


**ATTACHMENTS FOR: AGENDA NO. 1/18  
Finance and Governance Committee**



**Meeting Date:** Tuesday 20 February 2018  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde  
**Time:** 6.00pm

**ATTACHMENTS FOR FINANCE AND GOVERNANCE COMMITTEE**

**Item**

**5 DECEMBER QUARTERLY REVIEW REPORT - FOUR YEAR  
DELIVERY PLAN 2017-2021 AND 2017/2018 OPERATIONAL PLAN**

Attachment 1 Quarterly Review Report - Quarter Two - October -  
December 2017



CITY OF RYDE  
**QUARTERLY  
REVIEW  
REPORT**

**SECOND QUARTER 2017/18**  
**OCTOBER – DECEMBER 2017**

## **PART A - GENERAL MANAGER'S OVERVIEW**

- Highlights
- Financial Management
- Corporate Performance Measures

## **PART B – OUTCOME SUMMARIES**

- City of Liveable Neighbourhoods
  - Summary Highlights
  - Financial Management
  - Program Performance Measures
  - Projects
- City of Wellbeing
- City of Prosperity
- City of Environmental Sensitivity
- City of Connections
- City of Harmony and Culture
- City of Progressive Leadership

## **PART C – APPENDICES**

- Appendix A – Reserve Listing Report
- Appendix B – 2017/18 Quarterly Changes Report
- Appendix C– Consolidated Income and Expenditure Estimates 2017/18

## General Manager

This December Quarterly Review reports on the progress towards the achievement of the City of Ryde's Delivery Plan 2017-2021 including the 2017/18 One Year Operational Plan. Council monitors the progress of the Operational Plan on a quarterly basis, with the report highlighting Council's performance against key indicators and the planned projects.

Council's available Working Capital is projected to decrease by \$1.04 million to approximately \$4.61 million as at 30 June 2018, noting \$1.50 million from working capital is proposed to be transferred to the Ryde Central Reserve. Council is projecting an Operating Result before Depreciation and Capital Grants and Contributions as at 30 June 2018 from an original budget surplus of \$19.42 million to a revised surplus of \$20.33 million. Overall, Council's financial position continues to be sound.

This report demonstrates Council's commitment to complete the majority of planned projects in our 2017/18 Operational Plan. In total there are 113 Capital and Non Capital projects, for completion by the 30 June 2018. The 113 projects are made up of the 2017/18 Operational Plan projects, new projects added throughout the quarter by Council resolution and projects carried over into this year from 2016/17. All projects had commenced during the October - December Quarter. Of these 13 were reported as completed, 10 were noted as requiring attention and one had been cancelled. The remaining 89 were reported as on track to be delivered as planned.

All Departments were progressing well towards delivering their Corporate Performance Indicator targets. The majority of corporate indicators are on track to achieve or exceed their annual targets by June 2018. During the quarter Council responded to 8,357 customer requests and 5,595 items of correspondence within required timeframes, giving a result of 94% and 91% respectively. Income and expenditure results are also within target projections.

As at December 2017, 29% of management positions were held by women, against a target of 35%. A total of 5 of the 9 Audit Recommendations scheduled to be completed during the quarter were actually completed, with plans in place to complete the remainder during the March quarter in 2018.

The following financial summary is provided on the key components of Council's Operational Plan 2017-18 and is supported by detailed information in the appendices.

## Quarterly Review Report 1 October – 31 December 2017

### Highlights

#### December Quarterly Review

- Council's available Working Capital is projected to decrease by \$1.04 million to approximately \$4.61 million as at 30 June 2018, noting \$1.50 million Working Capital is proposed to be transferred to Ryde Central Reserve. This level of Working Capital is regarded as acceptable, being above Council's minimum Working Capital balance of \$4 million.
- Council is projecting an Operating Result before Depreciation and Capital Grants and Contributions from an original \$19.42 million budget surplus to a revised \$20.33 million surplus.
- Overall, Council's financial position continues to be sound.

2017/18	Original Budget 2016/17 (\$'000)	Carryover Budget 2016/17 (\$'000)	Previously Approved Changes (\$'000)	Revised Budget (\$'000)	Proposed Changes (\$'000)	Projected Budget (\$'000)	Actual YTD (\$'000)	Budget YTD (\$'000)	% Variance
<b>Base</b>									
Income	(119,609)		245	(119,364)	(999)	(120,364)	(104,282)	(101,636)	2.60%
Expenditure	95,232		839	96,071	39	96,110	39,788	44,594	-10.78%
<b>Total Base</b>	<b>(24,377)</b>		<b>1,084</b>	<b>(23,294)</b>	<b>(960)</b>	<b>(24,254)</b>	<b>(64,494)</b>	<b>(57,042)</b>	<b>13.06%</b>
<b>Non-Capital</b>									
Income	(20)	(172)		(192)	134	(58)	(29)	(192)	-84.70%
Expenditure	3,372	585	106	4,063	(78)	3,984	1,162	2,337	-50.27%
<b>Total Non-capital</b>	<b>3,352</b>	<b>413</b>	<b>106</b>	<b>3,871</b>	<b>56</b>	<b>3,927</b>	<b>1,133</b>	<b>2,145</b>	<b>-47.18%</b>
<b>Capital</b>									
Income	(20,414)	(433)	(2,544)	(23,391)	(1,005)	(24,396)	(10,102)	(12,074)	-16.34%
Expenditure	39,433	12,089	4,795	56,316	2,046	58,362	22,102	35,555	-37.84%
<b>Total Capital</b>	<b>19,019</b>	<b>11,655</b>	<b>2,250</b>	<b>32,925</b>	<b>1,041</b>	<b>33,966</b>	<b>12,000</b>	<b>23,480</b>	<b>-48.89%</b>
Transfers from reserves	(67,511)	(12,033)	(3,950)	(83,493)	(5,314)	(88,808)	(169)	(13,051)	-98.71%
Transfers to Reserves	68,945	(35)	980	69,890	6,112	76,002		(35)	-100.00%
<b>Total Reserve Movements</b>	<b>1,434</b>	<b>(12,068)</b>	<b>(2,970)</b>	<b>(13,604)</b>	<b>798</b>	<b>(12,806)</b>	<b>(169)</b>	<b>(13,086)</b>	<b>-98.71%</b>
<b>Net Result Excluding Reserves</b>	<b>(2,006)</b>	<b>12,068</b>	<b>3,440</b>	<b>13,502</b>	<b>137</b>	<b>13,639</b>	<b>(51,361)</b>	<b>(31,417)</b>	<b>63.48%</b>
Book Value of Assets	(1,000)			(1,000)		(1,000)	(920)	(500)	84.09%
Advances									
Loan Proceeds	(350)			(350)	100	(250)		(175)	-100.00%
Loan Repayments	914			914		914	441	457	-3.41%
<b>Total Other Items</b>	<b>(436)</b>			<b>(436)</b>	<b>100</b>	<b>(336)</b>	<b>(479)</b>	<b>(218)</b>	<b>119.72%</b>
<b>Net Result</b>	<b>(1,008)</b>	<b>0</b>	<b>470</b>	<b>(538)</b>	<b>1,035</b>	<b>497</b>	<b>(52,009)</b>	<b>(44,721)</b>	<b>16.30%</b>

## Quarterly Review Report 1 October – 31 December 2017

### Financial Position – December Quarterly Review

Following this quarter's budget review as stated, Council's financial position has improved with a net increase of \$1.91 million in Council's Operating Surplus (\$0.91 million before Depreciation and Capital Grants and Contributions). A majority of this increase will be \$1.00 million for Developer Contribution received in relation to Capital Projects, \$0.60 million additional investment interest received, \$0.20 million additional rates income and \$0.20 million Enforcement levy.

Council's available Working Capital has reduced by \$1.04 million to \$4.61 million. The reduction is mainly due to \$1.50 million working capital transferred to Ryde Central Reserve.

The Capital Works Program, YTD, is at approximately 37.87% net financially, excluding contributed assets.

Operating expenses, YTD, are within 12.74% (favourable) of the budgeted amounts, which is a good result.

Operating Income (Base Budget and Non-Capital & Capital Income) is projected to increase by \$1.87 million (1.31%) and Operating Expenses are projected to decrease by \$0.04 million (-0.04%), a net increase in Operating Surplus of \$1.91 million to \$44.72 million. This is an excellent result given the tight revenue base from which Council is operating.

Council had budgeted to undertake \$56.32 million of capital works. This is projected to increase by \$2.05 million, resulting in a revised total capital works budget of \$58.36 million.

### Base Budget

Base Budget Income is projected to increase by \$1.00 million to \$120.36 million, while Base Budget Expenses are projected to increase by \$0.04 million to \$96.11 million, giving a net projected increase in the Base Budget Surplus of \$0.96 million (4.12%).

### Non-Capital Budget

Non-Capital Expenses are projected to decrease by \$0.08 million to \$3.98 million, giving a net projected increase in net Non-Capital Expenditure of \$0.06 million (1.45%).

### Capital Budget

Capital Income is projected to increase by \$1.01 million to \$24.40 million, while Capital Expenses are projected to increase by \$2.05 million to \$58.36 million, giving a net projected increase in net Capital Expenditure of \$1.04 million (3.16%).

### Reserve Movements

The net movement of Reserves was budgeted to be a net transfer from reserves of \$13.60 million for works carried over plus funding other works. This is projected to have a net decrease of \$0.80 million from reserves to a total of \$12.80 million transfer from reserves.

## Quarterly Review Report 1 October – 31 December 2017

### Summary by Program – Net Financial Result

Period ended December 2017	Original Budget 2017/18 (\$'000)	Revised Budget (\$'000)	Proposed Changes (\$'000)	Projected Budget (\$'000)	Actual YTD (\$'000)	Budget YTD (\$'000)	% Variance
Catchment program	2,164	2,169	0	2,169	2,315	2,958	-21.7%
Centres and Neighbourhood program	3,576	3,576	0	3,576	2,808	3,862	-27.3%
Community and Cultural program	2,976	3,010	-10	3,000	955	1,687	-43.4%
Customer and Community Relations program	3,616	3,485	0	3,485	1,495	1,687	-11.3%
Economic Development program	339	339	-14	325	189	209	-9.5%
Environmental program	625	625	0	625	772	336	129.8%
Foreshore program	87	87	0	87	208	644	-67.8%
Governance and Civic program	3,939	3,968	0	3,968	1,984	2,489	-20.3%
Internal Corporate Services program	-37,870	-37,258	1,235	-36,023	-65,102	-62,207	4.7%
Land Use Planning program	1,269	1,195	-15	1,180	-7,182	-9,323	-23.0%
Library program	4,615	4,610	0	4,610	2,104	2,692	-21.8%
Open Space, Sport & Recreation program	8,817	8,832	39	8,871	9,601	8,792	9.2%
Organisational Development program	252	267	0	267	121	137	-11.8%
Paths and Cycleways program	1,582	1,582	-75	1,507	2,064	2,627	-21.4%
Property Portfolio program	1,141	1,233	0	1,233	1,388	2,568	-45.9%
Regulatory program	-1,325	-1,661	-200	-1,861	-1,499	-867	72.9%
Risk Management program	3,130	3,242	0	3,242	2,000	2,066	-3.2%
Roads program	569	686	0	686	6,006	5,586	7.5%
Strategic City program	128	115	0	115	140	184	-24.0%
Traffic & Transport program	490	490	75	565	1,267	1,814	-30.2%
Waste and Recycling program	-1,128	-1,128	0	-1,128	-13,643	-12,661	7.8%
<b>GRAND TOTAL NET RESULT</b>	<b>-1,008</b>	<b>-538</b>	<b>1,035</b>	<b>497</b>	<b>-52,009</b>	<b>-44,721</b>	<b>16.3%</b>

# CORPORATE PERFORMANCE DASHBOARD

## Insights

Customer Satisfaction

### Annual Indicator

Customer requests

# 94%

Acknowledged within 10 working days

Dec-17

Inward Correspondence

# 91%

Acknowledged within 10 working days

Dec-17

Complaints

# 100%

1 of 1 complaint resolved within agreed timeframes

Dec-17

### Customer

Responses to customer requests, inwards correspondence response times and responses to complaints were all above target during the quarter.

Income

# 2.6%

Dec-17

Above YTD base budget approved income

Expenditure

# -11%

Dec-17

Below YTD base budget approved expenditure

Project Status at Dec 2017

113 Projects in 2017-18

On Track 90

10 Issues noted

12 Completed

1 Deferred

### Financials and Projects

**Income and Expenditure** – results are consistent with previous years and previous quarters.

Lost Time Injuries

# 4

Lost time Injury during the Quarter

Dec-17

Women in Leadership

# 29%

Women in management positions

Dec-17

Audit Recommendations

# 56%

5 of 9 completed for the quarter to Dec-17

### Organisation

**Women in Leadership** – As at December 2017, 29% of management positions were held by women, compared to a target of 35%.

**Audit Recommendations** – Four recommendations were not completed on time. Plans are in place for completion of these by March 2018.



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

## GOAL ONE

All residents enjoy living in clean, safe, friendly and vibrant neighbourhoods

## STRATEGIES

To create welcoming neighbourhoods that are inviting, safe and enjoyable.  
To support a variety of uses and activities in our neighbourhoods, which contribute to a desirable lifestyle.  
To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods.

## GOAL TWO

Our community has a strong sense of identity in their neighbourhoods and are actively engaged in shaping them.

## STRATEGIES

To plan and design our neighbourhoods in response to our community's needs, wants and sense of belonging.  
To encourage and support local identity and character in our suburbs and neighbourhoods and protect our local heritage.

## GOAL THREE

Our neighbourhoods thrive and grow through sustainable design, planning and regulation that support community needs.

## STRATEGIES

To design our city to reflect the unique character, identity and housing needs of our community.  
To pursue sustainable design and adopt best practice in the planning of our suburbs and neighbourhoods.  
To create active public places and spaces through good planning and design.

## Summary

Delivery of this outcome is progressing well.

Highlights include the completion of the Gladesville Clock Tower Monument and the relocation of the Tramway Monument in the Ryde Town Centre to the Corner of Church Street and Balxland Road.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(4,837)	(196)	(5,033)	(3,191)	(2,659)	20.04%
Expenditure	9,616	(4)	9,612	4,375	4,878	-10.30%
<b>Total Base</b>	<b>4,779</b>	<b>(200)</b>	<b>4,579</b>	<b>1,184</b>	<b>2,219</b>	<b>-46.66%</b>
<b>Non-Capital</b>						
Income						
Expenditure	556		556	107	296	-64.00%
<b>Total Non-Capital</b>	<b>556</b>		<b>556</b>	<b>107</b>	<b>296</b>	<b>-64.00%</b>
<b>Capital</b>						
Income						
Expenditure	527	(40)	487	219	289	-24.34%
<b>Total Capital</b>	<b>527</b>	<b>(40)</b>	<b>487</b>	<b>219</b>	<b>289</b>	<b>-24.34%</b>
Transfers from reserves	(1,153)		(1,153)	(21)	(67)	-68.33%
Transfers to Reserves	99		99		(21)	-100.00%
<b>Total Reserve Movements</b>	<b>(1,054)</b>		<b>(1,054)</b>	<b>(21)</b>	<b>(88)</b>	<b>-75.95%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments						
<b>Total Loan Proceeds</b>						
<b>Net Result for Outcome</b>	<b>4,807</b>	<b>(240)</b>	<b>4,567</b>	<b>1,488</b>	<b>2,717</b>	<b>-45.23%</b>

# Outcome: A City of Liveable Neighbourhoods

## Performance Indicators 2017/18

Measure	Program	Target	Result	Status	Comments
% community satisfaction with graffiti removal	Centres and Neighbourhood Program	≥ 44%	98%	Annual Measure	
# of food premises inspections, annually	Regulatory Program	≥ 850	150	On Track	Staff vacancy being filled in Qrt 3. Inspection numbers expected to increase during last 2 quarters and achieve target as a result.
Mean gross assessment time (in days)	Regulatory Program	< 95	80	On Track	
Mean gross determination time - commercial, retail, office	Regulatory Program	< 91	88	On Track	
Mean gross determination time – residential alts & adds	Regulatory Program	< 77	60	On Track	
Mean gross determination time – single new dwellings	Regulatory Program	< 105	86	On Track	
Mean no. of DAs per FTE	Regulatory Program	> 59	22	Annual Measure	YTD results indicate the Assessment Department are on track to achieve the annual target.
Total approved development value (in millions)	Regulatory Program	> 0	553	On Track	
Total no. of DAs determined	Regulatory Program	> 0	220	On Track	

## Operational plan projects for 2017/18

Centres and Neighbourhoods Program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Gladesville Clocktower Monument Conservation	on track	on track	on track	December 2017	Completed	\$100,866	\$102,374	
	Neighbourhood Centre Renewal	on track	on track	on track	June 2018	On Track	\$109,800	\$18,404	Design consultation for Avon and Pittwater undertaken in Q2.
CF	Ryde Town Centre Monuments	on track	on track	on track	Jul 2017	Completed	\$23,100	\$21,926	Relocation of the Tramway Monument has been completed.
Land Use Planning program									
CF	Affordable Housing Calculator	on track	on track	on track	June 2018	On Track	\$15,000	\$11,680	Planning Proposal forwarded to Department of Planning requesting Gateway Determination.
	Local Environmental Plan Review	on track	on track	on track	2018-19	On Track	\$120,000	\$0	
Open Space, Sport & Recreation program									
CF	Street Tree Planting Program	on track	on track	on track	June 2018	On Track	\$88,447	\$41,261	Stock being procured, letters to residents sent, plantings to occur in Q4.
	Update Open Space Planning Master Plan	on track	on track	on track	June 2018	On Track	\$200,000	\$34,776	Consultation for Gannon and ELS Hall Master plans undertaken in Q2.

# City of Wellbeing

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

## GOAL ONE

Our residents are encouraged and supported to live healthy and active lives.

## STRATEGIES

To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.

To provide a variety of activities that encourage social interaction and stimulate every day wellbeing.

To collaborate with our partners to encourage more people to lead healthy and active lives locally.

## GOAL TWO

All residents feel supported and cared for in their community through the provision of ample services and facilities.

## STRATEGIES

To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life.

To collaborate with our partners to offer the whole community a range of quality services and facilities.

To influence decision makers to provide health and welfare services that meet the needs of all our community..

## GOAL THREE

Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours.

## STRATEGIES

To encourage a healthy, happy, inclusive and active community where neighbours look out for each other.

To provide safe community spaces and places for people to meet and get to know each other.

## Summary

Delivery of this outcome is progressing well. Highlights for the quarter include the completion of John Miller and Lynelle Parks projects.

There are two projects that are not on track for time. Current issues may impact the completion date for one of these projects - Playground Renewal & Upgrade.

The current Statewide shortage of Occupational Therapists is impacting delivery of Council's Home Modification service.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(8,235)	(3)	(8,238)	(5,022)	(4,787)	4.91%
Expenditure	17,130	8	17,138	7,943	8,752	-9.24%
<b>Total Base</b>	<b>8,895</b>	<b>5</b>	<b>8,900</b>	<b>2,921</b>	<b>3,964</b>	<b>-26.32%</b>
<b>Non-Capital</b>						
Income	(134)	134			(134)	-100.00%
Expenditure	531	(134)	397	93	406	-77.12%
<b>Total Non-Capital</b>	<b>397</b>		<b>397</b>	<b>93</b>	<b>272</b>	<b>-65.82%</b>
<b>Capital</b>						
Income	(360)		(360)	(14)	(360)	-96.22%
Expenditure	18,978	125	19,102	6,687	13,791	-51.51%
<b>Total Capital</b>	<b>18,617</b>	<b>125</b>	<b>18,742</b>	<b>6,674</b>	<b>13,431</b>	<b>-50.31%</b>
Transfers from reserves	(23,045)	(196)	(23,241)		(8,579)	-100.00%
Transfers to Reserves	4,467	150	4,617		50	-100.00%
<b>Total Reserve Movements</b>	<b>(18,578)</b>	<b>(46)</b>	<b>(18,623)</b>		<b>(8,529)</b>	<b>-100.00%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments	275		275	136	138	-1.34%
<b>Total Loan Proceeds</b>	<b>275</b>		<b>275</b>	<b>136</b>	<b>138</b>	<b>-1.34%</b>
<b>Net Result for Outcome</b>	<b>9,607</b>	<b>84</b>	<b>9,691</b>	<b>9,823</b>	<b>9,276</b>	<b>5.90%</b>

# Outcome: A City of Wellbeing

## Performance Indicators 2017/18

Measure	Program	Target	Q2 Result	Status	Comments
% capacity of leased halls booked (capacity based on 8 hour booking per day)	Community and Cultural Program	60%	77.5%	On Track	
% capacity of leased meeting rooms booked (capacity based on 8 hour booking per day)	Community and Cultural Program	40%	68%	On Track	
% of program and policy initiatives demonstrating collaboration	Community and Cultural Program	-	80%	On Track	
No. of clients using the home modification service	Community and Cultural Program	≥ 250	78	Off Track	HMMS has met with Occupational Therapists in October with a view of improving process due to the existing OT shortage. There is a waiting list of 46 clients waiting for an OT assessment. Had these assessments occurred the KPI would have been met and be on track
% capacity of parks/fields booked (capacity based on 8 hour booking per day)	Open space, sport and recreation program	≥ 38%	31%	On Track	On Track to meet annual target
% compliance - % compliance with pool water bacteriological criteria at the RALC	Open space, sport and recreation program	= 100%	100%	On Track	
Number of participants in organised sport on Council's active open space areas	Open space, sport and recreation program	> 500,000	121,000	On Track	On Track to meet annual target
Number of visitors to RALC	Open space, sport and recreation program	≥ 790,000	221,074	On Track	On track to meet yearly target

## Operational plan projects for 2017/18

Property Portfolio program	Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF Community Buildings Renewal	on track	on track	on track	June	On Track	\$442,043	\$88,686	
<b>Library program</b>								
Community Buildings Renewals - Libraries	action required	on track	on track	Jun 2018	On Track	\$100,000	\$15,792	Two child projects. CCTV at North Ryde Library on track. Upgrade to staff exit at Eastwood Library requires further action.
Digital enhancement for Libraries	on track	on track	on track	Jun 2018	On Track	\$34,000	\$743	Preliminary work undertaken, quotes received
CF RFID equipment replacement	on track	on track	on track	Mar 2018	On Track	\$212,000	\$204,517	Installation complete. Minor works underway to finalize project
<b>Traffic &amp; Transport program</b>								
Pedestrian Infrastructure Safety Around Schools Program	on track	on track	on track	Jun 2018	On Track	\$540,000	\$81,000	75% designs complete. Badajoz Road raised crossing implemented. Remaining raised crossings to commence construction in Q3 for completion in Q4.
Road Safety Plan	on track	on track	on track	July 2017	Completed	\$134,306	\$0	This project was completed in 2016/17 and incorporated within the Morrison Road LATM study investigation and implementation.
<b>Strategic City program</b>								
CF Lachlan's Line - Community Facility	on track	on track	on track	June 2018	On Track	\$17,764	\$29,016	

Open Space, Sport & Recreation program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Construction of Skate Facilities within City of Ryde	on track	on track	on track	June 2018	On Track	\$547,001	\$95,022	Tender commenced - report on results of tender to be reported to Council in Q3.
	Denistone East Bowling Club - Future Use	on track	on track	on track	June 2018	On Track	\$21,100	\$0	Preparatory work for next year's design/construct project is scheduled for Q4.
CF	Development of the Olympic Park Strategic Plan and Master Plan	on track	on track	on track	July 2017	On Track	\$396,915	\$92,934	There are 6 stages to the project. Stage 1 (Background Report) is complete, Stage 2 (Community Facility Analysis & Report) is complete, Stage 3 (Stakeholder Consultation) is complete and Stage 4 (Component Brief and Draft Strategic Plan) is 20% complete
	Implementation of Children Play Plan	on track	on track	complete	Jan 2018	Completed	\$6,175	\$4,975	Funds expended for the Elouera Reserve Playground Upgrade.
CF	Implementation of Children Play Plan -P2	on track	on track	on track	Jan 2018	On Track	\$279,624	\$285,371	Funds expended on the Elouera Reserve Project to be completed Q3.
	Passive Parks Expansion and Improvement	on track	on track	on track	May 2018	On Track	\$721,753	\$255,820	255 Quarry Rd works scheduled to be completed Q3, Tuckwell Park works scheduled to be completed Q4, Denistone Park dog off leash works scheduled for Q4, Fitness Equipment and Carryover projects completed.
CF	Playground Renewal & Upgrade	action required	on track	on track	2018-19	Issues noted	\$1,249,471	\$645,222	Forward Planning to be completed Q3, Carryover, John Miller Park and Lynelle Park playgrounds complete, ELS Hall Park works scheduled to commence in Q4 and completed in Q1 2018/19.
	RALC Asset Renewal	on track	on track	on track	June 2018	On Track	\$145,000	\$32,453	3 Child Projects completed - painting in Centre, pool inflatable, & security system upgrade. Two planned projects are to be cancelled - renewal of speakers, staff room upgrade. Remaining child projects on track
CF	Shrimptons Creek Corridor Embellishment (Precinct Activation)	on track	on track	on track	2018-19	On Track	\$2,850,114	\$1,542,688	Elouera Reserve to be completed Q3, Creek rehabilitation works to be completed Q4. Design consultant appointed and works in Wilga Park not scheduled to commence until August 2018.
	Sportsfield Floodlighting Expansion	on track	on track	on track	Jun 2018	On Track	\$150,000	\$25,948	Awaiting DA approval. RFQ scheduled for Q3
CF	Sportsfield Floodlighting Renewal	on track	on track	on track	Apr 2018	On Track	\$282,693	\$105,579	Forward Planning complete, Meadowbank Park contract awarded and works scheduled for Q4, Westminster Park works to be completed Q3.
CF	Sportsfield Renewal & Upgrade	on track	on track	on track	Mar 2018	On Track	\$1,016,792	\$644,309	Four projects including the carryover projects completed, Santa Rosa and Bill Mitchell Car Parks works scheduled for Q3, Tuckwell Park works scheduled for Q4, Meadowbank Park Field Renewal works to be completed Q3.
	Sportsground Amenities Renewal & Upgrade	on track	on track	on track	May 2018	On Track	\$530,000	\$335,321	Three projects completed, Pidding Park design scheduled for Q4, Putney Park community consultation in progress.
	Synthetic Playing Surfaces Expansion	on track	on track	on track	May 2018	On Track	\$3,891,331	\$2,208,156	Synthetic Surface works (Christie Park) scheduled to be completed in Q3, Consultant engaged for design of amenities building scheduled for completion in Q4.

# City of Prosperity

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

## GOAL ONE

**Our Community and businesses across the city flourish and prosper in an environment of innovation progression and economic growth.**

## STRATEGIES

To create a strong economic direction, with incentives that encourages new and diverse business investment and opportunities.

To work with relevant partners to share our brand, provide facilities and services to attract and retain local business in our city.

To share growth, prosperity and opportunities across the whole community.

## GOAL TWO

**Our city is well-designed and planned to encourage new investment, local jobs and business opportunities.**

## STRATEGIES

To respond in our planning, now and in the future, to global and metropolitan trends.

To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce time and travel costs and improve amenity.

To design retailing places that encourage and attract a diversity of business opportunities and jobs.

## GOAL THREE

**Macquarie Park is recognised globally and locally as an innovative education and technology hub.**

## STRATEGIES

To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence.

To take a leadership role to improve movement to, from, through and within Macquarie Park.

To optimise and promote Macquarie Park's distinctive qualities, to attract and create new and ongoing investment, assisting business to contribute to the Ryde community.

## Summary

Delivery of this outcome is progressing well.

One project, Multi Function Poles in Macquarie Park now needs to be deferred until 2018-19 pending completion of the Bus Priority works by RMS.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(16)		(16)	(3)	(8)	-58.31%
Expenditure	1,460		1,460	664	746	-11.06%
<b>Total Base</b>	<b>1,444</b>		<b>1,444</b>	<b>660</b>	<b>738</b>	<b>-10.54%</b>
<b>Non-Capital</b>						
Income				(4)		
Expenditure	499	(44)	455	164	276	-40.77%
<b>Total Non-Capital</b>	<b>499</b>	<b>(44)</b>	<b>455</b>	<b>160</b>	<b>276</b>	<b>-42.13%</b>
<b>Capital</b>						
Income						
Expenditure	3,841	(341)	3,500	798	2,433	-67.20%
<b>Total Capital</b>	<b>3,841</b>	<b>(341)</b>	<b>3,500</b>	<b>798</b>	<b>2,433</b>	<b>-67.20%</b>
Transfers from reserves	(4,454)	341	(4,113)	(15)	(1,078)	-98.61%
Transfers to Reserves						
<b>Total Reserve Movements</b>	<b>(4,454)</b>	<b>341</b>	<b>(4,113)</b>	<b>(15)</b>	<b>(1,078)</b>	<b>-98.61%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments						
<b>Total Load Proceeds</b>						
<b>Net Result for Outcome</b>	<b>1,329</b>	<b>(44)</b>	<b>1,285</b>	<b>1,603</b>	<b>2,369</b>	<b>-32.34%</b>



# Outcome: A City of Prosperity

## Performance Indicators 2017/18

Measure	Program	Target	Result	Status	Comments
% community satisfaction with Council's supporting of local jobs and businesses	Economic Development Program	0	No Data	Annual Measure	
% Customers Satisfied with CoR's Business Workshops	Economic Development Program	0	No Data	Annual Measure	

## Operational plan projects for 2017/18

Centres and Neighbourhood program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Multi-Function Poles in Macquarie Park	action required	action required	action required	2018-19	Deferred	\$1,227,437	\$114,695	This project has been deferred pending completion of the Bus Priority works. The project will be reconsidered following the rail shutdown to ensure no undue impact on traffic and pedestrians during the shutdown.
CF	Town Centre Upgrade Renewal	on track	on track	on track	June 2018	On Track	\$1,351,655	\$441,002	Tender completed - results to be reported to Council in Q3.
	Transport Management Association	on track	on track	on track	June 2018	On Track	\$100,000	-	
CF	West Ryde Plaza	on track	on track	on track	June 2018	On Track	\$1,151,415	\$242,091	Consultation on concept designs undertaken. Tender to be held in Q3.
Community and Cultural program									
CF	Macquarie-Ryde Futures - PhD - Housing and Community Development (Macquarie Park)	on track	on track	on track	June 2018	On Track	\$30,000	\$30,000	
Economic Development program									
	Centres Activation Program (Town and Neighbourhood Centres)	on track	on track	on track	Jun-18	On Track	\$155,800	\$72,863	
	Economic Development Plan Implementation	on track	on track	on track	Jun-18	On Track	\$40,000	\$18,777	25 businesses utilised our SME Business Advisory services this quarter, Council's Shop Local campaign was also launched with two videos highlighting local businesses serving their local communities.
	Implementation-Macquarie Park Marketing Plan	on track	on track	on track	Jun-18	On Track	\$75,000	\$8,309	Advanced Manufacturing Forum held, early stakeholder consultation for an updated Macquarie Park Marketing Plan has also commenced, and planning/preparations for February's IT Industry Sector Forum also commenced.

Land Use Planning program		Time	Cost	Scope	Delivery date	Q2 Status	Approved budget	YTD Actual	Comments
CF	Macquarie-Ryde Futures - PhD - Housing and Community Development (Macquarie Park)	on track	on track	on track	Jun-18	On Track	30,000	-	
<b>Open Space, Sport &amp; Recreation program</b>									
CF	Macquarie Park, Waterloo Rd	on track	on track	on track	2018-19	Issues noted	6,000,000	-	Discussions with State Government regarding the details of the delivery of the park are still ongoing.
<b>Strategic City program</b>									
	Wireless Services and Smart Technologies Implementation in Macquarie Park	on track	on track	on track	Jun-18	On Track	50,000	\$4,540	MPID received grant funding to provide complementary project. Collaboration with MPID will be undertaken in Q3 to ensure the scope of Council's project and the Grant project are synchronised to maximise community benefit.

# City of Environmental Sensitivity

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

## GOAL ONE

Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment.

## STRATEGIES

To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them.

To actively collaborate with our community and businesses to care for and enhance our environment.

To provide incentives which encourage all to enhance, preserve and protect our natural ecosystems.

## GOAL TWO

To encourage and enable all our residents to live a more environmentally sensitive life.

## STRATEGIES

To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development.

To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.

## GOAL THREE

As we grow, we protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change.

## STRATEGIES

To lead by example and demonstrate environmental sensitivity in all that we do.

To work collaboratively with neighbouring councils to develop measures to protect our natural environment and bio-diversity.

To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

## Summary

Overall delivery of this outcome is progressing well.

There are potential delays affecting delivery of two projects - **Ann Thorn Park Catchment Works** and **Shepherds Bay Outlet works**.

Additional funding is being requested for **Stormwater Asset Replacement Renewal** to meet scope adjustments due to latent conditions (rock excavation and utility relocation) and integration with developer works.

Council is currently awaiting a decision from RMS on whether they want to proceed with the **Bennelong Park Groyne and Foreshore Improvement Project** once design and costing is confirmed.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(22,365)		(22,365)	(20,984)	(20,056)	4.63%
Expenditure	23,462		23,462	8,633	8,932	-3.35%
<b>Total Base</b>	<b>1,097</b>		<b>1,097</b>	<b>(12,351)</b>	<b>(11,124)</b>	<b>11.03%</b>
<b>Non-Capital</b>						
Income				(0)		
Expenditure	482	100	582	284	266	6.78%
<b>Total Non-Capital</b>	<b>482</b>	<b>100</b>	<b>582</b>	<b>284</b>	<b>266</b>	<b>6.78%</b>
<b>Capital</b>						
Income	(455)	(670)	(1,125)	(1,060)	(215)	392.26%
Expenditure	6,311	1,270	7,581	3,357	3,592	-6.54%
<b>Total Capital</b>	<b>5,855</b>	<b>600</b>	<b>6,455</b>	<b>2,297</b>	<b>3,376</b>	<b>-31.97%</b>
Transfers from reserves	(24,267)	(700)	(24,967)		(1,110)	-100.00%
Transfers to Reserves	20,099		20,099			
<b>Total Reserve Movements</b>	<b>(4,168)</b>	<b>(700)</b>	<b>(4,868)</b>		<b>(1,110)</b>	<b>-100.00%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments						
<b>Total Loan Proceeds</b>						
<b>Net Result for Outcome</b>	<b>3,266</b>		<b>3,266</b>	<b>(9,770)</b>	<b>(8,591)</b>	<b>13.72%</b>

# Outcome: A City of Environmental Sensitivity

## Performance Indicators 2017/18

Measure	Program	Target	Result	Status	Comments
% of stormwater assets that are condition level 4 or better	Catchment Program	99%	99%	Annual Measure	
% reduction in water used - all facilities below 2003/04 base year (shared with Operations)	Environmental Program	≥ 10	7.8	Annual Measure	Usage is trending below target when compared to first 2 quarters of 03/04

## Operational plan projects for 2017/18

Catchment program	Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
Ann Thorn Park Catchment Works	action required	on track	on track	Jun 2018	Issues noted	\$600,000	\$90,000	Final design dependent on adjacent development works
Shepherds Bay Outlet	action required	on track	on track	June 2018	Issues noted	\$100,000	\$15,000	Design only in 2017/18. Design consultant to be commissioned in Q3. Final design is dependent on adjacent development.
CF Stormwater Asset Replacement Renewal	on track	action required	on track	June 2018	Issues noted	\$1,940,000	\$1,332,655	4 projects are completed. 3 Projects are due to commence construction in Q3. All remaining projects are well advanced into detailed design. QBR2 has been requested to meet necessary scope adjustments.
CF Stormwater Improvement Works Renewal	on track	on track	on track	June 2018	On Track	\$1,275,138	\$929,504	3 projects completed. Remaining projects to commence construction in Q3
<b>Foreshore program</b>								
Bennelong Park Groyne and Foreshore Improvement Project	on track	on track	on track	Mar 2018	Issues noted	\$400,000	\$60,000	Stage 1 desktop scope and costing audit to commence Qrt 3. GHD Consultants have been engaged. There were initial delays in negotiating delivery agreement and construction contract with RMS and Department of Transport. This project is being fully funded by RMS and they will determine whether or not the project proceeds beyond Stage 1 once the scope, design and costing is confirmed. RMS have committed \$400k to this project and have requested that Council deliver the project. Contracts are being designed on that basis.

Environmental program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	RALC Multi-Purpose Centre - Solar	on track	on track	on track	May 2018	On Track	\$670,779	\$483,988	Panel installation commenced. Control and optimisation of the RALC site with solar under investigation. Investigation for solar credits underway. RALC site registration as Power Plant underway/ awaiting confirmation by Ausgrid. On-track for completion this financial year.
	SWAP_ Waste - to - Art	on track	on track	on track	2018-19	On Track	\$32,000	\$17,878	SWAP 2017 completed in August 2017. SWAP 2018 scheduled for completion August/September 2018. Currently advertising for new curator. Appointment of curator next quarter.
Open Space, Sport & Recreation program									
CF	Park & Open Space Tree Planting Program	on track	on track	on track	May 2018	On Track	\$73,341	\$21,946	Locations identified, stock currently being procured. Planting to occur in Q4.
	Ryde Biodiversity Plan - Implementation	on track	on track	on track	Jun 2018	On Track	\$140,000	\$0	Companion Animal flyer for FOM Wildlife Reserve designed, printed and distributed. Signage installed at FOM entry points and social media promotion. Finalisation of Bundarra Reserve delineation fencing to restore Reserve. Spring Flora and Fauna Surveying completed in draft. Reviewed new site management strategies for Bushcare Volunteer Program.
CF	Terry Creek Walking Trail	on track	on track	on track	2018-19	On Track	\$351,377	\$45,586	Community consultation completed in October 2017. Site assessment for drainage works completed. Tender for initial stage of trail out to market.
Waste and Recycling program									
	Community Problem Waste Recycling Centre	on track	on track	on track	2018-19	Completed	\$185,000	\$196,891	
	Home Waste & Sustainability	on track	on track	on track	Jun 2018	On Track	\$75,000	\$32,878	37 audits applications received. 34 audits conducted. Annual evaluation designed and launched this quarter.
CF	Illegal Dumping Surveillance & Reduction	on track	on track	on track	June 2018	On Track	\$35,395	\$30,195	Lease of surveillance cameras extended to April. Positive feedback from residents relating to illegal dumping surveillance camera deterring illegal dumping.
	Managing Waste Reduction in Multi Unit Dwellings	on track	on track	on track	June 2018	On Track	\$80,000	\$1,879	Project is underway, working with Strata to assist with clean up booking and illegal dumping.
CF	Mobile Problem Waste Recycling Stations	on track	on track	on track	June 2018	On Track	\$14,599	\$4,301	Investigation underway for further sites
	Old Landfill Sites Subsidence Program Renewal	on track	on track	on track	Feb 2018	On Track	\$300,000	\$168,377	Bill Mitchell Park and Morrison Bay Park Field 3 works to be completed Q3.
	Porters Creek Precinct	on track	on track	on track	June 2018	On Track	\$600,000	\$208,473	Project scope reduced, budget adjustment has been entered to reflect reduced scope.

# 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.

## GOAL ONE

Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde

## STRATEGIES

To improve transport connections between our centres, neighbourhoods and workplaces, that are accessible and safe.

To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable.

To encourage the use of environmentally friendly transport options..

## GOAL TWO

Our community has the option to safely and conveniently drive, park, cycle or walk around their city.

## STRATEGIES

To improve connectivity between and accessibility to our suburbs, centres, open spaces and places.

To improve car parking options in our busiest centres.

To influence decision makers so they respond to our major road, cycle and pathway needs.

## GOAL THREE

Our residents, visitors, workers and businesses are able to communicate locally and globally..

## STRATEGIES

To create publicly available spaces that offer access to communication technologies.

To create a WiFi City that offers our community accessible and flexible communication.

To collaborate with others to provide emerging communication technology in our city.

## Summary

Delivery of this outcome is progressing well.

There are 6 projects noting issues:

- **Road Resurfacing Renewal**, and **Road Kerb Renewal** are experiencing delays while additional funds are sought
- **Footpath Construction Expansion** is also awaiting funding, and delivery of the **Eastwood Transport Management and Access Plan 2008** is awaiting Parramatta Council approvals
- **Eastwood Transport Management and Access Plan 2008** and **Roundabout Monash/Buffalo Roads** are delayed while scope and design issues are resolved:

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(9,393)		(9,393)	(4,093)	(4,580)	-10.62%
Expenditure	11,077		11,077	5,532	5,597	-1.16%
<b>Total Base</b>	<b>1,684</b>		<b>1,684</b>	<b>1,439</b>	<b>1,018</b>	<b>41.40%</b>
<b>Non-Capital</b>						
Income	(25)		(25)		(25)	-100.00%
Expenditure	245		245	33	165	-79.99%
<b>Total Non-Capital</b>	<b>220</b>		<b>220</b>	<b>33</b>	<b>140</b>	<b>-76.41%</b>
<b>Capital</b>						
Income	(22,575)	(335)	(22,910)	(8,564)	(11,499)	-25.52%
Expenditure	20,097	1,233	21,331	8,203	11,832	-30.67%
<b>Total Capital</b>	<b>(2,478)</b>	<b>898</b>	<b>(1,580)</b>	<b>(361)</b>	<b>334</b>	<b>-208.16%</b>
Transfers from reserves	(18,208)	(898)	(19,106)	(60)	(1,391)	-95.70%
Transfers to Reserves	19,945		19,945		(55)	-100.00%
<b>Total Reserve Movements</b>	<b>1,737</b>	<b>(898)</b>	<b>839</b>	<b>(60)</b>	<b>(1,446)</b>	<b>-95.86%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments						
<b>Total Loan Proceeds</b>						
<b>Net Result for Outcome</b>	<b>1,163</b>		<b>1,163</b>	<b>1,051</b>	<b>45</b>	<b>2,228.06%</b>

# Outcome: A City of Connections

## Performance Indicators 2017/18

Measure	Program	Target	Q2 Result	Status	Comments
% of Seawalls that are condition level 4 or better	Foreshore Program	0	95.17%	On Track	Seawall assets in condition 5 are included in the capital work program
# Shop Ryder passengers transported, annually	Traffic & Transport Program	> 38,000	11,017	Annual Measure	Trending to achieve annual target

## Operational plan projects for 2017/18

Centres and Neighbourhood program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Ped Access & Mobility Plan - Macquarie Park	Complete	Complete	Complete	Oct 17	Completed	80,361	\$79,634	Carry over from 16/17 completed 1st quarter 17/18
Foreshore program									
CF	Seawalls/Retaining Walls Refurbishment	on track	on track	on track	Jun-18	On Track	1,810,384	\$187,406	Contractor engaged for Morrison Bay seawall. Construction commenced November 2017. Contractor will make progress claims
Internal Corporate Services program									
CF	Integrated Field Connectivity	on track	on track	on track	Dec-17	On Track	23,688	25,567	Test system is currently being used by staff. Final rollout after testing has been completed.
Paths and Cycleways program									
	Cycleways Construction - Expansion	on track	on track	on track	May 2018	On Track	\$2,098,522	\$403,885	Finalised Detail Design. Tender in early Q3 with construction to commence in later Q3 to be completed in Q4
	Footpath Construction Expansion	on track	action required	action required	May 2018	On Track	\$799,000	\$506,017	8 projects are completed. 4 Projects are due to commence construction in Q3. All remaining projects are well advanced into detailed design. QBR2 has been requested to meet necessary scope changes to meet DDA compliance, following site specific investigation and design. Increase cost of work due to change in unit rates in Minor Works contract..
	Footpath Construction Renewal	on track	on track	on track	May 2018	On Track	\$850,000	\$311,134	Rowe Street paver replacement completed. Remainder of the program to be undertaken in Q3 & Q4
Traffic & Transport program									
	Bus Shelters - new	on track	on track	on track	Jun 2018	On Track	\$60,000	\$48,233	RFQ submissions currently being evaluated. Two sites to be installed..
	Bus Stop DDA compliance	on track	on track	action required	June 2018	On Track	\$195,500	\$29,063	Construction scheduled for Q3 and Q4
	Bus Stop Seats - new	on track	on track	on track	March 2018	On Track	\$35,800	\$5,370	
	Car Park Renewal	on track	on track	on track	May 2018	On Track	\$425,000	\$63,750	Works underway, with project due to be completed in Q4

Roads program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Bridge Upgrade / Renewal	on track	on track	on track	Jun 2018	On Track	\$100,239	\$138,230	Project due for completion in Q3, Latent conditions – bedrock was much deeper than anticipated, hence piling cost escalated.
	Flood Mitigation/Constitution Road Upgrade	on track	on track	on track	Apr 2018	On Track	\$1,000,000	\$232,491	Angus Street Bridge only. RFQ process for design completed. Consultant engaged
	Heavy Patching	on track	on track	on track	May 2018	On Track	\$273,180	\$74,730	Contractor engaged. Works to be completed in Q3
	ITS Implementation	on track	on track	on track	May 2018	On Track	\$150,000	\$73,547	Local Area Traffic Calming Policy - 75% complete. Parking Strategy (audit kerbside allocation in key centres and define kerbside allocation policy improvement plan - Stage 1) - 50% complete.
	Road Kerb Renewal	on track	action required	action required	Jun 2018	Issues noted	\$3,525,620	\$1,373,913	3 projects completed. 4 locations in progress, with 7 remaining locations scheduled to be completed in Q3 & Q4. QBR2 has been requested to meet necessary scope adjustments due to latent conditions (Soft subgrade & Drainage Issue) encountered at Morrison Road (both sections), William Street and Terry Road (Eastwood)
	Road Resurfacing Renewal	on track	action required	on track	Jun 2018	Issues noted	\$5,630,760	\$3,936,015	Completed 23 of 44. 5 locations in progress, with remainder of works scheduled for Q3 and Q4. QBR2 has been requested to reflect the actual income received under Roads to Recovery Grant + Latent conditions (Soft Subgrade & Leaking Water main)
Traffic & Transport program									
CF	Centre Pedestrian Accessibility & Mobility Plans for Ryde	on track	on track	on track	Apr 2018	On Track	\$48,829	\$16,468	Exhibition completed. Scheduled for Council meeting in February 2018 for adoption of both PAMP's
	Constitution/Railway Rd, Meadowbank TCS	on track	on track	on track	Apr 2018	On Track	\$750,000	\$112,500	Design approved. Tender awarded. Construction to commence in January 2018.
CF	Devlin Street Traffic Update - RMS Pinch Point Program	on track	on track	on track	February 2018	On Track	\$36,000	\$16,514	Traffic volumes updated for Devlin St and details will be reported to Council for referral to RMS, to discontinue any proposed action as part of the Pinch Point Program.
	Eastwood Traffic & Parking Study	action required	on track	on track	2018-19	Issues noted	\$160,000	\$0	Draft Technical Study Brief prepared, awaiting feedback from TfNSW and RMS. Targeting Tender release to market, in Q3.
CF	Eastwood Transport Management and Access Plan 2008	on track	action required	on track	February 2018	On Track	\$150,000	\$9,338	Awaiting Parramatta City Council approval. Upon approval, Council can then proceed with construction.
CF	PAMP Implementation Works - Central, East and West Wards	on track	on track	on track	Jun 2018	On Track	\$287,091	\$48,279	Finalisation of site scoping and designs complete. First site out for tender and expected to be completed by end January 2018. Working with Assets to complete integration of PAMP actions into Delivery Plan works with footpaths, bus stops for delivering cost and project efficiencies.
	Road Safety Upgrades and Improvement	on track	on track	on track	May 2018	On Track	\$50,000	\$7,500	Abuklea Road and Culloden Road pedestrian refuge design approved at November Traffic Committee. Works to commence in Q3 to be completed in Q4
CF	Roundabout Monash/Buffalo Roads	action required	on track	action required	Jun 2018	Issues noted	\$333,225	\$0	The roundabout proposal cannot be constructed within the existing intersection due to site constraints. An alternative traffic management solution has been developed to be tabled at the February 2018 Traffic Committee. If approved, works to be scheduled in Q4.



Traffic Calming Devices	on track	on track	on track	Apr 2018	On Track	\$555,000	\$316,293	Works scheduled to commence in Q3 following concurrence from RMS on the proposed location of the traffic management device.
Traffic Facilities Renewal	on track	on track	on track	April 2018	On Track	\$374,000	\$138,441	Works progressing, further major renewal upgrades (roundabout in Orchard Street) planned for reconstruction in Q3.

# City of Harmony and Culture

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

## GOAL ONE

Our residents are proud of their diverse community, celebrating their similarities and differences.

## STRATEGIES

To provide activities and opportunities for people to share and celebrate their unique cultures.

To bring people together in their local neighbourhoods to encourage connection and belonging.

To create a distinct local identity built on our city's character and cultural heritage.

## GOAL TWO

People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces.

## STRATEGIES

To create and activate diverse cultural spaces and places for people to come together.

To support opportunities for creative industries to flourish in our city.

To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.

## GOAL THREE

Our community is able to learn and grow through a wealth of art, culture and lifelong learning opportunities.

## STRATEGIES

To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our city.

To provide a diversity of art, heritage, cultural and learning activities and opportunities in our city.

## Summary

Delivery of this outcome is progressing well. Scoping of the Art Project will be completed with the newly created Arts Committee.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(1,326)		(1,326)	(1,090)	(591)	84.61%
Expenditure	5,785		5,785	2,794	3,008	-7.11%
<b>Total Base</b>	<b>4,459</b>		<b>4,459</b>	<b>1,704</b>	<b>2,417</b>	<b>-29.52%</b>
<b>Non-Capital</b>						
Income	(33)		(33)	(26)	(33)	-21.88%
Expenditure	298		298	174	211	-17.27%
<b>Total Non-Capital</b>	<b>265</b>		<b>265</b>	<b>149</b>	<b>178</b>	<b>-16.41%</b>
<b>Capital</b>						
Income						
Expenditure	577		577	222	244	-8.77%
<b>Total Capital</b>	<b>577</b>		<b>577</b>	<b>222</b>	<b>244</b>	<b>-8.77%</b>
Transfers from reserves	(679)		(679)	(31)	(21)	45.50%
Transfers to Reserves	245		245		(9)	-100.00%
<b>Total Reserve Movements</b>	<b>(433)</b>		<b>(433)</b>	<b>(31)</b>	<b>(30)</b>	<b>2.08%</b>
Book Value of Assets						
Advances						
Loan Proceeds						
Loan Repayments						
<b>Total Loan Proceeds</b>						
<b>Net Result for Outcome</b>	<b>4,868</b>		<b>4,868</b>	<b>2,044</b>	<b>2,809</b>	<b>-27.23%</b>

# Outcome: A City of Harmony and Culture

## Performance Indicators 2017/18

Measure	Program	Target	Q2 Result	Status	Comments
% of Community Buildings that are condition level 4 or better	Community and Cultural Program	-	60%	Annual Measure	Linked to ongoing capital programs & annual maintenance programs
Number of library loans per capita	Library Program	≥ 7.2	1.57	Annual Measure	On track for annual target
Number of visits to the libraries annually	Library Program	≥ 960,000	240,999	Annual Measure	On track for annual target

## Operational plan projects for 2017/18

Centres and Neighbourhood program	Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
Night Time Economy Implementation (Stage 1)	on track	on track	on track	Jun-18	On Track	\$400,000	\$94,923	Gladesville - Trim Place lighting successfully implemented in Q2.
<b>Community and Cultural program</b>								
CF 2017 NSW Youth Council Conference	complete	complete	complete	Sep-17	Completed	\$99,091	\$85,667	Project delivered
CF Art Project	on track	on track	action required	2018-19	On Track	\$36,100		The scope of this project will be consulted consult with the newly created Arts Committee.
CF Ryde Remembers - ANZAC	on track	on track	on track	2018-19	On Track	\$18,078	\$2,365	Anzac Day Service on track and the final event for the committee is Remembrance Day 11 November 2018.
Ryde Youth Theatre Group	on track	on track	on track	Jul-17	On Track	\$75,000	\$46,738	
<b>Land Use Planning program</b>								
Heritage Grants Scheme	on track	on track	on track	Jun-18	On Track	\$20,000	\$3,322	
Macquarie Library and Creativity Hub Design	on track	on track	on track	2018-19	On Track	\$50,000	\$36,291	Developer is reviewing the design and associated documents with a view to exhibiting the VPA in Q3-4.
<b>Library program</b>								
Online Interactive Newspaper Reading Desks	on track	on track	on track	Jun-18	On Track	\$90,000	\$13,500	Detail of project and anticipated costs have been finalized. Work likely in March/April
Library Books	on track	on track	on track	Jun-18	On Track	\$487,190	\$208,726	Ongoing purchase of books

# 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

## GOAL ONE

Our city is well led and managed.

### STRATEGIES

To lead, govern and regulate in an ethical, equitable, transparent and accountable way.

To be responsive to the changing needs of our community.

To unite decision makers to deliver.

## GOAL TWO

The City of Ryde will deliver value for money services for our community and our customers.

### STRATEGIES

To optimise value for money and deliver responsible spending across all of our services.

To provide our customers with a continuously improving best practice service.

To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our city.

## GOAL THREE

Our residents trust their council, feel well informed, heard, valued and involved in the future of their city

### STRATEGIES

To make our community aware of things happening in their city that impact on the daily lives.

To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered.

To deliver a brand identity for our city that engages the community and promotes its positive attributes and direction.

## Summary

All projects for the Progressive Leadership Outcome including the review of Council's Community Strategic Plan are generally on track to be delivered as planned.

Key points to note from the Quarterly Review:

- This review is recommending a transfer of approximately \$1.5 million to the Ryde Central reserve, with \$1 million being utilised from Council's Working Capital. Working Capital after this adjustment is projected to be \$4.61 million. This results in the Ryde Central Reserve having a balance of \$6.1 million.
- Council has successfully progressed its eServices program, now providing an expanded service for payments that now includes section 149, 603 and 735A certificates.
- Council's preparation of its Community Strategic Plan 2028 is on track with a Councillor Workshop now scheduled for 20 March 2018.

2017/18 (\$'000)	Revised Budget	Proposed Changes	Projected Budget	Actual YTD	Budget YTD	% Variance
<b>Base</b>						
Income	(73,192)	(800)	(73,992)	(69,897)	(68,956)	1.37%
Expenditure	28,455	35	28,490	10,288	13,138	-21.69%
<b>Total Base</b>	<b>(44,738)</b>	<b>(765)</b>	<b>(45,503)</b>	<b>(59,609)</b>	<b>(55,818)</b>	<b>6.79%</b>
<b>Non-Capital</b>						
Income				(0)		
Expenditure	1,452		1,452	308	717	-57.07%
<b>Total Non-Capital</b>	<b>1,452</b>		<b>1,452</b>	<b>308</b>	<b>717</b>	<b>-57.07%</b>
<b>Capital</b>						
Income				(464)		
Expenditure	5,985	(200)	5,785	2,616	3,374	-22.48%
<b>Total Capital</b>	<b>5,985</b>	<b>(200)</b>	<b>5,785</b>	<b>2,151</b>	<b>3,374</b>	<b>-36.24%</b>
Transfers from reserves	(11,687)	(3,862)	(15,549)	(42)	(805)	-94.82%
Transfers to Reserves	25,033	5,962	30,996			
<b>Total Reserve Movements</b>	<b>13,347</b>	<b>2,100</b>	<b>15,447</b>	<b>(42)</b>	<b>(805)</b>	<b>-94.82%</b>
Book Value of Assets	(1,000)		(1,000)	(920)	(500)	84.09%
Advances						
Loan Proceeds	(350)	100	(250)		(175)	-100.00%
Loan Repayments	639		639	306	319	-4.30%
<b>Total Loan Proceeds</b>	<b>(711)</b>	<b>100</b>	<b>(611)</b>	<b>(615)</b>	<b>(356)</b>	<b>72.86%</b>
<b>Net Result for Outcome</b>	<b>(24,665)</b>	<b>1,235</b>	<b>(23,430)</b>	<b>(57,807)</b>	<b>(52,889)</b>	<b>9.30%</b>

# Outcome: A City of Progressive Leadership

## Performance Indicators 2017/18

Measure	Program	Target	Result	Status	Comments
% of Calls to the Customer Call Centre Resolved at the first point of contact	Customer and Community Relations Program	≥ 85%	83%	Off Track	The majority of the Customer Service Team are new and are still progressing through training and additional assistance with technical information is required. Influx of calls to a few departments where issues has caused the department not completing report requests within the timeframe of expectation causing a spike in messages taken.
% of Councillor requests responded to within agreed service standard	Governance and Civic Program	≥ 85%	77%	Off Track	This is an organisation wide measure and the Risk, Audit and Governance department plays the role of a post office in coordinating requests and obtaining responses from the organisation
Number of known breaches of statutory / council policy requirements	Governance and Civic Program	≤ 0	0	On Track	There have been no known breaches of Council policy or statutory requirements this quarter
% of allocated annual capital works program completed (annually)	Internal Corporate Services Program	≤ 85%	40%	Annual Measure	
% return on investment over the standard investment benchmark (i.e. Bank Bill Swap Reference Rate (Australian financial market) - BBSW)	Internal Corporate Services Program	≥ 0.85%	1.11%	On Track	
% of project milestones met on time	Organisational development program	≥ 90%	89%	On Track	Project approvals and changes.
Occupancy of commercial properties (income generating) over 12 months	Property Portfolio Program	> 75%	100%	On Track	

## Operational plan projects for 2017/18

Customer and Community Relations program		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
	Community Forums	on track	on track	on track	December 2017	On Track	\$30,000	\$31,249	
CF	Events Strategy	on track	on track	on track	May 2018	On Track	\$41,733	\$0	The Events Strategy will be presented to ET and then a Councillor Workshop 27 March
Community and Cultural program									
	Commercial Buildings Renewal	on track	on track	on track	April 2018	Completed	\$100,000	\$98,339	
Governance and Civic program									
	Councillor Induction	on track	on track	on track	Feb 2018	On Track	\$20,000	\$6,769	This project is complete but we are still awaiting an invoice from the NSW Electoral Commission for the costs relating to the September 2017 election.
	Election 2017	complete	complete	complete	September 2017	Completed	\$600,000	\$23,827	
	Provision of Councillor Equipment	complete	complete	complete	Jul 2017	Completed	\$48,000	\$10,659	All necessary equipment has now been provided to Councillors. Some further costs are anticipated to be incurred against this budget as internal costs are transferred from Council's IT section. These costs are currently being investigated and will be transferred in Q3.
Internal Corporate Services program									
	Financial Systems Review	on track	on track	on track	March	Cancelled	\$0	\$0	There are no funds allocated to this Project in 2017/18. This project should therefore be cancelled. There are separate funds available should council wish to use the LG Solutions product for the preparation of the 2017/18 Financial Statements.
	Fit for the Future Action Plan Implementation	on track	on track	on track	Jun 2018	On Track	\$150,000	\$0	Funds set aside to review Resource Strategy by June 2018 that will underpin the revised Draft Community Strategic Plan 2028, and 2018-2022 Draft Delivery Plan.
CF	Office Fitout - North Ryde Office and Top Ryde Office	on track	on track	on track	June 2018	On Track	\$167,992	\$7,429	Funds for the project to carryout minor ongoing works to the facility.
	Plant & Fleet Purchases	on track	on track	on track	Jun 2018	On Track	\$3,200,000	\$1,793,411	
	Strategic Asset Management Capability	on track	on track	on track	March 2018	On Track	\$100,000	\$0	Review of AMPs and implications on LTFP has now been scoped and a quote accepted from Technology One Solutions. Project is expected to commence January 2018 and be completed by March 2018.

Internal Corporate Services program - Continued		Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
CF	Information Technology Renewals	on track	on track	on track	June 2018	On Track	\$1,113,630	\$453,372	<ul style="list-style-type: none"> <li>• Online payments for rates and debtors replaced by Techone ePayments</li> <li>• eLodgement testing for production release in Jan 2018</li> <li>• System tests and upgrades as prerequisite for TRIM upgrade (Easylink, Ezescan, Infocouncil, Office 2010)</li> <li>• Adobe suite external license audit completed</li> <li>• CLASS Booking system replacement tender completed moving to planning phase for implementation</li> <li>• Planning completed for Resident Parking Permit changes in Tech One - Targeted live processing in June 2018</li> <li>• Open Office contract and deliverable negotiations complete. For implementation planning in Q3.</li> <li>• Increased memory capacity for SQL server to improve performance</li> <li>• Security management against known threats</li> <li>• Business partnership meetings commenced to provide further value to business units</li> </ul>
<b>Open Space, Sport and Recreation Program</b>									
	Facility Software Upgrade	on track	on track	on track	April 2018	On Track	\$150,000	\$11,511	Council approved the recommendation to appoint Links Modular Solutions to provide software. Contract has been issued and Council is waiting for a signed copy to be returned.
<b>Property Portfolio program</b>									
CF	Civic Centre- Essential Renewal	on track	on track	on track	January 2018	On Track	\$154,353	\$30,730	
	Corporate Buildings Renewals	on track	on track	on track	June 2018	On Track	\$40,000	\$26,889	
	Development of 33-35 Blaxland Road, Ryde (Argyle Centre)	on track	on track	on track	June 2018	On Track	\$600,000	\$155,563	The initial planning stage is to be delivered by end of Financial Year 2017/18. Project budget will be revised to reflect scope change
	Development of 741-747 Victoria Road (Battery World)	on track	on track	on track	June 2018	On Track	\$100,000	\$24,965	The initial planning stage is to be delivered by end of Financial Year 2017/18.
	Operational Buildings Renewal	on track	on track	on track	June 2018	On Track	\$51,500	\$7,725	Works planned to be carried out in Q3 and Q4
	Ryde Civic Hub - International Design Competition	complete	complete	complete	Jun 2018	Completed	\$0	\$9,864	This project is complete and in accordance with Council's resolution, no further funds will be expended.
<b>Regulatory program</b>									
	Mobile Field Worker App - Health and Building Compliance	on track	on track	on track	Jun 2018	On Track	\$250,000	\$0	Final contract negotiations and extensive scenario testing conducted this quarter. Purchase Order is now being finalised to submit in January 2018. Project start date

								expected 1 March 2018. Project delivery plan next quarter
<b>Risk Management program</b>	Time	Cost	Scope	Delivery date	Status	Approved budget	YTD Actual	Comments
Additional Safehold Modules	on track	on track	on track	March 2018	On Track	\$50,000	\$0	Additional work has been undertaken in conjunction with Council's IT section in relation to the investigation as to whether the current platform is the most suitable for future requirements. An alternative platform is currently being investigated with further action expected by the end of Q3.
Vendor Panel	complete	complete	complete	August 2017	Completed	\$10,000	\$11,500	
<b>Strategic City program</b>								
Review of the Community Strategic Plan	on track	on track	on track	Jun 2018	On Track	\$200,000	\$36,934	Project is progressing to timeline. Community engagement and focus groups have been completed and draft Community Strategic Plan currently being drafted.





Natural Account	Description	17/18 Opening Balance	Budget To Reserve	Budget From Reserve	17/18 Budget Result	Review To Reserve	Review From Reserve	17/18 Review Result
<b>93001 - Internally Restricted Revenues</b>								
8301	Stockland Creche Contribution	16,692.90			16,692.90		-16,693.00	-0.10
8302	Voluntary Planning Agreement Reserve	11,014,648.77		-1,569,630.00	9,445,018.77		-850,000.00	8,595,018.77
8303	Accommodation Reserve	13,476,842.14	141,760.00	-2,442,085.00	11,176,517.14			11,176,517.14
8304	Asset Replacement Reserve	18,941,022.38	7,045,660.00	-9,631,379.00	16,355,303.38		-160,000.00	16,195,303.38
8305	Plant Replacement Reserve	3,416,387.34	2,987,230.00	-3,578,240.00	2,825,377.34			2,825,377.34
8306	Ryde Aquatic Leisure Centre Reserve	3,308,763.55	4,267,370.00	-4,339,170.00	3,236,963.55			3,236,963.55
8308	Public Art Reserve	15,279.00			15,279.00			15,279.00
8309	Council Election Reserve	660,363.27	150,000.00	-800,000.00	10,363.27			10,363.27
8310	Risk Rebate Reserve	111,797.49		-111,797.00	0.49			0.49
8311	Investment Property Reserve	20,033,432.02	2,120,000.00	-570,900.00	21,582,532.02		100,000.00	21,682,532.02
8312	Ryde Central Reserve	898,954.21		-250,000.00	648,954.21	5,462,114.00		6,111,068.21
8313	Community Grants Reserve	176,737.00			176,737.00			176,737.00
8314	Carryover Works Reserve	168,761.28	-75,929.00	-92,833.00	-0.72			-0.72
8315	Synthetic Sports Surface Reserve	48,248.00			48,248.00	150,000.00	-85,000.00	113,248.00
8316	Transport & Pedestrian Initiatives MP Reserve	144,536.62			144,536.62			144,536.62
8317	Merger and Transition Reserve	4,156,072.53		-250,000.00	3,906,072.53		-3,746,072.00	160,000.53
8318	Porters Creek Reserve	199,348.89			199,348.89		-199,349.00	-0.11
8319	Insurance Fluctuation Reserve	809,048.19		-159,048.00	650,000.19			650,000.19
8320	WHS & Injury Management Reserve	186,711.55		-50,000.00	136,711.55			136,711.55
8321	Public Domain Plan Reserve	138,602.00			138,602.00		-138,602.00	
8322	Planning Proposal Reserve	267,597.15	120,210.00	-120,000.00	267,807.15			267,807.15
8323	Macquarie University VPA Reserve	273,053.67			273,053.67			273,053.67
<b>Total Internally Restricted Revenues</b>		<b>78,462,899.95</b>	<b>16,756,301.00</b>	<b>-23,965,082.00</b>	<b>71,254,118.95</b>	<b>5,612,114.00</b>	<b>-5,095,716.00</b>	<b>71,770,516.95</b>
<b>93002 - Internally Restricted Liabilities</b>								
8327	Employee Leave Entitlements Reserve	3,821,540.00			3,821,540.00			3,821,540.00
8328	Refundable Deposits Reserves	12,462,781.13			12,462,781.13			12,462,781.13
8329	Interest on Refundable Deposits Reserve	377,366.19			377,366.19			377,366.19
<b>Total Internally Restricted Liabilities</b>		<b>16,661,687.32</b>			<b>16,661,687.32</b>			<b>16,661,687.32</b>



# City of Ryde

## Reserves Listing Report

Natural Account	Description	17/18 Opening Balance	Budget To Reserve	Budget From Reserve	17/18 Budget Result	Review To Reserve	Review From Reserve	17/18 Review Result
<b>93003 - Section 94 Contribution Reserves</b>								
8351	Community & Cultural Facilities Reserve	11,415,427.87	5,493,540.00	-1,511,349.00	15,397,618.87	500,000.00		15,897,618.87
8352	Open Space & Recreation Facilities Reserve	46,504,256.22	13,450,630.00	-8,698,271.00	51,256,615.22		138,602.00	51,395,217.22
8353	Roads & Traffic Management Facilities Reserve	1,799,250.64	1,874,430.00	-4,015,077.00	-341,396.36		-265,000.00	-606,396.36
8354	Stormwater Management Facilities Reserve	5,301,822.73	617,750.00	-3,358,593.00	2,560,979.73			2,560,979.73
8355	Section 94 Plan Administration Reserve	92,636.71	90,050.00	-144,250.00	38,436.71			38,436.71
8901	Internal Loan - RALC Reserve							
<b>Total Section 94 Contribution Reserves</b>		<b>65,113,394.17</b>	<b>21,526,400.00</b>	<b>-17,727,540.00</b>	<b>68,912,254.17</b>	<b>500,000.00</b>	<b>-126,398.00</b>	<b>69,285,856.17</b>
<b>93004 - Other External Restrictions</b>								
8376	Domestic Waste Management Reserve	9,328,966.85	19,834,062.00	-19,527,525.00	9,635,503.85		200,000.00	9,835,503.85
8378	Macquarie Park Corridor Special Rate Reserve	1,306,554.12	1,373,541.00	-1,894,208.00	785,887.12		1,080,975.00	1,866,862.12
8379	Stormwater Management Service Charge Reserve	1,171,158.64	1,039,780.00	-892,805.00	1,318,133.64		-200,000.00	1,118,133.64
8381	Affordable Housing Contribution	138,910.00			138,910.00			138,910.00
8382	Infrastructure Special Rate Reserve	690,433.75	8,649,092.00	-8,317,040.00	1,022,485.75		-1,073,230.00	-50,744.25
<b>Total Other External Restrictions</b>		<b>12,636,023.36</b>	<b>30,896,475.00</b>	<b>-30,631,578.00</b>	<b>12,900,920.36</b>		<b>7,745.00</b>	<b>12,908,665.36</b>
<b>93005 - Unexpended Grants Reserves</b>								
8401	U/Exp Grant - Home Modification & Maintenance	67,708.46	30,700.00		98,408.46			98,408.46
8403	U/Exp Grant - Volunteer Referral Agency	49,767.96	55,320.00		105,087.96			105,087.96
8405	U/Exp Grant - Library Subsidy		254,400.00	-255,380.00	-980.00			-980.00
8416	U/Exp Grant - Financial Assistance Grants	1,211,988.00		-1,211,988.00				
8417	U/Exp Grant - Road Services Unit Management	446,080.00		-446,080.00				
8418	U/Exp Grant - Macquarie Park Master Plan	30,000.00			30,000.00			30,000.00
8434	U/Exp Grant - Sport Development Program							
8435	U/Exp Grant - WASIP	29,640.86			29,640.86			29,640.86
8438	U/Exp Grant - Parramatta River Catchments Flood							
8439	U/Exp Grant - Vacation Care Program Grant	5,253.73			5,253.73			5,253.73
8443	U/Exp Grant - Curzon St/ Smith St Pedestrian (RT	765.05			765.05			765.05
8446	U/Exp Grant - Vimiera Road Traffic Facilities Rene	1,959.22			1,959.22			1,959.22
8447	U/Exp Grant - M2 Advertising Public Benefit (RMS	35,844.00			35,844.00			35,844.00
8451	U/Exp Grant - Rowe St Eastwood Traffic Calming	9,725.16			9,725.16			9,725.16



# City of Ryde

## Reserves Listing Report

Natural Account	Description	17/18 Opening Balance	Budget To Reserve	Budget From Reserve	17/18 Budget Result	Review To Reserve	Review From Reserve	17/18 Review Result
8455	U/Exp Grant - Planning for Ageing Population	4,560.00			4,560.00			4,560.00
8458	U/Exp Grant - Macquarie Park - Property	6,000,000.10		-6,000,000.00	0.10			0.10
8459	U/Exp Grant - Restoring Blue Gum High in Denistons	1,725.01			1,725.01			1,725.01
8461	U/Exp Grant - Better Waste & Recycling Fund	20,121.35	264,960.00	-49,994.00	235,087.35		-100,000.00	135,087.35
8462	U/Exp Grant - Agincourt and Balaclava Rd TCS	8,039.11			8,039.11			8,039.11
8463	U/Exp Grant - Ivan Hoe Estate Collective Impact	20,000.00			20,000.00			20,000.00
8464	U/Exp Grant - CDAT	3,100.00			3,100.00			3,100.00
8465	U/Exp Grant - Blaxland Road SUP – Stage 3 (RM)	3,463.39			3,463.39			3,463.39
8466	U/Exp Loan - LIRS Phase 1	6,175.23		-6,175.23				
8467	U/Exp Loan - LIRS Phase 2	264,324.43		-264,324.00	0.43			0.43
8468	U/Exp Grant - Ryde Remembers (ANZAC)	5,273.59		-5,274.00	-0.41			-0.41
8469	U/Exp Grant - NSW Youth Council Conference	49,382.00	-9,091.00	-30,000.00	10,291.00			10,291.00
8470	U/Exp Grant - Shrimptons Creek Corridor Embellish	4,850,114.00	49,886.00	-2,900,000.00	2,000,000.00			2,000,000.00
8471	U/Exp Grant - Morrison Rd LATM	11,720.00			11,720.00			11,720.00
<b>Total Unexpended Grants Reserves</b>		<b>13,136,730.65</b>	<b>646,175.00</b>	<b>-11,169,215.23</b>	<b>2,613,690.42</b>		<b>-100,000.00</b>	<b>2,513,690.42</b>
<b>Internal Loans</b>								
8901	Internal Loan - RALC Reserve	-2,101,000.09	64,190.00		-2,036,810.09			-2,036,810.09
<b>Total Internal Loans</b>		<b>-2,101,000.09</b>	<b>64,190.00</b>		<b>-2,036,810.09</b>			<b>-2,036,810.09</b>
<b>TOTAL RESERVES</b>		<b>183,909,735.36</b>	<b>69,889,541.00</b>	<b>-83,493,415.23</b>	<b>170,305,861.13</b>	<b>6,112,114.00</b>	<b>-5,314,369.00</b>	<b>171,103,606.13</b>

City of Ryde - 2017/2018 Quarterly Changes Report

		Approved Budget 2017/2018	Actual 2017/2018	Proposed Changes 2017/2018	Comments
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Community and Cultural program

6811272 Youth	Op Inc		(382)	(3,033)	To align budget to the actuals
6811272 Youth	Op Exp		1,129	7,903	To align budget to the actuals
6930691 Macquarie-Ryde Futures-PhD Social Inclusion	NCP Exp	30,000		(15,000)	Project commenced this year - \$15,000/annum as per Council's funding agreement with Macquarie University. Funds carried over from last year have been re-allocated according to the new schedule (ie. three years 17/18-19/20).
<b>Total Community and Cultural program</b>				<b>(10,130)</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

		Approved Budget 2017/2018	Actual 2017/2018	Proposed Changes 2017/2018	Comments
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Open Space, Sport & Recreation program

7711113	Garden Competition	Op Inc	(14,080)	(9,500)	4,000	Reductions due to over estimation
7711113	Garden Competition	Op Exp	15,990	182	(4,000)	Reductions due to over estimation
7711178	Sports & Recreation Income	Op Inc	(639,530)	(229,175)	150,000	Transfer to Synthetic Playing Surfaces due to future income expected to be made from the 2 field synthetic surface facility at Christie Park which will open in March and Council will receive hire fees for March, April, May and June
55029	Income - Traffic Facilities	Op Inc		(33,797)	(150,000)	Transfer the net operating profit from Synthetic Playing Surface program to reserve as per Council's resolution
55029	Income - Traffic Facilities	To Res			150,000	Transfer the net operating profit from Synthetic Playing Surface program to reserve as per Council's resolution
53114	Oper - Sportsgrounds, Parks & Gardens	Op Exp	2,114,710	1,168,788	(85,000)	Transfer to Synthetic Playing Surfaces maintenance program
54029	Maint - Synthetic Playing Surface	Op Exp		9,444	85,000	Transfer from Sportsground, Parks & Gardens program
54029	Maint - Synthetic Playing Surface	From Res			(85,000)	Transfer the net operating profit from Synthetic Playing Surface program to reserve as per Council's resolution
4141776	Shrimptons Creek Corridor Embellishment	Cap Ex	2,850,114		124,500	Transfer from Centres Activation budget and from Town Centre Renewal Public Arts funding to Shrimptons Creek project
4141776	Shrimptons Creek Corridor Embellishment	From R			(110,500)	Transfer from Centres Activation budget and from Town Centre Renewal Public Arts funding to Shrimptons Creek project
7741889	Update Open Space Plans of Management and	Cap Ex	200,000		(40,000)	Transferred to Operations to complete Plans of Management in accordance with adjustment to Open Space Planning accountable
50011	Sportsfield Floodlighting Renewal	Cap Ex	282,693	119,436	20,000	Savings from Sportsfield Floodlighting Expansion to fund additional costs associated with electrical supply at Meadowbank
50011	Sportsfield Floodlighting Renewal	From R	(282,693)		(20,000)	Savings from Sportsfield Floodlighting Expansion to fund additional costs associated with electrical supply at Meadowbank
50016	Playground Renewal & Construction Renewal	Cap Ex	1,249,471	646,073	220,000	Construction of Peel Park Playground brought forward( Savings sought from Synthetic Playing Surfaces project to fund construction of Peel Park playground)
50016	Playground Renewal & Construction Renewal	From R	(1,249,471)		(220,000)	Construction of Peel Park Playground brought forward( Savings sought from Synthetic Playing Surfaces project to fund construction of Peel Park playground)
51011	Sportsfield Floodlighting Expansion	Cap Ex	150,000	25,948	(20,000)	Savings from Sportsfield Floodlighting Expansion to fund additional costs associated with electrical supply to Meadowbank
51011	Sportsfield Floodlighting Expansion	From R	(150,000)		20,000	Savings from Sportsfield Floodlighting Expansion to fund additional costs associated with electrical supply to Meadowbank

City of Ryde - 2017/2018 Quarterly Changes Report

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51029	Synthetic Playing Surfaces Expansion	Cap Ex 3,891,331	2,217,251	(220,000)	Construction of Peel Park Playground brought forward( Savings sought from Synthetic Playing Surfaces project to fund construction of Peel Park playground)
51029	Synthetic Playing Surfaces Expansion	From R (3,566,331)		220,000	Construction of Peel Park Playground brought forward( Savings sought from Synthetic Playing Surfaces project to fund construction of Peel Park playground)
<b>Total Open Space, Sport &amp; Recreation program</b>				<b>39,000</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

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Centres and Neighbourhood program

4140788 Multi Function Poles in Macquarie Park	Cap Ex	1,227,437		(1,080,975)	Project Deferred until after the Macquarie Park Bus Priority Works
4140788 Multi Function Poles in Macquarie Park	From R	(1,227,437)		1,080,975	Project Deferred until after the Macquarie Park Bus Priority Works
4141893 West Ryde Plaza	Cap Ex	1,151,415		850,000	Increase in project scope as a result of additional community consultation.
4141893 West Ryde Plaza	From R	(180,000)		(850,000)	Increase in project scope as a result of additional community consultation.
50023 Town Centre Upgrade Implementation Renewal	Cap Ex	1,462,155	441,002	(110,500)	Transfer Public Arts funding to Shrimptons Creek project.
50023 Town Centre Upgrade Implementation Renewal	From R	(1,462,155)		110,500	Transfer Public Arts funding to Shrimptons Creek project.
<b>Total Centres and Neighbourhood program</b>					

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Internal Corporate Services program

1211142 Investment Income	Op Inc	(1,526,400)		(500,000)	The pool of available funds for investment has increased
1211142 Investment Income	Op Inc	(2,298,310)	(1,904,954)	(100,000)	The pool of available funds for investment has increased
1211142 Investment Income	To Res	1,526,400		500,000	The pool of available funds for investment has increased
1311210 Residential Rates	Op Inc	(30,006,892)	(30,221,259)	(200,000)	Additional Rate Revenue derived from growth
1311001 Rates & Revenue Administration	Op Exp	115,240	104,629	50,000	Increased transactional business has necessitated the need to increase the budget estimate and is in line with prior year
1311001 Rates & Revenue Administration	Op Exp	75,940	28,029	(15,000)	Budget adjustment to align with previous years' results
8810001 Project Development Management	Op Exp	1,828,850		700,000	Increased expenditure budget to reflect increased actual income
8810001 Project Development Management	Op Exp	(5,144,902)	(6,243,503)	(700,000)	Increased expenditure budget to reflect increased actual income
1211109 Finance Controlled Items	From R			(16,693)	Transfer to Ryde Central Reserve, as funding has not been committed
1211109 Finance Controlled Items	From R			(3,746,072)	Transfer to Ryde Central Reserve, as funding has not been committed
1211109 Finance Controlled Items	From R			(199,349)	Transfer to Ryde Central Reserve, as funding has not been committed
1211109 Finance Controlled Items	To Res			5,462,114	Funding transferred from various uncommitted internal reserves
<b>Total Internal Corporate Services program</b>				<b>1,235,000</b>	



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Land Use Planning program

4111001 Strategic Planning Administration	Op Exp	896,700	407,337	(50,000)	Reallocation of Salary Savings to Consultant expenditure due to vacant positions
4111001 Strategic Planning Administration	Op Exp	50,000	60,184	50,000	Reallocation of Salary Savings to Consultant expenditure due to vacant positions
4111125 Heritage - Policy	Op Exp	30,900		(30,900)	Transfer from Salaries and Wages to Consultant Fees to fund Council's Heritage Advisor
4111125 Heritage - Policy	Op Exp		26,210	61,800	Transfer from Salaries and Wages to Consultant Fees to fund Council's Heritage Advisor
4111190 Practices & Advice	Op Exp	30,900		(30,900)	Transfer from Salaries and Wages to Consultant Fees to fund Council's Heritage Advisor
4130690 Macquarie-Ryde Futures-PhD-Urban Planning	NCP Ex	30,000		(15,000)	Project commenced this year - \$15,000/annum as per Council's funding agreement with Macquarie University. Funds carried over from last year have been re-allocated according to the new schedule (ie. three years 17/18-19/20).
<b>Total Land Use Planning program</b>				<b>(15,000)</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

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Regulatory program

3511001 Building & Land Use Enforcement Administration	Op Inc	(858,710)	(1,062,546)	(200,000)	Increased enforcement levy -income charged to large development sites
2811081 Development Assessments	Op Exp	1,735,390	848,697	(45,000)	Transfer salaries and wages savings to consultants fees due to vacant position
2811081 Development Assessments	Op Exp	698,170	303,403	45,000	Transfer salaries and wages savings to consultants fees due to vacant position
<b>Total Regulatory program</b>				<b>(200,000)</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

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Economic Development program

1030671 Centres Activation Program (Town and Neighbourhood)	NCP Ex	155,800		(14,000)	Transfer of funding for Neighbourhood Activation works to be delivered as part of Shrimptons Creek Project
<b>Total Economic Development program</b>				<b>(14,000)</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

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Catchment program

53119	Oper - Road Drainage (P & C & SS)	Op Exp	559,160	506,334	152,220	Streamline the budget and expenditure allocation between Civil infrastructure and Public Domain
54119	Maint - Road Drainage (P & C & SS)	Op Exp	746,140	197,324	(152,220)	Streamline the budget and expenditure allocation between Civil infrastructure and Public Domain
5142867	146 Bowden St Trunk Drainage	Cap In		(1,000,000)	(1,000,000)	Developer contribution related to 146 Bowden St (court settlement).
5142867	146 Bowden St Trunk Drainage	Cap Exp			1,000,000	New project related to the development property at 146 Bowden St, works funded by developer contribution
50008	Stormwater Asset Replacement Renewal	Cap Exp	1,940,000	1,373,810	800,000	Latent Conditions encountered on Delange Road (rock excavation); Brabyn Street (utility services). Farm Street scope changed to integrate with developer works.
50008	Stormwater Asset Replacement Renewal	From R	(1,940,000)		(800,000)	Latent Conditions encountered on Delange Road (rock excavation); Brabyn Street (utility services). Farm Street scope changed to integrate with developer works.
<b>Total Catchment program</b>						

City of Ryde - 2017/2018 Quarterly Changes Report

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Traffic & Transport program

4954005 Maint - Traffic Facilities	Op Exp			75,000	Increased works due to high requests and maintenance of traffic infrastructure
4930673 Road Safety Plan	NCP In	(134,306)		134,306	Road Safety Plan is funded through Morrison Rd LATM Project
4930673 Road Safety Plan	NCP Ex	134,306		(134,306)	Road Safety Plan is funded through Morrison Rd LATM Project
<b>Total Traffic &amp; Transport program</b>				<b>75,000</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

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Waste and Recycling program

5830713 Managing Waste Reduction in Multi Unit Dw	NCP Ex			100,000	New project funded by EPA grant
5830713 Managing Waste Reduction in Multi Unit Dw	From R			(100,000)	New project funded by EPA grant
5840033 Porters Creek Precinct	Cap Ex	600,000		(200,000)	Reduction due to change in the scope of work
5840033 Porters Creek Precinct	From R	(600,000)		200,000	Reduction due to change in the scope of work
<b>Total Waste and Recycling program</b>					

City of Ryde - 2017/2018 Quarterly Changes Report

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Property Portfolio program

5641785 33-35 Blaxland Road	Cap Ex	300,000		(100,000)	Reduction due to change in the scope of work
5641785 33-35 Blaxland Road	Cap Ex	(300,000)		100,000	Reduction due to change in the scope of work
5641785 33-35 Blaxland Road	Cap Ex	600,000		(200,000)	Reduction due to change in the scope of work
5641785 33-35 Blaxland Road	From R	(300,000)		100,000	Reduction due to change in the scope of work
<b>Total Property Portfolio program</b>				<b>(100,000)</b>	

City of Ryde - 2017/2018 Quarterly Changes Report

		Approved Budget 2017/2018	Actual 2017/2018	Proposed Changes 2017/2018	Comments
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Roads program

50002	Road Resurfacing Renewal	Cap In	(413,710)	(708,679)	(334,979)	Amount adjusted to reflect the actual income received under Roads to Recovery Grant
50002	Road Resurfacing Renewal	Cap Ex	5,630,760	3,997,969	454,979	Amount adjusted to reflect the actual income received under Roads to Recovery Grant + Latent conditions (Soft Subgrade & Leaking Water main encountered at Darval Road, Thompson Street, Lovell Road, Aeolus Avenue Abuklea Road and Pittwater Road.
50002	Road Resurfacing Renewal	From R	(5,217,050)		(120,000)	Amount adjusted to reflect the actual income received under Roads to Recovery Grant + Latent conditions (Soft Subgrade & Leaking Water main encountered at Darval Road, Thompson Street, Lovell Road, Aeolus Avenue Abuklea Road and Pittwater Road.
50004	Road Kerb Renewal	Cap Ex	3,525,620	1,434,366	473,230	Latent conditions (Soft subgrade & Drainage Issue) encountered at Morrison Road (both sections), William Street and Terry Road (Eastwood)
50004	Road Kerb Renewal	From R	(3,525,620)		(473,230)	Latent conditions (Soft subgrade & Drainage Issue) encountered at Morrison Road (both sections), William Street and Terry Road (Eastwood)
50006	Bridge Upgrade / Renewal	Cap Ex	100,239	138,230	40,000	Latent conditions - bedrock was much deeper than anticipated, hence piling cost escalated
50006	Bridge Upgrade / Renewal	From R	(100,239)		(40,000)	Latent conditions - bedrock was much deeper than anticipated, hence piling cost escalated
<b>Total Roads program</b>						



City of Ryde - 2017/2018 Quarterly Changes Report

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Foreshore program

8442387 Bennelong Park Groyne and Foreshore Impro	Cap In	(400,000)	(60,000)	330,000	Reduce the budget due to delay in negotiating delivery agreement and construction with RMS & Department of Transport
8442387 Bennelong Park Groyne and Foreshore Impro	Cap Ex	400,000		(330,000)	Reduce the budget due to delay in negotiating delivery agreement and construction with RMS & Department of Transport
<b>Total Foreshore program</b>					

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Paths and Cycleways program

53003	Oper - Footpaths & Nature Strips	Op Exp	814,040	383,295	(115,000)	Transfer funding to Maintenance of Cycleway & Traffic Facilities. Increased works due to high requests and maintenance
54001	Maint - Cycleways	Op Exp	73,580	91,734	40,000	Increased works due to high requests and maintenance of traffic infrastructure
51003	Footpath Construction Expansion	Cap Exp	799,000	570,052	265,000	Scope changes to meet DDA compliance, following site specific investigation and design. Increase cost of work due to change in unit rates in Minor Works contract.
51003	Footpath Construction Expansion	From R	(799,000)		(265,000)	Scope changes to meet DDA compliance, following site specific investigation and design. Increase cost of work due to change in unit rates in Minor Works contract.
<b>Total Paths and Cycleways program</b>					<b>(75,000)</b>	

# City of Ryde - 2017/2018 Quarterly Changes Report

	Approved Budget 2017/2018	Actual 2017/2018	Proposed Changes 2017/2018	Comments
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GRAND TOTAL			934,870	
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**Consolidated Income & Expenditure Estimates 2017/2018**
**Includes all Special Rates & Levies**

	<i>Original Budget 2017/2018 \$'000</i>	<i>C/Over Budget 2017/2018 \$'000</i>	<i>TOTAL Original Budget 2017/2018 \$'000</i>	<i>Sep Changes 2017/2018 \$'000</i>	<i>Dec Changes 2017/2018 \$'000</i>	<i>Mar Changes 2017/2018 \$'000</i>	<i>Jun Carryovers 2017/2018 \$'000</i>	<i>Jun Changes 2017/2018 \$'000</i>	<i>PROPOSED Budget 2017/2018 \$'000</i>	<i>ACTUAL YTD 2017/2018 \$'000</i>	<i>APPROVED Budget 2017/2018 \$'000</i>	<i>VARIANCE TO ACTUAL 2017/2018 \$'000</i>
<b>PROJECTED OPERATING RESULT</b>												
<b>OPERATING REVENUE</b>												
Rates & Annual Charges	82,315		82,315	658	200				83,173	83,445	82,973	(272)
User Charges & Fees	16,571		16,571	400	200				17,171	10,556	16,971	6,615
Interest	4,165		4,165	300	600				5,065	2,984	4,465	2,081
Other Operating Revenue	9,262		9,262	6	3				9,271	5,481	9,268	3,789
Operating Grants & Contributions	7,269	172	7,441	(1,609)	(138)				5,694	3,209	5,832	2,485
<b>TOTAL OPERATING REVENUE</b>	<b>119,582</b>	<b>172</b>	<b>119,754</b>	<b>(245)</b>	<b>865</b>				<b>120,374</b>	<b>105,675</b>	<b>119,509</b>	<b>14,699</b>
<b>OPERATING EXPENSES</b>												
Employee Costs	47,641		47,641	(24)	(157)				47,460	23,420	47,617	24,040
Materials & Contracts	30,621	585	31,206	913	82				32,201	16,211	32,119	15,991
Borrowing Costs	146		146						146	49	146	97
Other Operating Expenses	20,149		20,149	56	35				20,239	9,538	20,204	10,701
<b>TOTAL OPERATING EXPENSES</b>	<b>98,557</b>	<b>585</b>	<b>99,142</b>	<b>945</b>	<b>(39)</b>				<b>100,047</b>	<b>49,218</b>	<b>100,086</b>	<b>50,829</b>
<b>Operating Result Before Capital Amounts</b>	<b>21,025</b>	<b>(413)</b>	<b>20,612</b>	<b>(1,189)</b>	<b>904</b>				<b>20,327</b>	<b>56,457</b>	<b>19,423</b>	<b>(36,130)</b>
Capital Grants & Contributions	20,414	433	20,847	2,544	1,005				24,396	16,162	23,391	8,234
In-kind Contributions												
Net Gain / (Loss) on Disposal of Assets										612		(612)
<b>Total Capital Income</b>	<b>20,414</b>	<b>433</b>	<b>20,847</b>	<b>2,544</b>	<b>1,005</b>				<b>24,396</b>	<b>16,774</b>	<b>23,391</b>	<b>7,622</b>
<b>Operating Result Before Depreciation</b>	<b>41,439</b>	<b>20</b>	<b>41,459</b>	<b>1,355</b>	<b>1,909</b>				<b>44,723</b>	<b>73,231</b>	<b>42,814</b>	<b>(28,508)</b>
Depreciation & Impairment	16,295		16,295						16,295	950	16,295	15,344
<b>Operating Result</b>	<b>25,144</b>	<b>20</b>	<b>25,165</b>	<b>1,355</b>	<b>1,909</b>				<b>28,429</b>	<b>72,281</b>	<b>26,520</b>	<b>(43,852)</b>

**Consolidated Income & Expenditure Estimates 2017/2018**
**Includes all Special Rates & Levies**

<b>PROJECTED FUNDING</b>	<b>Original Budget</b>	<b>C/Over Budget</b>	<b>TOTAL Original Budget</b>	<b>Sep Changes</b>	<b>Dec Changes</b>	<b>Mar Changes</b>	<b>Jun Carryovers</b>	<b>Jun Changes</b>	<b>PROPOSED Budget</b>	<b>ACTUAL YTD</b>	<b>APPROVED Budget</b>	<b>VARIANCE TO ACTUAL</b>
<b>OPERATING RESULT</b>	25,144	20	25,165	1,355	1,909				28,429	72,281	26,520	(43,852)
Funding												
ADD (Non-Cash) - Depreciation	16,295		16,295						16,295	950	16,295	15,344
ADD (Non-Cash) - ELE Accruals												
ADD (Non-Cash) - Interest on Security Deposits - Accruals												
ADD Book Value of Assets Disposed	1,000		1,000						1,000	499	1,000	501
<b>Cash Available to Fund Capital Expenditure</b>	<b>42,439</b>	<b>20</b>	<b>42,459</b>	<b>1,355</b>	<b>1,909</b>				<b>45,723</b>	<b>73,730</b>	<b>43,814</b>	<b>(28,007)</b>
<b>CAPITAL EXPENDITURE</b>												
City Planning and Development	5,238	7,707	12,945	760	(711)				12,994	2,209	13,705	10,785
City Works and Infrastructure	31,975	3,770	35,745	4,035	2,758				42,537	19,874	39,779	22,663
Customer and Community Services	1,439	221	1,660						1,660	628	1,660	1,032
Corporate and Organisational Support Services	781	391	1,172						1,172	554	1,172	618
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>39,433</b>	<b>12,089</b>	<b>51,522</b>	<b>4,795</b>	<b>2,046</b>				<b>58,362</b>	<b>23,265</b>	<b>56,316</b>	<b>35,097</b>
<b>Cash Flow to Fund</b>	<b>3,006</b>	<b>(12,068)</b>	<b>(9,062)</b>	<b>(3,440)</b>	<b>(137)</b>				<b>(12,639)</b>	<b>50,465</b>	<b>(12,502)</b>	<b>(63,104)</b>
<b>Financed by:</b>												
Opening Working Capital	4,854	249	5,103						5,103	5,103	5,103	
<b>Borrowings</b>												
New Borrowings	350		350		(100)				250		350	250
Less: Loan Repayments	(914)		(914)						(914)	(596)	(914)	(318)
Net Loan Funds (Payments/Receipts)	(564)		(564)		(100)				(664)	(596)	(564)	(68)
<b>Reserves</b>	<b>(1,434)</b>	<b>12,068</b>	<b>10,634</b>	<b>2,970</b>	<b>(798)</b>				<b>12,806</b>	<b>169</b>	<b>13,604</b>	<b>12,637</b>
<b>Closing Working Capital</b>	<b>5,862</b>	<b>249</b>	<b>6,111</b>	<b>(470)</b>	<b>(1,035)</b>				<b>4,606</b>	<b>55,141</b>	<b>5,641</b>	<b>(50,535)</b>