

**ATTACHMENTS FOR: AGENDA NO. 10/20
COUNCIL MEETING**

Meeting Date: Tuesday 25 August 2020
Location: Online Audio Visual Meeting
Time: 7.00pm

ATTACHMENTS FOR COUNCIL MEETING

Item

**5 JUNE QUARTERLY REVIEW REPORT - FOUR YEAR DELIVERY
PLAN 2019-2023 AND 2019/2020 OPERATIONAL PLAN**

Attachment 1 Quarterly Review Report Quarter 4 April - June 2020



CITY OF RYDE
**QUARTERLY
REVIEW
REPORT**

Fourth QUARTER 2019/20
April - June 2020

Quarterly Review Report 1 April – 30 June 2020

General Manager's Message

This June Quarterly Review report outlines Council's achievements in delivering the City of Ryde's 2019/20 Operational Plan as part of the four-year Delivery Plan 2019-2023. The annual Operational Plan describes our key projects, activities, and expenditure commitments aligned for their contribution to the 7 outcomes as identified in our Community Strategic Plan.

As a result of the June Quarterly Review, Council's available Working Capital is projected to be maintained at \$4.50million as at 30 June 2020.

Council's list of Carryovers from 2019/120 financial year to the 2020/22 financial year has also been updated, with the \$16.12million of Carryovers previously approved by Council increasing to \$23.12million.

The net financial impact of COVID-19 for Council between 1 March 2020 and 31 December 2020 is estimated to be in the vicinity of \$12 million (\$4.5 million in 2019/20 and \$7.5 million in 2020/21). Internal Reserve drawdowns, together with expenditure savings and the deferral of projects were identified as measures to address this impact and maintain a balanced budget.

Of the 151 Capital and Non-Capital projects in our 2019/20 Operational Plan, at the end of the financial year 99 were complete or completed their planned scope for the year and a further 30 of these were progressing as planned. Three projects have been deferred and one cancelled. Council is managing issues relating to the delivery of the remaining 18 projects, including delays resulting from COVID-19 restrictions.

The national response to the COVID-19 pandemic continued to have a significant impact on council operations during the quarter. The focus for the organisation was two-fold, maintain a safe work environment for all our staff to minimise risk to both themselves and the customers they work with and to find alternate means to safely provide the services required by the community with minimal disruption.

In March, public health restrictions prompted closure of all Council sporting facilities, playgrounds, libraries and community facilities and cancellation or postponement of many council events. Some other council services, like the Health and Building inspection program have been disrupted as a result of business closures in the broader community.

As with many in our community, adjustments were made for staff working from remote locations part of the time or with modified arrangements to ensure separation and physical distancing. Planned investment and associated work in information technology infrastructure has been brought forward to cater for staff Work from Home requirements resulting from COVID restrictions. Modified work practices were implemented for operational and front-line staff.

As a result, key Council functions like processing development applications, waste collection services and almost our entire capital works program was able to continue with minimal to no disruption. A range of community events were delivered as on-line events with great support demonstrating that even in these challenging times, moments of celebration together are still very important.

The Ryde Aquatic Centre re-opened on 22 June with capacity and distancing restrictions in place. Libraries have re-opened with limited hours and some restrictions to ensure physical distancing and infection control. Our halls are available to the community, and parks and playgrounds reopened on 15 May. Council meetings are being held online with members of the public able to live stream and submit comments in writing.

Council has also increased its COVID compliance role and the compliance team is working with NSW Health conducted visits and joint inspections, engaging with local businesses that need assistance in complying with COVID-19 Public Health Orders. The Environmental Health Team are currently taking a reactive approach to Environmental Health Inspections

Quarterly Review Report 1 April – 30 June 2020

within the Ryde LGA. As restrictions continue to be eased, it is planned to revert back to a proactive schedule for inspections in September/October 2020.

Supporting the community during these difficult times has been a high priority for council. Council's COVID-19 financial hardship policy adopted in April 2020 includes deferral of rates and a \$400 rate rebate for beneficiaries of the Government's Jobseeker and Job keeper Schemes, and an identical subsidy for eligible pensioners for 2020/21. Fee waivers have also been adopted by Council, including for the Ryde Aquatic Leisure Centre, Community Halls, Libraries, and a variety of regulatory fees aimed at assisting small business. Further fee waivers relating to sporting groups during the winter season will soon come into effect.

Finally, Council's biggest project, Ryde Central, reached a significant milestone during the year with the Taylor Construction Group awarded the design and construction tender, a highly regarded and experienced delivery partner that has completed many significant commercial, community and residential projects across NSW. Construction is expected to commence during the 2020/21 Financial Year.

George Dedes
General Manager

Quarterly Review Report 1 April – 30 June 2020

Highlights

June Quarterly Review

- As a result of the June Quarterly Review, Council's available Working Capital is projected to be at \$4.50 million as at 30 June 2020.
- Overall, Council's financial position continues to be sound.

2019/20	Original Budget 2019/20 (\$'000)	Carryover Budget 2019/20 (\$'000)	Previously Approved Changes (\$'000)	Revised Budget (\$'000)	Proposed Changes (\$'000)	Projected Budget (\$'000)
Base						
Income	-134,738		5,436	-129,302		-129,302
Expenditure	104,235		-628	103,608		103,608
Total Base (excluding Depreciation)	-30,503		4,809	-25,695		-25,695
Non-Capital						
Income	-2,671	-27	-308	-3,006	100	-2,906
Expenditure	5,388	761	870	7,019	-291	6,728
Total Non-capital	2,717	734	562	4,013	-191	3,822
"Total Operating Result (includes Capital Income)"	-48,250	284	3,445	-44,521	-76	-44,597
Capital						
Income	(20,464)	(450)	(1,925)	(22,839)	115	(22,724)
Expenditure	53,515	12,137	1,048	66,700	(6,708)	59,991
Total Capital	33,051	11,687	-878	43,861	-6,594	37,267
Transfers from reserves	-82,522	-12,421	1,149	-93,794	6,615	-87,179
Transfers to Reserves	78,710		-7,426	71,284	169	71,453
Total Reserve Movements	-3,812	-12,421	-16,233	-6,276	-22,510	6,785
Net Result Excluding Reserves	5,265	12,421	4,493	22,179	-6,785	15,394
Book Value of Assets	-1,250			-1,250		-1,250
Advances						
Loan Proceeds						
Loan Repayments	302			302		302
Leased Costs Repayments			1,784	1,784		1,784
Total Other Items	-948		1,784	836		836
Net Result	505		0	505	0	505

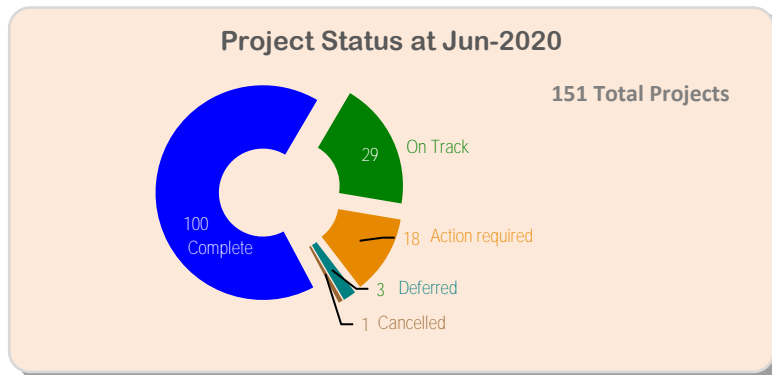
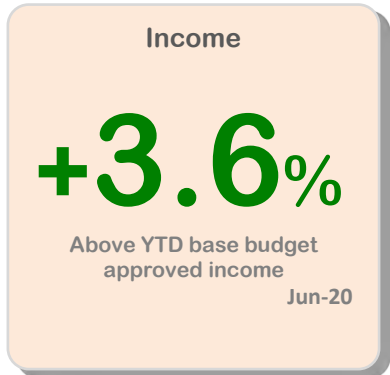
Quarterly Review Report 1 April – 30 June 2020

Summary by Program – Net Financial Result

Period ended December 2019	Original Budget 2019/20 (\$'000)	Revised Budget (\$'000)	Proposed Changes (\$'000)	Projected Budget (\$'000)
Strategic City program	234	265	0	265
Organisational Development program	685	591	0	591
Risk Management program	3,669	3,709	0	3,709
Community and Cultural program	4,004	3,992	0	3,992
Customer and Community Relations program	3,920	3,857	0	3,857
Open Space, Sport & Recreation program	10,210	10,574	0	10,574
Centres and Neighbourhood program	2,899	2,853	0	2,853
Library program	4,906	4,625	0	4,625
Internal Corporate Services program	-39,764	-42,590	0	-42,590
Governance and Civic program	4,389	4,426	0	4,426
Land Use Planning program	1,294	1,312	0	1,312
Regulatory program	-1,777	1,110	0	1,110
Economic Development program	225	227	0	227
Catchment program	2,606	2,341	0	2,341
Environmental program	800	860	0	860
Traffic & Transport program	1,469	1,809	0	1,809
Waste and Recycling program	-1,198	-974	0	-974
Property Portfolio program	1,030	975	0	975
Roads program	267	207	0	207
Foreshore program	84	46	0	46
Paths and Cycleways program	552	288	0	288
GRAND TOTAL NET RESULT	505	505	0	505

Annual Corporate Indicator Results 2019-20 (at end of Quarter 4)

Insights



Customer

Compliments and Complaints – Over 78,000 Customer requests and items of inward correspondence were received during the year. A major shift to on-line service delivery during the COVID Lockdown period was achieved with minimal disruptions to customer services.

Financials and Projects

Projects –At year end, 139 of 151 projects were progressing as planned or their scope of work for the year was completed.

Organisation

Lost Time Injuries – Following a substantial increase in claims during Q3 (255 days lost), all these employees had returned to normal hours by June 30. 125 days lost in Q4.



Our vibrant and liveable city



Great places, vibrant neighbourhoods

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

Collaborative development

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

Sustainable design

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

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-3,563		-3,563
Expenditure	10,452		10,452
Total Base	6,890		6,890
Non-Capital			
Income	-2,470		-2,470
Expenditure	3,615	12	3,627
Total Non-Capital	1,145	12	1,157
Capital			
Income	-3,071		-3,071
Expenditure	425	-75	350
Total Capital	-2,646	-75	-2,721
Transfers from reserves	-1,468	63	-1,405
Transfers to Reserves	2,971		2,971
Total Reserve Movements	1,503	63	1,566
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments			
Lease Costs Repayments			
Total Loan Proceeds			
Net Result for Outcome	6,892	0	6,892

Outcome: Our Vibrant and Liveable City

Delivery Program Performance Indicators 2019/20

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Regulatory program	Mean gross determination time (in days) (against 2013-14 Group 3 Average)	≤ 95	90		On Track
	Mean gross determination time – commercial, retail, office (days)	≤ 91	82		On Track
	Mean gross determination time – single new dwellings (days)	≤ 105	85		On Track
	Mean gross determination times – residential alterations and additions (days)	≤ 77	57		On Track
	Total approved development in value (in millions)	≥ 0	\$972.6		On Track

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Centres and Neighbourhood program	Night Time Economy Implementation	Night Time Economy Community of Practice – previously planned work has been deferred pending Covid 19 lockdown completion. Scope and budget amended to address pandemic requirements	Completed
	Gateway Signage	Upgrades to all City of Ryde entry point signage completed.	Completed
	Neighbourhood Centre Renewal	Consultation and preliminary design completed for Cox's Road with construction to commence in 2020-21.	Completed
Land Use Planning program	Ryde Heritage Study Update	Study Completed. The Planning Proposal has been forwarded to Department of Planning Industry and Environment (DPIE) for finalisation.	Completed
	Local Environmental Plan Review	Local Strategic Planning Statement completed, Heritage PP submitted to DPIE for finalization, Housing Strategy drafted and Medium Density Planning Proposals submitted to DPIE for Gateway, Employment Lands Study drafted, Creative Enterprise Study drafted, Resilience Plan drafted, Waterloo Rd Lineal Park Masterplan commenced. Accelerated Local Environmental Plan program and associated grant funds have been extended by DPIE into 2021/22.	On Track
Open Space, Sport & Recreation program	Open Space Master Plans	A new Master Plan for Council's largest piece of Open Space, Meadowbank Park, has been adopted by Council with implementation works scheduled to commence in 2020/21. Blenheim Park Master Plan has been prepared and will be reported to Council in August. A new Master Plan for Westminster Park has also been adopted. Work has commenced on a Master Plan for the County Road Corridor from Eastwood up to Macquarie Park.	Completed
Open Space, Sport & Recreation program	Integrated Open Space Plan		Completed

City of Ryde Delivery Program		Operational Plan 2019/20 Project	Comments	Status
Open Space, Sport & Recreation program	Street Tree Planting Program		Over 800 Street Trees were planted in the Central Ward in alignment with Council's Street Tree Master Plan. This will help towards achieving Council's stated objective of achieving 40% canopy coverage by 2030.	Completed
Regulatory program	Trapeze		Trapeze software implemented.	Completed
Strategic City Program	Street Art		Eastwood Underpass, Sagar Pl and Ryde Park murals completed.	Completed



Our active and healthy city



Enhanced Recreational Spaces

Providing opportunities and choice for recreation and active learning and living

Well Targeted Services

Strengthening community life, connectedness and wellbeing

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-6,945		-6,945
Expenditure	17,701		17,701
Total Base	10,755		10,755
Non-Capital			
Income	-183	100	-83
Expenditure	414	-160	253
Total Non-Capital	230	-60	170
Capital			
Income	-9,799		-9,799
Expenditure	19,522	-1,087	18,435
Total Capital	9,723	-1,087	8,636
Transfers from reserves	-14,240	1,147	-13,094
Transfers to Reserves	3,856		3,856
Total Reserve Movements	-10,385	1,147	-9,238
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments	302		302
Lease Costs Repayments			
Total Loan Proceeds	302		302
Net Result for Outcome	10,626		10,626

Outcome: Our active and healthy city

Performance Indicators 2019/20

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Open Space, Sport & Recreation program	Number of participants in organised sport utilising Council's active Open space areas	> 500,000	24,000	Annual attendance 378,645. A Public Health Order restricting sporting group activity was implemented on 15 March and remained in place until late May as part of Council's COVID-19 restrictions on public activities.	Annual Measure
	Number of visitors to RALC	≥ 750,000	1,823	Annual attendance 540,547. Attendance numbers were significantly impacted by closure of the RALC from March–June as part of Council's COVID-19 restrictions on public activities	Annual Measure
Library program	Number of visits to the libraries	≥ 970,000	19,738	Annual visits 701,058, significantly lower than 2019/20.. Council Libraries were closed to the public between mid-March and late-May as part of Council's COVID-19 restrictions on public activities. A slump in Library attendances began in Jan/Feb in Eastwood libraries and there have been limited numbers of people attending libraries after they re-opened.	Annual Measure

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Open Space, Sport & Recreation program	Macquarie Park, Waterloo Rd	Community Consultation was undertaken on the new Catherine Hamlin Park Design and a Master Plan for the Park adopted by Council. Construction scheduled to commence early 2021.	On Track
	Shrimptons Creek Corridor Embellishment (Precinct Activation	Works have been completed on the upgrade to Wilga Park adjacent to Shrimptons Creek. The Park has been well received by the community with the area improved by terracing, new amenities facility and the addition of artwork pieces.	Completed
	Development of the Olympic Park Strategic Plan and Master Plan Parks Plans of Management	Public exhibition of the Parks, Sports grounds and General Community Use PoM on public exhibition following endorsement from the Minister for Crown Lands is scheduled to occur by the end of 2021. The Natural Areas PoM draft has been completed following delays and will be put to Council in August. Meadowbank Park PoM is awaiting Ministerial approval to place on Public Exhibition. The Dog Recreation Study and Indoor Sports Centre Strategy adopted by Council in May 2021. The Future Provision Plan and Youth Infrastructure Strategy are completed and will be reported to Council in the later part of 2021.	Action Required
	Renewal of Surf Ryder	Completion delayed due to manufacturing delays.	Action Required

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
	Sportsfield Floodlighting Renewal	Minor supplier issues have delayed completion of the upgrade of sportsfield lighting at North Ryde Park until July 2020.	Action Required
	Sportsfield Renewal & Upgrade	Sportsfield surface upgrades are completed at Dunbar and Tuckwell Parks. New irrigation has been installed at Santa Rosa Park.	Completed
	RALC Asset Renewal		Completed
	Sportsground Amenities Renewal & Upgrade	The restoration of the Monash Park Grandstand has been completed. Meadowbank Park Amenities design was delayed pending completion of the Park Masterplan. Now underway with construction scheduled to occur in 2020/21.	Action Required
	Playground Renewal & Upgrade	Upgrades to local playgrounds were made at Blamey Park, Kathleen Reserve, Glades Bay Park and Stewart Park. A relocated district playground has been constructed at Anzac Park. The Meadowbank Playground Regional Playground design was delayed pending completion of the Park Masterplan. This upgrade is now scheduled for 2020/21.	Action Required
	Toilet Blocks Renewal - excl sportsfields	An audit of current condition and functional capacity all of Council's Public Toilets has been completed, supporting prioritisation of future upgrade works.	Completed
	Sportsfield Floodlighting Expansion	New Sportsfield Lighting added at Tuckwell Park.	Completed
	Passive Parks Expansion and Improvement	Works for the upgrade of Kings Park were delayed due to wet weather, now scheduled for completion in August 2020. New lighting has been installed at Memorial Park. A new shelter has been added at the Ryde Park Fenced Dog area and a new amenities building is being installed at Putney Park southern area. Designs have also been completed for the Ryde Riverwalk link from Bill Mitchell to Ross Street Reserve and for the Putney Park foreshore works.	Action Required
	Synthetic Playing Surfaces Expansion	Preparation works were undertaken to renew the sportsfield surface at Westminster Park.	Completed
Library program	Digital enhancement for Libraries	Updates include replacing Ryde kids interactive screen, Wi-Fi access point replacements and improvements, professional video camera for online recordings, replacement Curiosity Kids Cabinet iPads, and laptops for training.	Completed
	Community Buildings Renewals - Libraries	Program of works completed for the year.	Completed
Community and Cultural program	Community and Social Wellbeing Plan	Social Plan adopted by Council.	Completed
	Community Buildings Renewal	Program of works completed for the year.	Completed
	Heritage Buildings Renewal	Program of works completed for the year.	Completed



Our natural and sustainable city

Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments

Collaborative development

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

Resilient Infrastructure

Managing infrastructure to reduce risk and impacts

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-22,731		-22,731
Expenditure	25,912		25,912
Total Base	3,181		3,181
Non-Capital			
Income			
Expenditure	924	-20	904
Total Non-Capital	924	-20	904
Capital			
Income	-79		-79
Expenditure	5,427	-603	4,824
Total Capital	5,348	-603	4,745
Transfers from reserves	-25,972	623	-25,349
Transfers to Reserves	20,594		20,594
Total Reserve Movements	-5,378	623	-4,755
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments			
Total Load Proceeds			
Net Result for Outcome	4,075	0	4,075

Outcome: Our natural and sustainable city

Performance Indicators 2019/20

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Environmental program	% increase in energy usage across organisation in 2019/20 compared to 2003/04 base year	≤ 5.00%	-9.7%	There was a 9.7% decrease in annual energy usage across organisation compared to the 2003/04 baseline as a result of COVID related shutdowns and two additional solar projects implemented during the year.	On Track
	% increase in potable water usage across organisation in 2019/20 compared to 2003/04 base year	≤ 0.00	+34%	The 34.7 % annual increase compared to the 2003/04 baseline primarily occurred because of Drought conditions during 2019 and a major undetected leak in Lachlan's Line park in late 2019. Real time meter monitoring has since been installed to detect and resolve any future leaks at this site quickly.	Annual Measure
Waste and Recycling program	% tonnes of recycling from all domestic waste services	≥ 48.00%	38.67%	The amount of waste diverted from landfill decreased substantially during the year due to 1) EPA processing restrictions of our general waste 2) government's Container Deposit Scheme has reduced the volume of containers in domestic recycling bins 3) low volumes of garden organics generated due to dry conditions.	Action Required

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Open Space, Sport & Recreation program	Ryde Biodiversity Plan - Implementation	<p>Almost 86% delivery of all actions from the Ryde Biodiversity Plan have now been delivered:</p> <p>Delineation: Installation 230 lineal metres of bollards at Lynn Park and 280m of post and rail fencing at Stewart Park to protect the Critically Endangered Ecological Communities present.</p> <p>Signage: Wildlife Protection Area signage, bushland signage and interpretive signage installed at 13 reserves.</p> <p>Corridor Plantings: 270 volunteers helped out at Community planting activities including National Tree Day, Schools Tree Day and 2 Community Partnership days to plant 1750 native plants.</p> <p>Workshops: Biodiversity Awareness, Brush Turkey, Powerful Owl, Herbicide Awareness and Habitat Gardening workshops</p> <p>Feral Animal Control- 30 foxes controlled across 7 reserves</p> <p>Implementation of Wildlife Protection Areas including signage, community education and monitoring</p>	On Track
	Terry Creek Walking Trail	The Terrys creek boardwalk project has upgraded degraded parts of the existing bushland trail, delivering boardwalk connection along the Terrys Creek trail which connects Forrester Park, Eastwood to the	Completed

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
		Lane Cove National Park. The project included decking, bridges complete with interpretative, flood and directional signage. Total length of track from Wood Street to M2 motorway: 2.28klm.	
	Park & Open Space Tree Planting Program	Park Tree Planting completed at ELS Hall and Gannan Parks.	Completed
	Putney Beach Activation	All preparation works are now completed. Construction is expected in August/September with completion of the stairs due in October.	On Track
Catchment program	Shepherds Bay Outlet	Design is completed and final engineering checks are underway. Outlet will be constructed as part of the 146 Bowden Street, Meadowbank project with anticipated completion by the June 2021.	On Track
	146 Bowden St Trunk Drainage	Deed is currently awaiting approval from VIVA. Design is currently being finalised. Anticipated completion by the June 2021.	On Track
	Eastwood TC Flood Study	Eastwood Town Centre detailed flood study is complete and has been presented to Council.	Completed
	Small Rd and Lavarack St Drainage Expansion	Project has been delayed as a result of ongoing negotiations with the Department of Education re access to the site.	Action Required
	Harmonising Flood Studies	Tender submissions for implementation of this project are currently being sought.	On Track
	Purchase WaterRIDE Flood Management Software	Purchase and implementation of WaterRide Flood Management Software completed. This package is now being used to support customer requests for Flood Level Information.	Completed
	Stormwater Asset Replacement Renewal	9 of 10 projects completed. The Monash Road project has now been converted to a multi-year project.	Completed
	Stormwater Improvement Works Renewal	5 of 5 projects completed.	Completed
Environmental program	SWAP_ Waste - to - Art	SWAP 2019 100% complete. SWAP 2020 70 % complete SWAP 2019 included a two week exhibition from September 2019 at Meadowbank TAFE campus, including community workshops, 151 entries received and attendance by over 200 people at the awards opening night.	On Track
	Biosecurity Weeds Officer	This Grant funded project will end in August 2020.: Developed Biosecurity Weeds Policy and Local Priority Weeds Management Plan, including mapping High risk pathways and high risk sites and identifying priority assets. Development of community education materials and conducting 2 stalls at events. Priority Weed inspections undertaken at: 373 High risk Sites, along 124km High Risk Pathways including identified roadways, creekines and rivers, 286 Private properties, and 53 Online marketplaces.	Completed
	RALC Energy Feasibility Study and Optimisation Project	Project works are to assess the RALC site to undertake building management system optimisation for the co-generation plant, solar, boilers and other site power management.	On Track
Foreshore program	Kissing Point Park Recreational Boating Improvements	Grant application is completed outcome known early in 2020/21. Design is completed.	Completed
Waste and Recycling program	Porters Creek Feasibility Study for CRC		Completed
	Eastwood Litter Prevention Campaign		Completed

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
	Recycle Right and Reduce Waste		Completed
	Single Use Plastic Reduction	Single use plastic are now removed from Council Operations and Events. Toolkits supporting the community and businesses to assist to make changes in plastics use have been developed.	Completed
	Community Problem Waste Recycling Centre		Completed
	Managing Waste Reduction in Multi Unit Dwellings	This is an EPA grant funded project to manage waste reduction, illegal dumping and contamination in multi-unit dwellings. Application to continue the project for the next financial year has been approved. Educational resources have been rolled out to a large number of unit blocks with ongoing engagement with Strata Managers occurring.	Completed
	Waste Education Train the Trainer Workshops	Project planning is underway and educational resources have been procured. Unfinished work will be carried forward into 2020/21.	Action Required
	Porters Creek Precinct	Project Complete. Porters Creek remediation activities continuing.	Completed
	Porters Park CRC Development	Project feasibility investigations ongoing.	Action Required
	Old Landfill Sites Subsidence Program	Renewal works to the surface of Pioneer Park completed.	Completed

Our smart and innovative city

Business opportunity and investment

Businesses benefit from a prosperous local economy

Strengthening Business Networks

Partnerships shape business growth, investment and development

Macquarie Park

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

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-17		-17
Expenditure	1,700		1,700
Total Base	1,683		1,683
Non-Capital			
Income			
Expenditure	449		449
Total Non-Capital	449		449
Capital			
Income			
Expenditure	1,812	15	1,826
Total Capital	1,812	15	1,826
Transfers from reserves	-2,669	-15	-2,684
Transfers to Reserves			
Total Reserve Movements	-2,669	-15	-2,684
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments			
Total Loan Proceeds			
Net Result for Outcome	1,275		1,275

Outcome: Our smart and innovative city

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Centres and Neighbourhood program	TMA/Connect Macquarie Park	Completed. Results have been reported to Council.	Completed
	Place Making Macquarie Park	All 2019-20 outcomes completed, including: Support of Venture café, support for two Connect events, and delivery of the Wilga Park event	Completed
	Town Centre Upgrade Renewal	Year 1 of the multi-year Ryedale Rd Upgrade completed, including preliminary design, consultation and land use agreements with TfNSW to use TfNSW owned land to facilitate improved pedestrian amenity. Construction to commence in 2020/21.	Completed
Community and Cultural program	Macquarie-Ryde Futures - PhD - Social Inclusion and building		Completed
Strategic City program	Wayfinding in Macquarie Park	The proposed installation of kiosks in the train stations was not proceeded with due to request of TfNSW. Instead the existing Macquarie Park wayfinding signs were updated.	Completed
	Planting Embellishment Program - Macquarie Park	Embellishment planting completed within the Waterloo Road median, roundabout at Thomas Mitchell Drive and along Giffnock Ave	Completed
	Giffnock Ave Footpath Upgrade	The initially programmed works have been completed, an extension of the scope will be sought in Q1 20/21 to complete a missing link in the granite footpath on Giffnock Ave to be funded by the Macquarie Park Special Levy.	On Track
Land Use Planning program	Macquarie-Ryde Futures - PhD - Housing and Community Develop	Council's funding commitment has been completed. Macquarie University is fully funding the remaining research. the research scheduled for 2019-20 will be completed 2020-21.	Completed
Traffic & Transport program	Ryde Electric Vehicle Innovation	Year 1 complete: Procurement of 2 two 100% EVs into council fleet and installation of EV charging stations at Council's Operations Centre making use of the newly installed solar system to charge the cars at zero cost to council. Anticipated Solar system payback at less than 3yrs.	Completed
Economic Development program	Economic Development Plan Implementation	Draft updated Economic Development Plan has been completed. The plan is currently scheduled to be reported to Council by December 2020.	Completed
	Implementation-Macq Park Marketing Plan	Program completed including finalization of updated Macquarie Park Implementation Plan.	Completed
	Eastwood Small Business Hardship Grant	Business Grants issued. The Eastwood shopper-card scheme will be implemented when the NSW pandemic restrictions are downgraded.	On Track



Our connected and accessible city

Connections to our City

Improving access to our suburbs, workplaces and major destinations

Connections within our City

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

Digital Connectivity

Accessible digital connections for the community and business

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-9,390		-9,390
Expenditure	12,470		12,470
Total Base	3,080		3,080
Non-Capital			
Income	-186		-186
Expenditure	196		196
Total Non-Capital	10		10
Capital			
Income	-9,890	115	-9,775
Expenditure	29,047	-4,242	24,805
Total Capital	19,158	-4,128	15,030
Transfers from reserves	-29,124	4,128	-24,996
Transfers to Reserves	8,150		8,150
Total Reserve Movements	-20,974	4,128	-16,846
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments			
Total Loan Proceeds			
Net Result for Outcome	1,274		1,274

Outcome: Our connected and accessible city

Performance Indicators 2019/20

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Traffic & Transport program	# passenger transport movements by Shop Ryder, annually	> 38,000	41,978	The bus service continues to grow in popularity coinciding with the development growth in Meadowbank and surrounds. Significant reductions in passenger numbers from March 2020 were experienced due to COVID19 restrictions on movement and public gatherings (4,136 trips taken from April-June).	On Track

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Roads program	Pittwater Road Upgrade between High Street and Field of Mars	Scope of works nearly completed, pending powerpole relocation.	On Track
	Heavy Patching	Planned 7 locations and an additional location were completed.	Completed
	Flood Mitigation/Constitution Road Upgrade	Review of current concept and structural design to be integrated with the proposed works by Greater Sydney Commission and Department of Education in and around the Meadowbank precinct area. This is to incorporate the Angas St Bridge replacement, Constitution Road widening and the signalisation of the Bowden St/Cons Road intersection.	On Track
	ITS Implementation	Implementation of projects from Council's 2016 Integrated Transport Strategy. Program is being re-scoped pending update of the ITS.	Completed
	Implementation of Road Opening Permit Software	The project was cancelled due significant changes in scope that would be required to achieve the level of system integration and specified outcomes.	Cancelled
	Road Resurfacing Renewal	47 locations completed, 4 locations have been deferred: College St (Development), Wingate Ave (Liaison with Parramatta Council), Cilento Cres (Awaiting S/W works) and Kent Road (School Development).	Completed
	Road Kerb Renewal	8 sites completed (Denistone Rd, Abaroo St, Kells Rd, Boronia Lane, Morshead Street x 2). Construction for 2 sites in Monash Rd to be completed by June 2021.	Completed
	Bridge Upgrade / Renewal	Level 3 inspections completed on 6 bridges.	Completed
Risk Management program	Kerb and Gutter Renewal	28 locations were completed in Q3 of 2019/20 financial year.	Completed
	Two-way Radio Communication System		Completed
	Field of Mars Shared Use Path	Project has been completed in Q4 of 2019/20 financial year.	Completed
	Glades Bay Park Access, Clare Street Staircase Renewal	Carryover of \$750k into 2020/21 to complete bridge over Kitty's Creek, which was delayed due to delay in receiving TfNSW grant funding and complex design of structure.	Action Required
Paths and Cycleways program	Pittwater Road Shared Path - Epping Rd to Victoria Rd	100% of the Condition 4 and Condition 5 Works have been completed.	Completed

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Paths and Cycleways program	Footpath Construction Renewal	Completed. Lower spend due to inability to construct more of Eastwood - Macquarie Park SUP due to land ownership issues.	Completed
	Cycleways Construction Expansion	12 sites have been completed. Cluster was completed in Q2 of 2019/20 financial year	Completed
	Footpath Construction Expansion	Tender process completed.	On Track
Traffic & Transport program	Multi-deck Car Park Construction - Rowe St East, Eastwood	Outcome of the Tender process to be reported to the August 2020 Council Meeting.	On Track
	eParking Configuration Enhancement	EOI completed. Tender process to occur in Jul-Dec 2020.	Completed
	Bus Stop DDA compliance	All 7 listed sites have been completed.	Completed
	Bus Stop Seats - new	Project completed early 2020.	Completed
	Traffic Calming Devices	One site to complete - raising of pedestrian crossing in front of skate park at Meadowbank. Carried forward into 2020/21.	Completed
	PAMP Implementation Works - Central, East and West Wards	Delivered 21on-ground works at Meadowbank Station West and West Ryde Centers including kerb ramps and footpath improvements and an additional 10 treatments in Eastwood as part of other Council works.	Completed
	Road Safety Upgrades and Improvement	One site has been completed	Completed
	Pedestrian Crossing Lighting Upgrade	Completion delayed due to Ausgrid's pause of live works which was lifted in January.	Action Required
	Eastwood Central - Road Upgrades	Completion delayed due to additional work required to satisfy TfNSW safety requirements.	Action Required
	College St Gladesville - Perm Road Closure	Concept design completed and passed to Bunnings who will deliver the road closure as part of their developer works.	Completed
	Transport and Pedestrian Initiatives - Macquarie Park	Lyonpark Rd footpath upgraded. 12 additional bicycle racks delivered in Macquarie Park. Partnered with Connect on pandemic safety communications to businesses.	Completed
	Traffic Facilities Renewal	3 sites upgraded.	Completed
	Car Park Renewal	Church St carpark design and remediation works for Meadowbank Wharf carpark completed.	Completed
Foreshore program	Seawalls/Retaining Walls Refurbishment Renewal	Putney Park detailed concept design completed. Banjo Paterson Park is to be completed by the end of August 2020.	On Track
Regulatory program	School Zone Parking Officers	Education and information sessions to Chinese and Korean families proved valuable to impart parking information to these families. Two officers will continue to provide school enforcement to provide a safer environment for Parents and Children.	Completed
Waste and Recycling program	Waste app	Preliminary planning undertaken. Community consultation through social media to determine resident uptake in progress.	Action Required



Our diverse and inclusive city

An engaged, connected community

People feeling connected within their community

Celebrating culture and heritage

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

Accessible community facilities

Easy access to diverse cultural spaces, places and opportunities

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-1,348		-1,348
Expenditure	6,125		6,125
Total Base	4,778		4,778
Non-Capital			
Income	-27		-27
Expenditure	458	-41	417
Total Non-Capital	432	-41	391
Capital			
Income			
Expenditure	971		971
Total Capital	971		971
Transfers from reserves	-1,040	0	-1,039
Transfers to Reserves	313	41	354
Total Reserve Movements	-727	41	-686
Book Value of Assets			
Advances			
Loan Proceeds			
Loan Repayments			
Total Loan Proceeds			
Net Result for Outcome	5,453		5,453

Outcome: Our diverse and inclusive city

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Centres and Neighbourhood program	Ryde Heritage Information Centre	This project has been deferred pending determination of the Heritage Planning Proposal.	Deferred
Library program	1000 Books Before School	Project completed. Launched Feb 2020.	Completed
	Library Electronic Books	Program completed for the year	Completed
	Library Books	Program completed for the year	Completed
	Library Strategic Plan	Council endorsed the plan in 2019 with promotion of the strategy occurring in early 2020.	Completed
Community and Cultural program	Cultural Plan	Creativity Strategy adopted by Council.	Completed
	Ryde Youth Theatre Group	Ryde Youth Theatre program for 2019/20 completed.	Completed
	Art Project	Eastwood Pedestrian Tunnel Mural completed and launched October 2019	Completed
	Ryde Hunters Hill Symphony Orchestra	Funding agreement confirmed and paid in 2019	Completed
	Munch and Music	Dance Plaza was delivered as a highly successful digital program in June 2020.	Completed
	South Asian Film & Literature festival (SAFAL)	The SAFAL event was delivered in August 2019.	Completed
	Community Social Wellbeing Plan Implementation Fund	Some projects delayed due to COVID 19. Projects to be completed in 20/21.	Action Required
	Cultural Plan Implementation Fund	A range of projects were delivered that met the strategic directions of the Creativity Strategy	Completed
	Community Ambassador Program	Volunteers have now completed the training schedule and will commence providing support to CALD community members in 2020/21.	Completed
	Volunteer Webpage	Website redesign completed. Promotion of website and identification of volunteering opportunities on hold due to COVID-19.	Action Required
	Updating of Heritage Conservation Management Plans	The development of the CMP's in progress. Project delayed to COVID restrictions and 2 of 6 CMPs still to be completed	Action Required
	Youth Entrepreneur Program	A series of personal and professional development workshops and webinars for young entrepreneurs have been held with over 100 local young people attending.	Completed
	City of Ryde Halls and Facilities Strategy	Strategy and Framework reported to Council in 2019	Completed
Land Use Planning program	North Ryde School of the Arts - Facility Upgrade	Project completed	Completed
	Heritage Grants Scheme	Issuing Grants has been deferred pending DPIE's determination of the Heritage PP.	Deferred
	Macquaire Library and Creativity Hub Planning and Design	Timing of future delivery delayed, and further design work deferred until next year.	Action Required



Our open and progressive city

Advocacy on key issues

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

An engaged and informed community

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

Well Led, Financially Sustainable

Transparent, responsible leadership and governance

2019/20 (\$'000)	Revised Budget	Proposed Changes	Projected Budget
Base			
Income	-85,308		-85,308
Expenditure	29,246		29,246
Total Base	-56,062		-56,062
Non-Capital			
Income	-140		-140
Expenditure	963	-82	881
Total Non-Capital	823	-82	741
Capital			
Income			
Expenditure	9,495	-716	8,779
Total Capital	9,495	-716	8,779
Transfers from reserves	-19,281	669	-18,612
Transfers to Reserves	35,401	129	35,530
Total Reserve Movements	16,120	797	16,918
Book Value of Assets	-1,250		-1,250
Advances			
Loan Proceeds			
Loan Repayments			
Lease Costs Repayments	1,784		1,784
Total Loan Proceeds	534		534
Net Result for Outcome	-29,090	0	-29,090

Outcome: Our Open and Progressive City

Performance Indicators 2019/20

City of Ryde Delivery Program	Indicator	Target	Result	Comments	Status
Customer and Community Relations program	% of calls to the Customer Call Centre resolved at the first point of contact	≥ 85%	85%		On Track
Internal Corporate Services program	% returns over benchmark (Bloomberg rate)	≥ 0.85%	0.97%		On Track
Property Portfolio program	Occupancy of commercial properties (income generating) over 12 months	> 75.00%	100.00%		On Track

Operational plan projects for 2019/20

City of Ryde Delivery Program	Operational Plan 2019/20 Project	Comments	Status
Property Portfolio program	Ryde Central	Tendering process complete. Design and construction to commence in 2020/21.	Completed
	Corporate Buildings Renewals	Annual program of works completed	Completed
	Commercial Buildings Renewal	Façade rectification of West Ryde Community Centre completed	Completed
	Operational Buildings Renewal	Annual program of works completed	Completed
	Commercial Buildings Expansion	DA is being prepared for the Victoria Road property	On Track
Catchment program	Renew expired TUFLOW flood modelling licence	TUFLOW licence has been renewed. This software is used to assess development applications.	Completed
Governance and Civic program	Research and Policy officer	The engagement of temporary policy officer support has now been completed	Completed
	Friendship City Policy Review	Nearing completion pending report to Council covering future Friendship agreements and Councils policy position	On Track
	Procurement Improvement	New Procurement Policy approved by Council in June 2020.	Completed
Customer and Community Relations program	City Wide Engagement	City Wide Engagement funding was returned to Council because of Covid-19 restrictions impacting scheduled delivery in 2020. Future community engagement will be delivered as base budget funded activity.	Completed
Community and Cultural program	White Ribbon Accreditation		Completed
Risk Management program	Additional Safehold Modules	Completion has been delayed due to illness of key staff. Rollout has been successful to date.	Action Required
	Quality Assurance and Improvement Program - Internal Audit	Audit, Risk and Improvement Committee advised that this project be deferred until 2020/21.	Deferred
	Claims Officer		Completed
Strategic City program	Ryde Resilience Plan	Council wide 'Ryde Resilience Plan 2030' is completed and scheduled for adoption at the July 2020 Council meeting. Two stage Community and stakeholder engagement for the Plan occurred over 2019-20 with over 400 individual contributing	Completed

City of Ryde Delivery Program		Operational Plan 2019/20 Project	Comments	Status
			participants, and public exhibition during May 2020 (115 survey/interviews/submissions).	
Organisational Development program	Intranet Upgrade		Interim Intranet Solution Delivered in 2019. Work is being scoped to include this upgrade as part of the CoR website upgrade.	On Track
	Electronic Time and Attendance		Tender process for the Electronic Time and Attendance System will be undertaken in Q1 2020-2021.	On Track
Regulatory program	Mobile Field Worker App - Health and Building Compliance			Completed
Internal Corporate Services program	Plant & Fleet Purchases			Completed
	Asset Data Collection		Initial scope of works completed. Additional scope variation will be completed in 2020/21	On Track
	Corporate Purchase Card Acquittal System			Completed
	Asset Management Software		RFQ submissions are currently being reviewed.	On Track
	iChris			Completed
	Toshiba MFD & Desktop printers			Completed
	Finance System Upgrade		Awaiting end of financial year processing before transitioning to the upgraded system.	On Track
	Information Technology Infrastructure Renewal		Significant investment and associated work has been brought forward to cater for staff Work from Home requirements resulting from COVID restrictions.	Completed
	Information Technology Software Renewal		Shifting of funding to infrastructure modernisation has impacted the planned software updates/renewals. The balance of funds have been carried forward.	On Track
	Information Technology Infrastructure Expansion			On Track
Information Technology Software Expansion			On Track	