING

	On Track	-
	Action Required	-
	Complete	3
	Not Started	-
	Cancelled	-
	Deferred	-

Managing our domestic and commercial waste services, educating on and facilitating recycling and disposal services.

## 20.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	100%		
% customer satisfaction with CoR's waste management and recycling service for business	Baseline year	NA	-	Measure unavailable - Customer Satisfaction Survey programmed for 2013/14.
% community satisfaction with CoR's domestic waste and recycling service	Baseline year	80%	-	Baseline year statistics.
% community awareness of recycling and the importance of separating waste materials	Baseline year	80%	-	Baseline year statistics.

## 20.2 Base Budget







	YTD Budget \$	YTD Actual \$
Income	-16,124,000	-16,298,000
Expense	14,960,000	13,972,000
<b>Total Base Budget</b>	<b>1,164,000</b>	<b>-2,326,000</b>

## 20.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Future Focus Home Waste & Sustainability	40,600	37,129	✓	Successfully delivered year one of a two year Council approved project which is on track and on budget.
Waste to Energy	100,000	27,800	✓	Change in scope. Project completed.
Porters Creek Depot Reconfiguration	624,000	372,712	✓	



# 21. INTERNAL CORPORATE SERVICES

	On Track	6
	Action Required	1
	Complete	3
	Not Started	-
	Cancelled	-
	Deferred	1

Developing and managing our information, records and corporate knowledge; implementing information technology, communications, business, financial and HR infrastructure and services. Managing our fleet and plant; planning and developing assets; all project management and administrative support.

## 21.1 Performance Indicators

	2012/13 Target	YTD Progress	Status	Comment
% of project milestones met on time (Q4 only)	90%	70%	✘	
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) - BBSW)	0.85%	1.68%	✔	Council still continues to exceed benchmark, despite being in a declining interest rate environment.
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	70%	93%	✔	
% Council's fleet cars to be 4 cylinder or hybrid vehicles	91%	94%	✔	
% of annual capital works program completed	90%	89%	✔	

## 21.2 Base Budget

	YTD Budget \$	YTD Actual \$
Income	-54,326,000	-55,780,000
Expense	11,200,000	7,038,000
<b>Total Base Budget</b>	<b>43,123,000</b>	<b>-48,742,000</b>

## 21.3 Projects

Planned Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Information Technology Renewals	457,000	375,231	🔄	Outstanding milestones (ie Replacement of web content management system and tree management system) have changed priorities from the business. Associated budget carry-over endorsed.
Plant & Fleet Purchases	2,750,000	2,852,639	✓	Stage 1 completed. Scope reviewed for ET approval.
IRM Scanning Project	31,930	23,609	✓	
GPIMS - System Development	133,430	101,550	✓	Scope finalised for ET approval.
Policy Framework for WH&S	30,000	20,400	🔄	
Review and Update HR Policies	40,000	28,760	🔄	One of the three milestones was completed in early July; however, two remain outstanding whilst we work to resolve access and storage issues (broader intranet concerns). These issues have now been addressed and the project is on target for completion by end of Q1.

New Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
Service Level Agreement Development	19,077	4,970	🔄	Project on track for completion in August.
TechOne Enhancements	75,107	72,181	🔄	The amount of unspent funds has been carried over to the 2013/14 year, as this is a three year project. The four modules that were commenced are on hold until after the annual audit of the financial statements which is scheduled for the end of August 2013.

Carryover Projects	2012/13 Budget \$	YTD Actual \$	Status	Comment
EziJob - Online Recruitment Module	5,000	0	▶▶	Currently assessing other systems as a result of the Best Value Review.
High Speed Scanner/OCR matching software	43,520	41,840	✗	This is almost complete, with the purchase of the scanner carried over to 2013/14. The interaction of this with TechOne is part of the TechOne Enhancement project.
Budgeting Tool Software - Purchase	8,100	8,100	🔄	Due to circumstances beyond control, this has been delayed and will be completed in the first quarter in 2013/14.

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# Reserves Listing Report

APPENDIX A

Natural Account	Description	12/13 Opening Balance	Budget To Reserve	Budget From Reserve	12/13 Budget Result	Review To Reserve	Review From Reserve	12/13 Review Result
<b>93001 - Internally Restricted Revenues</b>								
8301	Stockland Creche Contribution	418,837.36		-40,797.36	378,040.00		-128,285.00	249,755.00
8302	Voluntary Planning Agreement Reserve	792,330.42	1,653,000.00	-126,000.00	2,319,330.42		-115,191.00	2,204,139.42
8304	Asset Replacement Reserve	7,009,325.47	1,810,000.00	-4,324,598.00	4,494,727.47	-360,000.00	377,148.00	4,511,875.47
8305	Plant Replacement Reserve	1,868,951.60	2,915,831.00	-3,606,495.74	1,178,286.86			1,178,286.86
8306	Ryde Aquatic Leisure Centre Reserve	3,086,883.33	3,531,402.00	-4,463,453.69	2,154,831.64			2,154,831.64
8307	Financial Security Reserve	2,064,349.83	1,373,300.00		3,437,649.83			3,437,649.83
8308	Public Art Reserve	149,610.00	89,615.00	-105,000.00	134,225.00	19,640.00	80,000.00	233,865.00
8309	Council Election Reserve	675,284.70		-443,975.00	231,309.70			231,309.70
8311	Investment Property Reserve	16,766,706.68		-1,709,928.00	15,056,778.68		-9,065.00	15,047,713.68
8312	Civic Precinct Redevelopment Reserve	1,971,001.32	500,000.00	-2,206,400.00	264,601.32		609,679.00	874,280.32
8314	Carryover Works Reserve	3,270,977.37	4,289,765.00	-3,266,035.00	4,294,707.37	-1,557,357.00	11,150.00	2,748,500.37
8318	Porters Creek Reserve	199,348.89			199,348.89			199,348.89
8319	Insurance Fluctuation Reserve	281,962.26	99,000.00	-73,000.00	307,962.26			307,962.26
8320	OHS & Injury Management Reserve	75,699.99			75,699.99			75,699.99
	<b>Total Internally Restricted Revenues</b>	<b>38,631,269.22</b>	<b>16,261,913.00</b>	<b>-20,365,682.79</b>	<b>34,527,499.43</b>	<b>-1,897,717.00</b>	<b>825,436.00</b>	<b>33,455,218.43</b>
<b>93002 - Internally Restricted Liabilities</b>								
8327	Employee Leave Entitlements Reserve	2,900,429.71	60,000.00	-232,601.00	2,727,828.71			2,727,828.71
8328	Refundable Deposits Reserves	7,824,551.78	20,000.00		7,844,551.78			7,844,551.78
8329	Interest on Refundable Deposits Reserve	377,366.19			377,366.19			377,366.19
	<b>Total Internally Restricted Liabilities</b>	<b>11,102,347.68</b>	<b>80,000.00</b>	<b>-232,601.00</b>	<b>10,949,746.68</b>			<b>10,949,746.68</b>

# Reserves Listing Report

Natural Account	Description	12/13 Opening Balance	Budget To Reserve	Budget From Reserve	12/13 Budget Result	Review To Reserve	Review From Reserve	12/13 Review Result
<b>93003 - Section 94 Contribution Reserves</b>								
8351	Community & Cultural Facilities Reserve	1,910,140.61	2,047,890.00	-25,000.00	3,933,030.61	332,759.00	-25.00	4,265,764.61
8352	Open Space & Recreation Facilities Reserve	2,415,801.15	4,474,439.00	-1,102,320.00	5,787,920.15	1,075,791.00	278,825.00	7,142,536.15
8353	Roads & Traffic Management Facilities Reserve	720,277.99	3,633,661.00	-705,420.00	3,648,518.99	135,956.00	-53,992.00	3,730,482.99
8354	Stormwater Management Facilities Reserve	6,180,641.38	496,310.00	-1,045,455.00	5,631,496.38	75,117.00	361,625.00	6,068,238.38
8355	Section 94 Plan Administration Reserve	548,131.14	256,726.00	-255,000.00	549,857.14	6,605.00	-3,834.00	552,628.14
	<b>Total Section 94 Contribution Reserves</b>	<b>11,774,992.27</b>	<b>10,909,026.00</b>	<b>-3,133,195.00</b>	<b>19,550,823.27</b>	<b>1,626,228.00</b>	<b>582,599.00</b>	<b>21,759,650.27</b>
<b>93004 - Other External Restrictions</b>								
8376	Domestic Waste Management Reserve	4,355,918.15	14,414,496.00	-15,292,346.68	3,478,067.47		3,471.00	3,481,538.47
8377	External Drainage Works Contribution Reserve	214,495.64		-11,431.00	203,064.64			203,064.64
8378	Macquarie Park Corridor Special Rate Reserve	1,691,588.66	1,253,203.00	-1,302,790.00	1,642,001.66		45,793.00	1,687,794.66
8379	Stormwater Management Service Charge Reserve	963,075.43	970,350.00	-796,837.00	1,136,588.43			1,136,588.43
	<b>Total Other External Restrictions</b>	<b>7,225,077.88</b>	<b>16,638,049.00</b>	<b>-17,403,404.68</b>	<b>6,459,722.20</b>		<b>49,264.00</b>	<b>6,508,986.20</b>
<b>93005 - Unexpended Grants Reserves</b>								
8401	U/Exp Grant - Home Modification & Maintenance	193,730.99	70,197.00		263,927.99			263,927.99
8403	U/Exp Grant - Volunteer Referral Agency							
8404	U/Exp Grant - Library Local Priority	317.92			317.92			317.92
8406	U/Exp Grant - Catchments Connections Administration							

# Reserves Listing Report

APPENDIX A

Natural Account	Description	12/13 Opening Balance	Budget To Reserve	Budget From Reserve	12/13 Budget Result	Review To Reserve	Review From Reserve	12/13 Review Result
8407	U/Exp Grant - Dunbar Park Wetland - Plan of Management							
8408	U/Exp Grant - Urban Sustain Program - Looking Glass Bay	<b>49,563.00</b>			<b>49,563.00</b>			<b>49,563.00</b>
8409	U/Exp Grant - Consolidated LEP for Ryde	<b>85,772.14</b>		-13,230.00	<b>72,542.14</b>			<b>72,542.14</b>
8413	U/Exp Grant - Sydney North/Sydney-West Tussock Paspalum 06/11	<b>8,633.95</b>			<b>8,633.95</b>			<b>8,633.95</b>
8415	U/Exp Grant - Buffalo Creek - (SQID)	<b>18,778.31</b>			<b>18,778.31</b>			<b>18,778.31</b>
8416	U/Exp Grant - Financial Assistance Grants	<b>1,100,564.00</b>		-1,100,564.00		1,544,068.00		<b>1,544,068.00</b>
8417	U/Exp Grant - Road Services Unit Management	<b>425,098.00</b>		-425,098.00				
8418	U/Exp Grant - Macquarie Park Master Plan	<b>30,000.00</b>			<b>30,000.00</b>			<b>30,000.00</b>
8419	U/Exp Grant - Sydney Water Business Audit Program	<b>35,611.87</b>		-31,111.87	<b>4,500.00</b>		-932.00	<b>3,568.00</b>
8420	U/Exp Grant - Booth Reserve - 2009							
8421	U/Exp Grant - Garden Competition							
8426	U/Exp Grant - Noxious Weeds Management	<b>3,218.66</b>			<b>3,218.66</b>			<b>3,218.66</b>
8427	U/Exp Grant - Rivers to Rivers Corridor	<b>57,986.33</b>		-50,486.33	<b>7,500.00</b>		3,513.00	<b>11,013.00</b>
8429	U/Exp Grant - NSW Sport Regrading & Levelling	<b>57,275.41</b>		-0.41	<b>57,275.00</b>			<b>57,275.00</b>
8432	U/Exp Grant - Eastwood Floodplain Risk	<b>720.88</b>			<b>720.88</b>			<b>720.88</b>
8433	U/Exp Grant - Liberty Swing Dunbar Park	<b>7,763.13</b>			<b>7,763.13</b>			<b>7,763.13</b>
8434	U/Exp Grant - Sport Development Program	<b>542.76</b>			<b>542.76</b>			<b>542.76</b>
8435	U/Exp Grant - WASIP	<b>919,733.53</b>	638,600.00	-68,918.00	<b>1,489,415.53</b>		-53,938.00	<b>1,435,477.53</b>

# Reserves Listing Report

APPENDIX A

Natural Account	Description	12/13 Opening Balance	Budget To Reserve	Budget From Reserve	12/13 Budget Result	Review To Reserve	Review From Reserve	12/13 Review Result
8436	U/Exp Grant - Yamble Reserve- All Abilities Playground	<b>347,000.00</b>		-347,000.00				
8437	U/Exp Grant - Playing Field Lighting Upgrade	<b>14,500.00</b>			<b>14,500.00</b>			<b>14,500.00</b>
8438	U/Exp Grant - Parramatta River Catchments Floodplain	<b>25,000.00</b>			<b>25,000.00</b>			<b>25,000.00</b>
8439	U/Exp Grant - Vacation Care Program Grant	<b>16,586.24</b>	50,645.00		<b>67,231.24</b>			<b>67,231.24</b>
8440	U/Exp Grant - Crime Prevention Plan Grant	<b>44,000.00</b>		-24,000.00	<b>20,000.00</b>		2,801.00	<b>22,801.00</b>
8441	U/Exp Grant - Save Power Supplementary	<b>10,000.00</b>		-10,000.00				
8442	U/Exp Grant - Shaftsbury/ Glen Roundabout (RTA)	<b>5,980.00</b>		-5,980.00				
8443	U/Exp Grant - Curzon St/ Smith St Pedestrian (RTA)	<b>765.05</b>			<b>765.05</b>			<b>765.05</b>
8445	U/Exp Grant - Quarry Road Resurfacing Program (RTA)	<b>266.63</b>		-266.63				
8446	U/Exp Grant - Vimiera Road Traffic Facilities Renew (RTA)	<b>3,530.66</b>		-3,530.66				
8447	U/Exp Grant - M2 Advertising Public Benefit (RMS)		401,831.00	-30,000.00	<b>371,831.00</b>	-371,831.00		
8448	U/Exp Grant - TfNSW - North Ryde							
8449	U/Exp Grant - Badajoz Road (RMS)							
8450	U/Exp Grant - Meadowbank/Gladesville Traffic Study							
8451	U/Exp Grant - Rowe St Eastwood Traffic Calming					623.11		<b>623.11</b>
8452	U/Exp Grant - Active in Ryde Program Implementation					2,891.00		<b>2,891.00</b>
8453	U/Exp Grant - MQ Park TfNSW ECRL					1,879,370.00		<b>1,879,370.00</b>



# Reserves Listing Report

APPENDIX A

Natural Account	Description	12/13 Opening Balance	Budget To Reserve	Budget From Reserve	12/13 Budget Result	Review To Reserve	Review From Reserve	12/13 Review Result
8454	U/Exp Grant - Putney Park Graffiti Hotspot Program							
8455	U/Exp Grant - Planning for Ageing Population							
8901	Internal Loan - RALC Reserve							
	<b>Total Unexpended Grants Reserves</b>	<b>3,462,939.46</b>	<b>1,161,273.00</b>	<b>-2,110,185.90</b>	<b>2,514,026.56</b>	<b>3,055,121.11</b>	<b>-48,556.00</b>	<b>5,520,591.67</b>
<b>Internal Loans</b>								
8901	Internal Loan - RALC Reserve	<b>-364,736.87</b>		-350,123.00	<b>-714,859.87</b>		<b>27,000.00</b>	<b>-687,859.87</b>
	<b>Total Internal Loans</b>	<b>-364,736.87</b>		<b>-350,123.00</b>	<b>-714,859.87</b>		<b>27,000.00</b>	<b>-687,859.87</b>
<b>TOTAL RESERVES</b>		<b>71,831,889.64</b>	<b>45,050,261.00</b>	<b>-43,595,192.37</b>	<b>73,286,958.27</b>	<b>2,783,632.11</b>	<b>1,435,743.00</b>	<b>77,506,333.38</b>
	<b>Net Transfer</b>			<b>1,455,068.63</b>	<b>1,455,068.63</b>		<b>4,219,375.11</b>	<b>5,674,443.74</b>

# Quarterly Changes Report - Detailed

		Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments	
<b>Open Space, Sport &amp; Recreation program</b>						
7611020	Brush Farm Park - Initiation of Action Plan	NCP Exp	(32,953)	(757)	Carryover Adjustment	
7611107	Field of Mars Initiation of Action Plan	NCP Exp	(8,178)	(14,128)	Carryover Adjustment	
7630155	Integrated Open Space Plan Implementation	NCP Exp	50,000	(16,219)	Project has not been completed and unspent funding is carried forward to 2013/2014	
7630379	Feasibility study on synthetic fields	NCP Exp	35,000	(3,059)	Carryover Adjustment	
7730070	Active in Ryde Program Implementation	NCP Exp	7,389	212	Carryover Adjustment	
50016	Playground Renewal & Construction Renewal	Cap Inc		(4,946)	Additional Income Received	
50016	Playground Renewal & Construction Renewal	Cap Exp	271,500	5,968	Carryover Adjustment	
50016	Playground Renewal & Construction Renewal	To Res	295,000	(1,022)	Carryover Adjustment	
51011	Sportsfield Floodlighting Expansion	Cap Inc	(60,000)	60,000	Carryover Adjustment	
51011	Sportsfield Floodlighting Expansion	Cap Exp	180,287	41,821	Carryover Adjustment	
51011	Sportsfield Floodlighting Expansion	To Res	222,462	(101,821)	Carryover Adjustment	
7440029	Delineation of Natural Area	Cap Exp	12,500	(6,270)	Unspent fund to be carryover to 2013/2014	
7540027	Park & Open Space Tree Planting Program	Cap Exp	3,750	15,750	(1,894)	Project has not been completed and unspent funding is carried forward to 2013/2014
51015	Sportsground Amenities Upgrades Expansion	Cap Exp	130,000	140,466	10,466	Carryover Adjustment
51015	Sportsground Amenities Upgrades Expansion	To Res	590,000	(590,000)	Carryover Adjustment	
51015	Sportsground Amenities Upgrades Expansion	From Res	(360,000)	219,534	Carryover Adjustment	
7840282	Surf Attraction Equipment - RALC	Cap Exp	350,123	(27,000)	Carryover Adjustment	
7440029	Delineation of Natural Area	To Res		6,270	Unspent fund to be carryover to 2013/2014	
7540027	Park & Open Space Tree Planting Program	To Res		1,894	Project has not been completed and unspent funding is carried forward to 2013/2014	
7611020	Brush Farm Park - Initiation of Action Plan	To Res	30,000	757	Carryover Adjustment	
7611107	Field of Mars Initiation of Action Plan	To Res	10,000	14,128	Carryover Adjustment	
7630155	Integrated Open Space Plan Implementation	To Res		16,219	Project has not been completed and funding to be carry over to 2013/2014.	
7630379	Feasibility study on synthetic fields	To Res	10,000	3,059	Carryover Adjustment	
7730070	Active in Ryde Program Implementation	To Res	3,103	(3,103)	Carryover Adjustment	
7730070	Active in Ryde Program Implementation	To Res		2,891	Carryover Adjustment	

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
7840282	Surf Attraction Equipment - RALC		(350,123)		27,000	Carryover Adjustment
	<b>Total Open Space, Sport &amp; Recreation program</b>				<b>(360,000)</b>	
<b>Roads program</b>						
4710001	Road Services Unit Management	Op Inc	(385,464)	(816,212)	(430,748)	Advance payment and to be transferred to reserve
4111221	Section 94 Capital Income-Roads	Cap Inc	(3,066,961)	(3,202,917)	(135,956)	Income received to date
4111221	Section 94 Capital Income-Roads	Cap Inc	(2,047,890)	(2,380,649)	(332,759)	Income received to date
4111221	Section 94 Capital Income-Roads	Cap Inc	(496,310)	(571,427)	(75,117)	Income received to date
4111221	Section 94 Capital Income-Roads	Cap Inc	(4,474,439)	(5,550,230)	(1,075,791)	Income received to date
4111221	Section 94 Capital Income-Roads	Cap Inc	(256,726)	(263,331)	(6,605)	Income received to date
4111221	Section 94 Capital Income-Roads	To Res	2,047,890		332,759	Transfer Sec 94 Income to Reserve
4111221	Section 94 Capital Income-Roads	To Res	4,474,439		1,075,791	Transfer Sec 94 Income to Reserve
4111221	Section 94 Capital Income-Roads	To Res	3,066,961		135,956	Transfer Sec 94 Income to Reserve
4111221	Section 94 Capital Income-Roads	To Res	496,310		75,117	Transfer Sec 94 Income to Reserve
4111221	Section 94 Capital Income-Roads	To Res	256,726		6,605	Transfer Sec 94 Income to Reserve
4710001	Road Services Unit Management	To Res			430,748	Advance payment and to be transferred to reserve
50002	Road Resurfacing Renewal	Cap Exp	2,741,212	2,660,804	(80,402)	Carryover Adjustment
50002	Road Resurfacing Renewal	From Res	(1,432,462)		280,402	Carryover Adjustment
50002	Road Resurfacing Renewal	To Res	200,000		(200,000)	Carryover Adjustment
	<b>Total Roads program</b>					
<b>Property Portfolio program</b>						
5630343	Land Register & CT System Review	NCP Exp	71,468		9,065	Carryover Adjustment
5540810	Civic Centre Refurbishment	Cap Exp	669,300		(609,679)	Project has not been completed and unspent funding to be carryover to 2013/2014
5620014	West Ryde Community Facility - (Fit out & Project Man)	Cap Exp		16,408	16,408	Carryover Adjustment

# Quarterly Changes Report - Detailed

APPENDIX B

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
5620014	West Ryde Community Facility - (Fit out & Project Man)	Cap Exp	57,205		111,877	Carryover Adjustment
5540810	Civic Centre Refurbishment	From Res	(669,300)		609,679	Project has not been completed and unspent funding to be carryover to 2013/2014
5620014	West Ryde Community Facility - (Fit out & Project Man)	From Res	(40,797)		(128,285)	Carryover Adjustment
5630343	Land Register & CT System Review	From Res	(71,468)		(9,065)	Carryover Adjustment
	<b>Total Property Portfolio program</b>					
<b>Catchment program</b>						
8411358	River to River Corridors Project	NCP Inc		(49)	(49)	Carryover Adjustment
8411358	River to River Corridors Project	NCP Inc		(841)	(841)	Carryover Adjustment
5130390	Stormwater Levy Project	NCP Exp	7,007		(4,977)	Carryover Adjustment
8411358	River to River Corridors Project	NCP Exp	50,486		(2,623)	Carryover Adjustment
50022	Stormwater Improvement Works Renewal	Cap Inc	(318,127)	(249,212)	68,915	Carryover Adjustment
50022	Stormwater Improvement Works Renewal	Cap Exp	1,365,512	953,677	(396,835)	Carryover Adjustment
50022	Stormwater Improvement Works Renewal	From Res	(1,076,113)		356,648	Carryover Adjustment
50022	Stormwater Improvement Works Renewal	To Res	28,728		(28,728)	Carryover Adjustment
5140570	Shrimptons Ck - Bioretention Basin	Cap Inc	(58,300)		58,300	Reduce grant income and this project is funded by WASIP
5140570	Shrimptons Ck - Bioretention Basin	Cap Exp	58,300		(4,362)	Carryover Adjustment
5130390	Stormwater Levy Project	From Res	(7,007)		4,977	Carryover Adjustment
5140570	Shrimptons Ck - Bioretention Basin	From Res			(53,938)	Project is funded by WASIP
8411358	River to River Corridors Project	From Res	(50,486)		3,513	Carryover Adjustment
	<b>Total Catchment program</b>					
<b>Centres and Neighbourhood program</b>						
8730045	Public Art - Live Neighbourhood Project	NCP Exp	80,000		(80,000)	Carryover Adjustment

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
4140010	Public WiFi Feasibility Study	Cap Exp	42,000		(2,574)	Carryover Adjustment
50007	Neighbourhood Centre Renewal	Cap Exp	480,335	609,686	129,351	Carryover Adjustment
50007	Neighbourhood Centre Renewal	From Res	(655,657)	(510,105)	(115,191)	Carryover Adjustment
50007	Neighbourhood Centre Renewal	To Res	131,552		(14,160)	Carryover Adjustment
50023	Town Centre Upgrade Implementation Renewal	Cap Exp	470,300	533,891	62,793	Carryover Adjustment
50023	Town Centre Upgrade Implementation Renewal	To Res	1,441,572		(62,793)	Carryover Adjustment
4740597	Public Domain Upgrade Waterloo Rd	Cap Exp	48,000		152,843	Carryover Adjustment
8740088	Public Art - Aboriginal Heritage - signage	Cap Exp	25,000		(25,000)	Combine the Public Art component
4740597	Public Domain Upgrade Waterloo Rd	From Res	(48,000)		(152,843)	Carryover Adjustment
8730045	Public Art - Live Neighbourhood Project	From Res	(80,000)		80,000	Carryover Adjustment
8740088	Public Art - Aboriginal Heritage - signage	From Res	(25,000)		25,000	Combine the Public Art component
4140010	Public WiFi Feasibility Study	To Res	8,000		2,574	Carryover Adjustment
	<b>Total Centres and Neighbourhood program</b>					
<b>Library program</b>						
7030373	Libraries for Ryde	NCP Exp	25,000		25	Carryover Adjustment
7030373	Libraries for Ryde	From Res	(25,000)		(25)	Carryover Adjustment
	<b>Total Library program</b>				<b>5,257</b>	
<b>Governance and Civic program</b>						
1830547	Delegations Register in CHRIS	NCP Exp			975	Carryover Adjustment
1830547	Delegations Register in CHRIS	To Res	2,000		(975)	Carryover Adjustment
	<b>Total Governance and Civic program</b>					
<b>Customer and Community Relations program</b>						
2011480	Transactional Surveys and Mystery Shopper	Op Exp	237,350	86,614	(11,150)	This amount is sought to be carried over to 13/14 because the final invoice for work related to the 12/13 financial year will not be received until Mid-August. This is because some surveying of customers who interacted with Council in June will need to be done in July.

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
2011481	Perception Survey	Op Exp	40,000	7,867	(20,000)	Survey has been delayed therefore additional funding is required for completion of survey
2030310	Ryde Planning and Business Centre	NCP Exp	45,000		(26,320)	Project has not completed and carried forward to 2013/2014.
2030557	Council Resolved Community Engagement	NCP Exp	30,000		(27,724)	Carryover Adjustment
3430311	CRM Workflow Update	NCP Exp	21,250		6,250	Carryover Adjustment
2011480	Transactional Surveys and Mystery Shopper	From Res	(113,750)	(106,698)	11,150	This amount is sought to be carried over to 2013/2014 because the final invoice for work related to the 2012/2013 financial year will not be received until Mid-August. This is because some surveying of customers who interacted with Council in June will need to be done in July.
2011481	Perception Survey	To Res			20,000	Survey has been delayed therefore additional funding is required for completion of survey
2030310	Ryde Planning and Business Centre	To Res			26,320	Project has not been completed and unspent funding is carried forward to 2013/2014
2030557	Council Resolved Community Engagement	To Res	20,000		27,724	Carryover Adjustment
3430311	CRM Workflow Update	To Res	83,750		(6,250)	Carryover Adjustment
	<b>Total Customer and Community Relations program</b>					
<b>Community and Cultural program</b>						
6830017	Crime Prevention Plan - implementation	NCP Inc		(2,000)	(2,000)	Additional Income received
6930047	Ryde Youth Theatre Group	NCP Inc		(6,572)	(6,572)	Additional income received
6830017	Crime Prevention Plan - implementation	NCP Exp	39,000		(801)	Carryover Adjustment
6830368	Operational Asset Management Plan	NCP Exp	5,000		(2,000)	Carryover Adjustment
6930045	Live Neighbourhood Project	NCP Exp	37,212		10,830	Carryover Adjustment
6930047	Ryde Youth Theatre Group	NCP Exp	63,650		(12,438)	Carryover Adjustment
6930068	Community Garden & Nursery	NCP Exp	9,050		(594)	Carryover Adjustment
6930320	Feasibility Study Community Hub-Eastwood	NCP Exp	10,000		5,750	Carryover Adjustment
5540280	Addington House - Upgrade	Cap Exp	57,355		149	Carryover Adjustment
7640088	Aboriginal Heritage - signage	Cap Exp	85,000		25,000	Combine the Public Art component
5540280	Addington House - Upgrade	From Res	(57,355)		(149)	Carryover Adjustment
6830017	Crime Prevention Plan - implementation	From Res	(24,000)		2,801	Carryover Adjustment
7640088	Aboriginal Heritage - signage	From Res			(25,000)	Combine the Public Art component

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
6830368	Operational Asset Management Plan	To Res	10,000		2,000	Carryover Adjustment
6930045	Live Neighbourhood Project	To Res	40,498		(10,830)	Carryover Adjustment
6930047	Ryde Youth Theatre Group	To Res	32,000		19,010	Carryover Adjustment
6930068	Community Garden & Nursery	To Res	8,000		594	Carryover Adjustment
6930320	Feasibility Study Community Hub-Eastwood	To Res	95,000		(5,750)	Carryover Adjustment
	<b>Total Community and Cultural program</b>					
<b>Risk Management program</b>						
1630099	Internal Audit Quality Assessment	NCP Exp	13,000		(13,000)	Project has been deferred and was ratified at the Audit and Risk Committee meetings
1630099	Internal Audit Quality Assessment	To Res			13,000	Project has been deferred and was ratified at the Audit and Risk Committee meetings
	<b>Total Risk Management program</b>					
<b>Paths and Cycleways program</b>						
4740819	MQ Park TfNSW ECRL Station Access Works	Cap Inc	(300,000)	(2,430,000)	(2,130,000)	Carryover Adjustment
5422014	Ryde Parramatta River Walk (POT p.43/57)	Cap Inc	(49,300)		49,300	Carryover Adjustment
5422014	Ryde Parramatta River Walk (POT p.43/57)	Cap Inc	(1,200,000)	(31,254)	1,168,746	Carryover Adjustment
4740565	Asset Management - Condition Data	Cap Exp	222,422		58,973	Carryover Adjustment
4740819	MQ Park TfNSW ECRL Station Access Works	Cap Exp	160,000		390,630	Carryover Adjustment
5422014	Ryde Parramatta River Walk (POT p.43/57)	Cap Exp	329,388		53,450	Carryover Adjustment
4740565	Asset Management - Condition Data	From Res	(222,422)		(58,973)	Carryover Adjustment
5422014	Ryde Parramatta River Walk (POT p.43/57)	From Res	(410,875)		59,291	Carryover Adjustment
4740819	MQ Park TfNSW ECRL Station Access Works	To Res	140,000		(140,000)	Carryover Adjustment
4740819	MQ Park TfNSW ECRL Station Access Works	To Res			1,879,370	Carryover Adjustment
5422014	Ryde Parramatta River Walk (POT p.43/57)	To Res	1,330,787		(1,330,787)	Carryover Adjustment
	<b>Total Paths and Cycleways program</b>					

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
<b>Environmental program</b>						
8411338	Business Audit Program	NCP Exp	31,112		932	Carryover Adjustment
8411338	Business Audit Program	From Res	(31,112)		(932)	Carryover Adjustment
	<b>Total Environmental program</b>					
<b>Land Use Planning program</b>						
2730299	Review Stormwater DCP and align WSUD	NCP Exp	3,902		7,946	Carryover Adjustment
4130059	Section 94 Contribution Plan	NCP Exp	95,000		3,834	Carryover Adjustment
4130062	Macquarie Park DCP	NCP Exp	70,729		(20,970)	Carryover Adjustment
4230552	Consultant for Nth Ryde Station Precinct	NCP Exp	50,000		(50,000)	Funding approved in QBR3 and project will start in 2013/2014.
4130059	Section 94 Contribution Plan	From Res	(95,000)		(3,834)	Carryover Adjustment
4130062	Macquarie Park DCP	From Res	(70,729)		20,970	Carryover Adjustment
2730299	Review Stormwater DCP and align WSUD	To Res	71,098		(7,946)	Carryover Adjustment
4230552	Consultant for Nth Ryde Station Precinct	To Res			50,000	Funding approved in QBR3 and project will start in 2013/2014.
	<b>Total Land Use Planning program</b>					
<b>Traffic &amp; Transport program</b>						
4930517	Meadowbank/Gladesville Traffic Study	NCP Exp	52,393		53,992	Carryover Adjustment
4940764	Rowe Street, Eastwood - Traffic Calming	Cap Inc	(100,000)	(81,951)	18,049	Carryover Adjustment
4940764	Rowe Street, Eastwood - Traffic Calming	Cap Exp	100,000		(18,672)	Carryover Adjustment
4930517	Meadowbank/Gladesville Traffic Study	From Res	(52,393)		(53,992)	Carryover Adjustment
4940764	Rowe Street, Eastwood - Traffic Calming	To Res			623	Carryover Adjustment
	<b>Total Traffic &amp; Transport program</b>					
<b>Economic Development program</b>						
4130225	Macquarie Park Website	NCP Exp	29,000		(3,350)	Carryover Adjustment



# Quarterly Changes Report - Detailed

APPENDIX B

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
4130249	Implementation of Marketing Plan	NCP Exp	51,330		(21,930)	Carryover Adjustment
4130251	City of Ryde Food & Festivals Guide	NCP Exp	30,000		(4,450)	Carryover Adjustment
4130225	Macquarie Park Website	From Res	(29,000)		3,350	Carryover Adjustment
4130249	Implementation of Marketing Plan	From Res	(51,330)		21,930	Carryover Adjustment
4130251	City of Ryde Food & Festivals Guide	To Res	10,000		4,450	Carryover Adjustment
	<b>Total Economic Development program</b>					
<b>Organisational Development program</b>						
1030084	Performance Review Process	NCP Exp	93,597		(24,481)	Project has not been completed and system is under development. Unspent fund to be carried forward to 2013/2014.
1030113	Internal Communication (Incl Intranet)	NCP Exp	32,696		(32,696)	The Intranet Redevelopment Project is on hold following major issues with the current WCM platform. This included frequent downtimes, speed issues and an inability to upload newly designed features. The remaining budget will be used to launch a new platform that provides a more efficient service to staff and aligns with the City of Ryde website.
2230287	Best Value Reviews (annual)	NCP Exp	7,000		4,186	Carryover Adjustment
1030084	Performance Review Process	To Res			24,481	Project has not been completed and system is under development. Unspent fund to be carried forward to 2013/2014.
1030113	Internal Communication (Incl Intranet)	To Res			32,696	The Intranet Redevelopment Project is on hold following major issues with the current WCM platform. This included frequent downtimes, speed issues and an inability to upload newly designed features. The remaining budget will be used to launch a new platform that provides a more efficient service to staff and aligns with the City of Ryde website.
2230287	Best Value Reviews (annual)	To Res	18,000		(4,186)	Carryover Adjustment
	<b>Total Organisational Development program</b>					
<b>Regulatory program</b>						
3940853	Macquarie Park Parking Scheme Upgrade	Cap Exp	447,378		(152,386)	This is a 4 year project and unspent fund to be carried forward.
3940853	Macquarie Park Parking Scheme Upgrade	From Res	(447,378)		152,386	This is a 4 year project and unspent fund to be carried forward.
	<b>Total Regulatory program</b>					

# Quarterly Changes Report - Detailed

			Approved Budget 12/13	YTD Actual 12/13	Proposed Changes 12/13	Comments
<b>Waste and Recycling program</b>						
3230246	Future Focus Home Waste & Sustainability	NCP Exp	40,600		(3,471)	Carryover Adjustment
3230246	Future Focus Home Waste & Sustainability	From Res	(30,600)		3,471	Carryover Adjustment
	<b>Total Waste and Recycling program</b>					
<b>Internal Corporate Services program</b>						
1311110	Financial Assistance Grant	Op Inc	(1,009,078)	(2,122,398)	(1,113,320)	Advance payment and to be transferred to reserve.
2130209	Review and Update HR Policies	NCP Exp	40,000		(11,240)	Project has not been completed and it will be finished by the 1st quarter.
8530162	GPIMS - System Development	NCP Exp	133,430		(31,880)	Carryover Adjustment
2411409	High Speed Scanner/OCR matching software	Cap Exp			(1,680)	Project will be completed in the 1st quarter.
2440740	TechOne Enhancements	Cap Exp	75,107		(2,926)	Carryover Adjustment
50020	Information Technology Renewals	Cap Exp	457,000	375,486	(81,769)	Carryover Adjustment
50020	Information Technology Renewals	From Res	(440,000)		64,769	Carryover Adjustment
50020	Information Technology Renewals	To Res	83,000		17,000	Carryover Adjustment
2411409	High Speed Scanner/OCR matching software	From Res	(43,520)		1,680	Project will be completed in the 1st quarter.
2424284	Budgeting Tool Software - Purchase	From Res	(16,100)		8,000	Carryover Adjustment
2440740	TechOne Enhancements	From Res	(153,600)		81,419	Carryover Adjustment
1311110	Financial Assistance Grant	To Res			1,113,320	Advance payment and to be transferred to reserve.
2130209	Review and Update HR Policies	To Res			11,240	Project has not been completed and it will be finished by the 1st quarter.
2424284	Budgeting Tool Software - Purchase	To Res	10,200		(8,000)	Carryover Adjustment
2440740	TechOne Enhancements	To Res	100,000		(78,493)	Carryover Adjustment
8530162	GPIMS - System Development	To Res	16,570		31,880	Carryover Adjustment
	<b>Total Internal Corporate Services program</b>				<b>(190,527)</b>	
	<b>GRAND TOTAL</b>				<b>(360,000)</b>	

# Consolidated Income & Expenditure Estimates

Includes all Special Rates & Levies

PROJECTED OPERATING RESULT	Original Budget 2012/2013 \$'000	C/Over Budget 2012/2013 \$'000	TOTAL Original Budget 2012/2013 \$'000	Sep Changes 2012/2013 \$'000	Dec Changes 2012/2013 \$'000	Mar Changes 2012/2013 \$'000	Jun Carryovers 2012/2013 \$'000	Jun Changes 2012/2013 \$'000	PROPOSED Budget 2012/2013 \$'000	ACTUAL YTD 2012/2013 \$'000
<b>OPERATING REVENUE</b>										
Rates & Annual Charges	60,554		60,554	192					60,746	60,844
User Charges & Fees	11,959		11,959	497	(54)	723			13,124	13,781
Interest	3,526		3,526		18	1,940			5,483	5,692
Other Operating Revenue	6,432		6,432	20	200	189	0	7	6,847	7,271
Operating Grants & Contributions	6,820		6,820	(1,496)	143	37	(95)	1,547	6,957	7,047
<b>TOTAL OPERATING REVENUE</b>	<b>89,291</b>		<b>89,291</b>	<b>(787)</b>	<b>306</b>	<b>2,889</b>	<b>(95)</b>	<b>1,554</b>	<b>93,157</b>	<b>94,635</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	39,225		39,225	(16)	(321)	(813)			38,075	34,614
Materials & Contracts	24,678	1,301	25,979	907	870	1,988	(1,236)	(336)	28,171	24,887
Borrowing Costs	274		274						274	131
Other Operating Expenses	14,344	0	14,344	182	201	27			14,754	13,947
<b>TOTAL OPERATING EXPENSES</b>	<b>78,521</b>	<b>1,301</b>	<b>79,821</b>	<b>1,073</b>	<b>750</b>	<b>1,202</b>	<b>(1,236)</b>	<b>(336)</b>	<b>81,274</b>	<b>73,579</b>
<b>Operating Result Before Capital Amounts</b>	<b>10,770</b>	<b>(1,301)</b>	<b>9,470</b>	<b>(1,860)</b>	<b>(444)</b>	<b>1,687</b>	<b>1,142</b>	<b>1,890</b>	<b>11,884</b>	<b>21,056</b>
Capital Grants & Contributions	1,836	1,533	3,369	3,177	7,993	3,446	(2,574)	2,338	17,748	17,805
In-kind Contributions										
Net Gain / (Loss) on Disposal of Asset										(124)
<b>Total Capital Income</b>	<b>1,836</b>	<b>1,533</b>	<b>3,369</b>	<b>3,177</b>	<b>7,993</b>	<b>3,446</b>	<b>(2,574)</b>	<b>2,338</b>	<b>17,748</b>	<b>17,680</b>
<b>Operating Result Before Depreciation</b>	<b>12,606</b>	<b>232</b>	<b>12,839</b>	<b>1,317</b>	<b>7,548</b>	<b>5,133</b>	<b>(1,433)</b>	<b>4,228</b>	<b>29,632</b>	<b>38,737</b>
Depreciation & Impairment	19,711		19,711		971				20,682	1,600
<b>Operating Result</b>	<b>(7,105)</b>	<b>232</b>	<b>(6,872)</b>	<b>1,317</b>	<b>6,578</b>	<b>5,133</b>	<b>(1,433)</b>	<b>4,228</b>	<b>8,950</b>	<b>37,137</b>

# Consolidated Income & Expenditure Estimates

Includes all Special Rates & Levies

PROJECTED FUNDING	Original Budget 2012/2013 \$'000	C/Over Budget 2012/2013 \$'000	TOTAL Original Budget 2012/2013 \$'000	Sep Changes 2012/2013 \$'000	Dec Changes 2012/2013 \$'000	Mar Changes 2012/2013 \$'000	Jun Carryovers 2012/2013 \$'000	Jun Changes 2011/2012 \$'000	PROPOSED Budget 2012/2013 \$'000	ACTUAL YTD 2012/2013 \$'000
<b>OPERATING RESULT</b>	(7,105)	232	(6,872)	1,317	6,578	5,133	(1,433)	4,228	8,950	37,137
Funding										
ADD (Non-Cash) - Depreciation	19,711		19,711		971				20,682	1,600
ADD (Non-Cash) - ELE Accruals										(438)
ADD (Non-Cash) - Interest on Security Deposits - Accruals										
ADD Book Value of Assets Disposed	1,000		1,000						1,000	1,298
<b>Cash Available to Fund Capital Expenditure</b>	<b>13,606</b>	<b>232</b>	<b>13,839</b>	<b>1,317</b>	<b>7,548</b>	<b>5,133</b>	<b>(1,433)</b>	<b>4,228</b>	<b>30,632</b>	<b>39,597</b>
<b>CAPITAL EXPENDITURE</b>										
Community Life	3,410	7,196	10,606	409	695	415	(6,012)	89	6,201	6,042
Environment & Planning	3,327	1,179	4,506	20	(625)	619	(2,419)	178	2,279	2,271
Public Works	12,176	1,543	13,719	984	2,830	230	(3,881)	78	13,961	13,179
Corporate Services	1,610	2,652	4,262	170	2	23	(193)	(696)	3,567	3,084
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>20,523</b>	<b>12,570</b>	<b>33,093</b>	<b>1,583</b>	<b>2,902</b>	<b>1,287</b>	<b>(12,505)</b>	<b>(352)</b>	<b>26,009</b>	<b>24,577</b>
<b>Cash Flow to Fund</b>	<b>(6,917)</b>	<b>(12,338)</b>	<b>(19,255)</b>	<b>(266)</b>	<b>4,646</b>	<b>3,846</b>	<b>11,073</b>	<b>4,579</b>	<b>4,624</b>	<b>15,020</b>
<b>Financed by:</b>										
Opening Working Capital	4,052	1,308	5,360						5,360	5,360
<b>Borrowings</b>										
New Borrowings		1,200	1,200				(1,200)			
Less: Loan Repayments	(381)		(381)						(381)	(482)
Net Loan Funds (Payments/Receipts)	(381)	1,200	819				(1,200)		(381)	(482)
<b>Reserves</b>	<b>5,643</b>	<b>11,138</b>	<b>16,780</b>	<b>(72)</b>	<b>(4,580)</b>	<b>(3,850)</b>	<b>(9,873)</b>	<b>(4,219)</b>	<b>(5,813)</b>	<b>3,204</b>
<b>Closing Working Capital</b>	<b>2,397</b>	<b>1,308</b>	<b>3,705</b>	<b>(338)</b>	<b>67</b>	<b>(4)</b>	<b>0</b>	<b>360</b>	<b>3,790</b>	<b>23,102</b>