



LOOKING AHEAD

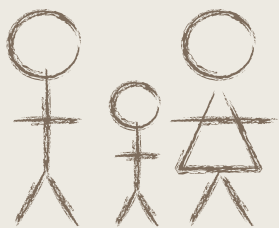
CITY OF RYDE / ANNUAL REPORT 2010/11



HIGHLIGHTS

OUTCOME AREA

HIGHLIGHTS



PEOPLE

• PAGE 66 •

The City of Ryde is committed to maintaining a socially sustainable city through community participation.

- Opening the new Ryde Library. See page 68 for more information.
- Constructing the West Ryde Community facility
- Launching a crime prevention plan
- Establishing a graffiti-free zone
- Immunising thousands of children
- Encouraging volunteers
- Increasing the number of dog off-leash areas
- Supporting Go Active 2 School
- Developing our new Website.



ASSETS

• PAGE 80 •

The City of Ryde is committed to the delivery and maintenance of high quality public infrastructure and facilities.

- Completing the City of Ryde Business and Planning Centre. Find out more about it on page 102.
- Winning awards for 'Working towards a Sustainable City' and at the Stormwater Industry Association's Young Professional of the Year awards.
- Constructing the Ryde Community Sports Centre. See page 85 for more information.
- Monitoring and improving water quality in our waterways
- Rehabilitating Strangers Creek
- Hosting the One Drop Festival
- Extending our cycleways
- Undertaking a flood study of the Parramatta River.



ENVIRONMENT

• PAGE 90 •

The City of Ryde is committed to maintaining an ecologically sustainable city through the management of our natural and physical environment.

- Consolidating the Top Ryde Community Bus Service
- Planning our response to climate change
- Minimising our use of non-renewable resources
- Enhancing local biodiversity corridors
- Engaging with local youth through schools and the Waste to Art Competition
- Winning sustainability awards. See page 92 for more information
- Inspecting food premises to ensure our community eats out safely.

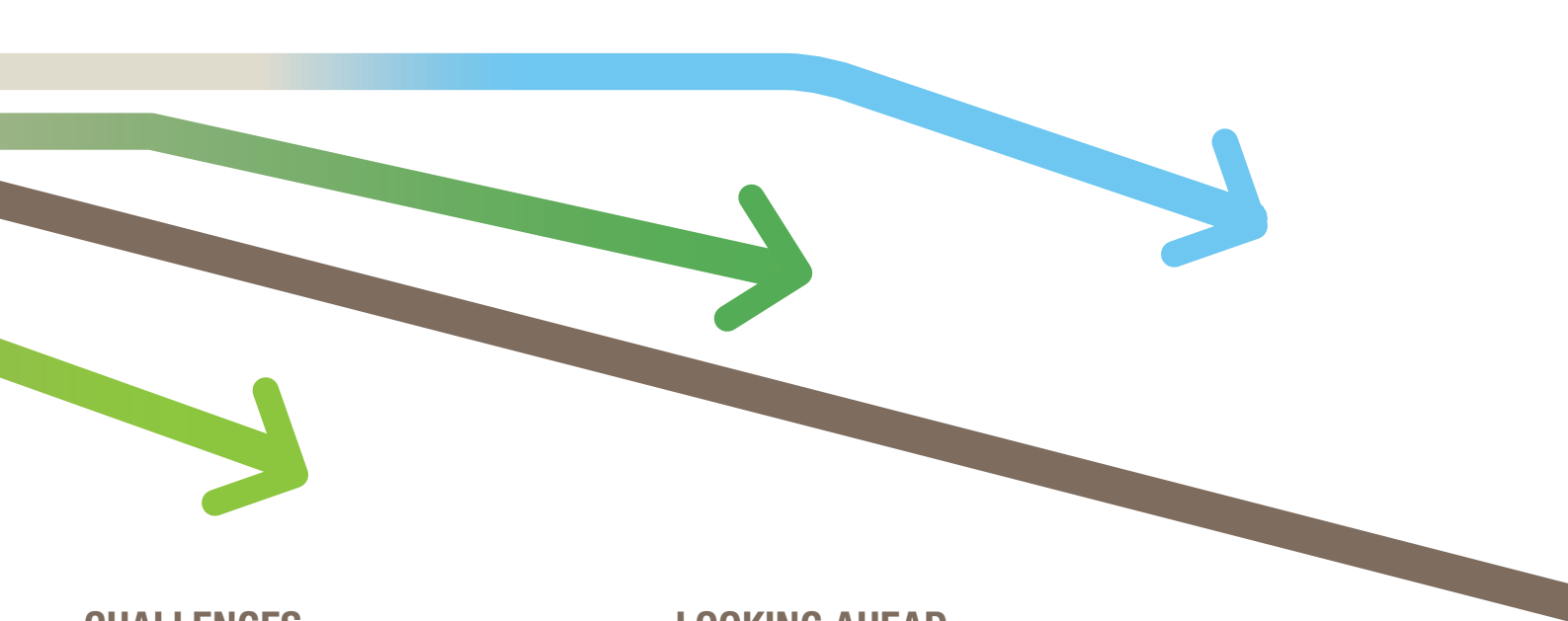


GOVERNANCE

• PAGE 100 •

The City of Ryde is committed to effective decision-making processes that ensure transparency and the involvement of the community.

- Evolving to the City of Ryde 2021 Community Strategic Plan
- Increasing our focus on customer service
- Launching the Ryde Planning and Business Centre
- Working with the community to improve safety for all. See page 103 for more information.
- Producing an award-winning report.
- Implementing systems to improve transparency.
- Reviewing our Procurement framework
- Conducting 'Have your Say Day' staff cultural survey
- Planning for redevelopment of the Civic Precinct.



CHALLENGES

- Long-term library planning amidst changing technology and community needs. See page 77 for more information.
- Falling attendance at the Ryde Aquatic Leisure Centre due to the GFC, the impact of health issues like Swine Flu and the age of the Centre.
- Increasing and competing demands for use of sportsgrounds and open spaces.

- Not always meeting our targets
- Needing to upskill staff to undertake a broader range of projects and programs in reduced budget environment
- Needing to allocate resources to complete our local road audit inspections to ensure public roads are well maintained
- Cutting through our asset maintenance backlog.

- Providing sustainable local solutions to climate change and achieving local environmental improvements has been difficult in a changing political landscape
- Local government has a key role in creating and delivering local solutions to address Greenhouse Gas emissions, but this relies on clear state and federal policy reforms.

- Finding new ways to engage with our customers and our community
- Improving our complaints management process
- Increasing levels of community participation and engagement in decision-making processes
- Occupying the aged Civic Centre building is resulting in lost productivity and system shutdowns due to ageing infrastructure.

LOOKING AHEAD

- Assessing the feasibility of establishing a local market
- Developing guidelines for public art
- Protecting and managing urban and street trees
- Renewing community buildings
- Working with Macquarie University to engage young people living in Macquarie Park
- Establishing community gardens and nurseries
- Becoming an accredited White Ribbon Community, demonstrating leadership in creating a city free from violence against women
- Installing floodlighting at sportsfields
- Increasing opportunities for our residents to participate in fitness initiatives.

- Handing over West Ryde Community Centre
- Constructing the Yamble Reserve All Abilities Playground
- Extending our cycleways network
- Constructing and repairing footpaths
- Repairing roads and kerbs for driver amenity and safety
- Repairing bridges, culverts and footbridges as part of an ongoing program
- Installing traffic calming devices.

- Restoring and enhancing local habitat and urban bushland connectivity
- Engaging with local businesses to improve sustainability, reduce water and energy usage and improve recycling rates
- Improving water quality
- Improving stormwater management to reduce the impact of flooding
- Refurbishing seawalls and retaining walls
- Enhancing parks and open spaces to improve biodiversity levels and appearance
- Optimising waste management at the Porter's Creek Depot recycling
- Continuous improvement of public safety and standards of living.

- Achieving business and organisational change to improve corporate capacity to deliver customer service and drive improvement
- Strengthening our community engagement framework
- Improving our Best Value Review methodology to ensure all processes are mapped and efficiencies identified
- Developing a plan for the Civic Precinct development to provide space for civic and community use
- Commencing customer satisfaction surveys
- Implementing an effective complaints management process
- Providing additional services and business transactions online for the convenience of our customers
- Implementing compliance management software to build confidence in our compliance status
- Enhancing services and information available to our community online.

**\$101
MILLION**

spent each year on delivering
services to our community

85%

satisfaction with Ryde Business
and Planning Centre

670,804 visitors to the
Aquatic Centre

**\$136
MILLION**
annual budget

**63,238
CUSTOMER
REQUESTS**

EIGHTY THREE %
projects completed or on track

44,657
passengers using Top Ryder
community bus service

207 PARKS

SOME OF THE THINGS WE DO

We manage 51 services, \$2.5 billion of assets and an annual budget in excess of \$136 million, with an additional \$43.3 million contributed assets gained from development agreements. We spend around \$101 million annually on services that benefit our community.

We encompass 40 square kilometres, including waterways and parklands. Within this sits the Macquarie Park Corridor, our specialist Macquarie Park Centre, Macquarie University, and Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 13,000 businesses, five public libraries, 24 primary schools, five high schools and the Ryde and Macquarie Park Hospitals.

23,000
community members
attended an event at all
libraries in 2010/11

2000
children
immunised

646 DEVELOPMENT
applications worth
\$310,520,333 approved

\$2.5 BILLION
in assets

108,700
attendees at City of Ryde events



**2011
ANNUAL
REPORT**

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A woman with long brown hair, wearing a grey patterned dress with black trim, is smiling and holding a small green plant in a black pot. The background is white with grey and brown graphic lines.

**2011
LOOKING
AHEAD**



OUR COMMITMENT

How will we achieve this?

We commit to delivering a range of outcomes for the long-term healthy and sustainable development of our City. We do this through our financial, political and organisational capacity and through effective engagement with our community and key partners.



VISION

Where are we headed?

We will be an innovative leader in environmental, economic and social sustainability.



MISSION

What benefits will we bring to our community?

We will work with our community to provide essential services and to ensure Ryde is a vibrant place to live.



VALUES

Professionalism We deliver effective services to our community with consistent decision making.

Teamwork We work together with respect and support.

Leadership We promote clear direction and encouragement.

Ethics We are honest, responsible and accountable for our actions.

Pride We have satisfaction in our work.

Recognition We acknowledge our achievements.



LOOKING AHEAD NEW VISION:

Refer to page 110 and 111

40 sq km
of land area

We are committed to delivering exemplary services for all our community, so they can continue to enjoy all the benefits of living in our city, including our enviable location, our abundant green outdoor spaces, our thriving town centres and our diverse local neighbourhoods – offering a welcoming sense of place for all.

29
Neighbourhood centres

WHAT IS OUR CITY'S HISTORY?

On 3 January 1792, eight former British marines received grants of land on the northern bank of the Parramatta River, midway between Sydney and Parramatta, on land traditionally belonging to the Wallumedegal clan of the Dharug people.

By 1803 most of the accessible land along the Parramatta River and overlooking ridges had been granted. Governor King recognised that many of the settlers had insufficient land for their stock and so in 1804 set aside a large area of public land for use by local inhabitants. This was the Field of Mars Common, an area of 5,050 acres.

The first use of the term 'Ryde' was in early 1841 when subdivisions of land in the vicinity of St Anne's Church took place. The village consisted of a scattering of houses and buildings, surrounded by farms, orchards and some large estates. The municipal district of Ryde was officially proclaimed on 12 November 1870.

Many of those houses and buildings still stand today.

WHO LIVES HERE?

- 102,850 residents (2010 Census estimate), projected to rise to 117,000 by 2030
- 25 – 54 year olds make up the majority (45%) of the population
- An ageing population with an increase of residents aged 55 years and older since 2001
- 37.7% of residents are born overseas
- 42% speak another language. The most commonly spoken languages in 2006 were Cantonese followed by Mandarin, Italian, Korean and Armenian.

WHAT DOES OUR CITY LOOK LIKE?

There are 16 suburbs within the City of Ryde, with a mix of residential living and successful business, retail and educational centres. There is also a wide range of natural landscapes, beautiful parks, scenic waterways and areas of historical significance.

We actively encourage our residents to celebrate their differences, look out for their neighbours, take advantage of all on offer on their doorstep, and we work to ensure the City of Ryde is a vibrant, inviting and welcoming place for all to enjoy.

WHERE DO WE WORK AND LEARN?

- Macquarie Park Corridor and town centres
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- Over 13,000 businesses
- Five public libraries, including a home library lending service
- 24 primary schools
- Five high schools
- Ryde and Macquarie Hospitals

FIVE Town centres

Traditional owners are the **WALLUMEDEGAL** clan of the Dharug people

Located **12km** northwest of the Sydney CBD

102,850 residents

80,000 strong workforce

WHERE ARE WE?

Our City is located 12 kilometres north-west of central Sydney, set in scenic surrounds between the Parramatta and Lane Cove Rivers. It is well connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services.



Australia



Sydney, NSW



City of Ryde

MACQUARIE PARK, PART OF NSW'S GLOBAL ECONOMIC CORRIDOR

Our support for economic development contributes significantly to the State's 'Global Economic Corridor' with Macquarie Park the most important employment centre in the our City. Often called 'Australia's Silicon Valley', it is the location for many of Australia's top 100 companies in the pharmaceutical, health and IT&T sectors, as well as leading research institutions. This includes Macquarie University, CSIRO and the head offices for Optus, Siemens, Foxtel, Johnson & Johnson and Canon. The Macquarie Shopping Centre, one of the leading retail centres in Sydney, is also located in Macquarie Park.

As a specialised centre, Macquarie Park provides around 66,000 jobs/student places, making it the third largest concentration of jobs/student places in NSW after the Sydney CBD and North Sydney, with over 1,200,000m² of employment floor space.

Looking Ahead: When fully developed, Macquarie Park will have close to 3,000,000m² of commercial floor space, with the potential for 160,000 jobs/student places by 2031.

WHERE DO WE PLAY?

Our City is well known for its beautiful parks and green open spaces. We have 207 parks and within those parks there are 99 playgrounds. Many of our playgrounds have been revitalised with new designs and equipment over the past four years.

We also have over 60 hectares of playing fields which are used by over a million people annually, while for boating enthusiasts there are three access points to the Parramatta River at Bowden Street Wharf and two new launching ramps at Kissing Point and Wharf Road, West Ryde.


We also have over 200 hectares of natural areas that are an important part of the 'green' character our residents value so highly. The largest is the Field of Mars Reserve, which is linked to seven other parks by a series of footpaths. Almost 150 dedicated and enthusiastic volunteers maintain 21 bushcare sites throughout our City. They put in over 5,000 hours of bush regeneration work each year.

OUR PARTNERSHIPS

As our population increases and we are called upon to provide both core infrastructure and adequate community services, we must not only have the vision to take the community forward, but also constantly forge new relationships and strengthen existing partnerships to make these visions a reality.

We are committed to working in partnership with the community and other key stakeholders to provide quality, cost-effective services that are of real community value.

Scattered throughout the report are examples of how partnerships have created improvements for the community.

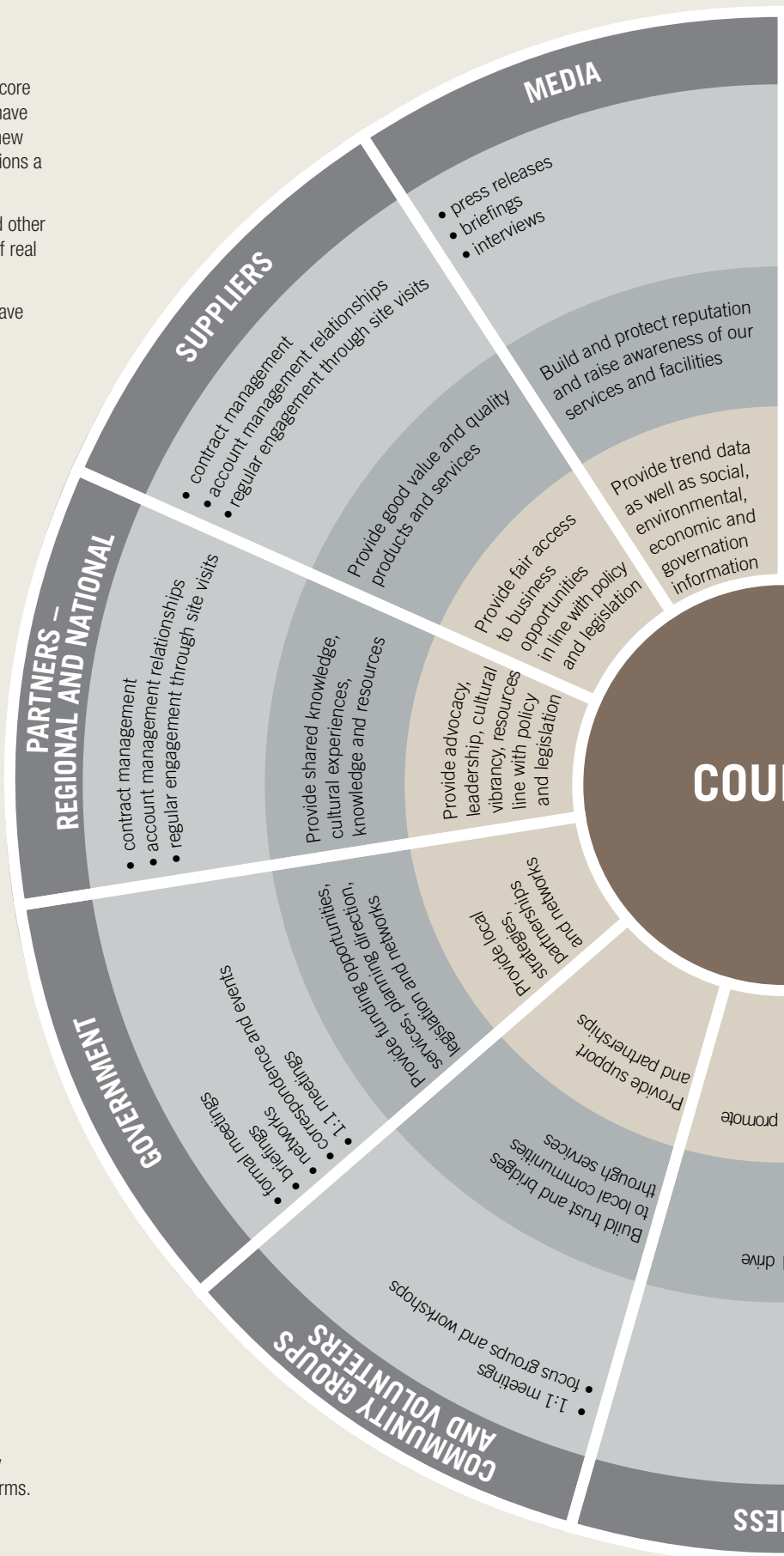
Look out for the logo. 

OUR STAKEHOLDERS

We engage with our stakeholders in three primary ways:

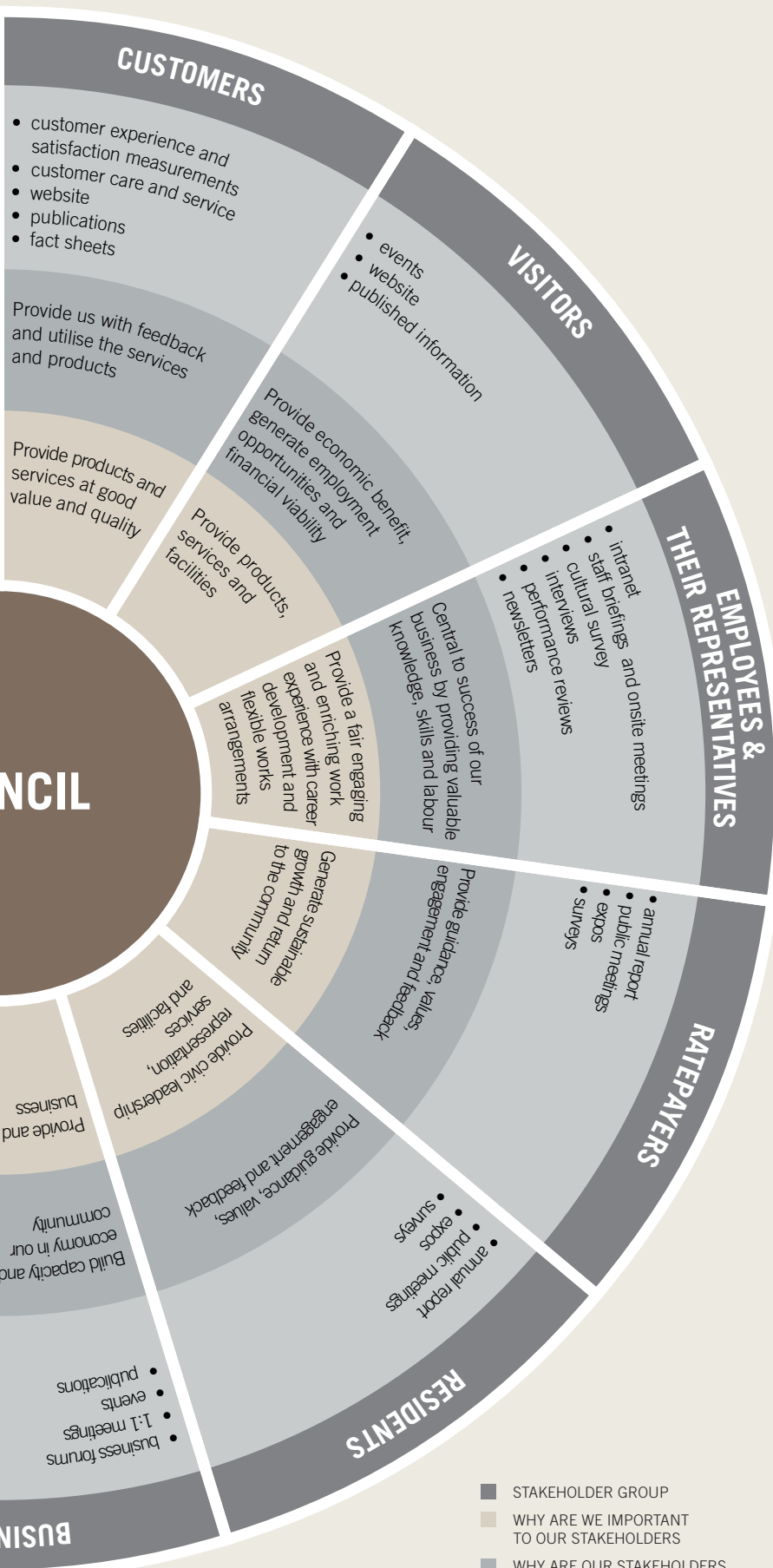
- Responding to specific requests for information and services
- Participating in multi-stakeholder relationships
- Conducting our own engagements.

We have identified our stakeholder groups and consider the diverse nature of these groups as our relationships develop and grow over time.



LOOKING AHEAD

During 2011/12 we will continue to engage with our stakeholders to understand their expectations on the issues most important to them and the best way for us to communicate. A partnership with Macquarie University will investigate and forge new opportunities for community consultation using social media and other emerging platforms.



- STAKEHOLDER GROUP
- WHY ARE WE IMPORTANT TO OUR STAKEHOLDERS
- WHY ARE OUR STAKEHOLDERS IMPORTANT TO US
- WAYS OF ENGAGING WITH OUR STAKEHOLDERS

THE WALLUMEDAGAL OR WALLUMATTAGAL WERE THE TRADITIONAL OWNERS OF THE AREA WE NOW CALL RYDE.

Their clan name derived from *wallumai* the snapper fish, combined with *matta*, a word used to describe a place, but more often a water place.

They were, therefore, the 'snapper people', and were one of the clans that formed part of a large dharug language group whose country stretched from the shores of Port Jackson to the Hawkesbury.

> ABOUT THIS REPORT

To help readers, we have used symbols to highlight areas of this Annual Report where further information is available.

Our partnerships



On our website



Our environment



SUSTAINABILITY REPORTING

The City of Ryde has improved its approach to sustainability reporting.

This 2010/11 report demonstrates that we are coming closer to achieving full integration of sustainability considerations in our strategies and service delivery.

Core elements of sustainability reporting include the corporate policy, strategy and objectives to achieve and maintain sustainable development, and the presentation of data and information to reflect current performance against specific environmental, economic, social and governance targets.

To view the SOE Report go to www.ryde.nsw.gov.au/soe

Our report draws on the criteria of the Global Reporting Initiative (GRI) Guidelines and includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. Council is not yet fully compliant with the GRI and our sustainability reporting has been progressively integrated into our Management Plan, Business Unit planning and our Annual Report.

The GRI index lists the location within the Annual Report that the indicators and disclosures are reported. Refer to page 194 for further information.

Our community and stakeholders can support the environment by choosing to receive the City of Ryde's corporate communications in electronic form.

We report to our community and stakeholders in a number of ways.

This Annual Report focuses on our financial and operational performance in 2010/11, documenting our performance against the Management Plan 2010 – 2014 and the 2010/11 Budget.

The report includes a snapshot of our performance (both highlights and challenges) and an overview of our outlook for the future, including our plans to ensure the sustainability of our organisation, our City and the community we serve.

Our State of the Environment Report (SOE) is issued as a regional report with Northern Sydney Regional Organisation of Councils (NSROC). The SOE report describes our plans and performance in managing the environmental dimension of our activities.

AUDIENCE FOR THIS REPORT

This report is intended to provide important information to a broad range of stakeholders including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies.

It also provides our staff with information on how well we have performed over the year, how their efforts have contributed to achieving the vision and what to expect looking ahead.

ACKNOWLEDGEMENT

The City of Ryde acknowledges the Wallumedegal clan of the Dharug people as the traditional custodians of this land.

CITY OF RYDE

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ABOUT THIS THEME

The theme of this year's Annual Report 'Looking Ahead' relates to our transition to our vision of the City of Ryde the place to be for Lifestyle and opportunity @ your doorstep. This long-term strategy aims to ensure that the City of Ryde lives up to the aspirations of our community, while meeting the challenges of the future. In doing so, our city will be recognised by our residents, visitors, students and investors as the place to be, where opportunities and lifestyle are available close to where people live, work and play.



1.

YEAR IN REVIEW

Mayor's Message
General Manager's Review
Managing the Money
Calendar of Events



**\$15.99
MILLION**
operating surplus

\$100.1m
total income for 2010/11



\$8.34 MILLION
contributed assets received by Council



\$1.32 MILLION
spent on parks

\$84.1 MILLION
total operating expenses



\$1.24 BILLION
worth of land owned by Council



56.29%
of our revenue received from rates and annual charges

\$1.44 MILLION
spent on stormwater and parks assets

> MAYOR'S MESSAGE



A MESSAGE FROM THE MAYOR

As Mayor of the City of Ryde, I am delighted to present the 2010/11 Annual Report, reviewing the last 12 months and outlining our new vision for the City of Ryde as the place to be for lifestyle and opportunity @ your doorstep.

This document includes a summary of our financial accounts, reviews of our internal operations, evaluations of our achievements, our future plans and how we continue to build a better City of Ryde for the people who live, work and visit our City.

We are proud to be working for a diverse and vibrant community that celebrates and embraces the many different aspects of the rich and rewarding lifestyle the City of Ryde offers.

We are committed to delivering exemplary services for all our community, so they can continue to enjoy all the benefits of living in our City, including our enviable location, our abundant green outdoor spaces, our thriving town centres and our diverse local neighbourhoods – offering a welcoming sense of place for all.

I hope you find this report useful in showing how we have delivered on our stated objectives by:

- keeping our council charges low as possible
- finding innovative and improved ways of working
- developing modern facilities for local people
- improving our town centres, parks and public amenities
- working closely on the wellbeing of our residents
- investing prudently
- working together towards a better environment
- listening to our community, and
- aligning our services to respond to community needs, concerns and expectations.

We have long been synonymous with strong economic performance, with strong links to our business community through the Ryde Business Forum and local chambers, and with Macquarie Park, the jewel in our crown. We continue to carefully plan for the future to ensure local jobs and innovation flourish, and to fulfil our vision for our community to be able to work close to their homes; which feeds into our commitment to embracing sustainable living.

Community involvement and engagement is at the heart of good governance and we ensure that our strategic direction meets the aspirations of our local community - ultimately offering lifestyle and opportunity at their doorstep.

We continue to develop a leadership culture focussed on our new vision and mission, and we are committed to; working with our community and partners to provide strategic leadership, effective projects and quality customer services.

It is a great honour to hand over to you this Annual Report on behalf of my fellow Councillors and staff for your exploration, in the hope that it will provide you with a greater understanding and appreciation of the exemplary services provided by the City of Ryde.

Cllr Artin Etmekdjian
Mayor – City of Ryde

> GENERAL MANAGER'S REVIEW



A MESSAGE FROM THE GENERAL MANAGER

Looking Ahead is our theme for this year. During 2010/11 we completed our City of Ryde 2021 Community Strategic Plan which outlines how Council will deliver the aspirations of our community in all that we do into the future.

This annual report is the last presented in our old format and looks at the year in review when we began to realign our organisation to focus on our new vision for the City of Ryde - *The place to be for Lifestyle and Opportunity @ your Doorstep*.

LOOKING AHEAD - OUR CITY'S FUTURE

The strategic plan (completed this year) is our community's plan which collates and articulates your hopes and concerns and brings these sentiments together into seven key outcomes for the City.

You told us that you wish to maintain the many aspects of the Ryde lifestyle, while acknowledging it will continue to grow as part of Sydney's expansion. Our strategy is to get the balance right between catering for growth around our major centres, while maintaining the village atmosphere, the many parklands, playgrounds and sportsgrounds and the green, leafy outlook of our suburbs. Getting this balance right is at the heart of Ryde 2021.

Ryde's destiny is not just in our hands. To bring about our new vision we aim to collaborate with a range of partners. This year we knocked on many doors to start this process.

SERVICE DELIVERY

We are proud to be the fifth lowest residential rating Council in metropolitan Sydney. We aim to provide value for money services to our residents. Although we are still developing clear measures of customer satisfaction and clear unit cost structures for each of our 51 service areas, we are focussed on it as we look ahead. Providing the best value possible is a key element to our service delivery.

Being a city of opportunity, we are expecting strong growth in the coming years. Local and external investors want to see Council respond to their development applications effectively and efficiently. For this reason in 2010/11 we completed a top to bottom review of our development assessment service. The review indicated that while our processing times and costs are competitive against the majority of benchmarked Councils, we still have room for improvement. We look forward to implementing the findings of this review to provide the best possible development assessment services.

Demonstrating our commitment to this, we opened the Ryde Business and Planning Centre as a 'one stop shop' for lodging development applications. Since its opening in May 2010, visitor satisfaction has remained at 85% with maximum waiting times reducing from one hour to five minutes.

Looking ahead, we need to continue to improve our project management approach. In 2010/11 we achieved 89% of our planned capital projects. In the past, our ability to manage our projects has varied across the organisation. To help improve this, we have established a project management office, improved our project methodologies and have supported 12 staff to complete a Diploma of Project Management.

Some highlights of our capital project delivery included the completion of:-

- Town centre upgrades
- The state-of-the-art Top Ryde library
- The Ryde Planning and Business Centre
- Practical completion of the Ryde Community Sports Hall

As we look ahead the West Ryde Community Centre and Michael Lardelli Park will be completed in 2011/12.

Delivering these projects on top of our normal environmental and roads projects is a credit to our project management staff who produced these results.

> GENERAL MANAGER'S REVIEW (CONTINUED)

As we continue to improve our services, our community is responding. As a result of our Ryde Library opening, we increased the number of visits against the same period last year by 38,487 visitors. The library sets a new direction for public libraries of the future as a place for meeting as well as learning and quiet enjoyment.

Customer satisfaction with our Customer Service centre is 83%, which is 3% above target. Over the year we met our target of 90% of our customer requests responded to within agreed service levels of ten working days. We fell short of our target to respond to inward correspondence within ten working days. Eighty-three (83) percent of our correspondence met this timeframe against our target of 90%.

This year we made changes to our customer service approach so that we can better serve our customers in the future. We appointed a complaints coordinator to further improve our management of customer complaints and learn from our mistakes. We have established customer satisfaction indicators and will be independently collecting customer satisfaction ratings for each of our service areas. We will continue to focus on improving training, culture, and systems to improve our approach to customer service.

OUR ORGANISATION

In readiness for the future we are strengthening our internal capacity to:

- Engage with our residents and customers to better understand their expectations and satisfaction with the 51 service areas that we provide.
- Improve the integration of our systems and technology to:
 - Enable customers to transact with us 24/7. This will be delivered in 2011/12 for most service areas
 - Provide effective information to our frontline managers to improve service delivery
- Streamline our budgeting, and performance management processes to better align to our strategic plan delivery
- Align our long-term financial planning to the management of our assets so that they are properly maintained and that risks are managed
- Develop our leadership skills and provide staff with the right skills and training
- Provide staff with a safe and appropriate working environment that is affordable to our residents
- Focus on accountability for service delivery
- Support our workforce to work collaboratively in a project management environment.

We are not there yet. The journey began in 2010/11 and will continue to progress as we look forward to the Council of the future.

Our efforts to address the imbalance in gender equity in our management levels have been recognised by three awards over the past twelve months. As we look ahead, our workforce planning will continue to address this issue.

OUR FINANCES

We have again shown strong financial management this past year. As this report shows, we had an operating surplus of \$15.99 million, which is up \$7.91 million from the previous year.

Our net reserve position is \$63.94 million against our original budget of \$49.18 million. When adjusted for \$3.29 million of working capital carry over, our reserve position at the end of the year is \$5.95 million improved against budget. This positive position is as a result of land sales, voluntary planning agreements and asset contributions.

Our reduction (adjusted in the March quarter) of contributed asset projects of \$23.35 million is mainly the result of late delivery of Michael Lardelli Park and West Ryde Community Centre. Both projects will be completed in the near future.

This year we invested \$22.89 million on capital projects and carried over \$7.79 million on projects (of which \$3.29 million is from general revenue).

I remain confident that a significant number of these carryover projects will be completed shortly. Projects valued at \$2.1 million already have contracts signed; \$1.5 million of projects were funded too late in the financial year to be completed; wet weather delayed the completion of \$1.29 million of projects that will be completed shortly while an additional \$1.26 million of projects have been delayed by extended community consultation. Other carryover projects were started in 2010/11 but are designed to run over two financial years.

In addition, approximately \$8.3 million of contributed assets were received this year which required significant effort and oversight by Council's project management staff.

OUR GOVERNANCE

We remain vigilant to ensure that our audit and reporting functions provide the highest levels of scrutiny to ensure that ethics across the organisation are upheld at the highest levels. In 2010/11 we reported two cases of inappropriate behaviour to ICAC which led to disciplinary procedures being taken.

We continue to focus on risk management across all of our functions to ensure that we understand and manage the many risks to which we are exposed. This is particularly so, as the future of local government remains more challenging than ever and we try and manage our asset portfolio of \$2.53 billion while being constrained in our ability to generate income.

As the fifth lowest residential rating Council in Sydney, our rates constitute 56% of our income. Looking ahead, local government must seek new ways to generate revenue from the full utilisation of lazy assets and take a more entrepreneurial approach to our operations.

After another busy year I would like to close by thanking the Mayor and the Councillors who have worked tirelessly to represent the views of their community. As we look ahead we will remain focused on working with our community and partners to shape and mould the City of Ryde as the place to be for Lifestyle and Opportunity @ your doorstep.

John Neish
General Manager – City of Ryde



MANAGING THE MONEY

Money comes in from rates on property, government grants, interest on investments, user charges and fees, and sometimes from Council's own businesses.

Money goes out for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, immunisation, bush regeneration and tree removal programs.

There are limited options available to Council when we look to increase our income due to our high dependence on rates and the cost of services we provide.

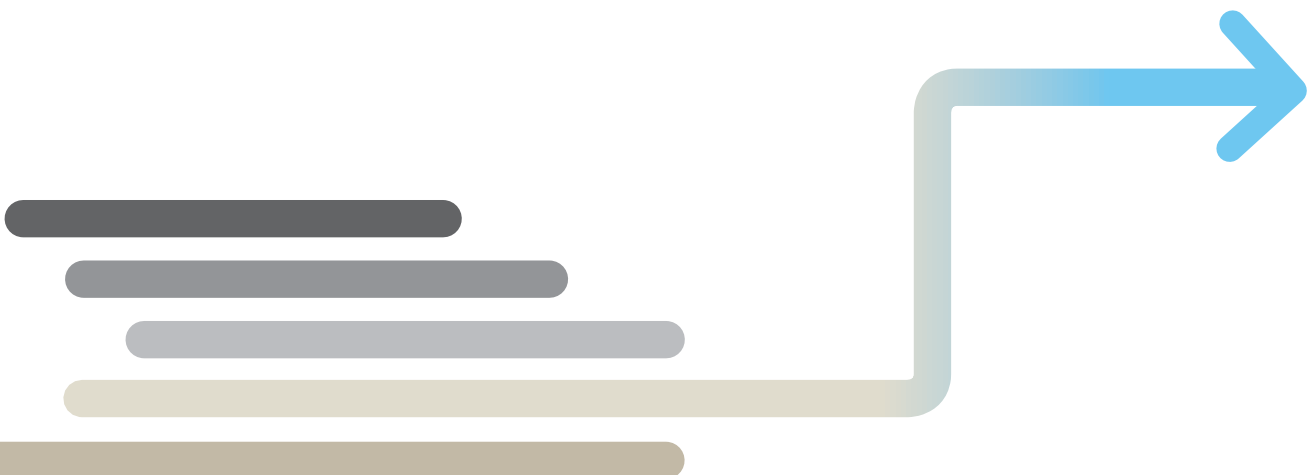
For this reason, we have an obligation to operate more efficiently, optimise returns, engage with stakeholders and act with integrity.

The following information aims to provide a brief summary of our 2010/11 Financial Statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of Council's Financial Statements are available in Section 6 – Financial Statements from page 113 of this report.

BUDGET

To provide a sound financial position for the City of Ryde, budgets are part of a detailed planning cycle. Similar to managing a household budget, money needs to be earned, bills have to be paid and savings need to be set aside for future needs.



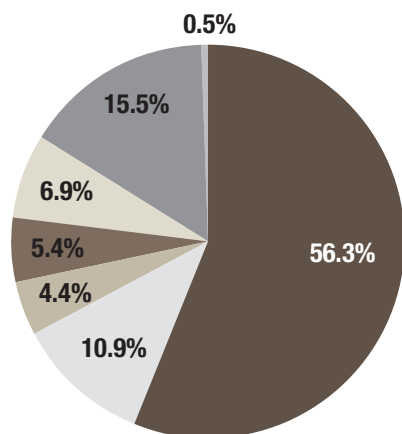
WHERE DID OUR MONEY COME FROM? (Income Statement)

This year, our main source of income, other than rates, was from capital grants and contributions of \$15.54 million or 15.5% (2009/10 \$12.3 million or 20.3%). This includes \$8.34 million of contributed public domain infrastructure assets associated with major developments, such as our new Library and the Ryde Planning and Business Centre.

Rates income contributed \$56.3 million or 56.29% (2009/10 \$54.5 million or 61.16%). Federal and State Government grants assist in providing facilities and services in the community. User charges and fees (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees) are also an important source of income.

2010/2011 TOTAL INCOME \$100.1 MILLION

- Rates & Annual Charges
- Interest and Investment Income
- Grants & Contributions Provided For Operating Purposes
- Grants & Contributions Provided For Capital Purposes
- Net Gain On Disposal Of Assets
- User Charges & Fees
- Other Revenue



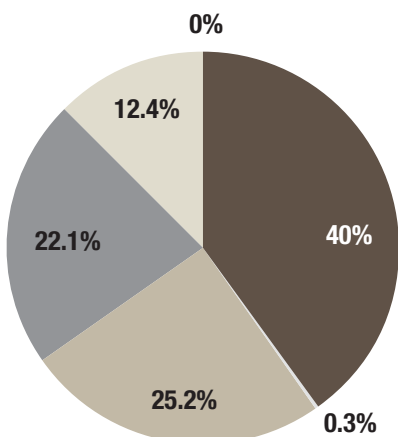
WHERE IS THE MONEY SPENT? (Income Statement)

The provision of significant services and infrastructure to the community accounts for 65.2% (2009/10 61.6%) of our operating expenditure. This work is carried out by Council employees and contractors.

Asset Renewal Expenditure was \$5,739,000 in 2009/2010 and \$5,580,000 in 2010/2011 out of the total depreciation of \$18,715,000 and \$18,598,000 respectively, with Infrastructure Depreciation of \$11,656,000 in both years (Asset Renewal Ratios of 49.24% and 47.87% respectively attest to this).

2010/2011 TOTAL OPERATING EXPENSES \$84.1 MILLION

- Employee Benefits and On Costs
- Materials & Contracts
- Impairment
- Other Expenses
- Loss from disposal of assets
- Borrowing Costs
- Depreciation & Amortisation &

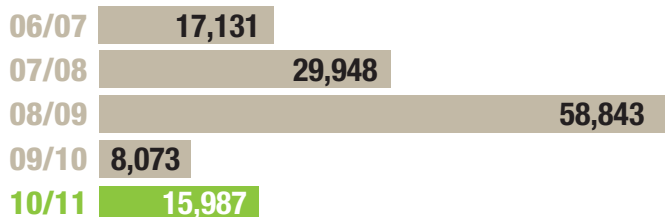


HOW DOES THE PERFORMANCE COMPARE WITH PREVIOUS YEARS? (Income Statement)

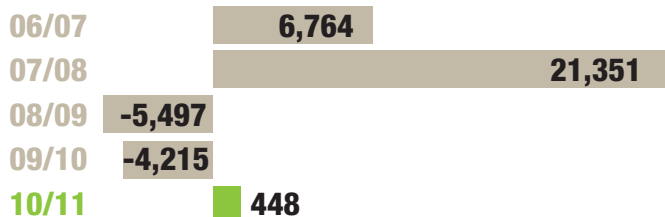
We have achieved an operating surplus over the past five years. This indicates that the day-to-day costs incurred by Council are less than the total revenue received, allowing Council to pay for capital works.

Following three successive operating surpluses before capital from 2005/06 to 2007/08, in 2008/09 and 2009/10, our operating deficit was a direct result of the continuing impact of the Global Financial Crisis that has affected superannuation funds, businesses and all levels of government, and the impact of increased depreciation under Fair Value accounting of Council's \$1.29 billion renewable infrastructure assets. In 2010/11 we returned to an operating surplus due in part to additional contributions and better returns on our investments.

OPERATING RESULT '000s



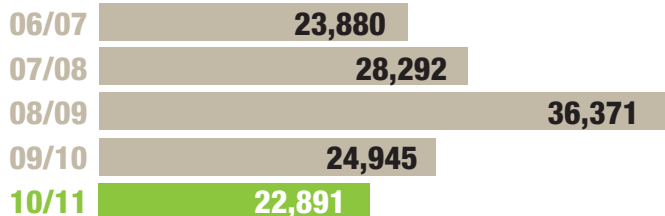
OPERATING RESULT BEFORE CAPITAL '000s



CAPITAL EXPENDITURE (Infrastructure, Property, Plant and Equipment)

We have substantially increased the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. Council delivered \$22.89 million on capital expenditure (2009/10: \$24.8 million) and received \$8.34 million (2009/10: \$5.46 million) of contributed public domain infrastructure assets associated with major developments within the City.

CAPITAL EXPENDITURE (EXCLUDING CONTRIBUTED ASSETS) '000s



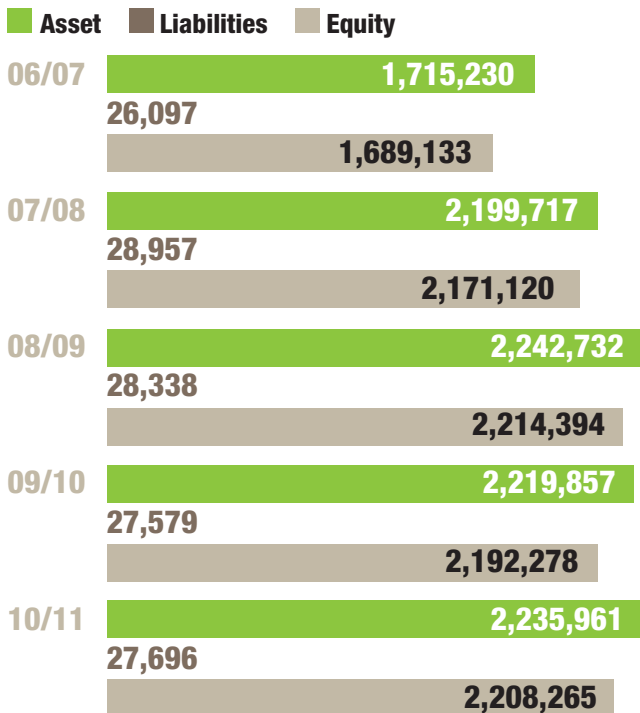
> YEAR IN REVIEW

HOW ARE WE GOING?

(Statement of Changes in Equity)

This graph compares the City of Ryde's net accumulated financial worth as at 30 June 2011 to our position over the past four years.

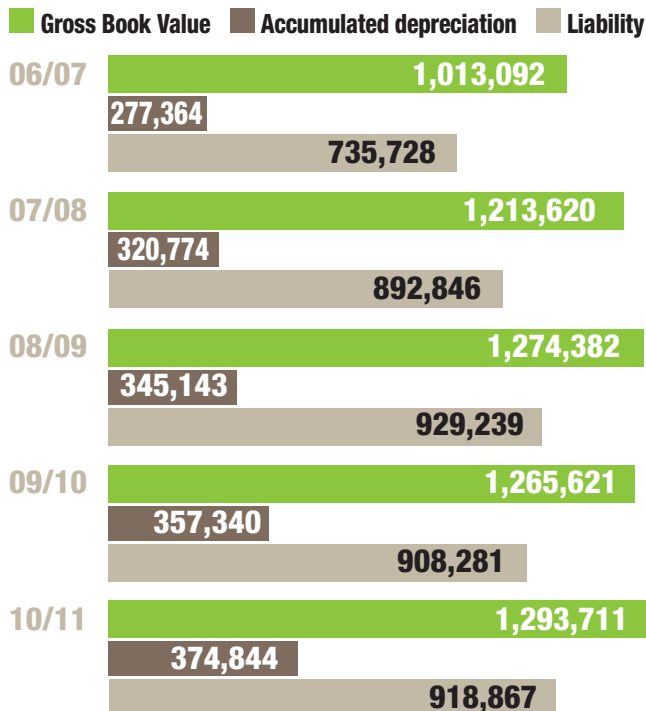
NET WORTH/EQUITY '000s



ASSET MANAGEMENT (Council's Assets – Infrastructure, Property, Plant and Equipment)

We own and maintain over \$2.53 billion worth of infrastructure including roads, parks, buildings, stormwater drainage, bridges, footpaths, lighting, seawalls and wharves. This includes \$1.24 billion of land, excluding land under roads.

INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT



HOW WE SPEND

Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special rate raised approximately \$1.18 million from business properties located within the Macquarie Park Corridor. These funds assist in implementing the Macquarie Park Corridor Master Plan, which has been developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor, and the construction of the new Epping to Chatswood rail link.

These funds are separately accounted for and are being used to construct public domain infrastructure in the area. This will improve roads and cycleways as the area changes from a low density business park to an attractive, viable and vibrant urban centre. Revenue and expenditure are as follows:

Macquarie Park Special Rate 2010/11	budget	actual
Funds brought forward from 2009/10 Financial Year	\$412,693	\$412,693
Revenue 2010/11	\$1,803,800	\$1,182,773
Expenditure	\$1,020,000	\$158,022
Total Expenditure	\$1,020,000	\$158,022
Net Result	\$1,196,493	\$1,437,445

Surplus funds are restricted for use in future years, under the conditions for which they are raised.

See page 84 for details of activities undertaken in the Macquarie Park Corridor.

Stormwater Management Service Charge

The Stormwater Management service charge raised approximately \$0.98 million from residential and business properties (but not including vacant land or land owned by the Crown or land held under lease for private purposes under the housing Act 2001 or the Aboriginal Housing Act 1998.)

The funds raised are separately accounted for and are used to assist to provide stormwater management services across the City of Ryde. Revenue and expenditure is as follows:

Stormwater Management service Charge 2010/11	budget	actual
Funds brought forward from 2009/10 Financial Year	\$14,450	\$14,450
Revenue 2010/11	\$1,278,100	\$975,754
Expenditure	\$970,000	\$603,850
Total Expenditure	\$970,000	\$603,850
Net Result	\$322,550	\$386,354

Surplus funds are restricted for use in future years, under the conditions for which they are raised.

See page 191 for details of the Stormwater management activities undertaken in 2010/11.

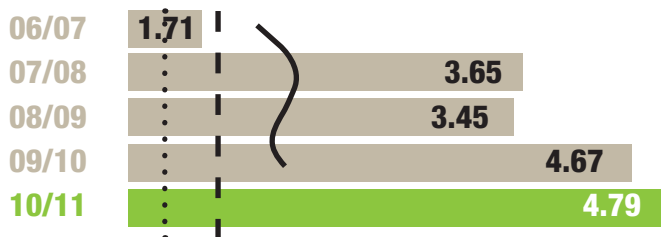
PERFORMANCE MEASURES

Unrestricted Current Ratio

For every \$1 of current liabilities, we have \$4.79 of working capital to satisfy these obligations in the short term. It is generally accepted that a ratio above 1:1 is satisfactory, meaning that the organisation has liquid assets that can meet short-term liabilities as they fall due.

UNRESTRICTED CURRENT RATIO

■ City of Ryde ··· Benchmark - - LGMA Health Check benchmark — Category 3 Average

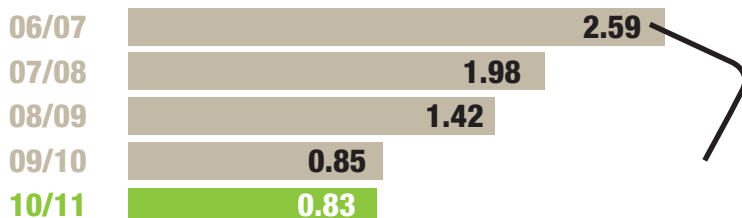


DEBT SERVICE RATIO

Our debt service ratio has been steadily decreasing over the past five years, with only 0.8% of our total revenue being committed to loan repayments for 2010/11.

DEBT SERVICE RATIO

■ Debt service ratio — Category 3 Average

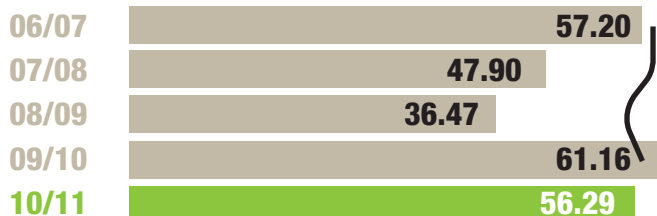


RATE COVERAGE RATIO

We sourced 56.3% of our revenue from Rates and Annual Charges. Rate pegging limits Council's ability to generate additional rate revenue to cover rising costs and this puts further pressure on our ability to adequately fund services.

RATE COVERAGE RATIO (%)

■ Rate Coverage ratio — Category 3 Average

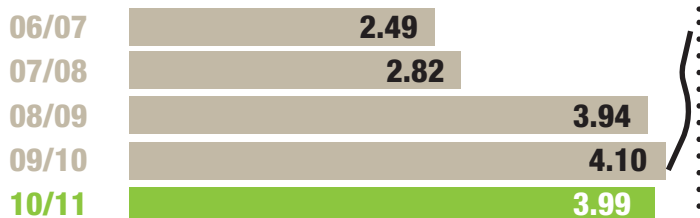


RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE

We maintain a strong recovery rate of 3.99% of outstanding rates and annual charges as at June 2011, which compares favourably with the industry benchmark of 5%. This year saw a slight decrease in the level of outstanding rates, due to Council commencing a project on implementing a new Debt Recovery System.

RATES AND ANNUAL CHARGES OUTSTANDING

■ Debt service ratio ··· Benchmark — Category 3 Average



CALENDAR OF EVENTS

JULY 2010 – JUNE 2011



JULY 2010

Winter school holiday activities
Community Internet training sessions
Wilcannia Arts Exhibition at Brush Farm House
'Helping Learner Drivers Become Safer Drivers' seminar
Child restraint checking day
Senior driver workshop
Guided walks and bushwalks

AUGUST

National Tree Day community tree planting
'Wrap With Love' knit-in
Maria Grzybowski retrospective at Brush Farm House
Eastwood Singing Star singing competition
Community prayer breakfast
Youth movie night
Technology Skills for Women seminar
Seminar for restaurant owners
Guided walks and bushwalks

SEPTEMBER

Small Business September seminars
Bike Week cycling skills day
Clean Up the World activities at Meadowbank
'Living Library' sessions at West Ryde Library
History Week activities
Community Internet training sessions
'Colours of Life' exhibition at Brush Farm House
Annual art awards and exhibition with Ryde Art Society
'Bushcare and Sustainable Homes' local tour
Guided walks and bushwalks, including bi-lingual walk in English/Mandarin

OCTOBER

Spring school holiday activities
Granny Smith Festival
Spring Garden Competition gala presentation evening
'Our Place' youth photographic and writing competition
'Shadows of the Centre' exhibition at Brush Farm House
Sydney Gallery School exhibition at Brush Farm House
Heritage walk around the house and gardens at Brush Farm House
Dress Circle Estate 50th Anniversary morning tea and talk
Guided walks and bushwalks

NOVEMBER

Australian Local Government Women's Association national conference hosted by the City of Ryde
'Great Aussie Swap Party' for National Recycling Week
'Follow Your Waste' tour
Over 55s Expo
YEP! Youth Environment Prize exhibition at West Ryde Library
Guided tours of Brush Farm House
'Dream Day' performance by Ryde Youth Theatre
Seniors road safety workshop
'Celebrating Little Critters' activities for the Year of Biodiversity at the Field of Mars
Guided walks and bushwalks

DECEMBER

Community Christmas Celebration
Community carol singing
'Building or Renovating a Home?' seminar
'Themes from the Natural World' exhibition at Brush Farm House
Author talk: Ellen Mary Wilton on Daughters of Allah
'Helping Learner Drivers Become Safer Drivers' seminar
Guided walks and bushwalks

JANUARY 2011

Summer school holiday activities
Citizen and Young Citizen of the Year ceremony
Australia Day family concert and fireworks
Australia Day sausage sizzle and family day at the Ryde Aquatic Leisure Centre
Author talk: Elizabeth Storrs on The Wedding Shroud

FEBRUARY

Lunar New Year celebrations
Cinema in the Park festival
Author talk: Richard Glover on Why Men Are Necessary
Library Lovers Day
Technology Skills for Women seminar
Making Waste to Art Regional Workshop at Brush Farm House

MARCH

Seniors Celebration
Follow Your Waste Tour Seniors Week
Clean Up Australia Day
Community Information Expo
Ryde Youth Theatre drama workshops
Youth music workshops
Battle of the Bands
'All the Colours of Ryde' festival
International Women's Day art exhibition at Brush Farm House
Author talk: Julietta Jameson on Me, Myself and Lord Byron
Guided walks and bushwalks
Love Food, Hate Waste sustainable food workshop - Macquarie University

APRIL

Autumn School Holiday activities
National Youth Week activities
Heritage Week activities
Author talk: Robin Adair on crime and punishment in colonial times
Guided walks and bushwalks

MAY

Opening celebrations for new Ryde Library
Volunteer Recognition Awards
'Building a Granny Flat?' seminar
Author talk: Kelly Doust on A Life in Frocks
Author talk: Libbi Gorr on The A to Z of Mummy Manners
Community prayer breakfast
Guided walks and bushwalks

JUNE

World Environment Day activities
'One Drop' Family Festival
Children's Voices for Reconciliation
Author talk: Noeline Kyle on A Greater Guilt
'Electricity Wise' workshop
Guided walks and bushwalks including bilingual walks in English/Italian and English/Korean
Composing Workshop
Follow your waste tour

> CITY OF RYDE KEY STATISTICS

	2006		2001		change	
	NUMBER	%	NUMBER	%	2001 TO 2006	PROJECTED 2031
POPULATION, INCLUDING OVERSEAS VISITORS						
Males	47,515	48.2	46,152	48.2	1,363	56,431
Females	51,004	51.8	49,592	51.8	1,412	61,590
Total Population	98,519	100.0	95,744	100.0	2,775	118,021
Overseas Visitors	1,755	1.8	1,500	1.6	255	N/A
POPULATION CHARACTERISTICS						
Indigenous Population	268	0.3	227	0.2	41	N/A
Australian Born	53,491	55.3	56,175	59.6	-2,684	1,499
Overseas Born	36,477	37.7	33,579	35.6	2,898	N/A
Australian Citizens	77,660	80.3	79,216	84.1	-1,556	N/A
Australian Citizens Aged 18+	60,966	63.0	62,532	66.4	-1,566	N/A
AGE STRUCTURE						
Infants	5,530	5.7	5,604	5.9	-74	6,535
Children	13,630	14.1	13,662	14.5	-32	14,007
Adults	63,651	65.8	61,401	65.2	2,250	73,234
Mature Adults	11,911	12.3	11,820	12.5	91	18,447
Senior Citizens	2,042	2.1	1,756	1.9	286	4,484
HOUSEHOLDS AND DWELLINGS						
Owned	12,447	32.9	15,361	41.7	-2,914	N/A
Purchasing	10,403	27.5	7,432	20.2	2,971	N/A
Renting	11,883	31.4	11,468	31.2	415	N/A
Average Household Size (Persons)	2.51	N/A	2.53	N/A	-0.02	2.31
Total Dwellings	39,995	100.0	38,833	100.0	1,162	50,972
WORKERS IN RYDE						
Live and Work in LGA	13,169	22.6	N/A	N/A	N/A	N/A
Live Outside but Work in LGA	45,145	77.4	N/A	N/A	N/A	N/A
TRANSPORT TO WORK						
Catch Public Transport	9,726	20.9	9,749	20.9	-23	N/A
Drive	27,206	58.1	26,934	57.7	272	N/A
Bike	209	0.4	187	0.4	22	N/A
Walk	1,723	3.7	1,626	3.5	97	N/A
Other	1,058	2.3	1,312	2.8	-254	N/A

INFORMATION SOURCE: ABS STATISTICS



2. CIVIC LEADERSHIP

Councillors
How We Govern Our City
Committees

> CIVIC LEADERSHIP

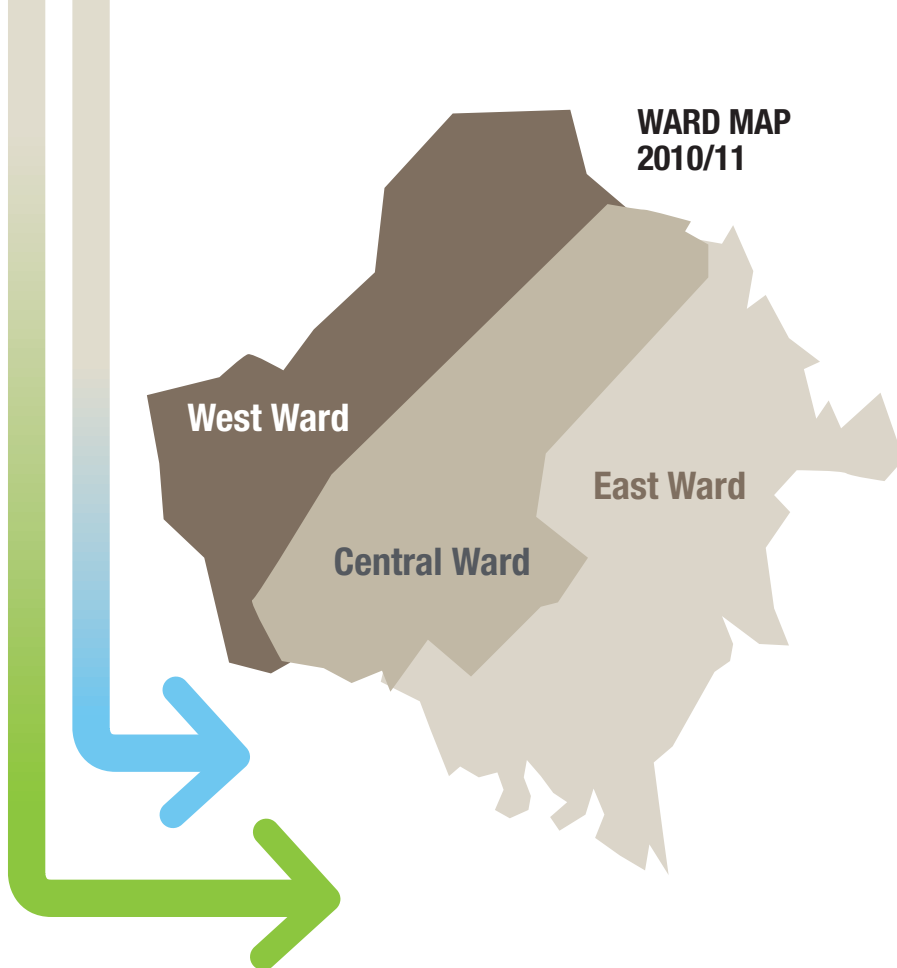
WARD MAP 2010/11

COUNCILLORS

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward. Councillors are elected by the community for a four year term following an election. The Mayor is elected annually by the Councillors. Together, the Councillors make the policies and decisions that drive how the City runs on a daily basis and shape how it will develop in the future.

HOLDING ELECTIONS

Council elections are held every four years. The most recent elections were held in September 2008. The last election was co-ordinated and managed by the State Electoral Commission, which also provided packs containing voting documents, information on candidates and voting instructions. These packs were sent to all registered voters before the election.



WEST WARD



Clr Artin Etmekdjian – Mayor
Locked Bag 2069
North Ryde NSW 1670
Tel: 9952 8332
mayor@ryde.nsw.gov.au
First Elected 2008



Clr Michael Butterworth
Locked Bag 2069
North Ryde NSW 1670
Tel: 0413 944 475
mbutterworth@ryde.nsw.gov.au
First Elected 2004



Clr Justin Li
Locked Bag 2069
North Ryde NSW 1670
Tel: 0412 614 174
jli@ryde.nsw.gov.au
First Elected 2008



Clr Terry Perram
12 Clanwilliam Street
Eastwood NSW 2122
Tel: 9874 7904
tperram@ryde.nsw.gov.au
First Elected 1987

CENTRAL WARD



Clr Nicole Campbell
Locked Bag 2069
North Ryde NSW 1670
Tel: 0402 132 669
ncampbell@ryde.nsw.gov.au
First Elected 2004



Clr Bill Pickering
PO Box 460
Gladesville NSW 1675
Tel: 0404 074 299
bpickering@ryde.nsw.gov.au
First Elected 2008



Clr Jeff Salvestro-Martin
PO Box 4104
Denistone East NSW 2112
Tel: 0413 043 423
salvestro-martin@ryde.nsw.gov.au
First Elected 2008



Clr Sarkis Yedelian OAM
PO Box 631
Gladesville NSW 2111
Tel: 0412 048 330
sarkis@yedelian.com
First Elected 2004

EAST WARD



Clr Roy Maggio
Locked Bag 2069
North Ryde NSW 1670
Tel: 0418 299 347
rmaggio@ryde.nsw.gov.au
First Elected 2008



Clr Gabrielle O'Donnell
3/3-5 Amiens Street
Gladesville 2111
Tel: 9817 2019
godonnell@ryde.nsw.gov.au
First Elected 1999



Clr Ivan Petch – Deputy Mayor
3 Jetty Road
Putney NSW 2112
Tel: 9809 1847
ivanp@ryde.nsw.gov.au
1977-1987 and 1995 to present



Clr Vic Tagg
Locked Bag 2069
North Ryde NSW 1670
Tel: 0412 369 510
victor_tagg@hotmail.com
First Elected 2004

> HOW DO WE GOVERN OUR CITY?

THE ROLE OF COUNCIL

The City of Ryde exists as a body politic under the Local Government Act 1993. The elected Council is the law-making body and consists of 12 Councillors, being the Mayor and 11 Councillors. The administration is headed by the General Manager.

Our role is to make policies on the City's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

The elected Council weighs up the issues facing our growing city and ensures that ratepayers' money is spent in the most effective way. This can mean balancing the needs of the community against the needs of individuals and taking into account the long- and short-term implications of decisions.

Together, the Councillors, as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the Local Government Act 1993. Day-to-day operations are delegated to the General Manager, and corporate performance monitored through quarterly reports to Council and the community.

COUNCIL DECISIONS


Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as 'Council'. At Committee meetings, reports from Council officers are submitted, with a recommendation for the consideration of the Committee members.

Depending on the nature of the issue, the Committee may have delegated authority (in accordance with Council's Code of Meeting Practice and in accordance with the Local Government Act 1993) to make resolutions that will be implemented by Council officers.

If the Committee does not have the appropriate delegated authority, the Committee will either refer or make a recommendation to Council for determination.

COUNCIL MEETINGS

Regular Council and Committee meetings are held at Ryde Civic Centre. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Some matters, due to their nature and the need to maintain confidentiality, may be considered by Council in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice.

Council's meeting schedule, agendas and minutes, are available on the City of Ryde website. 

CODE OF CONDUCT

Councillors are bound by a Code of Conduct, which sets a high standard for their ethical behaviour and decision-making. The code states Councillors' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the code. During 2010/11 there were six Code of Conduct complaints made against Councillors and referred to the General Manager, some of which were matters that have been responded to by Council and resolved. None were referred to a Code of Conduct reviewer.

HAVING YOUR SAY

There are many ways you can have your say on the governing of the City of Ryde.

You can:

- Vote for Councillors every four years through the Local Government election for the City of Ryde
- Arrange to speak at a meeting
- Write to or telephone elected members of the Council
- Make a submission on the Council's budget and annual plan when advertised each year or on its 10 year plan published every four years
- Make submissions on other major projects or notified consents that are consulted or advertised throughout the year.

More information on community engagement is available on our website  and page 58.

COUNCILLORS' FEES/ EXPENSES

The Local Government Remuneration Tribunal is constituted under Chapter 9, Division 4 of the Local Government Act 1993 and sets remuneration for the Mayor and Councillors.

The Mayor and Councillors receive an annual fee established by Council and set within the approved range by the Local Government Remuneration Tribunal in July 2008.

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Councillor Expenses Policy. Information relating to these expenses in 2010/11 can be found in Section 7 Statutory Information.

- The Mayor's Fee for 2010/11 was \$68,902 (\$48,582 plus Councillor fee of \$20,320)
- The Deputy Mayor's Fee for 2010/11 was \$25,718 (\$5,398 plus Councillor fee of \$20,320)
- The Councillor's Fee for 2010/11 was \$20,320 for each Councillor.


DELEGATING DECISION-MAKING

As provided for in the Local Government Act, the Council can delegate some of its decision making authority to the General Manager, thereby allowing a more efficient operation in several areas such as enforcement of Council regulations and finalising or negotiating various matters within parameters set by Council.

COUNCILLOR MEETINGS/ ATTENDANCE

Meetings ran from 1 July 2010 to 30 June 2011. The statutory meeting, including election of the Mayor, was held on 14 September 2010.

COUNCIL ADVISORY COMMITTEES

There are 17 Council Advisory Committees currently operating within the City of Ryde. They provide advice to Council on key issues. Our community committees are an important way of staying connected with the views of our local citizens. Further information on our Council Advisory Committees, including information such as minutes and terms of reference, can be found on our website. 

A detailed list including details of the functions of the various committees can be found in the Statutory Information Section 7 of this report on Page 190.

	WORKSHOPS	MEETINGS
Clr Etmekdjian (Mayor)	26	36
Clr Butterworth	15	39
Clr Campbell	14	34
Clr Li	6	31
Clr Maggio	16	50
Clr O'Donnell	26	48
Clr Perram	24	48
Clr Petch (Deputy Mayor)	12	46
Clr Pickering	22	47
Clr Salvestro-Martin	8	35
Clr Tagg	21	47
Clr Yedelian OAM	23	49

THE COMMITTEE SET-UP

The Council makes policies on the City's direction, funding expenditure, investment, borrowing, finance, strategic development and growth. In addition the Council has four standing committees: **the Committee of the Whole, the Planning and Environment Committee, the Works and Community Committee and the Civic Precinct Committee.**

These committees carry out many of Council's strategic and decision-making functions and generally meet fortnightly. Membership of the standing committees is determined annually. The Chairperson is also elected annually.

COMMITTEE OF THE WHOLE

Chairperson: Mayor
Members: All Councillors

The Committee of the Whole primarily deals with issues relating to the management of the Council's financial, human and physical resources, including significant planning matters. The Committee of the Whole comprises all councillors and operates with the same powers as a full Council meeting. For the 2011/12 year Council has amended its committee structure to remove the Committee of the Whole and to refer all matters from committees to the Council meeting.

PLANNING AND ENVIRONMENT COMMITTEE

Chairperson: Cllr Pickering
Deputy Chairperson: Cllr O'Donnell (to September 2010), Cllr Yedelian OAM (from September 2010)
Members: Cllr Butterworth/Cllr Etmekdjian (to September 2010), Cllr O'Donnell, Cllr Pickering, Cllr Salvestro-Martin, and Cllr Yedelian
Ex Officio: Mayor

The role of the Planning and Environment (P&E) Committee deals with issues affecting the built environment and public health matters. For example the P&E Committee considers and determines many planning matters, such as local development applications. The Committee also reviews environmental enforcement matters such as issuing of orders to prevent illegal building or demolition works.

WORKS AND COMMUNITY COMMITTEE

Chairperson: Cllr Tagg (to September 2010), Cllr Maggio (from September 2010)
Deputy Chairperson: Cllr Campbell (to September 2010), Cllr Tagg (from September 2010)
Ex Officio: Mayor

The Works and Community (W&C) Committee deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing. For example, the W&C Committee deals with matters affecting our public libraries, leisure facilities such as the Ryde Aquatic Leisure Centre, community events, and the award of community and cultural grants.

The W&C Committee also deals with a number of matters that impact on the physical environment such as requests for removal of trees, redevelopment of parks, and capital works projects such as roads, footpaths and drainage.

The Committee also evaluates traffic studies and considers the recommendations of the Ryde Traffic Committee.

CIVIC PRECINCT COMMITTEE

Chairperson: Mayor
Members: All Councillors

Provides direction in all projects involving the development of the Ryde Town Centre including land owned by the Council.

The Civic Precinct Committee operates in the same way as the Council and is open to members of the public, unless Commercial in Confidence information is being dealt with.

3.

CORPORATE GOVERNANCE

Who is Working for Us
Organisational Structure
Executive Leadership
Developing our People
Equal Employment Opportunity (EEO)
Occupational Health and Safety
Corporate Governance Framework
Planning Framework



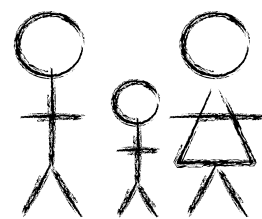
> WHO IS WORKING FOR US

The City of Ryde Executive Team is led by the General Manager and comprises five groups:

- Community Life
- Public Works
- Environment and Planning
- Corporate Services
- Strategy and Organisation Development.

Our organisation has many skilled and professional people who are passionate about the City and its future and about delivering better value services.

There are 22 business units that deliver services and projects across these five groups. The City of Ryde has 661 employees including 199 casuals, and equates to 490 Full Time Equivalents – FTE. The City also employs contractors for various works including concreting, road marking, and so on. We are also supported volunteers and community representatives on a number of community committees and working groups.



COMMUNITY LIFE

PEOPLE

- Open Space
- Library Services
- Ryde Aquatic Leisure Centre
- Community & Culture
- Community Relations and Events



GENERAL MANAGER

Commercial Management
Building Partnerships
Ensuring Community Service Needs are Balanced



COUNCIL

Representing the Community
Strategic Decision-Making
Policy Making



COMMUNITY



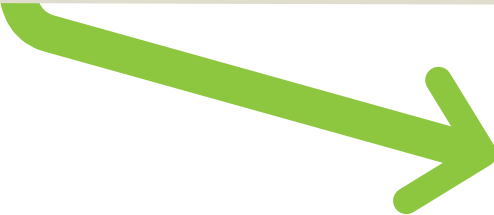
STRATEGY AND ORGANISATION DEVELOPMENT

Organisational Development
Cultural Change
Reporting to Council and the Community



RISK & AUDIT

Internal Audit
Risk and Insurance
Procurement
Administration
Legal Services



PUBLIC WORKS

ASSETS

Access
Stormwater & Park Assets
Waste & Fleet
Buildings & Property
Operations



ENVIRONMENT AND PLANNING

ENVIRONMENT

Urban Planning
Environment
Assessment
Health & Building
Regulatory Services



CORPORATE SERVICE

GOVERNANCE

Finance
Human Resources
Information Systems
Customer Service
Governance
Legal Service

GROUP MANAGER ENVIRONMENT AND PLANNING

DOMINIC JOHNSON

Qualifications: BA (Hons), MEnvMan (Appointed: 2009)

Dominic manages a portfolio that includes planning for the city's future growth, dealing with development applications, regulation of the built environment and delivering environmental outcomes. His 17 years and varied roles in the public sector have provided him with the right experience to deliver high quality planning and sustainability outcomes within an urban context. His current focus is facilitating sustainable development in the City of Ryde, underpinned by modern planning controls and a best-value assessment process.

GROUP MANAGER CORPORATE SERVICES

ROY NEWSOME

Qualifications: Assoc. LG Admin GACID (Appointed: 2001)

Roy has had an extensive career in local government that has seen him fulfil many diverse roles across the general management and corporate services portfolios.

From this background and experience, it has seen Roy build a strong track record in developing, strengthening and continuously improving organisational governance frameworks, across key areas that have included Finance, Procurement, Information Systems, Human Resources, Customer Services, Governance, Property and Legal Services.

His current key focus areas are optimising Council's IT systems to improve customer service delivery, further strengthening customer service delivery through initiatives such as the Ryde Planning and Business Centre and establishing customer satisfaction measurement mechanisms, investigating options to increase new revenue sources and reviewing and updating Council's Long Term Financial Plan to ensure Council's current position is maintained whilst being fully understanding of Council's future financial challenges.



GROUP MANAGER COMMUNITY LIFE

SIMONE SCHWARZ

Qualifications: BA (Comms) MAppSoc Res (Appointed: 2010)

Simone's portfolio has a focus on community wellbeing, harmony and culture and includes a diverse range of community and library services, community relations and events, open space and recreation planning, cultural planning and the Ryde Aquatic Leisure Centre. Simone has previously worked in community services in local government, TAFE and the community sector. She is a Past President of the Local Government Community Services Association, a Visiting Associate at the Centre for Local Government at the University of Technology, Sydney and Board Member of the Local Government Managers Association.

GENERAL MANAGER

JOHN NEISH

Qualifications: BAppSc (Appointed: 2010)

John's career has spanned the private, not for profit and local government sectors. He leads organisations to build constructive cultures that focus on customer service, value for money and ethical standards in governance. His experience in local government administration was gained both in Australia and the UK where, as Head of Performance in the UK Audit Commission, he analysed the causes of local government effectiveness. John understands the importance of bringing commercial acumen to local government operations whilst balancing community service obligations. He has extensive experience in building and delivering community vision in partnership with other sectors and optimising development opportunities which provide a beneficial lifestyle for local residents.



MANAGER STRATEGY AND ORGANISATION DEVELOPMENT

BEKI BOULET

Qualifications: MBA (Appointed: 2010)

Beki has ten years experience in organisational development in local government and extensive international experience in strategic development in private industry, IT process solutions and continuous improvement. Her focus at the City of Ryde is to bring about positive cultural change throughout the workforce to improve customer service standards and drive performance. She considers cultural transformation to be integral to improving productivity and attracting and retaining the best possible talent.

GROUP MANAGER PUBLIC WORKS

TERRY DODDS

**Qualifications: DPM A.Dip Eng (Civil)
CPPD MAIPM MAITPM FMACMP MCMi (Appointed: 2010)**

Terry has spent over 29 years participating in the delivery and maintenance of infrastructure assets for Local and State Government, as well as the private sector. Terry leads the Public Works portfolio, which delivers and maintains City of Ryde assets. Public safety, visual amenity and practical yet contemporary designs are three of the main themes that underpin decisions made by this Group.

> DEVELOPING OUR PEOPLE

We want our workforce to be engaged, capable, safe and highly motivated.

People develop and excel in an environment that celebrates the unique perspectives they bring every day to work. We recognise that an effective and integrated Human Resources Strategy is the basis for transforming our organisation. Our strategy is built on attraction and retention; building the capacity of our staff; increasing their satisfaction and engagement; and ensuring our behaviours match our values. In response to this strategy, staff turnover at the end of June 2011 was 11.1%, the lowest level for more than a year.

Looking ahead, we face the challenge of maintaining our workforce especially in critical service areas and the changing demographics of our city and broader Australian workforce.

To meet this challenge we aim to:

- Increase job satisfaction, motivation and morale for staff
- Increase efficiencies and innovation in forming strategies and procedures
- Increase capacity to adopt new technologies and methods
- Reduce employee turnover
- Enhance our image within the community.

Some of our programs include:

- Hosting the first of the Workplace Health and Safety seminars about changes to State legislation based on a national model for Work Health and Safety.
- 38 middle and senior managers studying for Diploma of Management/ Diploma of Project Management qualifications to improve project delivery and leadership qualities. A number of places in these courses were reserved for women as part of Ryde's commitment to achieving gender equity in our management ranks.
- Actively promoting our commitment to gender equity through our Women's Empowerment Working Group (WEWG)
- The best maternity leave entitlement in the State and flexible working hours for all staff.
- 'Have Your Say Day' for staff to share their views about our organisation.
- A variety of HR Initiatives including Weight Watchers at Work and walking groups. Currently a QUIT smoking program is being investigated.
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study.

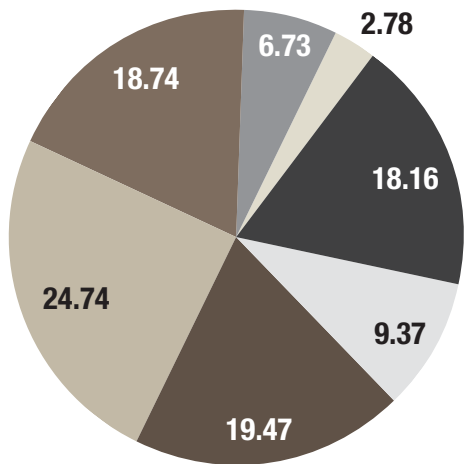
In 2010/11 a total of 9,508.20 labour hours was spent on Training Courses and Conference/Seminar attendances, not including tertiary sponsored studies. Training was undertaken across a wide range of areas, from operational indoor/ outdoor staff training, to management training, mandatory OHS and Regulatory/ Governance training, as well as attendance at conferences and seminars.

As shown in the chart opposite, the percentage of women holding managerial positions rose over the year from 26% to 32%, while the number of internal promotions for female staff increased from 44% to 47% over the year. See page 40 for further discussion on how our gender equity initiatives have benefitted our staff and community and earned awards for our City.

32%
of management
positions are
occupied by
women

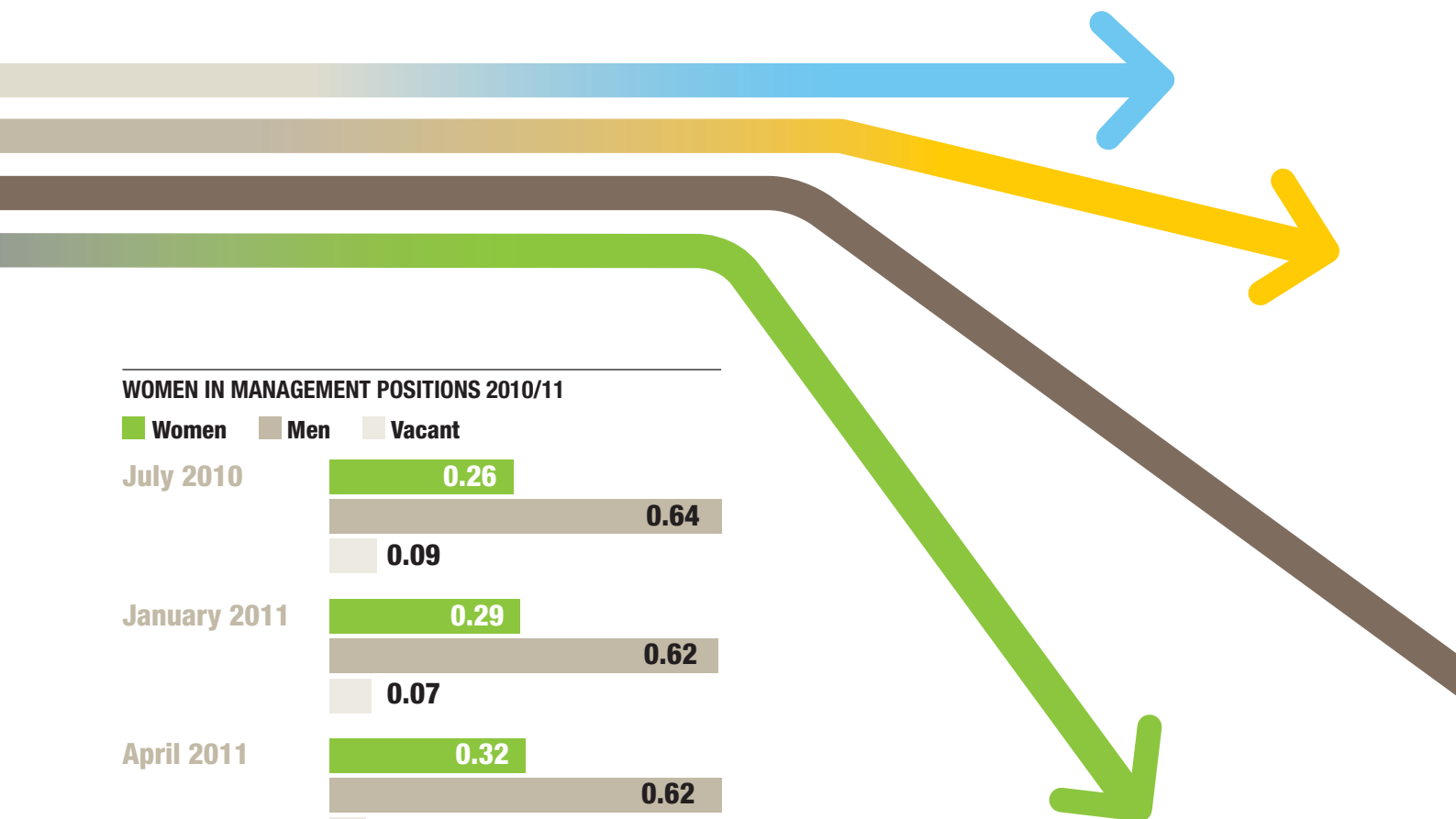
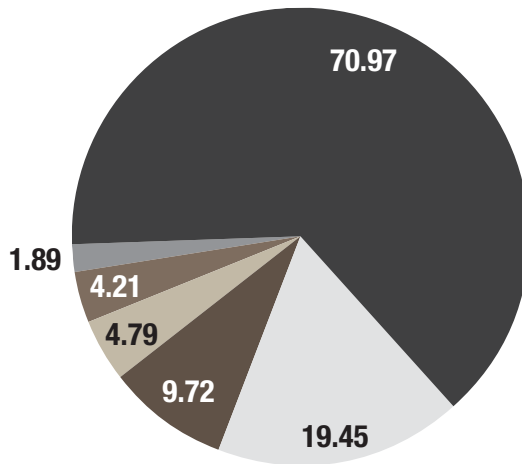
AGE PROFILE % OF WORKFORCE

14-17 18-24 25-29 30-40 41-50
51-59 60 and over



YEARS OF SERVICE % OF WORKFORCE

0-4 5-9 10-14 15-19 20-24
25 years or more



WOMEN IN MANAGEMENT POSITIONS 2010/11

Women Men Vacant



> EQUAL EMPLOYMENT OPPORTUNITY (EEO)

We are committed to achieving a safe and rewarding workplace free from all forms of unlawful activity, harassment and discrimination where all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training.

As demonstrated in the charts on page 39 and in the box below, we aim to create a diverse and skilled workforce that will have the capabilities to deliver quality services to our community, thereby helping to make the City of Ryde a better place to live, work and do business. We are raising the level of staff awareness and participation of EEO practices and principles, improving participation of identified EEO groups at all levels of employment within the City of Ryde and creating a diverse and skilled workplace to better meet the needs of our community.

CELEBRATING GENDER EQUITY

In 2010/11 we received three important awards recognising our gender equity initiatives. We received the Bronze Award for Gender and the 50:50 Gender Equity Vision Award Equity from the Australian Local Government Women's Association (ALGWA) as well as the Women in Local Government Award at the 2011 National Awards for Local Government.

Leading the transition to gender equity has long been central to our organisation, which first adopted increased paid parental leave in 2008. The move was subsequently taken up by other councils and later mandated by the Federal Government.

In 2010 our Councillors also voted to provide staff a women-friendly workplace environment with appropriate facilities such as breastfeeding amenities, while local women have been given a voice on community issues through our Women's Advisory Committee.

Our Women's Empowerment Working Group (WEWG) aims to improve opportunities and remove barriers for women's

participation in the workforce at the City of Ryde, and has made significant progress towards achieving gender equity across our organisation.

In November 2010 we hosted the Australian Local Government Women's Association Conference (ALGWA), coinciding with the Year of Women in Local Government.

Conference delegates came from as far away as the Tiwi Islands in the Northern Territory, accompanied by a Who's Who of high-profile Australian women, including Federal, State and Shadow Ministers, senior academics, social commentators and activists, executive directors and authors.

The conference focused on the gender imbalance of Local Government leadership, at both the political and managerial levels, with other issues including women and work/life balance, and connecting with our communities.



OUR COMMITMENT

The City of Ryde is committed to providing a workplace that is safe and without risk to health or the welfare of all employees, contractors, volunteers, work-experience persons, visitors and members of the public in our workplaces, and the effective rehabilitation of injured employees.

100%
of injuries are reported
in two business days

OUR PURPOSE

To improve and maintain the standard of Occupational Health and Safety (OHS) within the City of Ryde, and ensure the ongoing development and improvement of OHS systems, policies and procedures that foster a consultative approach between management, employees and others who work for the City of Ryde.



OUR ACHIEVEMENTS FOR 2010-11

EMPLOYEE CONSULTATION

We consult with our employees through our dynamic Health and Safety Committee, which now meets with the Executive Team each quarter. This enables the General Manager and Group Managers to directly hear and ask about health and safety issues from various employee and management representatives.

The Health and Safety Committee Bulletin continues to be incorporated into the staff newsletter, *Ryde-On*, to inform all staff on some of the latest health and safety news in our organisation.

ANNUAL SELF-ASSESSMENT

We received payment of \$40,000 for completion of the OHS annual self-assessment and verification audit conducted by our Workers Compensation Insurer, StateCover.

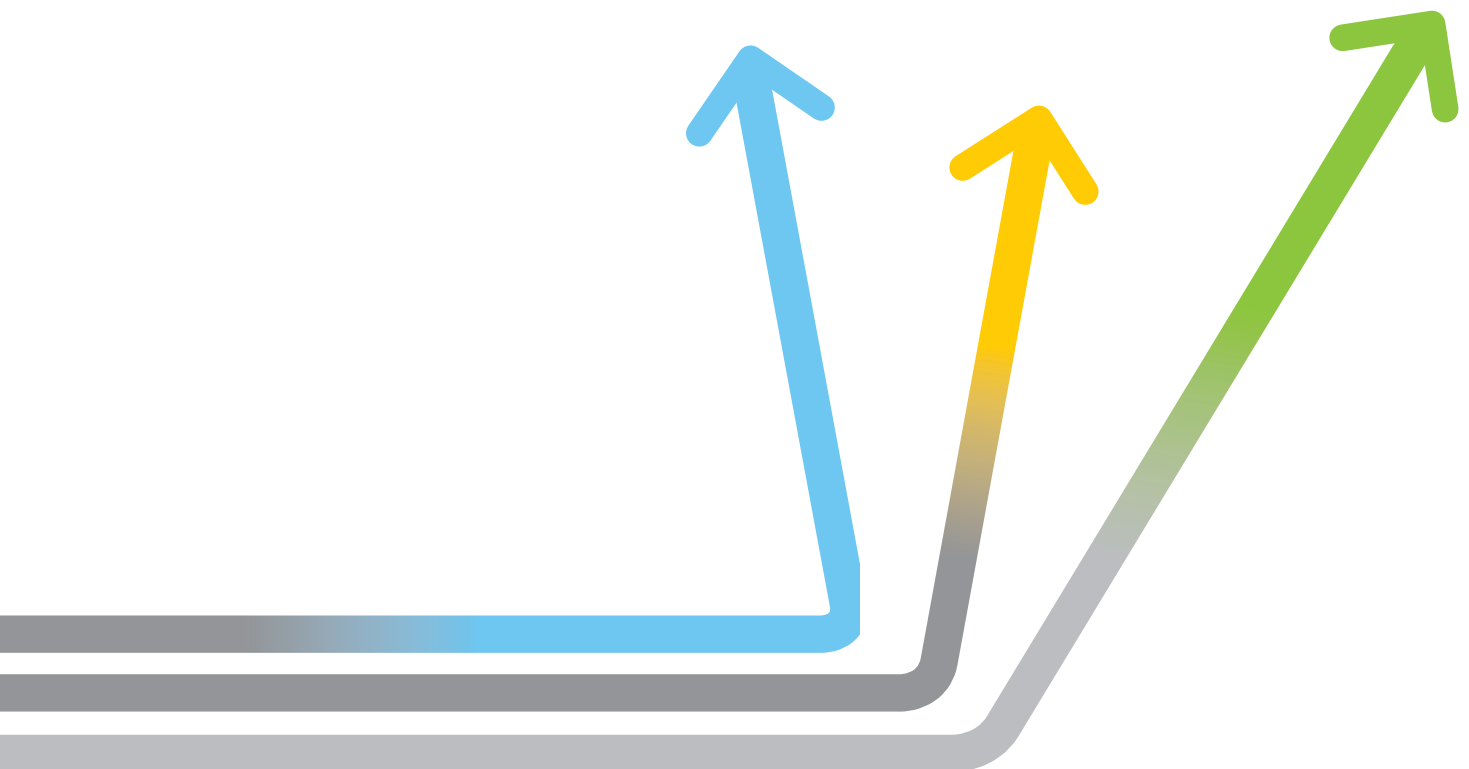
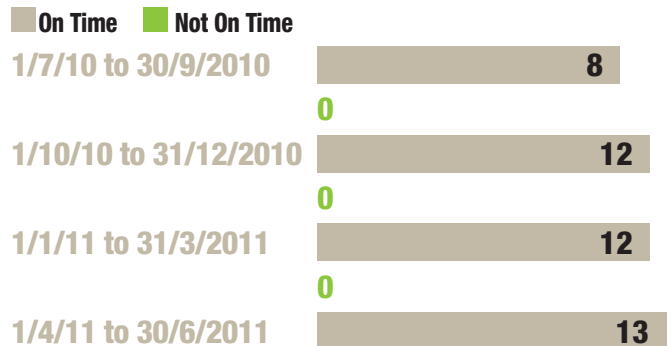
LEARNING AND DEVELOPMENT

This year 451 staff participated in various aspects of OHS training and attended seminars or conferences totalling 1,972 hours for the year.

ON-TIME REPORTING OF CLAIMS

Continued focus on early return to work of injured employees and on-time reporting of injuries to our workers compensation insurer led to another rebate from the insurer for the year. For the first time, 100% of claims were reported on time – within two days of an incident occurring – leading to a maximum rebate of \$12,375 from our insurer. This achievement is due to increased communication with staff and coordinators to educate them on the importance of early notification.

ON TIME CLAIM REPORTING JULY 2010 TO JUNE 2011



LEGISLATIVE FRAMEWORK

Health and safety at the City of Ryde is governed through OHS legislation through Workcover NSW encompassing the OHS Act 2000 and the OHS Regulations 2001, as well as Workplace Injury Management and Workers Compensation legislation.

Specific areas of Council may also have other regulatory aspects for the health and safety of staff and the public including:

- Public Health (Swimming Pool) Regulation 2000
- Protection of the Environment Act and Regulation
- Children and Young Persons Acts.

In 2010/11 preparation was made for the new Work Health and Safety (WHS) legislation anticipated to start on 1 January 2012.

WORKCOVER VISIT

We were one of approximately 40 metropolitan councils visited by WorkCover inspectors to look at issues relating to manual tasks and pesticide/herbicide use. We also demonstrated initiatives we have undertaken to resolve a few previously identified problems.

EMPLOYEE ASSISTANCE PROGRAM - EAP

When employees experience work-related, personal or health problems, we recognise they may affect the employee's quality of life, other employees' general sense of wellbeing and possible adverse impacts on work performance. EAP is available for employees and their immediate family members.

CONTRACTOR MANAGEMENT

The Contractor General Induction Pack was updated on our intranet in 2011/12 and provides background on a broad range of health and safety information for contractor and agency hire staff working directly for us.

Specific site inductions are conducted by particular sections in various Service Units, such as Building Maintenance, Capital Works for construction sites and Vacation Care.

STAFF RECOGNITION FOR GOOD SAFETY PRACTICES

We encourage good safety practices by rewarding staff initiatives with shopping vouchers. Some staff-led improvements include:

- A safe work method statement and training for asbestos removal
- A Business Continuity Plan and training developed over two years
- Staff evacuation information sessions
- Health and safety initiatives made by the Vacation Care section. The National Childcare Accreditation Council also responded to these initiatives with a 'High Quality' award for our Vacation Care centres.

MANAGER / SUPERVISOR CONFINED SPACE TRAINING

We provided a one-day confined space training course for managers and supervisors who have to supervise persons entering potentially dangerous confined spaces.



WORKPLACE INCIDENTS AND INJURIES

As part of our ongoing efforts to reduce potential hazards and injuries, during 2010/11 a new simpler hazard/near miss reporting card was trialled for three months in three libraries and within community land. Responses to the use of the card were favourable, with the increased level of reporting outlined in the charts and graphs on page 44 a positive sign that we are becoming more aware in our workplace. They include all reported hazards, near-misses, third-party injuries in libraries and offices including members of the public and contractors, injuries to our employees and workers compensation claims.

> OCCUPATIONAL HEALTH AND SAFETY *CONT.*

INCIDENTS 2010/11

The total number of incident reports was 184, compared with 135 the previous year. There was an increase in hazard/near miss reporting with 37 compared with 14 the previous year and an increase in reported first-aid injuries with 29 reports compared with seven the previous year. See page 43 for further discussion about workplace incidents and injuries.

INCIDENTS AND INJURY REPORTS 2006-11



WORKERS COMPENSATION CLAIMS

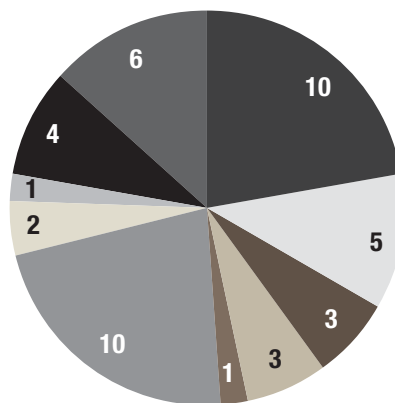
In 2010/11 there were 45 workers compensation claims, a reduction of 11 claims from the previous year. It also represents the second lowest number of claims within the past five years.

WORKERS COMPENSATION CLAIMS 2006-11



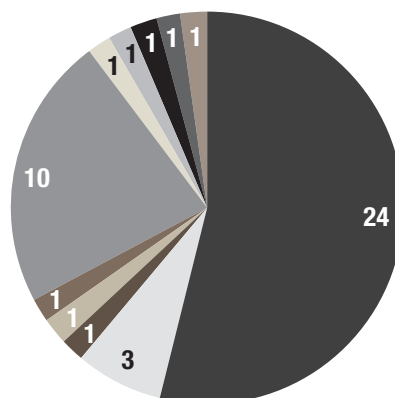
MECHANISM OF INJURY JULY 2010 TO 2011

- Falls On The Same Level
- Being Hit By Falling Objects
- Long Term Exposure To Sounds
- Vehicle Accident
- Hitting Stationary Objects
- Being Hit By Moving Objects
- Muscular Stress While Lifting, Carrying, Or Putting Down Objects
- Muscular Stress With No Objects Being Handled
- Insect and Spider Bites And Stings
- Other And Multiple Mechanisms Of Injury



NATURE OF INJURY JULY 2010 TO 2011

- Sprains And Strains
- Poisoning And Toxic Effects Of Substances
- Soft Tissue Injury Due To Trauma
- Arthropathies And Related Disorders – Disorders Of The Joints
- Dorsopathies – Disorders Of The Spinal Vertebrae And Intervertebral Discs
- Open Wounds
- Superficial Injury
- Open Wounds
- Deafness
- Disorder Of Muscles
- Hernia



LOOKING AHEAD TO 2011/12

Voluntary skin cancer check-ups will be offered primarily for outdoor staff.

A changeover to new OHS policies will be undertaken in line with the new Harmony Legislation.

> CORPORATE GOVERNANCE FRAMEWORK

MANAGING RISK

Risks are inherent in every business decision, and identifying and managing those risks— and opportunities— is critical to ensuring our business is robust and sustainable. We are committed to integrating the systematic and proactive management of risks and opportunities to the 'way we do business' at all levels.

Four key functional areas fall under the area of risk management: Internal Audit, Risk and Insurance, Procurement Administration, and Legal Services, however, all of our employees and Councillors are responsible for managing risk. To meet these responsibilities, we provide a framework, resources and support that are regularly reviewed and enhanced in line with continuous improvement and sustainability principles.

We are in the process of developing our Enterprise Risk Management (ERM) Plan, which will be a key focus of the Risk and Audit function in 2011/12. This will assist with developing Council's risk maturity and will also help create a uniform approach to managing risk and opportunities across all decision-making processes, provide the framework for Council's ERM training and education program, provide a constructive and accessible reference for managing risks, and help roll out our Risk Management Policy.

We have a number of existing practices and procedures for managing risk that will form part of this strategy. They include:

- Business interruption and continuity planning – The Business Continuity Plan was adopted by Council during 2010/11 and is subject to constant review and update
- An Integrated information technology framework
- Quality analysis and controls of insurable risks
- An active internal audit function
- A compliance culture
- Strong stakeholder relationships and community engagement, and
- Sustainable environmental management systems.

Effectively managing risks and opportunities at all levels of our enterprise has many benefits, including:

- Improving our quality of service to the community
- Improving our reputation and providing a competitive edge
- Encouraging individuals to be proactive and plan their decisions to ensure successful outcomes for the enterprise
- Encouraging individuals to take responsibility for their decisions
- Improving employee satisfaction and wellbeing
- Providing evidence of our commitment to and practical risk management across the organisation, and
- Enhancing compliance and sustainability in a complex legislative environment.

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee includes two external independent members (one of whom is the chair), and two Councillor representatives, one of which is the Mayor. It provides independent assurance and assistance to our Internal Audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations.

Looking ahead

In 2011/12 the Audit and Risk Committee will establish a detailed audit plan to underpin effective governance. It will focus on process and control reviews in Environmental Health and Development, project management and performance reporting, income generation activities, payroll analytical review and review of key controls, procurement compliance. Unscheduled reviews of industry significance that may arise through a request by an external agency, the General Manager or the Audit Committee may also be undertaken.

EXTERNAL AUDIT

The External Auditors primarily provide an assurance that our financial statements reflect our financial position at the end of the financial year. The External Auditors:

- Test a sample of Council's internal controls
- Observe processes being performed
- Make inquiries of key staff within Council
- Examine financial and accounting records, other documents, and tangible assets
- Obtain written confirmations of certain items.

INTERNAL AUDIT

Our Internal Audit function is governed by an Internal Audit Plan, which is endorsed by Council's Audit and Risk Committee. Combining operational, compliance and financial audits it provides an independent review of our operations and complaints.

With input from key stakeholders including the Audit and Risk Committee, the Executive Team, leadership group and other key staff, we identify a 'risk universe'. From this long-term plan, we identify priority risk areas and schedule an annual plan, allowing capacity for unscheduled reviews and follow-up of previous audit reports.

RISK AND INSURANCE MANAGEMENT

Our Risk and Insurance Management function manages claims made against our insurance policies. Other activities include:

- Renewal and administration of Council's Insurance portfolio (including audits of our portfolio)
- Site-specific, project and other risk assessments
- Developing and updating our recently completed Business Continuity Plan.

Looking ahead

Over the 2011/12 year, our Risk Management function will focus on the implementation of the Enterprise Risk Management Plan.

PROCUREMENT ADMINISTRATION

We have an established framework for procuring goods and services to ensure that our procurement:

- Complies with relevant legislation and internal policy and procedures
- Provides fair and equitable opportunity for competition
- Promotes openness and accountability
- Delivers value for money to the organisation.

During 2010/11 we instigated approximately 60 formal procurement processes. This involved a combination of Quotation and Tender processes designed to test the market, provide value for money, and ensure open and equitable competition.

We have also introduced e-tendering at the City of Ryde, which has enhanced both the efficiency and probity of our tender administration procedures.

Looking ahead

In 2011/12 we are aiming to further improve our approach to procurement and contract management by revising the existing procurement framework through the use of smart form technology, introducing procurement accreditation through staff education, and introducing contract administration accreditation.

> CORPORATE GOVERNANCE

LEGAL SERVICES

Our Legal Services function proactively manages legal matters that affect our organisation, reducing costs and resulting in better outcomes for our community.

Looking ahead

We will continue to respond proactively to any legal matters that arise during the course of the year.

ACCOUNTABILITY AND TRANSPARENCY

We pride ourselves on open government and take seriously our responsibility to be transparent and accountable to the community. The Freedom of Information (FOI) Act has been superseded by the Government Information (Public Access) Act (GIPA). Refer to page 192 for reporting on FOI/GIPA and Privacy.

Looking ahead

To provide role clarity and improve performance in 2010 we commenced a review of our accountabilities and delegations. We are now gathering customer satisfaction ratings for the many service accountabilities that we have.

CODE OF CONDUCT TRAINING

In November 2010 compulsory Code of Conduct training was conducted at the City of Ryde. The training reinforced the requirements and expectations of Council's adopted Code of Conduct. In 2010/11 we also enhanced our protected disclosure training and increased the number of protected disclosure qualified staff.

Looking ahead

We have reviewed our Public Interest Disclosures policy in accordance with legislative changes and have arranged training for Public Interest Disclosure Officers across the organisation.

COMPLAINTS PROCESSES

We respond to all complaints through a system that allows for fair and detailed consideration. In 2010/11 we undertook a review and update of policies and procedures in this area, as well as staff training, to ensure alignment with new guidelines issued by the Department of Local Government. In response to the review's findings, a complaints coordinator was appointed to further improve our customer management.

CUSTOMER SERVICE

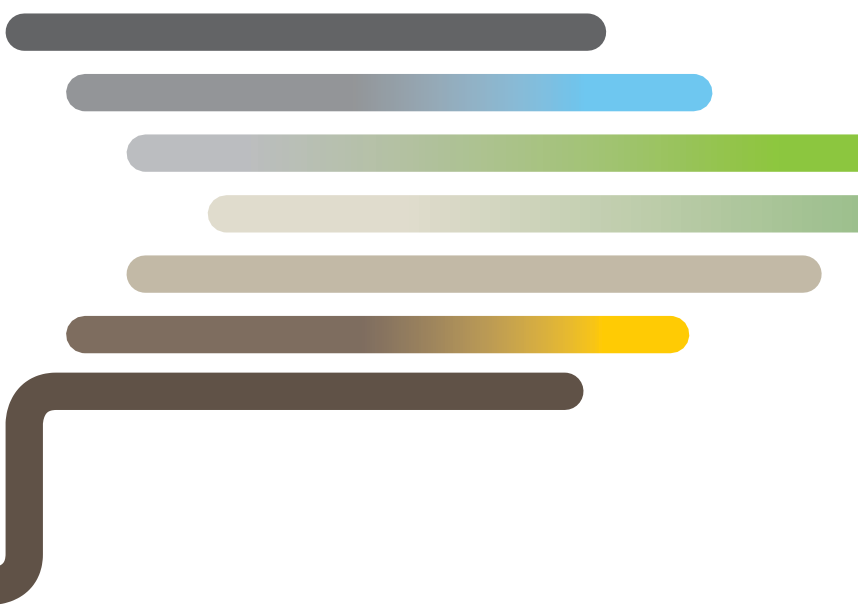
Providing excellent customer service to our community is our highest priority. Our Customer Service Centre provides an extensive range of services including the lodgement of all applications, requests for service, all payments and complaints. During 2010/11 our customer request response times to service requests of 87% improved from last year, but fell short of our target of 90%. Visitor satisfaction with the new Ryde Planning and Business Centre remained at 83% since opening, which is 3% above target, and maximum waiting times have been reduced from one hour to five minutes.

We are also seeking to improve our response to inward correspondence to within ten working days which was at 83% of all correspondence, compared with our target of 90%.

Read more about our customer service initiatives on page 102.

Looking ahead

We will focus on improving training, culture and systems support to improve our customer service performance, and measuring customer-centric performance indicators around our service accountabilities. We will continue to monitor customer satisfaction of the services we provide, which will be used to further improve our service delivery in the future. As we increase our online capacity we will also develop a range of online services, reducing the need for residents to transact their business with us during normal business hours.



BEST VALUE

Best Value principles are designed to make sure local services are a reflection of local community needs and expectations, in terms of both quality and cost. It means providing local people with what they want, when they want it, at a price they are willing and able to pay. It's also about being imaginative in how local needs are met.

Looking ahead

Through our organisational performance management we will identify which services will be reviewed under our Best Value Framework. In 2011/12 those services relate to Public Affairs. Further information about our best value reviews can be found on our website. 

FINANCIAL AND ASSET MANAGEMENT

We are responsible for the management of \$2.5 billion of infrastructure assets, including land. In 2007 Council adopted an Asset Management Strategy and Guidelines and we are now undertaking a comprehensive program of activities to improve asset management practices. All major assets have now been revalued to fair value. Further information is detailed on page 112 of this report.

Looking ahead

In 2011/12 we will complete a comprehensive review of our Financial and Asset Management Plan to determine gaps and impacts on our 10-year Long Term Financial Plan. We will also align our Asset Management Plans with the National Framework for Asset Management (NAMS). These strategies will form part of Council's resourcing strategy for the Ryde 2021 Community Strategic Plan and Council's Four Year Delivery Plan.



> INTEGRATED PLANNING FRAMEWORK

Our Integrated Planning Framework demonstrates how the strategies, policies and plans are delivered through services to our customers. During 2010/11 we reviewed this framework to support the development of the Ryde 2021 Community Strategic Plan.

REPORTING ON OUR PROGRESS

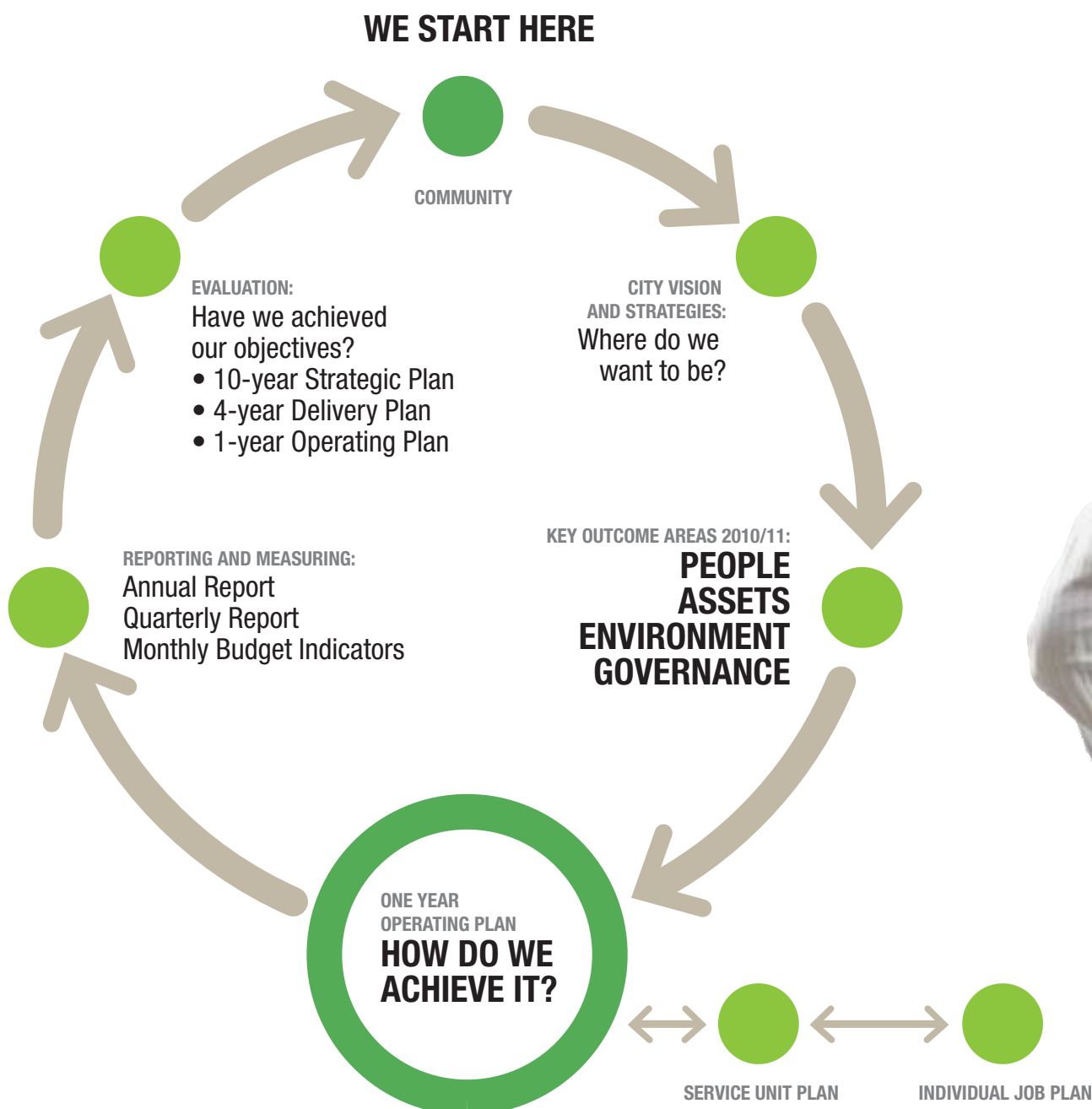
Our legislation states that we must assess and regularly report on our progress towards implementing the actions in our Management Plan and one year Operational Plan. We believe this is just good management, however, we will improve on this as we implement the Ryde 2021 Community Strategic Plan in 2011/12 and as we continue to align our systems and processes to manage its operations.

QUARTERLY REPORT

The quarterly report to Council provides an assessment of progress against programs of works, budgets and key performance indicators. Comments are provided for all initiatives. Where performance is below planned levels, detailed comment is provided.

ANNUAL REPORT

The Annual Report provides our community, Councillors and staff with a summary of the work completed by Council during the year. The report aims to provide a transparent insight into our operations and decision-making processes.





4.

SUSTAINABILITY DIRECTIONS

Supporting our Community
Managing our Environment
Managing our Economy
Our Sustainability Initiatives
Consultation and Community Priorities
Awards and Recognition



100%

of Social Plan actions
have been achieved
or are in progress.



The City of Ryde is diverse, progressive and growing. An estimated 102,850 residents call our City home, and enjoy our vibrant town centres, village feeling, leafy suburbs, strong community groups and abundance of bushland, landscaped parkland, playgrounds and sportsfields. **Our biggest challenge is ensuring that growth occurs sustainably.**

To meet this challenge we have created the Ryde 2021 Community Strategic Plan as a long term strategy for our community. Called Lifestyle and opportunity @ your doorstep, it portrays our vision for the City of Ryde as the place to be.

Through this plan we will ensure that we live up to our community's aspirations while meeting the challenges of our future.

OUR SOCIAL PLAN

Our Social Plan was adopted by Council in 2005 to identify and respond to key community needs. Subsequently a Social Planning Framework was developed, and **by the end of 2010/11 100% of recommendations had either been achieved or were in progress.**

Our Ryde 2021 Community Strategic Plan includes strategies to address social and community needs, meaning that issues previously covered by stand-alone social plans are now integrated into a broader plan. We will not be producing a social plan in the future.

Further information on our Social Justice Charter and Social Plan can be found on our website. 

ACCESS AND EQUITY

We are committed to providing services and facilities in a fair and equitable manner. To ensure this occurs we have an Access and Equity policy and a Social Justice Charter to guide and inform planning for services and facilities across the organisation.

Our Access Committee is responsible for advising and making recommendations to Council on matters relating to access with particular emphasis on issues for people with disabilities. We also have a Community Harmony Reference Committee that provides advice on how we can best engage with and provide services to people from Culturally and Linguistically Diverse (CALD) backgrounds.

Our Disability Action Plan identifies practices that may hinder access for people with a disability to services, opportunities and facilities. The Plan develops strategies for improving our practices to ensure accessibility. Our Community Engagement Policy and Framework, 'your city, your voice', will continue to ensure that Council's community consultation activities are accessible to and inclusive of our diverse community.

These plans and policies have all now been integrated into our new Community Strategic Plan, which also includes strategies to address Ryde 2021 barriers to access and to proactively improve the accessibility of services, facilities and opportunities.

Further detail on the direct services and projects can be found under People Outcomes on page 71 and in the Statutory Information section on Page 182.

10,150

people attended
sustainability
education events

At a global level, we are faced with the implications of climate change, depletion of non-renewable resources and the loss of biodiversity. Locally we have to deal with many environmental issues including pollution of the air, land and creeks and the effects of waste disposal. All of these environmental problems can be linked to governance, economic and social issues.

Within Local Government there is a movement towards:

- understanding what sustainability means
- developing appropriate strategies and policies
- integrating sustainability into a 'whole company' approach
- building capacity to ensure involvement from all levels and functions of the organisation
- engaging with key stakeholders and clearly communicating the process and journey we are taking with the community.

We are committed to ensuring that a balance is maintained between the pressures from population growth and the protection and enhancement of our natural ecosystems. We are leading by example by raising public and business environmental awareness, encouraging environmentally sensitive planning, innovation and design and finding solutions to reducing our city's environmental footprint - environmental sensitivity is at the heart of all we do.

We target this through internal operational processes and programs that target the wider community. Initiatives are guided by a range of strategic documents which include the Ryde Greenhouse Gas Reduction Action Plan 2007-10, the 2007 Energy and Water Saving Action Plans, the Ryde



Integrated Transport and Land Use (RITLUS) 2007 promoting sustainable transport and the Sustainable Procurement Policy all under the umbrella of the Ryde Environment Strategy 2007-10.

We have extensively consulted with the Ryde community to ensure that support sustainability initiatives are considered in all of our operations.

Community workshops, events, residential advisory services, bush regeneration activities, business programs and tours on environmental themes are offered to the community on a regular basis, with complementary resources such as the online Sustainable Living Guide and Rebate Information Kits also available. Stakeholder specific initiatives such as the Ryde Environmental Education Network (REEN) cater to special needs within the community.

Find out more about our Environment initiatives on page 90.

OUR WATERS ENVIRONMENTAL INITIATIVE

We are actively involved with catchment partners and stakeholders to develop a catchment-wide plan to improve water quality from catchments draining to Sydney Harbour, its tributaries and its sub-catchments.

This work will complement our ongoing water quality monitoring programs, and will link with existing and future estuary management plans within the Sydney Harbour catchment. 


ENVIRONMENTAL EDUCATION

The Ryde Environmental Education Network (REEN) was established in March 2007 to cater for schools in the City of Ryde area. The network caters to preschools, primary schools, high schools and other educational entities.

It provides teacher networking and professional development opportunities, publications and other resources and activities such as school workshops.

The network promotes and encourages programs focused on water and energy saving, alternate modes of transport, air, soil and water quality, the greenhouse effect, biodiversity, waste minimisation and other general sustainability initiatives.

Last year saw **an ambitious range of educational initiatives engaged thousands of stakeholders** (10,150 people from 650 organisations) through workshops, nature walks, public lectures, a home advisory service and events such as tours, a festival and a staff seminar. Stakeholders ranged from school children to major global corporations, and as a result of our success we now have a platform for future initiatives.



21%
reduction in water
consumption against
2003/04 targets





more than
13,000
businesses operate
in our City

The City of Ryde is a place on the move – an innovative City where people want to live, work and grow their business.

Ongoing retail investment is characterised by large-scale developments at Top Ryde City, West Ryde and Macquarie Shopping Centre.

Within our City, the **Macquarie Park Corridor** – a 340ha business and transport hub that is a part of Sydney's Global Economic Corridor – is evolving into a specialist business centre and corporate powerhouse. It is set to become Australia's fourth largest urban business centre by 2031, with the workforce more than doubling in the next 25 years.

There are over 13,000 businesses operating in the City of Ryde with potential for new business growth and development in all of the town and neighbourhood centres and along major transport corridors. Over 22 percent of the local workforce also lives in the city.

Supporting commercial and retail businesses is critical to the economic future of the City of Ryde. Our community is acutely aware that all levels of business from local to global companies contribute to our economic future, and deliver jobs and opportunities for our residents.

Small centres are also important, because they provide services and goods, and can also act as vibrant and varied local hubs where the community can interact. As a result of our community strategic plan we will be investing in public domain upgrades in many of our centres to ensure this benefit continues.

However, we also recognise that greater recognition needs to be given to the employment needs of local disadvantaged groups and that specific job opportunities need to be provided in the city.

Our economic future will likely be shaped on the following:

- increasing pressure on maintaining the liveability of our City
- the rapid development of the digital economy
- the impact of an ageing and growing population
- the need to continue to create more local jobs
- the need to diversify the economic base
- the environmental impact of business and industry
- the ability of local businesses to connect with the global economy.

As a consequence, there is a strong focus on economic development in our Ryde 2021 Community Strategic Plan which will serve businesses and communities well into the future.

SUSTAINABLE BUSINESS IN RYDE INITIATIVE

We are also collaborating with businesses to educate and facilitate simple energy saving solutions that are integral to our commitment to reducing our City's impact on the environment.

In partnership with Sydney Water and the Office of Environment & Heritage (OEH), Ryde Council is helping local small to medium businesses target water and energy efficiency and waste management, through the Sustainable Businesses in Ryde initiative.

The initiative offers full assessments of businesses' water use, energy use and waste generation to help improve energy efficiency, reduce water usage, cut costs and ultimately reduce the impact of the carbon footprint of businesses working across our city.

Our businesses are also benefiting from energy savings identified through the OEH Sustainability Advantage and Energy Efficiency for Small Business programs, and reducing waste by engaging with our Commercial Waste Collection Service.

To date 218 kL of water savings have been identified for participating businesses, with 164 kL of savings achieved. ♻️

MAKING TRANSPORT SUSTAINABLE IN OUR CITY

We are committed to encouraging the use of environmentally sustainable transport options and supporting the global transition to sustainable transport as it gains traction.

From a planning perspective, we are reducing traffic congestion into the future by integrating sustainable transport principles into our land use development, and by locating housing density close to employment opportunities.

We are also collaborating with our community and partners to plan, promote, educate and facilitate more sustainable living in our city, and are promoting innovative transport solutions that will see a significant shift in the way people travel in the future.



43%

increase in use of the
Top Ryder bus service
since 2009/10

REDUCING CAR DEPENDENCE

In 2010/11 we undertook one of our most comprehensive, innovative and thought-provoking challenges; investigating the viability of alternative means of transport such as Personal Mobility Devices as a solution to connecting people.

This resulted in a white paper that provides insight into one of the most perplexing problems facing those planning our cities today - improving our urban transport systems.

This study underlines our commitment to pioneering solutions to the ongoing challenges of people movement and the impact it has on our cities, country and the environment, and demonstrates our commitment to leading the debate on alternative and sustainable transport solutions.

GROWING CYCLEWAY NETWORK

During the year we continued to extend our network of cycleways and shared user paths. With a significant percentage of our community also working in the area, this will assist both commuter transport and help keep our community healthy and active. Find out more about our cycleways on page 84.

GREEN FLEET

Our commitment to sustainability is demonstrated through the vehicles we drive and by choosing cars that are kinder to the environment. In 2010/11 **we continued to grow our green fleet; 88 percent of our fleet vehicles are now hybrid or four-cylinder.** We are also now near completion of our diesel retrofit program for existing vehicles and use biodiesel fuel for our heavy plant. This has reduced greenhouse gas emissions by over 17% and airborne toxins in diesel exhaust by 20%. Find out more about initiatives to green our fleet on page 185.

TOP RYDER COMMUNITY BUS SERVICE

The Top Ryder is a free local bus service offering an easy and efficient transport solution, Monday to Saturday during off-peak hours, which fulfils our vision to offer all our community the option to travel easily and safely across our city. A successful expansion of this free community bus service occurred during 2010 with the inclusion of Eastwood Station and Shepherds Bay Shopping precinct. In 2011 Top Ryde was added to the ever-increasing route for this sustainable and all inclusive community bus service.

The service connects five of the six key centres in the City of Ryde. **Over 64,672 passengers used the service during 2010/11,** up a remarkable 43% from the previous year. Passenger numbers continue to rise and overall over 130,000 passengers have used the Top Ryder service since beginning in October 2008, representing one of Council's most visible and popular sustainable transport actions.



> CONSULTATION AND COMMUNITY PRIORITIES

We have undertaken extensive community consultation over the past 12 months through a variety of actions such as customer surveys, feedback forms, workshops, world cafés, online surveys and public exhibitions of the many services, programs and projects that Council delivers.

IN 2010/11 WE ASKED YOU ABOUT:

- Dog off leash areas
- Immunisation clinics
- The Ryde 2021 Community Strategic Plan
- Development Control Plan 2010
- Yamble Reserve All Abilities Playground
- Putney Park Management Plan
- Meadowbank and Memorial Park Management Plans
- Shrimpton's Creek Master Plan
- Integrated Open Space Master Plan
- Boarding House Enforcement
- Draft Local Environment Plan (DLEP 2011)
- West Ryde Town Centre Development Control Plan
- River to River Corridors Project
- Our vision for Ryde 2030
- A proposed 3.1 km road upgrade from Epping Rd to High Street East Ryde
- Macquarie Park Floodplain Risk Management Plan
- Our Open Space Best Value Review for the Allocation and Management of Sports Grounds
- Development Assessment Best Value Review.

LOOKING AHEAD TO 2011/12

With our transition to the Ryde 2021 Community Strategic Plan, sustainability has been integrated into each of the seven key outcome areas. See the 'Looking Ahead' section of each 2010/11 outcome area to discover our planned initiatives, and page 110 to discover more about our new community's new vision.

200
hectares of
natural areas





CELEBRATING OUR GREEN OPEN SPACES

We are renowned for, and celebrate, our urban bushland and generous outdoor spaces and parks. We have over 200 hectares of natural areas, 60 hectares of playing fields, 207 parks incorporating 99 playgrounds and access to the Parramatta and Lane Cove Rivers.

Our community has said that access to an abundance of green open space is one of the most enjoyable and valued benefits of living in the City of Ryde. 🌿🐾

AWARDS AND RECOGNITION

WE RECEIVED THE FOLLOWING AWARDS AND COMMENDATIONS IN 2010/11.

Award	Association	
Overall Sustainable Council Award (Runner Up)	Keep Australia Beautiful NSW	Working Towards a Sustainable City
Sustainability Award	NSW Local Government Managers' Association	Our Waters Environmental Initiative
50:50 Vision Award	Councils for Gender Equity Program	Gender Equity
Bronze Award for Gender Equity	Australian Local Government Women's Association Conference	Gender Equity
Women in Local Government Award	2011 National Awards for Local Government	Excellence in Diversity
Gold Australasian Reporting Award	Australasian Reporting Awards	2009/2010 Annual Report
Macquarie Park Pride of Workmanship Award	Rotary Staff Awards	Presented to Courtney Long
Ryde Pride of Workmanship Award	Rotary Staff Awards	Presented to Jan Page
Laureate Award and Council's Award for the Government Category	International 2010 Computerworld Honors Program	Presented to Linda Shave
Highly Commended – Local Sustainability Award	Local Government and Shires Associations	Working Towards a Sustainable City
Highly Commended - Young Professional of the Year 2011	Stormwater Industry Association NSW	Presented to Austin Morris

COMMUNITY AWARDS

Awarded by the City of Ryde

AUSTRALIA DAY AWARDS

The City of Ryde Citizen and Young Citizen of the Year 2011 were announced at a special citizenship ceremony on Australia Day. These awards acknowledge outstanding service to the local community.

Citizen of the Year: Judy Harris

Young Citizen of the Year: James Camilleri

VOLUNTEERS OF THE YEAR 2011

Winners of the City of Ryde Volunteer Recognition Awards were announced at a civic ceremony on Monday 9 May, as part of National Volunteer Week. The high standard of the nominations and the wide variety of work undertaken by so many local volunteers shows that the spirit of community is thriving in the City of Ryde.

Volunteer of the Year: Joan Graham

Young Volunteer of the Year Award: Kim Rodgers

**Group Volunteer of the Year Award: Achieve Australia –
Vintage and Value Enterprises Team**



42% of the population speak a language other than English

OVER 22% of the people who live in the City of Ryde also work here

The average household size is **2.51**

37.7% of the City of Ryde's population were **BORN OVERSEAS**

17% OF THE COMMUNITY DO **VOLUNTEER WORK**





5.

KEY OUTCOME AREAS

Principal Activities – Our Performance 2010/11

People

Assets

Environment

Governance

Chief Financial Officer's Report

> OUR PERFORMANCE AGAINST THE MANAGEMENT PLAN 2010-2014



KEY OUTCOME AREAS

We understand the importance of considering the social, environmental and economic factors that together build a quality of life for a community. Civic leadership and a supporting corporate strategy ensure that we deliver lifestyle and opportunities to our community in an open and accountable way.

Our four key outcome areas represent these interconnections and the importance of a whole community approach to what we do. The key outcome areas are drawn from an understanding of our purpose and from the key themes in the current vision, which has been updated for the Ryde 2021 Community Strategic Plan that takes effect in July 2011.

For 2010/11 our services and programs are identified and planned in the annual operational plan contained within the 2010-2014 Management Plan. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

OVERALL PERFORMANCE SUMMARY

During 2010/11 we achieved 89% of our planned capital projects in the Management Plan against our target of 90%.

Of the projects in the Management plan 57 (83%) were completed or were on track projects that span longer than a year, and five (7%) were carried over into 2011/12. Overall only seven of the total projects (10%) scheduled for completion in 2010/11 did not meet their project milestones.

Of the council's 66 performance measures, 52 were met with measures achieving or exceeding targets set.

In terms of service delivery and performance, we aim to achieve best practice management principles and are committed to delivering service excellence.

Our projects, plans and services are developed in an effort to meet the four pillars of social, economic, environmental and governance outcomes to benefit the community.

PEOPLE

The City of Ryde is committed to maintaining a socially sustainable City through community participation in our products and services.

MEASURING OUR PROGRESS

The following information addresses the key strategic activities we planned for completion in 2010/11 and includes targets and results. It also includes what is planned for the coming year.

Our operational planning process begins with a review of our achievements against the Management Plan 2010-2014 and the actions contained within Service Unit plans.

We assess how our activities to date have progressed towards our key outcomes and the City Vision to ensure we are on track.

Our progress is measured through both qualitative and quantitative outcomes and through performance measures for each of the service areas.



ASSETS

The City of Ryde is committed to the delivery and maintenance of high quality public infrastructure and facilities.



ENVIRONMENT

The City of Ryde is committed to maintaining an ecologically sustainable City through the management of our City's natural and physical environment.



GOVERNANCE

The City of Ryde is committed to effective decision-making processes that ensure transparency and involvement of its community.

OVERALL PERFORMANCE OF PROJECTS AND ACTIONS IN THE MANAGEMENT PLAN 2010-2014

	Total number of projects/ programs 2010/11	Completed	To be completed in 2011/12**	Total projects completed	% achieved
People	14	11	3	11	79%
Assets	16	12	4	12	89%
Environment	14	12	2	12	86%
Governance	25	22	3	22	88%
Total	69	57	12	57	83%

** These projects have been carried forward to 2011/12 due to project being undertaken over the 2010/11-2011/12 financial years or the project being deferred for completion in 2011/12.

OUTCOME 1: PEOPLE

OUR COMMITMENT

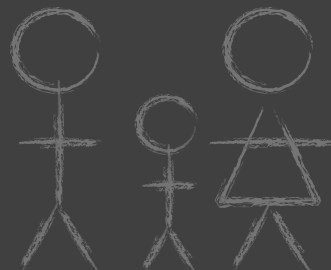
The City of Ryde is committed to maintaining a socially sustainable City through community participation in our products and services.

OBJECTIVES

- P1** A vibrant City that is economically strong and engages its community through cultural and social activities
- P2** A City that plans for people by involving them in decision-making to improve their quality of life
- P3** A harmonious community through a culturally enriched and respectful society.

SERVICES PROVIDED UNDER THIS KEY OUTCOME AREA:

- Community, family and library services
- Immunisation and community health
- Community events and public relations
- Community facilities
- Community development
- Arts and culture
- Parks and recreation
- Natural Areas management
- Community engagement



50% average rate
of participation from new
Go Active to School members





OPENED THE NEW RYDE LIBRARY

April 2011 saw the opening of the new world-class Ryde Library in the recreational heart of Top Ryde City.

The fitout of the library was designed as a space of inspiration, light, colour and activity – a people place that combines relevant book collections with new and emerging technology, ultimately offering a community living room for all to enjoy.

The 2,300 square metre state-of-the-art facility blends the very latest in library design, comfort and accessibility, with expanded collections, reading and study spaces, free wireless internet, activity zones and meeting rooms.

Our collections have been transformed to ensure relevance and accessibility for current reading interests. There is an emphasis on recent publications and room for expansion in popular areas. The existing Fast Read collection has been considerably expanded too, to allow for easy access to bestsellers. Approximately 6,000 new items were delivered to the new library prior to opening, adding to a collection size of almost 60,000 books.

New technological features include children's touch-screens; screens in youth booths; monitors with rolling presentations and an image wall. A baby grand piano completes the space offering one of Ryde's premier cultural spaces.

The new space has allowed for an expanded program of events with the introduction of Nintendo Wii gaming, enhanced IT training, musical programs, and Rhymetime for babies. English conversation groups, the library volunteering program and Saturday evening events will also be introduced in the coming year.

On the opening weekend we enjoyed 4,428 visits, 4,468 loans and 233 new members. Within the first two months of opening this rose to 47,745 visits, 49,480 loans and 1,265 new members.

We ran an extensive three-month marketing and promotions campaign and by the end of June, statistics for the Library Service as a whole indicate that considerable growth is underway. We were close to our annual book loan target with 960,045 loans, have enjoyed 861,519 visits, and have hosted over 700 events with 22,300 members of our community participating. This growth is led by the success of the new library and is supported by the ongoing use of the branch libraries.




58,895
library members

CONSTRUCTED THE WEST RYDE COMMUNITY FACILITY

We are committed to supporting our community throughout its life cycle by providing services and facilities that meet all the challenges and needs of a diverse, ageing and changing population. In 2010/11 we collaborated with Coles Group Property Development, to construct the West Ryde Community Facility, located in our West Ryde Urban Village.


This is the first multipurpose facility in our portfolio of community facilities to focus entirely on meeting the needs of our children and families.

The West Ryde Community Facility (WRCF) has been sensitively designed and planned to house three community tenants, a NSW Health early childhood health centre, retail space, a community hall, meeting rooms and office spaces. 


ENCOURAGED PEDESTRIAN SAFETY

In response to 14 preventable pedestrian accidents occurring within 500 metres of West Ryde Library between 2005 and 2009, during April and May 2011 West Ryde pedestrians were reminded to 'Stop, Look and Listen' during a tri-lingual awareness campaign in Chinese, English and Korean.

SUPPORTED GO ACTIVE 2 SCHOOL

The Go Active 2 School program is growing in popularity with North Ryde (65% participation rate), Putney (35%) and West Ryde (50%) Public Schools signing up for the program. Devised in partnership with local schools and state government departments, the walk to school project is helping combat the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. Find out more on our website. 

LAUNCHED A CRIME PREVENTION PLAN

In response to community concern identified during our consultation for the Ryde 2021 Strategic Plan, and following a comprehensive review of crime statistics and local intelligence, the theft was nominated as a priority area for action within our City. Our Plan involves partnership projects with key organisations including NSW Police, as well as prevention, enforcement and behavioural change programs. Find out more about crime prevention in our City on our website. 


HOSTED THE OVER 55 EXPO

The Over 55 Expo was held in Eastwood Plaza in November 2010 and was aimed at improving access to services by older members of our community, and particularly focused on people from diverse cultural backgrounds. Held in cooperation with Parramatta City and Hornsby Shire Councils, interpreting services were also provided by final-year university students thanks to a creative partnership with Macquarie University's Linguistics Department. They assisted event exhibitors to explain their services in various languages, while stage events including a 'Meet Your Mayor' session and community choirs were also proved extremely popular.

SUPPORTED THE SENIORS WELLNESS PROJECT

The Seniors Wellness Project integrates various Council activities with activities of many local organisations to improve the wellbeing of older members of the Ryde community. In October 2010, service organisations met and collaborated to produce an exciting and comprehensive calendar of events celebrating our seniors in March 2011.

LAUNCHED DRIVING SESSIONS FOR LEARNERS

We are dedicated to improving road safety for our community. To help learner drivers develop good road sense and safe driving habits, the City of Ryde and Ku-ring-gai Council joined forces with the NRMA to create a new resource for young drivers and their supervisors. The Driving Sessions for Learners booklet is a collection of graded driving routes developed to build skills and confidence in the different situations that young drivers will encounter. 

> WHAT WE DID IN 2010/11



Sixty-four youngsters were able to participate in the Net Set Go program thanks to the funding of \$3,000 from a City of Ryde Community Grant and ERNA.

“For six weeks at Brush Farm these youngsters were involved in fun netball skill activities. They simply loved it. Some of them cried when they knew it was over!”

“We were hoping for 50 children but we got 64 children aged from five to seven years! Of course we did not turn anybody away and accommodated them all.

“Thanks heaps to Community Grants for the money to conduct this for the youngsters in the community.

“Even the parents loved it!”

- Ann Doring President Eastwood Ryde Netball Assoc.

ESTABLISHED A GRAFFITI-FREE ZONE

We are committed to clean, safe public spaces and a strong sense of identity. In 2010 we formed a partnership with Ryde Rotary Club to establish a Graffiti Free Zone in Ryde Town Centre. We funded graffiti-removal equipment while the Rotary Club provided an army of committed volunteers. During the past year they identified and removed over 160 pieces of graffiti from private and commercial properties in the zone. 🗑️

DEVELOPED THE NEW CITY OF RYDE WEBSITE

To improve customer service and access to Council services we redeveloped our website during 2010/11. A major project, it involved creating an easier to navigate structure and more convenient way to do business with the City. Scheduled to launch in early 2011/12, this new platform will make it easy for our community and our customers to do business with us around the clock, from the comfort of their homes. It also meets Web Content Accessibility Guidelines (WCAG) 2.0, making it accessible to all our customers, including those with a disability.

Explore the new site, which carries the Council's new look and feel at www.ryde.nsw.gov.au. 📱

IMMUNISED THOUSANDS OF CHILDREN

We provide two Immunisation Clinics a month, with up to 200 infants attending each one and over 2,000 children receiving their immunisations at the clinic during 2010/2011.

A customer satisfaction survey of parents and carers indicated high levels of confidence and satisfaction (94%) with the service provided by the immunisation team. A key success factor was “giving injections to children simultaneously”.

Some comments from respondents include:

“

I'm very pleased with the current service. The clinic staff are doing a great job! Thanks heaps!

“

All the staff are so wonderful and one of the main reasons I return. The fact that the needles are all given at once is brilliant.

SUPPORTED GREAT COMMUNITY INITIATIVES

We continued to support longstanding community events and activities, including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eistedford, Ryde Art Society, Gladesville Rotary Club – Ryde Aquatic Festival and North Ryde Rotary Club – Community Christmas Carols. We also hosted the highly successful Australian Local Government Women's Association (ALGWA) Annual Conference with over 150 delegates coming from across Australia. Find out more about this important event on page 40. 🗑️



108,700
people attending key events

223
community
volunteers

93.5% of all
children in Ryde are
fully immunised

SCHOOL EXCELLENCE AWARDS

The School Excellence Awards are for primary and high schools to acknowledge an exceptional student who resides within the City of Ryde, for his or her endeavours in educational pursuits. This year 23 Primary Schools and 8 High Schools participated with book vouchers presented to outstanding students.

COMMUNITY GRANTS SCHEME

We recognise the value of community grants in meeting the needs of our residents through programs and activities, community capacity building and opportunities for partnerships.

2010/11 was the first year that community, cultural and sporting organisations were able to apply for funding under our enhanced community grants scheme.

This year, 18 projects were funded with a focus on the needs of the CALD (Culturally and Linguistically Diverse) community. Nine projects focused on the needs of people living with a disability, and 12 focused on children and young people.

ENCOURAGED VOLUNTEERS

Encouraging a healthy, happy, inclusive and active community is the key to promoting wellbeing and a strong sense of pride in our community. Volunteering is one of most appreciated and rewarding ways for our community to support each other and connect socially.

Almost 17% of our population volunteers in their community. Our volunteering service actively encourages volunteering and partners our volunteers with the more vulnerable members of our community. Funded by the NSW government under its Home and Community Care (HACC) program, it is one of our most essential and valued services.

The Volunteer Referral Agency works closely with local agencies to source and support volunteers. We support our culturally and linguistically diverse community by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers.

2010/11 saw 223 volunteers working in our community and 149 volunteers maintaining our bushlands and open spaces, providing priceless services and helping create an environment where our residents can connect and feel secure, involved and included. 🌱

CREATED NEW MANAGEMENT PLANS FOR PUTNEY PARK, MEADOWBANK PARK AND YAMBLE RESERVE

During 2010/11 Plans of Management were developed for Putney Park and Yamble Reserve and a Master Plan developed for Meadowbank Park. Long-term planning for open space is essential for managing our assets and for sustainably managing our open spaces into the future.

A highlight in open space planning was the inclusion of an All Abilities playground in the Yamble Reserve Plan of Management. In partnership with the Touched by Olivia Foundation, in 2010/11 Council commenced detailed planning for the \$1.2 million playground. It is being funded by a collaboration between the Commonwealth and State Governments, City of Ryde Council, the private sector and the community.

The focus for this playground is providing play opportunities for a range of physical, intellectual and emotional abilities, and allowing for social inclusion through participation and accessibility. 🌱

BUILT MICHAEL LARDELLI PARK

In 2010/11 we concluded negotiations with the Frasers Property Group to create a new park as part of the redevelopment of the Royal Ryde Rehabilitation Centre. Named in honour of the late Mayor, work will soon be complete on the \$4.4 million Michael Lardelli Park.

FLOODLIT SPORTSFIELDS

Part of an ongoing program to provide more opportunities for the community to play sports, our sportsfield floodlighting program commenced in 2010/11, with the first project at Blenheim Park now complete.



11 DOG
off-leash areas



It is not only dogs that benefit from going for a walk: the health and wellbeing of our community benefits too. In 2010/11 we trialled 20 potential off leash areas in addition to the existing two, accompanied by extensive community consultation. With the support of the community, the number of leash-free areas in the City of Ryde has been increased from two to 11. They are as follows.

Off-leash at all times:

- Blenheim Park, Blenheim Rd, North Ryde
- North Ryde Common, Wicks Rd, North Ryde
- Kotara Park, Abuklea Rd, Marsfield
- Santa Rosa Park, Bridge Rd, Ryde
- ELS Hall Park, Kent Rd, North Ryde
- Denistone Park, Elston Ave, Denistone
- Olympic Park, cnr Potts St and Margaret St, Gladesville

Off-leash when not used for organised sport:

- Peel Park, Stanbury St, Gladesville
- Brush Farm Park, Lawson St, Eastwood
- Darvall Park, Chatham Rd, West Ryde
- Pidding Park, Pidding Rd, Ryde

Off-leash Monday - Friday, 6- 8am and 5 - 7pm:

- Meadowbank Park, off Andrew St, Meadowbank

See our website for maps of their locations and rules about off leash areas. For more information about the council's companion animal activities see Page 191 in the Statutory Information section of this report.

HOW WE CARE FOR OUR COMPANION ANIMALS

Companion animal management was a major focus of activities for the City of Ryde in 2010/11 with major dog off leash park trials and a review of the Companion Animal Management Plan, which was conducted in April 2011.

The review recommended increasing opportunities for animal welfare organisations to rehome impounded animals, maintaining up-to-date information and images of impounded animals on our website. Our website now also links to information about lost animals being held at Blacktown Pound.

The review also resulted in the time animals are held in the Pound being extended to 15 days to create a low kill policy and to increase impounded animals' chances of adoption by the public or by animal welfare organisations that subsequently rehabilitate and rehome them. Strengthened relationships

with a range of local animal welfare groups have also resulted in a significant increase in the number of rehomed animals.

We actively promote National Desexing Month in August each year on our website and at libraries, community centres and our customer service centre. We also support desexing initiatives undertaken by various animal welfare groups such as the Animal Welfare League, Cat Rescue and the Cat Protection Society, and are a member of the Council Unites for Pets Group that meets quarterly and promotes increased rates of desexing for both cats and dogs. Our companion animal division will continue to seek funding for programs that promote desexing in the future.

Feral cat numbers remain high in the City of Ryde, however, we are working with Cat Rescue and the Cat Protection Society to identify and impound feral cats. At the same time, we are working with the Council Unites for Pets Group to recommend changes to legislation to increase responsibilities placed on cat owners

> WHAT WE DID IN 2010/11



NUMBER OF VOLUNTEER REFERRALS

06/07	168
07/08	81
08/09	150
09/10	189
10/11	177*

*There were 238 enquiries relating to volunteering to assist frail, aged and people with disabilities in their homes. Some Macquarie Park organisations also use the referral service. See page 71 for more information about Volunteering in Ryde.

TOTAL VALUE OF COMMUNITY GRANTS

06/07	113,000
07/08	118,250
08/09	180,000
09/10	205,000
10/11	138,000*

*See Page 71 for more information about how Council grants were used.

TOTAL ATTENDEES (PARENTS AND CHILDREN) AT STORYTIME/RHYMETIME

06/07	N/A
07/08	10,395
08/09	13,299
09/10	11,393
10/11	15,040

HOURS OF COMPUTER USE AT OUR LIBRARIES

06/07	41,018
07/08	46,685
08/09	51,851
09/10	51,046
10/11	44,427*

*This number was down on previous years owing to technical issues with the public PCs at the Ryde branch in February and March, and the three-week closure of the branch in the lead-up to the opening of the new library. Another contributing factor to the decline in library PC usage is the public's increasing use of wifi and laptops.

TOTAL NUMBER OF VISITORS AT OUR LIBRARIES

06/07	N/A
07/08	N/A
08/09	796,718
09/10	794,358
10/11	861,519

NUMBER OF VISITORS TO THE RYDE AQUATIC LEISURE CENTRE

06/07	762,363
07/08	805,438
08/09	762,876
09/10	707,801
10/11	670,804*

*See explanation for falling numbers in Challenges on page 77.

% OF CUSTOMER SATISFACTION BY PARK USERS

06/07	72
07/08	75
08/09	79
09/10	81
10/11	81

> SOCIAL ACTIONS

The following tables in each outcome report against our 2010-2014 Management Plan, which is framed around various strategic objectives and the key strategic activities that are undertaken to achieve the City Vision.

Our deliverables	Result	Our deliverables	Result
Community & Culture		Open Space	
Develop the Community Facilities plan to identify specific types of facilities for specific locations including indicative costings for inclusion in the 10 year financial plan Comment: This Project is being held over to next financial year where a more comprehensive project is planned	●	Implement the Bushland Plan of Management undertaking regeneration of 20 identified sites Comment: Maintenance contracts are operating in accordance with specifications. Field of Mars track works are in progress with boardwalk extension completed and second stage with gravel path installation commenced but works delayed due to wet weather. Works at Brush Farm and Lambert Parks completed.	●
Develop a Cultural Facilities Plan to identify an appropriate location, type of facility and indicative costings Comment: The first stage of the Cultural Spaces Plan is complete. Stage two of the Plan is now underway, which includes the development of conceptual scopes for three facilities, including preliminary architectural drawings. Stage two of the Cultural Spaces Plan will also include a detailed business plan and management model for Brush Farm House.	●	Complete a Best Value Review of the Sporting policies and procedures and maintenance arrangements for all community sporting facilities to ensure equitable/affordable access for users to sporting facilities Comment: Stakeholder consultation nearing completion	◐
Review the operations of the Community and Culture Service Unit to identify how the unit complements the Ryde 2021 community strategic plan Comment: This project will be finalised in the next financial year. The project timeframe was extended to ensure adequate consultation takes place.	◐	Complete and implement NSROC Regional Sporting Plan across NSROC	●
Develop alternative business models for Brush Farm House Comment: The project is due for completion in October 2011	○	Complete Masterplan for Meadowbank and Memorial Parks Comment: On hold due to Integrated Open Space Plan commitments. Putney Park Management Plan on public exhibition Santa Rosa; Management Plan review completed as part of Community Nursery proposal. Shrimptons Creek Master Plan reviewed as part of recategorisation of land used for the construction of RCSC and Public Hearing completed.	◐
Investigate operating models for ELS Hall Sports & Recreation. Comment: Ryde Community Sports Centre (RCSC) now operational with YMCA managing facility on behalf of council	●	Review current Tree Management processes and procedures to comply with the requirements of the LEP/DCP 2008	◐
Libraries		Complete Olympic Park Plan of Management	●
Develop a Library Technology Plan that outlines the potential for emerging technologies Comment: Draft plan completed	●	Host Granny Smith Festival - 25th Anniversary Celebration	●
Finalise new Top Ryde community library relocation plan ensuring new stock and IT requirements are in place for fitout	●	Initiate Action Plan at Brush Farm Park Comment: Works in progress with archaeological study completed as part of redevelopment of Brush Farm Sportsfields	○
Make significant progress on the revitalisation of our collections	●	Undertake Glen Reserve Safety Improvements	●
Review and update library policies and procedures	●	Construct new steps and access point at Booth Reserve on Shrimptons Creek Trail	●
		Plan Ryde-Parramatta River Walk	◐
		Create new Open Space at the corner of Devlin and Park Sts	●
		Upgrade Eastwood Park Playground	●
		Upgrade Playing Field Lighting Comment: This is a multi-year project. Installation and commissioning works completed at Blenheim Park with lighting now in operation.	◐
		Ryde Aquatic Leisure Centre	
		Investigate the feasibility of a 'Wave Rider' for the Ryde Aquatic Leisure Centre	●
		Develop a marketing plan for the facility	●
		Develop a four year capital improvement plan	◐
		Develop a concept plan for increased visibility of the Centre from Victoria Road	●
		Community Relations	
		Develop a corporate branding strategy for the City of Ryde to promote dialogue with residents and partners to improve the visibility of Council services Comment: Project Plan developed for 2011/12, have commenced rolling out new branding and commencement of style guide	●
		Redesign the City of Ryde website to improve interactivity and user friendliness	●

KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is underway**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted: project cancelled**

> STRATEGIC MEASURES

Measure	2009/10 Target	2010/11 Target	Actual	Status
% of service clients identifying as culturally and linguistically diverse (CALD)	20%	25%	42%	●
% of customer satisfaction with Vacation Care Service	90%	90%	89%	○ Comment: Any issues identified will be addressed in future holiday planning
Number of CoR specific road and safety projects completed	6	6	6	●
% of customer satisfaction with immunisation services	90%	90%	90%	●
Number of visits to Council's libraries	840,000	840,000	861,519	●
Number of items issued from Council's libraries.	1,000,000	1,000,000	960,045	○ Comment: Ryde branch was closed for three weeks during move to new Library
Number of CoR residents who are library members	40,000	40,000	38,743	○ Comment: New memberships now growing strongly
Total number of library members	58,000	58,000	58,895	●
Size of collection across all five libraries	180,000	200,000	197,080	○ Comment: New book arrivals are now significant, and collection is growing
% library collection under 10 years old	N/A	90%	83%	○ Comment: Significant progress has been made towards an aspirational target
Size of non-English collection at all five libraries	12,400	14,000	14,288	●
% of average occupancy level in learn to swim programs	87%	87%	88%	●
Number of visitors to Ryde Aquatic Leisure Centre	780,000	780,000	670,804	○ Comment: See page 77 for explanation
Average number of parties guests each week	96	96	91	○ Comment: See page 77 for explanation
Reduce reliance on mains water for use in pools (less than 5kl per day)	0kl/day	5kl/day	2kl/day	○
Compliance with pool water bacteriological criteria for swimming pools and spas	100%	100%	100%	●
Number of Ryde City View Newsletters produced annually	25	25	25	●
People attending key events and programs conducted by City of Ryde	98,000	100,000	108,700	●
Level of satisfaction with the City's open spaces	7.9	7.9	8.1	●
Number of sportsground Hire and Allocation Policies completed and implemented each season	N/a	2	2	●
% of priority 1 actions completed from Parks on Track for People 2025 Strategy	79%	85%	N/a	○ Comment: New Integrated Open Space Plan being developed to replace "Parks on Track"
Number of private Tree Preservation Order appeals referred to Council	2	3	31	○ Comment: Due to changes in DCP Part 9.6 Tree Preservation, continued high numbers of Notice of Determinations being taken to Council for inspection and consideration
Number of Bushcare Volunteers	140	140	149	●

KEY STRATEGIC MEASURES

- Target met
- Target not met

> CHALLENGES

LIBRARIES

Two key challenges have been identified for 2011/12: The Library Service Unit is in need of a planning document that will guide the development of our libraries over the next 10 years. *Libraries of Ryde* will be developed during the year, drawing upon the City of Ryde 2021 Community Strategic Plan and the Developing the City of Ryde Cultural Spaces and Places Plan. It will include analysis of library facilities in the City of Ryde and describe future library scenarios. It will also provide a basis for decision making about library redevelopment, technology, collections and programs.

The new Ryde Library is a vibrant and innovative space that provides the opportunity to develop an exciting range of programs and activities. Our challenge will be to bring this library to its full potential within current resources whilst maintaining the existing branch network.

OPEN SPACE

Some of the challenges facing the Open Space Team include:

- Ongoing increases in the demand by a variety of stakeholders and sporting groups for the use of our sportsgrounds and open space areas for a diverse range of recreational activities.
- Long-term planning for open space assets to manage medium to long-term use.

RYDE AQUATIC LEISURE CENTRE (RALC)

Casual visits to the centre decreased 5% overall, while the Swim School was 12% down in total enrolments compared with last year. The number of parties held at the centre also fell which was linked to lower attendance numbers in both Swim School and casual attendance resulting in less core market group at the centre.

There are a number of factors that have contributed to the decrease over recent years, including:

- the Global Financial Crisis placing an increased burden on the family budget and affecting perceived luxuries such as swimming lessons and pool visits
- the impact of the H1N1 (swine) flu with a greater than normal number of people, including children, affected with illness
- continued growth in the marketplace for swim schools, and an improvement in the quality of established competitors
- the Centre is also now 10 years old and no longer considered the newest facility in the area.

We are investigating means to re-invigorate the facility both in its appeal in the marketplace and in presentation. The installation of a surf attraction will continue to be explored and it is hoped that construction can begin before the end of the 2011/12 financial year. Toddler targeted interactive water features will also be investigated.

The Centre will also embark on a rolling program of change room upgrades to enhance the patron's experience with facilities that are modern and fresh in appearance.



960,045

items issued from our libraries



Children playing in the grounds of Brush Farm House

> KEY OUTCOME AREAS

RALC ASSET RENEWAL

Updating and renewing our Ryde Aquatic Leisure Centre.

LOOKING AHEAD TO 2011/2012

LIBRARY

ELECTRONIC BOOKS

Establishing a new collection of electronic books and the software and web links required for borrowing them.

INTEGRATED OPEN SPACE PLAN

Planning and managing our City's open spaces.

CHARITY CREEK CASCADES

Construction of a multi use open space including pathways, play space, planting and seating.

NON-PROFIT COMMUNITY SECTOR DEVELOPMENT

Developing skills and network opportunities to provide up-to-date information to the Not for Profit sector.

MICHAEL LARDELLI PARK

A new park is being constructed as a component of the redevelopment of the Royal Ryde Rehabilitation Hospital at Putney.

SPORTSFIELD FLOODLIGHTING

An ongoing program to install floodlighting in sportsgrounds managed by the City of Ryde.



PEOPLE

ACTIVE IN RYDE PROGRAM

Increasing opportunities for and encouraging our residents to participate in multiple fitness initiatives within our City.

PUBLIC ART GUIDELINE FOR DEVELOPERS

Assisting our development industry to provide well planned public art that enhances the city's cultural identity.

COMMUNITY GARDENS AND NURSERIES

Establishing and supporting community gardens and nurseries across our City.

LOCAL MARKET FEASIBILITY STUDY

Assisting the Ryde Chamber of Commerce to assess the feasibility of establishing and implementing a local market.

URBAN AND STREET TREE MASTER PLAN

Protection and management of all our trees.

BOARDING HOUSE PROJECT

An enforcement program to assist in the closure of unauthorised brothels and boarding houses.

VOLUNTEER TRAINING FOR THE CALD COMMUNITY

Providing a training course targeting members of the Culturally and Linguistically Diverse Communities to create awareness on the benefits of volunteering.

CRIME PREVENTION PLAN

Implementing a three-year strategic plan to decrease crime rates in our city and neighbourhoods.

COMMUNITY HUBS IDENTIFICATION STUDY

Identifying Community Hubs and developing a plan to offer our community a sustainable range of quality services and facilities.

COMMUNITY BUILDINGS RENEWAL

Ongoing renewal of our community buildings to ensure an appropriate and safe standard for use by our Community organisations and the general public.

SPORTSGROUND AMENITIES UPGRADES

Improving the condition of amenities at sportsgrounds managed by the City of Ryde.

YOUTH ENGAGEMENT PARTNERSHIP PROJECT

Working in partnership with Macquarie University to facilitate relationships among young people and different groups living in Macquarie Park.

SPORTSFIELD RENEWAL AND UPGRADE

Renewing and upgrading our natural turf fields to provide safe and sustainable playing surfaces.

WHITE RIBBON COMMUNITY ACCREDITATION

Becoming an accredited White Ribbon Community, demonstrating leadership in creating a city free from violence against women.

PLAYGROUND RENEWAL AND CONSTRUCTION

Providing and maintaining playgrounds in our City.

OUTCOME 2: ASSETS

OUR COMMITMENT

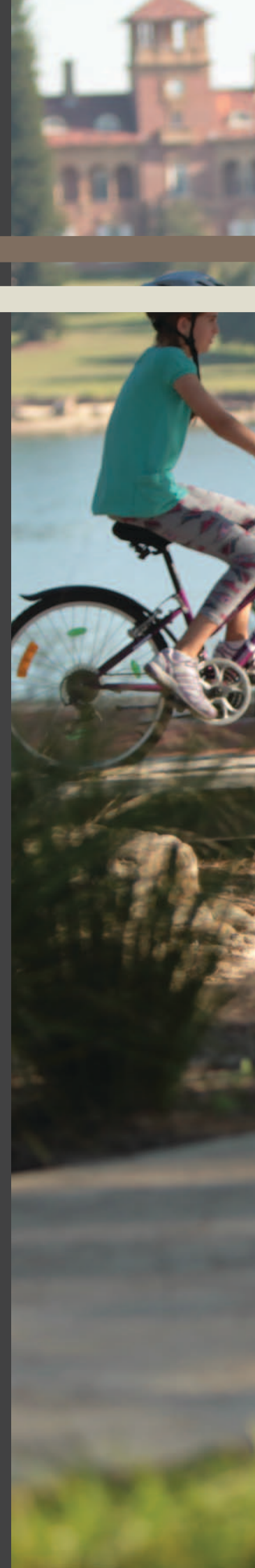
The City of Ryde is committed to the delivery and maintenance of high quality public infrastructure and facilities.

OBJECTIVES

- P1** Well designed streets and paths where motorists, cyclists and pedestrians feel safe
- P2** Well designed places and spaces that minimise personal harm and where people interact with each other
- P3** A high standard of visual appearance for our infrastructure, built environment and public areas.

SERVICES PROVIDED UNDER THIS KEY OUTCOME AREA:

- Roads, footpaths and cycleways
- Transport planning, parking and traffic facilities
- Stormwater drainage
- Parks infrastructure
- Buildings and property management
- Waste management
- Trades and fleet management
- Asset management
- Maintenance programs





15 KILOMETRES
of cycleways

> WHAT WE DID IN 2010/11

282 waste and recycling bin stations at Council's parks to reduce waste going to landfill

321 street trees planted

39 TEXTILE recycling bins

IMPROVED OUR PROJECT MANAGEMENT CAPACITY


We are continuing to improve our project management capacity and have recently established a project management office to independently monitor and report on our capital and non-capital projects. This year 12 staff completed a Diploma of Project Management and we have further refined our project management process (PMCOR) to support these initiatives. Read more about training undertaken by City of Ryde staff on page 38.

IMPROVED WATER QUALITY


As part of our ongoing commitment to improving water quality to protect our environment and quality of life, during 2010/11 we installed four stormwater quality improvement devices in various locations. We are also monitoring biological and chemical water quality in five main creek systems:

- Terry's Creek
- Shrimptons Creek
- Porters Creek
- Buffalo Creek
- Archers Creek.

REUSED WATER AT MEADOWBANK PARK

During 2010/11 we constructed a water re-use system at Meadowbank Park to divert stormwater run-off from the existing channel for irrigation of one of our premier parks. 

REHABILITATED STRANGERS CREEK

Completed in January 2011, rehabilitation works at the badly degraded Strangers Creek included creek widening, bank stabilisation with natural sandstone, weed removal and replanting with natural vegetation, and constructing a bio-retention basin to remove pollutants and sediments from stormwater before they enter the creek system. Water quality has also been improved through reduced erosion and sediment transport. 

WON AWARDS

Local Government & Shires Association – Excellence Awards

We received a commendation in Division C (pop. > 100,000) in the Local Government & Shires Association – Excellence Awards. The City of Ryde project 'Working Towards a Sustainable City' was recognised in the Local Sustainability Award category.

Stormwater Industry Association NSW

Austin Morris, our Service Unit Manager for Infrastructure Integration received a Highly Commended award at the Stormwater Industry Association's Young Professional of the Year 2011 Awards.

COMPLETED THE CITY OF RYDE PLANNING AND BUSINESS CENTRE

During 2010/2011 we completed the City of Ryde Centre, including the Ryde Library, the Ryde Planning and Business Centre and other commercial leasing opportunities. For more information about the library see page 68; the Planning and Business Centre is discussed on page 102.

CALMED TRAFFIC

To make our roads easier to drive, we are introducing a number of traffic calming measures. In 2010/11 these included constructing roundabouts at the following three intersections:

- Pittwater Road at the Field of Mars, East Ryde
- North Road and Willow Crescent, Ryde
- West Parade and Lakeside Road, Eastwood.

These works, some of which are RTA funded, have involved extensive community consultation prior to construction and have achieved improved vehicular and pedestrian safety at these intersections. 

REBUILT MEADOWBANK SEA WALL

We reconstructed 150 metres of sea wall adjacent to the Meadowbank Railway Bridge during 2010/11, this project is part of an ongoing foreshore program to upgrade sea walls that have been affected by increased wave action created by ferries and other boat traffic.



HOSTED THE ONE DROP FESTIVAL

The One Drop Festival is a partnership event of the Councils of the City of Ryde, Hornsby and Hunters Hill and Eden Gardens. The One Drop Festival is part of the Catchment Connections program and has been designed to showcase the positive environmental initiatives taking place throughout the three Council areas, especially relating to water management and use.

This year, community lectures were held on a host of environmental topics such as water issues in the catchment area, rainwater tanks and solar hot water systems, chemical free cleaning and sustainable home renovation.

Also featured were a range of other activities including eco workshops on everything from worm farming to renewable energy; an organic barbeque; recycled arts and crafts and solar-powered video games. Eco stalls, roving performers and musicians and some of Australia's best children's entertainment including Mic Conway, Supa Cyclas and the animals from Australia's Wildlife Displays completed the line up.

The One Drop Festival was a fantastic way for those attending to learn how they can be part of the growing movement towards living sustainably in a relaxed, fun and colourful atmosphere. 🌱



UPGRADED BEATTIE PARK

Over the year, damaged and ageing infrastructure was removed, new playground equipment and seating installed and the garden areas renewed to make Beattie Park, one of our community's favourite recreation spaces, more accessible and enjoyable.

UPGRADED PUBLIC DOMAIN IN MACQUARIE PARK

The Macquarie Park precinct is a premium business and commercial centre in the City of Ryde (see page 11 for more information). To improve the visual amenity of the area a streetscape upgrade of Lane Cove Road, which links to the train station, was undertaken. It involved granite paving, utility pit adjustment, street furniture installation and road widening, the latter done by the RTA. ♻️

EXTENDED OUR CYCLEWAYS

During 2010/11 we added an additional two kilometres (approximately) of cycleways, both on-road and off-road bringing the total up to 15 kilometres.

It is anticipated that a further 1.5 kilometres of cycleway will be constructed during 2011/12 with the support of grant funding from the RTA. The Waterloo Road Shared Path (Pedestrian/Cyclist) further west towards Macquarie University from the Lane Cove Road intersection will complete the final missing link to the university.

PARRAMATTA RIVER FLOOD STUDY

The City of Ryde experienced large storm events in 1984, 1986, 1988 (twice), 1989 (twice) and in 1990 that caused widespread flooding. Since that time rainfall events in May 1998 and April 2003 also caused significant problems.

To make our community safer, we are investigating existing flooding regimes in Archer Creek, Charity Creek, the Parramatta River and Gladesville catchments, and developing a floodplain risk management study and plan.

We have also formed a Floodplain Risk Management Committee that includes representatives from State Agencies, Emergency Services, Council and the Local Community. The Committee will meet regularly to oversee and guide the floodplain risk management process.

The study is expected to be complete in June 2013.

THE NEW RYDE COMMUNITY SPORTS CENTRE (RCSC)

The New Ryde Community Sports Centre cost \$6.3 million to construct and was co-funded by the Federal Government and the City of Ryde. The centre offers two state of the art indoor courts where residents and visitors can participate in Basketball, Netball, Badminton, Volleyball and Futsal.


The Centre offers all the amenities of a modern indoor sports facility, including meeting rooms available for use by local groups, changing rooms, a canteen and amenities that can be used by groups from the neighbouring sports fields at ELS Hall Reserve. A new spectator seating area has also been installed.

We are working in partnership with the YMCA of Sydney which will manage the new Centre.

The Ryde Community Sports Centre opens in August 2011, and will encourage community participation as well as promoting a healthier lifestyle by offering sports and leisure facilities right at our community's doorstep. ♻️

21,379 TONNES

of recyclables collected



TONNES OF RECYCLABLES COLLECTED

06/07	18,888
07/08	21,097
08/09	21,528
09/10	20,775
10/11	21,379

% OF COUNCIL'S VEHICLE FLEET FOUR CYLINDER OR HYBRID VEHICLES

06/07	35.0
07/08	40.9
08/09	70.0
09/10	74.0
10/11	88.0

NUMBER OF STREET AND BOULEVARDE TREES PLANTED

06/07	530
07/08	1,005
08/09	2,010
09/10	521
10/11	321*

*Fewer trees were planted this year owing to newer, shorter streets being targeted, and because of resident objections to trees being planted outside their property.

% OF CAPITAL WORKS COMPLETED

06/07	87.5
07/08	89
08/09	98.2
09/10	91
10/11	89*

*A number of projects were delayed because of wet weather.

> ASSET ACTIONS

2010/2011 Commitments	Result
Access	
Review Road Hierarchy Master Plan to bring the document and traffic data up to date	◐
Review service level agreements for the delivery of cycleway, footpath, road, bridge and sea wall programs	●
Undertake road rehabilitation and reconstruction projects identified in the 2010-2014 Master Plan	●
Extend cycleways on Lane Cove, Epping, Delange and Pittwater Roads See page 84 for more information about our cycleway program	●
Construct footpaths as identified in the 2010-2014 Management Plan	●
Finalise council's Public Domain Standard Technical Specifications and Drawings Document to guide Town Centre Renewal Program	●
Stormwater and Parks Assets	
Complete the Macquarie Park Floodplain Risk Management Study and Plan	●
Undertake a review of the Catchment Management Strategy to bring the document and action plan up-to-date	●
Undertake Parramatta River Catchments Risk Management Study	◐
Undertake Eastwood Floodplain Risk Management Study and Plan	●
Undertake Buffalo and Kitty's Creek Floodplain Risk Management Study and Plan Comment: Project deferred subject to external funding	○
Review Service Level agreements for the delivery of Catchment and Parks Assets programs	■
Waste and Fleet	
Review Council's waste strategy including investigation of alternate waste technologies	●
Install waste and recycling bins at Town Centres See page 191 for more information about Council's waste management initiatives.	●
Develop a Service Level Agreement for Fleet and Mechanical Workshop including an internal customer service guarantee	●
Undertake a Biodiesel trial on selected Council trucks and plant to determine if it is beneficial to extend over the whole heavy vehicle fleet See page 191 for more information	●

Buildings and Property	
Construct Ryde Community and Sports Centre at ELS Hall Park	●
Develop a staff accommodation plan to inform how to best provide Council's civic and operational functions in the mid to long term Comment: Project deferred as this depends on the new Top Ryde precinct	○
Operations	
Deliver the yearly maintenance program for Access, Catchments, Parks and Buildings within budget and in accordance with Service Level Agreements	●
Develop and establish a facilities management program of all assets to ensure risk, compliance and statutory items are addressed in a timely manner Comment: Project initiated following Public Works restructure. Program continuing in 2011/12	○
Deliver on Capital Works projects as outlined in the 2010/11 Capital Works Program Comment: Projects in various stages	◐
Upgrade Macquarie Park public domain	●
Install security cameras at Ryde Community & Sports Centre	●
Construct new toilet block near Eastwood Library	●
Complete construction of a 3,500 square metre Community Centre at Anthony Road, West Ryde Comment: Completion slightly delayed due to wet weather.	○
Complete Stage 1 - Establishment of Civic Precinct Project Complete Stage 2 - Planning and Assessment of Options Phases of Civic Precinct Project Comment: Stage 2 – 80% completed	○

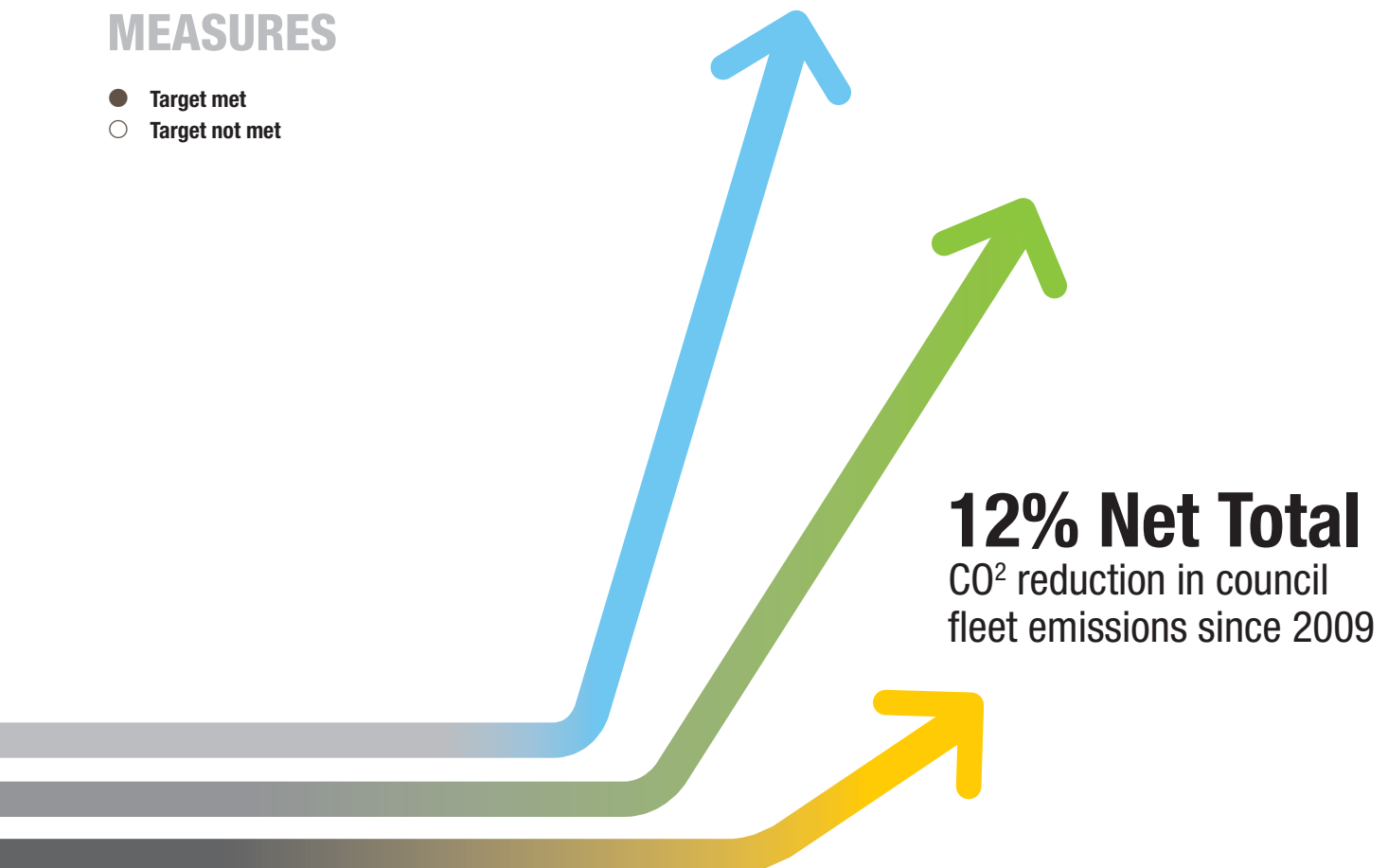
KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**

Measure	2009/10 Target	2010/11 Target	Actual	Status
% of tonnes of waste stream to landfill	54%	53%	52.7%	○
Re-use of Council construction and demolition waste (tonnes per annum) Comment: Tonnages lower than expected due to reduction in Capex Works	18,000t	12,000t	8,874	○
% to be 4 cylinder or hybrid vehicles	70%	80%	88%	●
% Net Total CO ² emissions saved council's vehicle fleet service	-	5%	12%	●
Number of audit inspections per year of local roads to ascertain public road deficiencies Comment: Continuing the first full network inspection. Staff resources not budgeted, insufficient capacity with workload of activities.	-	6	0	○
% of completed asset inspections of properties	-	100%	100%	●
Tonnes of Gross pollutants captured by Stormwater Quality Improvement Devices (SQIDs) Comment: Cleaning carried out as per schedule, less waste material entering capture devices	250t	265t	181t	○
Operational staff to be upskilled to undertake a broader range of projects and programs due to reduced budget levels	95%	90%	97%	●
% of maintenance programs completed for Access, Catchments and Parks	90%	90%	98%	●
% of capital works program completed on time and within budget Comment: Projects delays/deferrals due to wet weather	90%	95%	89%	○

KEY STRATEGIC MEASURES

- Target met
- Target not met



> CHALLENGES

There were delays to the completion of a number of projects due to wet weather.

We need to upskill operational staff to undertake a broader range of projects and programs in reduced budget environment.

We need to allocate resources to complete our local road audit inspections to ensure public roads are well maintained.



FOOTPATH CONSTRUCTION

Constructing and repairing concrete footpaths throughout our city in order to maintain high-quality public pedestrian pathways.

**LOOKING
AHEAD
TO 2011/2012**

TRAFFIC FACILITIES RENEWAL

Improving the functionality of existing traffic facilities for road users.

MACQUARIE PARK PUBLIC DOMAIN AND CAPITAL WORKS PLAN

Creating a coordinated program of works and activities to support sustainable growth in Macquarie Park.

YAMBLE RESERVE

Constructing the Yamble Reserve All Abilities Playground.

WEST RYDE URBAN VILLAGE DEVELOPMENT

Handover of the West Ryde Community Centre building and fitout of not-for-profit organisations' spaces, ready to commence trade with the general public early 2012.

TRAFFIC CALMING DEVICES

Installing new traffic calming devices that will contribute to improving safety and accessibility.

BRIDGE UPGRADE / RENEWAL

An ongoing program of major repairs to our road bridges, major culverts and footbridges.

CYCLEWAYS CONSTRUCTION

Improving cycle amenity within the City of Ryde by constructing on-road and off-road cycle facilities and ensuring that existing bicycle facilities are maintained.

TRANSPORT/PARKING TECHNOLOGY SERVICES

Providing a traffic and management system in our civic centres.

ROAD RESURFACING RENEWAL

Maintaining the surfaces of our city's roads for driver amenity.

ROAD KERB RENEWAL

An ongoing program to maintain our road pavements and kerbs for driver amenity and safety.

OUTCOME 3: ENVIRONMENT

OUR COMMITMENT

The City of Ryde is committed to maintaining an ecologically sustainable City through the management of our City's natural and physical environment.

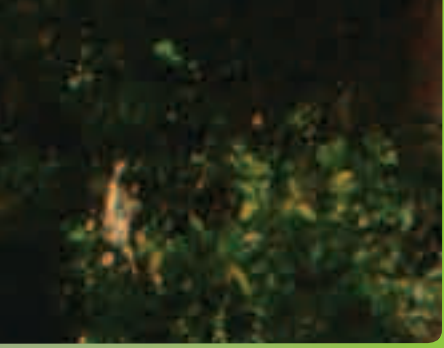
OBJECTIVES

- E1** Clean air through better integrated transport systems
- E2** Clean water through control of pollution entering our waterways and through protection of these waterways
- E3** Strong links to the past through protection, conservation and interpretation of our heritage
- E4** A leafy City through parks, gardens, trees and the built environment
- E5** Sustainable practices in buildings, waste management, transport, energy systems and water use

SERVICES PROVIDED UNDER THIS KEY OUTCOME AREA:

- Urban design and town planning
- Economic development
- Heritage
- Regulatory services
- Development assessment
- Environmental health
- Environment.





53 EXPERT
sustainability workshops

WON AWARDS RECOGNISING OUR ENVIRONMENTAL CONTRIBUTION

We received several organisational environmental awards including the Keep Australia Beautiful Overall Sustainable Council Award (Runner Up), the Local Government and Manager's Associations' (LGMA) Sustainability Award (Winner), and the Local Government and Shires Association (LGSA) Local Sustainability Award (Highly Commended). These awards acknowledged the range of programs and strategies your City has been working on, in partnership with community groups, to deliver sustainability and biodiversity outcomes.

CONSOLIDATED THE TOP RYDER COMMUNITY BUS SERVICE

This service is our most visible and successful sustainable transport solution and continues to be well regarded and used by the local community. The service connects five of the six key centres of Ryde and some smaller local destinations.

The service has transported in excess of 130,000 passengers since it began and is considered a key component of the wider City transport connection network, which improves transport connectivity and supports long term community transport initiatives between the six key centres of Ryde.

PLANNED OUR RESPONSE TO CLIMATE CHANGE

Our response to climate change is designed to positively contribute to the community's greenhouse profile through mitigation actions, and to proactively manage the impacts of climate change on both the Council's and the community's assets by implementing a range of adaptation actions.

So far, we have contributed to over 2,390 tonnes of greenhouse gas saved from our own operations and to savings of over 39,946 tonnes of greenhouse gas across the wider Ryde community since 2003/04.

ENGAGED WITH BUSINESS AND THE COMMUNITY

We have two programs Eco Home - Eco Office and Sustainable Businesses in Ryde Programs focused on local business. The Eco-home program delivered 53 expert sustainability workshops from a choice of over 20 topics. Through the program we engaged with 26 community groups and 27 business organisations representing 583 businesses, ranging from major corporations to the local pharmacy, and had extremely positive feedback. Our Eco-Office program has engaged with many local small to medium businesses, resulting in an impressive 164,000 litres per day of water savings, from businesses including nursing homes, RSLs, hotels and clubs, shopping centres and office towers in Macquarie Park. 

MINIMISED OUR USE OF NON-RENEWABLE RESOURCES

We are trialling measures to save energy, water and reduce greenhouse gases in many of our operations. Our efforts have resulted in less energy being consumed than seven years ago, and we are continuing to explore opportunities for alternative energy generation, such as cogeneration, to further reduce our energy usage.

We have also been very successful in reducing water use, and achieved an impressive 21% reduction in water use this year when compared to 2003/04.



130,000 total passengers transported on the Top Ryder Community Bus service




13 School Food Garden workshops



164,000 LITRES OF WATER SAVED each day by local businesses

ENHANCED LOCAL BIODIVERSITY CORRIDORS

Our River to River Corridors Project produced outstanding research reports on historic bird records and other local literature. Expert bird surveys, and landscape and ecological studies carried out at 19 parks yielded recommendations for corridor plantings to assist the long-term survival of bird populations. A social and ecological values questionnaire reached 2,000 households, and in the following two years and beyond the corridors will be improved in partnership with local residents and schools, and through recommendations by the established Community Reference Group. 

ENGAGED WITH YOUNG PEOPLE

We have engaged extensively with young people this year through the Ryde Environmental Education Network (REEN), the Catchment Connections program, and the Youth Environmental Prize (YEP) Competition. Initiatives included the locally tailored 'Last Drop' water education workshops that reached 5,475 students in 15 primary schools, 13 'hands-on' School Food Gardens workshops, the Clean Up your Act presentation, a teacher professional development day, and REEN meetings.

INSPECTED FOOD PREMISES TO ENSURE OUR COMMUNITY EATS OUT SAFELY

We have increased our focus on ensuring the community can purchase food safely. The City of Ryde has 676 food businesses that are regarded as high or medium health risks. Our Environmental Health team aims to inspect each of these businesses at least once a year (or more often if a complaint has been made).

If a premises is found not to meet cleanliness or food handling standards, education and advice on fixing the problems are offered in the first instance, followed by warnings, penalty notices and fines. In 2010/11 118 premises required reinspection, with only 13 requiring further action. This is a reduction on the 186 requiring reinspection in 2009/10 with 46 referred for further action.



ASSESSMENT UNIT STAFF SMOOTH DA EXPERIENCE

When Ryde resident Deborah Coleman wanted to undertake home renovations, the planning approval process was unexpectedly smooth.

“We wanted to have an old garage knocked down and replaced with a new double garage with an awning,” she explains. “I had never gone through the DA process before but had heard it could be hard work.

“Instead, it was very straightforward. The people in the Planning Section were very helpful and happy to answer questions, and were on time – almost to the minute, with appointments.

“Throughout the process, I was kept in the loop by Colin Murphy, who was very approachable and helped make the whole experience very positive.”



2,390 tonnes of greenhouse gases saved by the City of Ryde

TONNES OF CORPORATE GREENHOUSE GAS SAVINGS (EC02)

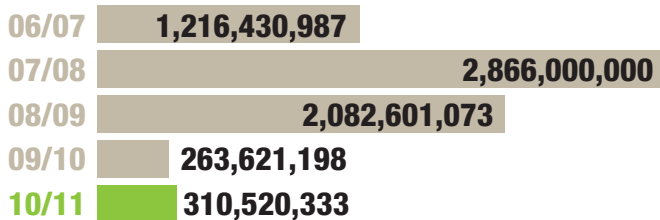


TONNES OF COMMUNITY GREENHOUSE GAS SAVINGS (EC02)

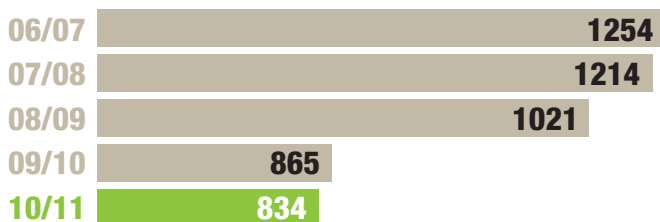


Note: Based on energy GHG supply co-efficient change and fridge buyback scheme. Figures obtained by Energy Australia.

TOTAL VALUE OF APPROVED DEVELOPMENT APPLICATIONS (\$)



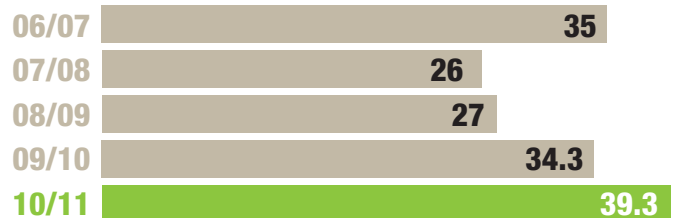
NUMBER OF DEVELOPMENT APPLICATIONS DETERMINED



NUMBER OF DEVELOPMENT APPLICATION ENQUIRIES RECEIVED

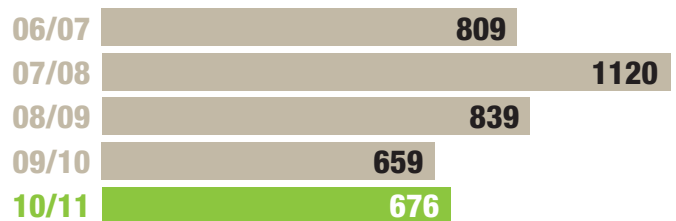


NUMBER OF DEVELOPMENT ASSESSMENT DAYS (MEDIAN)*



* City of Ryde reports median processing times as part of the exhaustive reporting sent annually to the Department of Planning, and also as part of its scheduled quarterly reporting. The median result for 2010/11 has increased over 2009/10 due to fluctuations in workloads, staffing levels, and the Best Value Review of the Development Assessment Process being undertaken by staff.

NUMBER OF FOOD PREMISES INSPECTED



See page 93 for more information about how we are working to ensure our community can eat out safely.

> ENVIRONMENT ACTIONS

2010/11 Commitments	Result
Urban Planning	
Develop a city-wide land use planning strategy to support the development of a Comprehensive Local Environment plan (DLEP)	◐
Develop city-wide Comprehensive Local Environment Plan that supports the Ryde 2030 Community Strategic Plan Comment: Due date revised because of additional research and consultation required	◐
Review and exhibit Key Sections of Development Control Plan 2010	○
Implement priority actions from the Economic Development Strategy to support local businesses and create a strong local economy	○
Implement a campaign to promote the Building and Development Advisory Service	◐
Environment	
Renew the Ryde Greenhouse Gas Mitigation Plan to meet or exceed local mitigation targets and develop adaptation strategies to manage the local risks and impacts of climate change	●
Deliver Stage 1 River to River Corridors Project: Promote biodiversity	●
Implement Sustainable Business Program operations	●
Complete Ryde Energy Reduction Plan for the Ryde Aquatic and Leisure Centre targeting a 10% reduction in energy consumption by 2011/12	●
Implement 5 Star Every Drop program control systems	●
Complete final year of community based Catchment Connections Project targeting five catchments in partnership with Hornsby and Hunters Hill Councils.	●
Assessment	
Undertake Best Value Review of Development Assessment Process	◐
Environmental Health and Building	
Implement Boarding House Enforcement Project to reduce the number of unauthorised boarding houses	●
Implement Brothel Investigation Project to ensure compliance with development control plans	●
Regulatory Services	
Provide health and regulatory services to protect health and amenity	◐
Spend more than 38 hours/wk on Parking Enforcement program	●
Infringement processing – target 20,000 (actual 22,000)	●
Investigate customer requests – target 2000 (actual 3487)	●
Conduct illegal dumping investigations – target 500 (actual 768)	●
Conduct abandoned vehicle investigations – target 300 (actual 321)	●

KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**





> STRATEGIC MEASURES

Measure	Target 2009/10	Target 2010/11	Actual	Result
% increase in energy against 2003/04 base year [^]	-	0%	-3%	●
% reduction in corporate water use against 2003/04 base year [^]	-	15%	21%	●
Number of community environmental workshops/information/education sessions delivered	6	6	88 ^s	●
Number of schools actively engaged with Ryde Environmental Education Network	15	17	25	●
Complete Ryde State of Environment Report 2009/10	By 30 Nov 2009	By 30 Nov 2010	Complete	●
Number of centre specific transport access guides completed	2	2	2	●
Number of passengers using Top Ryder community bus service	-	50,000	64,672	●
Number of mosquito trapping sites monitored under NSW Arbovirus program	6	6	6	●
% of customers rating the Top Ryder service as good or better in the annual customer satisfaction survey	-	90%	100%	●
Number of Companion Animals within the City of Ryde that are identified/registered	11,500	15,000	15,567	●
% of non-chipped Impounded Companion Animals Microchipped	90%	90%	100%	●
% increase in energy consumption across organisation from energy consumed during 2003/04 base year [^]	-	0%	-3%	●
% reduction in water consumption across organisation below water consumed during 2003/04 base year	15%	15%	21%	●
Construction Certificates Assessment times (calendar days)	10 days	9 days	5	●
Occupation Certificates Assessment times (calendar days)	10 days	9 days	5	●
Building Certificates Assessment times (calendar days) - not unauthorised structures	12 days	10 days	7	●
Local Development Application turnaround time (days)	50 median 70 average	50 median 70 average	43	●
Average number of DAs per staff member (annually) * ^	-	>60	104	●
Number of planning appeals (annually) # ^	-	<93	13	●
Number of outstanding applications (quarterly)	<250	<200	229	● ¹
Number of pre-lodgement meetings held per quarter	23	15	11	● ²
Production of documentation and information sheets to inform and assist people through the Development Application process	16	10	8	● ³
Information Sessions held per year regarding development controls and processes ^	-	6	6	● ⁴

\$ High number was due to delivery of a major grant-funded project

* Greater than the average number determined by DLG Group 3 Councils (2008/2009)

Less than the average number of appeals for DLG Group 3 Councils (2008/2009)

^ New measure

¹ There was an increase in development activity and income from a spike in lodgement of applications in March in the lead up to the State election

² The number of pre-lodgements has fallen as a result of the opening of the Ryde Planning and Business Centre and the introduction of a new appointment system for the provision of planning advice

³ Information sheets were updated to reflect amendments to the planning controls. Further changes and new information sheets will be produced as a result of the Assessment Unit's Best Value Review

KEY STRATEGIC MEASURES

- Target met
- Target not met

> CHALLENGES

Providing sustainable local solutions to climate change impacts and achieving local environmental improvements has been difficult in a changing and uncertain political landscape.

Local Government has a key role in creating and delivering local solutions to address and reduce greenhouse gas emissions, but this is reliant on good, clear State and Federal policy direction and reforms.

This direction has been uncertain this year, nevertheless, the City of Ryde has responded to climate and environmental challenges by working locally to provide infrastructure, to promote the use of public transport and other forms of sustainable transport, to promote resource conservation, to plant trees, and to undertake effective waste management.

STORMWATER MANAGEMENT

Maintaining our stormwater pipes and pits to reduce overland flow and flooding due to pressure on stormwater infrastructure. Assess and install infrastructure to reduce the impact of flooding.

LOOKING AHEAD TO 2011/2012



BIODIVERSITY

Restoring and enhancing local habitat and connectivity of urban bushland along key corridors/habitats as part of the River to River Corridors Project and related bushcare and bush regeneration activities.



ENHANCE PARKS AND OPEN SPACES

Protecting and enhancing our natural bushland through management and conservation of bushland boundaries. Planting new trees in our parks and open spaces that will enhance appearance and improve levels of biodiversity.

WATER QUALITY IMPROVEMENT

Improving our water quality and the future health of Sydney Harbour and its catchments through water quality monitoring and improvement initiatives and working across catchment boundaries with other key stakeholders to coordinate responses.

BUILT ENVIRONMENT AND REGULATORY SERVICES

Continuing to develop, implement, and carry out planning and regulatory policies and procedures that will maintain public safety and high standards of living, including a comprehensive Local Environment Plan for the City of Ryde, and new Development Assessment procedures.

ENERGY AND WATER CONSERVATION

Engaging with local businesses to improve sustainability, reduce water and energy usage and improve recycling rates through projects such as City Switch and Sustainable Business Audits.

REFURBISH SEAWALLS/RETAINING WALLS

Implementing seawall renewal to prevent erosion of our riverbanks and damage to our foreshore infrastructure.

WASTE MANAGEMENT

Optimising the layout of the Porters Creek Depot recycling operations to maximise efficiencies.

OUTCOME 4: GOVERNANCE

OUR COMMITMENT

The City of Ryde is committed to effective decision making processes that ensure transparency and the involvement of its community.

OBJECTIVES

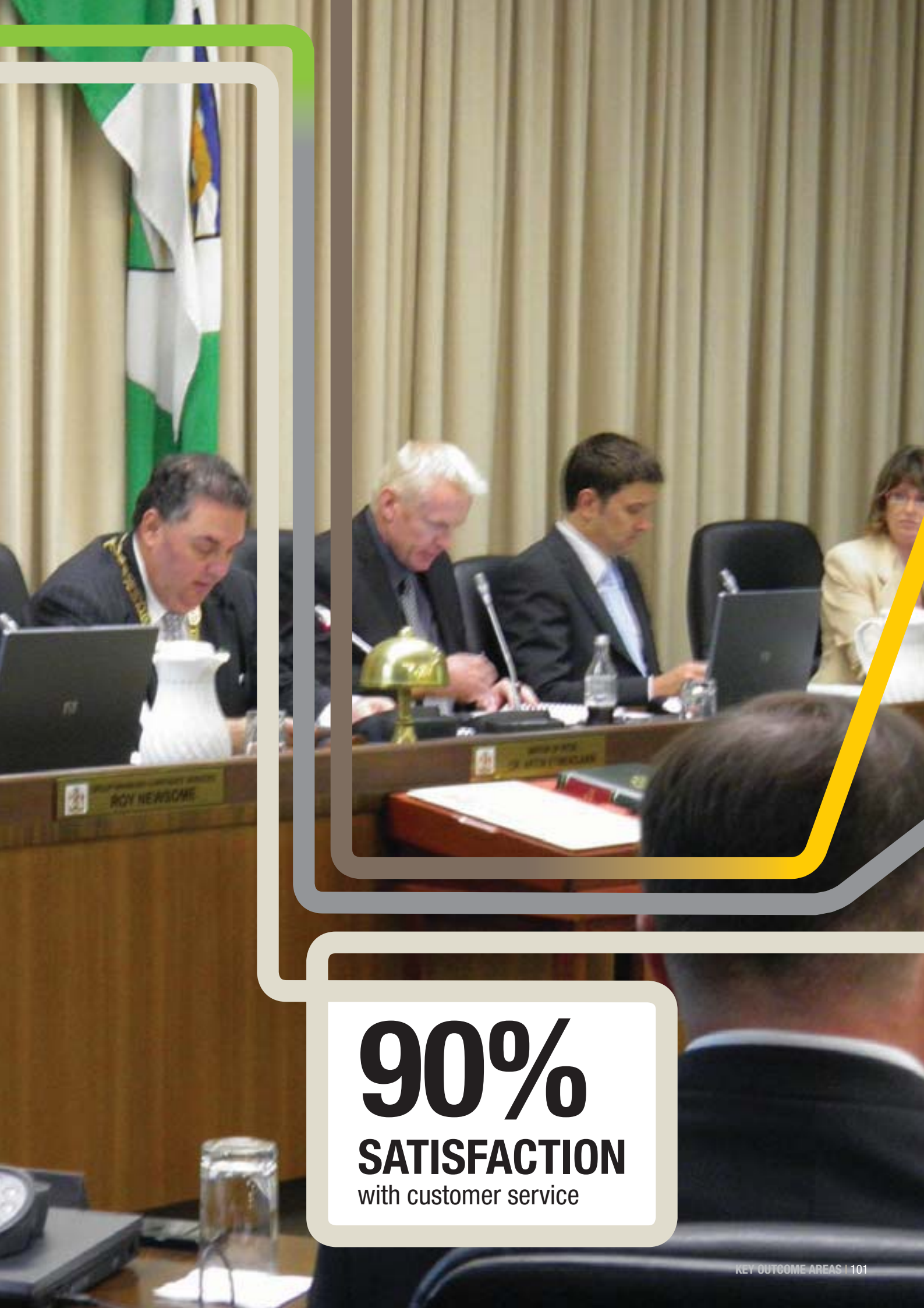
- G1** Improved awareness and understanding of Council's decisions by the community
 - G2** Members of the community are engaged in democratic decision making
 - G3** Review of best practice approaches on governance to enhance the delivery of services to the community
 - G4** A safe working environment with skilled staff who are committed to the organisation's vision and values
 - G5** Compliance with all legislative requirements and statutory obligations
 - G6** An efficient and effective regulatory environment.
-

SERVICES PROVIDED UNDER THIS KEY OUTCOME AREA:

Council provides a diverse range of ongoing programs and activities to support the Governance Outcomes primarily through the Corporate Services group and Office of General Manager. These include:

- Council meetings and agendas
- Customer service
- Corporate governance
- Strategic and corporate planning
- Corporate management
- Human resources
- Financial management
- Occupational Health and Safety
- Internal audit
- Business systems
- Risk management
- Legal services
- Information management (including records and land information GIS).





90%
SATISFACTION
with customer service

> WHAT WE DID IN 2010/11

EVOLVED TO THE CITY OF RYDE 2021 COMMUNITY STRATEGIC PLAN.

Over the last 18 months we have been dedicated to developing our Ryde 2021 Community Strategic Plan. This plan significantly shifts our focus to seven key outcomes that are in tune with the voice of our community.

These seven outcomes clearly respond to the priorities of our community to deliver, and articulate, one all-encompassing vision for the future of our city:

The place to be for lifestyle and opportunity @ your doorstep

This long-term strategy aims to ensure that the City of Ryde lives up to the aspirations of our community, while meeting the challenges of the future. In doing so, our city will be recognised by our residents, visitors, students and investors as the place to be, where opportunities and lifestyle are available close to where people live, work and play.

We have worked with our community, stakeholders and partners to develop our key outcomes that directly respond to their hopes and concerns for the future of the City of Ryde.

The Community Strategic Plan will form the cornerstone of all of our decisions, resource allocation and activity, as well as forge our reporting, expectations and accountability to our community over the next decade.

To meet both our vision and mission, we have introduced considerable new protocols and procedures inhouse to ensure we meet expectations and are working with our community and partners to provide strategic leadership, effective projects and quality customer services.

See page 110 for more about how our new vision and mission will meet the evolving needs of our community.

INCREASED OUR FOCUS ON CUSTOMER SERVICE

To ensure that we are better able to meet the needs of the community we serve, we have implemented a new Customer Feedback Policy and Complaints Handling Procedure, supported by a full-time Complaints Management Coordinator. Responsible for the coordination, investigation and management of complaints, the Coordinator also establishes and implements ongoing initiatives to improve outcomes for the organisation, our customers and the community.

In 2010/11 we also developed a new Customer Service and Community Engagement Plan to deliver improvements in the customer experience when dealing with Council. Opening the Ryde Planning and Business Centre has already resulted in 83% customer satisfaction in the first two months of opening (see below).

Improvements in processing times for building, occupation and construction certificates have resulted in these certificates being processed four days faster than last year, with further improvements expected from a Best Value Review undertaken by the assessment team in 2011/12.

1 GOLD-MEDAL award-winning NSW Council Annual Report

RYDE PLANNING AND BUSINESS CENTRE

As part of our commitment to improving customer service, the City of Ryde opened the Ryde Planning and Business Centre to deal with all planning, development and business matters. Twenty-four thousand (24,000) customers are served annually at the City of Ryde's customer service front desk. Of these enquiries 36% relate to development matters, with Council receiving more than 800 development applications worth over \$310,520,333 this year.

The first of its kind, the Ryde Planning and Business Centre was introduced to offer a seamless professional service to meet development application demand, while offering advice and guidance for businesses from Council's Economic Development Manager working alongside representatives of the Ryde Business Forum.

The project commenced in December 2010, with the \$3 million new centre being completed and opened in the heart of the city in May 2011.

The services offered at our Planning and Business Centre include the handling of planning and development enquiries with a pre-booking appointment facility, application lodgement and payment of development fees, building compliance, viewing of notification and exhibition materials and the search of historical documents.

Given its location, it was critical that the design not only provided a high quality and effective environment to underpin the relationship between Council and the community, but that it replicated the high quality design standards used within the Top Ryde City complex. 🏡



WORKED WITH THE COMMUNITY TO IMPROVE SAFETY

Our focus on keeping our community safe increased in 2010/11. Council officers have been working to improve school zone safety with the help of banners and an educational campaign led by Council staff. More than 27 schools displayed the banners, while a program that educates children about parking rangers' roles in keeping them safe has resulted in a 300% drop in verbal and physical assaults on rangers.

A total of 26,665 parking offences were issued during the year, aimed at promoting turnover of parking in business centres and increased road safety by stopping illegal parking in clearways, bus zones and no stopping zones. More than 1,000 offence notices were handed out for the misuse of disabled parking permits, and a further 43 for obstructing footpaths and roads. An additional 87 notices were issued for illegal dumping.

PRODUCED AN AWARD-WINNING ANNUAL REPORT

Our Annual Report 2009/10 received a gold award from the Australasian Reporting Awards. In the Local Government Division there were 39 entries with six of these receiving a silver award, and eight receiving gold. The feedback received commended the City of Ryde, the only NSW Council to receive a gold medal, for a high quality report that demonstrates Council's commitment to transparency and accountability to the community.



HELD 'HAVE YOUR SAY DAY'

Staff participated in Have your Say Day in August 2010, which was our first staff culture survey in more than five years. The results provided great insight into priority areas for staff development and performance improvement. Strategies aimed at improving organisational culture have now been implemented across the organisation as part of the City of Ryde Workforce Plan, with the cultural survey scheduled to be repeated in two years to monitor progress.

REFERRED MATTERS TO ICAC

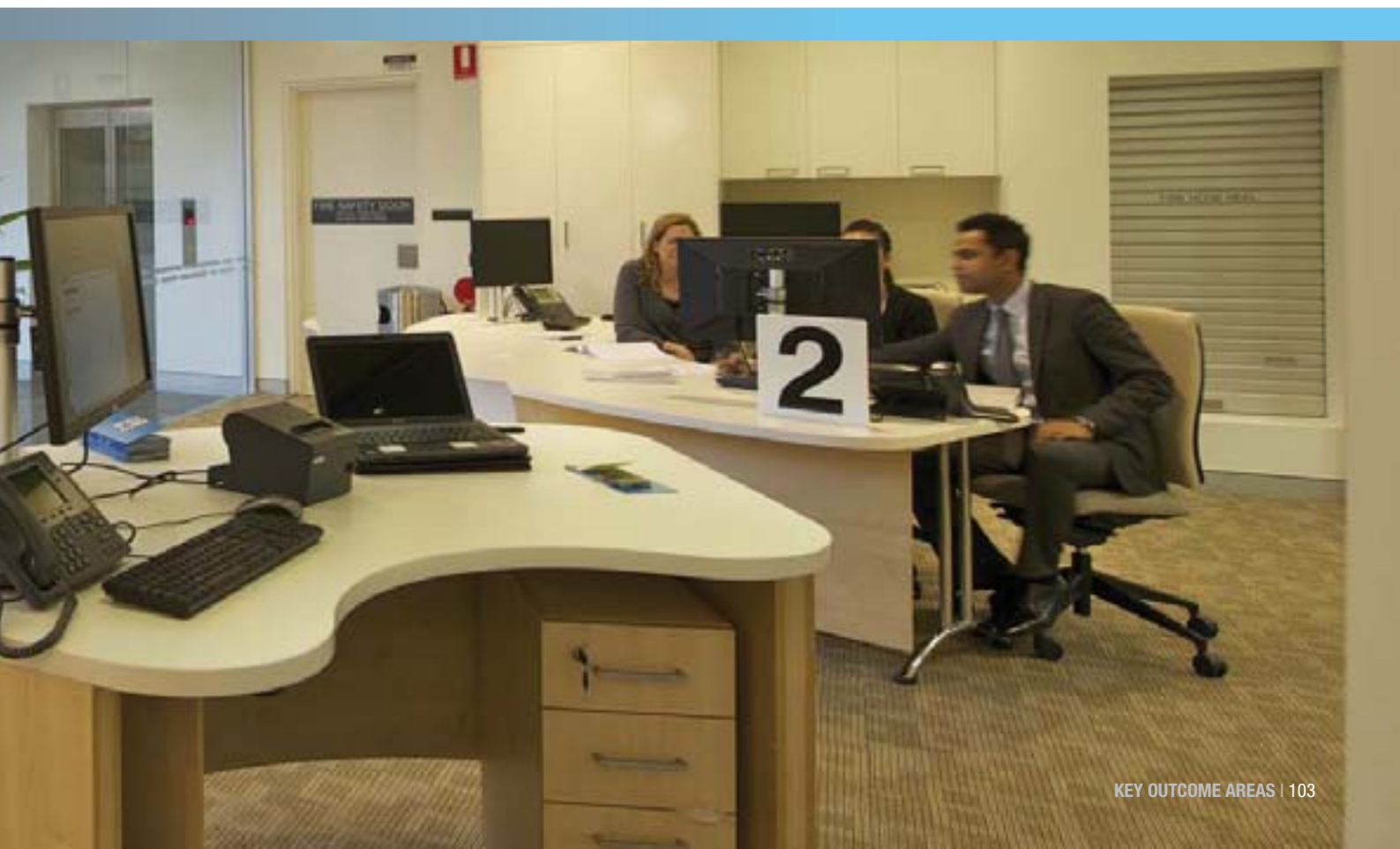
Two items were referred to the ICAC under section 11 of the ICAC Act. These matters involved alleged misuse of Council resources arising from a protected disclosure, as well as an investigation into the construction of private driveways. Both matters were referred back to Council which conducted an internal investigation that resulted in disciplinary action being taken against several employees for breaches of our Code of Conduct. Once the investigations were finalised and reported back to the ICAC, we received notification that matters were complete.

IMPROVED TRANSPARENCY

As part of our commitment to demonstrating openness and accountability in our operations, we reviewed several policies and procedures. One key policy reviewed was Council's Code of Conduct which guides Councillors and staff behaviour.

REVIEWED OUR PROCUREMENT FRAMEWORK

To ensure we are getting the best value for money, and that we will deliver on the commitments made to the community, our procurement framework was reviewed and specific actions identified. These include the need for accreditation in contract administration and procurement as well as more extensive pre- and post-tender consultation.



CIVIC PRECINCT REDEVELOPMENT

In recognition that our premises are run down and inefficiently designed and will require us to spend \$12.5 million over five years, the Civic Precinct project has further progressed in its planning.

The proposal is a key element of our long held vision to deliver new community and civic facilities and achieve some of the key objectives of the City of Ryde's recently adopted Community Strategic Plan, at minimal cost to our ratepayers.

The new facilities include a multi-function performance space with generous backstage facilities and a 400 seat auditorium; a variety of meeting and conference rooms for community use; a café, courtyard and outdoor meeting spaces; new council chambers and efficient space for Councillors; and a rooftop community garden.

Our administration, which at present is inefficiently spread out across three sites, will be brought together in a five green star-rated building. The current administration building is inefficient and costs three times more to operate than modern buildings. By optimising our land value, we will realise and own our new assets at minimal cost to ratepayers.

Find out more about the Ryde Civic Precinct Redevelopment on our website. 

% STAFF TURNOVER

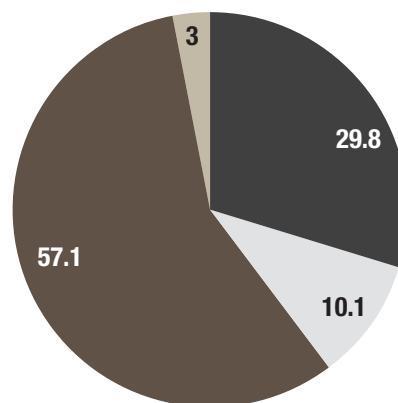


% OF TOTAL STAFF SALARY AND WAGES SPENT ON TRAINING AND DEVELOPMENT



LEARNING AND DEVELOPMENT (%)

Training Expenses
 Conference Expenses
 Training – Labour
 Study Assistance



See page 38 for a detailed discussion on how we are developing our people.



The proposed Civic Centre will provide exciting new facilities for community and cultural groups like Ryde Youth Theatre.

% OF CALLS RESOLVED AT FIRST POINT OF CONTACT	
06/07	76
07/08	83
08/09	84
09/10	83
10/11 *	

*Computer software fault meant data wasn't recorded. An upgraded system is currently being developed.



24,000
customers served
each year

100% of
applications, certificates
and payments processed
on day of receipt

> GOVERNANCE ACTIONS

2010/2011 Commitments	Result
Finance	
Undertake a review of Council's Investment Policy, in line with the new Guidelines issued by the Department of Local Government	●
Update and realign Council's Long Term Financial Plan that supports Council's Resourcing Strategy for Ryde 2030 Comment: A comprehensive solution will be incorporated into the budgeting tool that will be implemented in 2011/12 once the review of our asset conditions is completed	○
Governance	
Develop support systems to ensure a consistent standard of secretarial support is provided for all Council Advisory Committees	●
Establish a Corporate Governance system to manage all registers and report on all legislative deadlines across the organisation to ensure compliance	●
Re-design the Council report format in consultation with Executive Team, staff and Councillors and coordinate relevant training to key users on the report format and report writing techniques Comment: Project completed in 2011/12 due to IT requirements	○
Human Resources	
Undertake a Staff Culture Survey for the organisation that provides current state of the organisation, areas for future development and appropriate tools for the measurement of values and behaviours	●
Implement an appropriate corporate wide approach to training that includes refresher training, mentoring program and a women's development program	●
Develop a leadership training plan for all managers/supervisors. Plan to include Managing for Performance, Project Management, Budget Management and Contract/Procurement	●
Strategic Planning	
Develop the City of Ryde's Workforce Plan that reflects the outcomes of the Ryde 2030 Community Strategic Plan with appropriate internal and external consultation.* *Skills analysis has been conducted, the development of the Workforce Plan is in progress and will be completed during the second half of 2011.	○

KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**

Customer Service	
Establish the self-service customer service function at the new City of Ryde Library and customer service centre	●
Review current customer service delivery and develop a new Customer Service Strategy, policies, accountabilities, procedures and report types for improvement to Council's customer contact Comment: Commenced, however it has been incorporated into 2011/12 to allow recruitment of staff to be completed in addition to formalising of memorandum of understanding with Macquarie University	○
Develop and implement customer satisfaction feedback mechanisms focused on customer services and service requests Comment: To be completed in 2011/12	◐
Information Systems	
Implement all IT capital projects as approved in the 2010/2011 Capital Works Program June 2011	◐
Gain approval for preferred option for IT Disaster Recovery site and systems	●
Provide an expanded ebusiness capability to enable internal and external customers to conduct business with Council and access information electronically - Implement S149/603 Certificates with online payment - Implement Online Land enquiry - Improve DA Online Application process Comment: Online land enquiry deferred until 2011/12; We are working toward online lodgement of DAs for 2012	◐
Strategy and Projects	
Develop the Ryde 2030 Community Strategic Plan involving broad engagement to develop a strategic vision for the City which reflects the community vision for the City by June 2011	●
Develop a Four Year Delivery Program that reflects the outcomes of the Ryde 2030 Community Strategic Plan with appropriate internal and external consultation	●
Develop and adopt an Outcomes Framework across the organisation that aligns to Ryde 2030 Community Strategic Plan	●
Develop a suite of Strategic and Corporate Key Performance Indicators across the organisation aligned to the Ryde 2030 Community Strategic Plan Outcomes and support Council's internal and external reporting needs	●
Develop in consultation with Group Managers and Service Unit Managers a relevant set of delegations and accountabilities	●
Review the Best Value Framework methodology and train Service Unit Managers undertaking a Best Value Review and identify the 2011/2012 program in consultation with the audit plan	◐
Risk and Audit	
Review and revise Council's existing procurement framework and establish (where required) new procedural documents and processes	●
Implement the Enterprise Risk Management strategy including 50% rollout throughout the organisation Comment: Rollout deferred until 2011/12 to allow other organisational change programs to be embedded	○
Develop a claims database for the recording of insurance claims and incidents	●

Measure	2009/10 Target	2010/11 Target	Actual	Status
% level of customer satisfaction for services provided through the Customer Service Centre	80%	80%	90%	●
% of telephone calls resolved at first point of contact	85%	85%	-	○ Technical issues with call centre phone software awaiting resolution
% of applications, certificates and payments processed on day of receipt	100%	100%	100%	●
% of statutory deadlines are met	100%	100%	95%	○ Delay incurred due to expenses and facilities policy requiring public exhibition
Quarterly reviews submitted to Council within 2 months after close of quarter	100%	100%	100%	●
% monthly financial reports distributed within 10 working days following month end	100%	100%	100%	●
% of solutions provided to users via IT Help Service desk requests	85%	85%	85%	●
% of core network uptime availability	N/A	90%	99%	●
% completion of the endorsed Internal Audit plan 2010/2011	70%	80%	70%	○ Staffing difficulties resulted in progress being delayed
% of statutory compliance with DLG Integrated Planning and Reporting requirements	100%	100%	100%	● We are on track to fully comply with DLG integrated planning and reporting requirement as a category 3 council – due 30 June 2012
% of minutes of meeting posted to website by close of business Thursday	90%	95%	100%	●
% of minutes recorded are accurate	99%	99%	100%	●
% of staff turnover as a percent of total staff	15%	14%	11%	●
Number of average sick and carer's leave taken per employee (days)	8.0	8.0	9.5	○

KEY STRATEGIC MEASURES

- Target met
- Target not met



\$1.3 BILLION
in essential infrastructure—
roads, footpaths, drains,
libraries, community buildings

> CHALLENGES

We are looking to engage more comprehensively with our community and to understand customer satisfaction using social media and market research techniques. We aim to make our online transactions much easier to use and provide simpler forms and payment methods.

Complaints have not been well managed in the past, resulting in the appointment of a complaints management coordinator.

We would like to increase community participation and engagement in decision-making processes, which will be addressed through the new Customer Service and Community Engagement Plan (see page 102).

Continued use and occupation of the present Civic Centre is a challenge, with a heatwave in January causing the malfunction of the old air conditioning system in the ageing building, resulting in system shutdowns and four days of lost productivity. Investigations into the redevelopment of the Ryde Civic Centre site have been brought forward. See page 104 for more information.

A man with white hair and glasses, wearing a light-colored button-down shirt and dark trousers, stands smiling and gesturing with his hands towards a large, dark sign. The sign has the text "LOOKING AHEAD TO 2011/2012" in white and light grey. The background features horizontal stripes in shades of beige and brown.

**LOOKING
AHEAD
TO
2011/2012**



INFORMATION MANAGEMENT

Implement compliance management software that will enable the organisation and Council to have confidence in our compliance status at any time.

Improve, update and upgrade our current financial system to meet current and future needs.

Enhance services and information available to our community online while improving internal management reporting processes and productivity.

Scan and index active Development Applications (DAs) to enable documents to be accessible online.

ORGANISATIONAL DEVELOPMENT

Work on a new corporate plan to achieve business and organisational change, increase corporate capacity to deliver customer service and continuously drive improvement.

Strengthen our Community Engagement Framework.

Implement a performance appraisal and reporting system to increase capacity and level of performance of Council.

Improve our Best Value Review methodology to ensure all processes are mapped and efficiencies identified.

Brand and market our City to promote its positive attributes and direction.

Develop plan for the new precinct redevelopment, that will provide a new Council facility and space for civic and community use.

Renew Council's corporate buildings to reach an appropriate and safe standard for use by staff and customers.

Ensure all of our community buildings reach an appropriate and safe standard for use by general public and tenants.

CUSTOMER SERVICE

Commence customer satisfaction surveys.

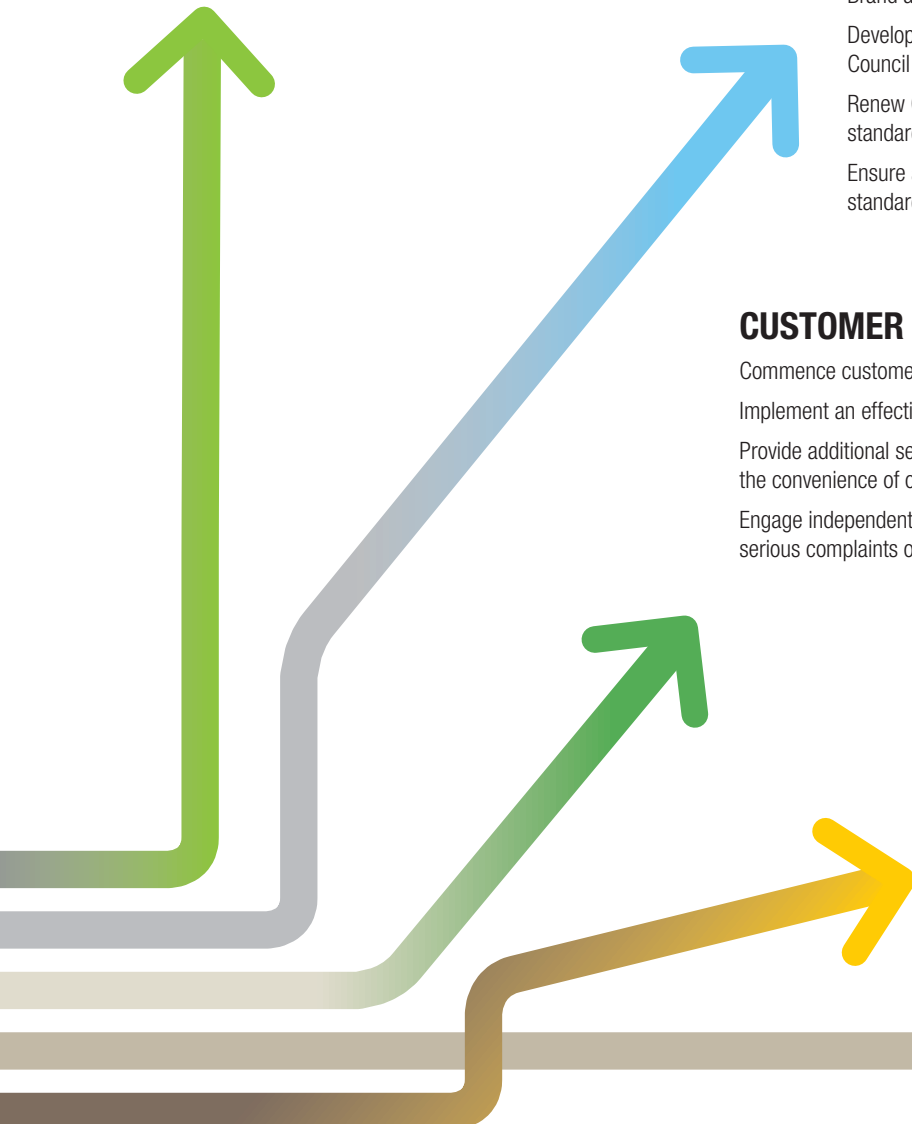
Implement an effective complaints management process.

Provide additional services and business transactions online for the convenience of our customers.

Engage independent external specialists when investigating serious complaints or allegations.

RISK MANAGEMENT

Complete our Enterprise Risk Management (ERM) plan to ensure that all Council units are fully compliant with the requirements of an active Risk Management approach and that risks are regularly reviewed and managed.



ENGAGE WITH OUR COMMUNITY

Discover more about our new vision and mission on the following pages.

OUR NEW VISION

We commenced development of our Ryde 2021 Community Strategic Plan in 2009 by actively seeking out the opinions of our community. We received 4000 responses; many of these were postcards sent to our community inviting them to tell us their hopes and concerns for the future of the city. We received some 1,300 of these back, filled with ideas.

Our new vision emerged as a result of consolidating the main areas of community interest, concern and aspiration:

- How will our **growing** and **changing population** affect me?
- How will we celebrate our **differences**?
- How will we maintain **quality of lifestyle**?
- Will there be **housing choice** and **affordability**?
- Will there be a **strong economy** and **smart employment** close to my home?
- Will I have plentiful and sustainable **transport options** to get around?
- What about **climate change**?
- Will Council provide **strategic leadership**?

IN 2010-2011 THE VISION BECAME

City of Ryde the place to be for

Lifestyle and opportunity @ your doorstep

Our vision is supported by seven outcomes which summarise all that is important to our community.


OUR NEW MISSION

To deliver on these seven outcomes, 21 goals and 59 strategies were developed by community, partners and council staff. We refreshed our Mission statement to incorporate building strategic partnerships, and to focus more closely on quality community service delivery.

IN 2010-2011 THE MISSION BECAME

To work with our community and partners to provide strategic leadership, effective projects and quality customer services.

The development of the longterm Ryde 2021 Community Strategic Plan with its new vision and mission, has prepared the way for the transition into the legislated Integrated Planning and Reporting Framework by June 2012.

During the first half of 2011, in addition to the long term Community Strategic Plan, a four-year Delivery Plan incorporating the one-year Operational Plan was also developed and can be seen on our website. 

These Plans are our response to the Ryde 2021 Community Strategic Plan and describe how the Council will deliver on the vision and outcomes. Our Annual Report in 2011/12 will reflect the new strategic focus and will report on the seven outcomes.

LOOKING AHEAD

To meet integrated planning and reporting requirements by June 2012 we must develop an Asset Management Plan, a Workforce Plan and a Long Term Financial Plan.





A CITY OF LIVEABLE NEIGHBOURHOODS

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

A CITY OF WELLBEING

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

A CITY OF PROSPERITY

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

A CITY OF ENVIRONMENTAL SENSITIVITY

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

A CITY OF CONNECTIONS

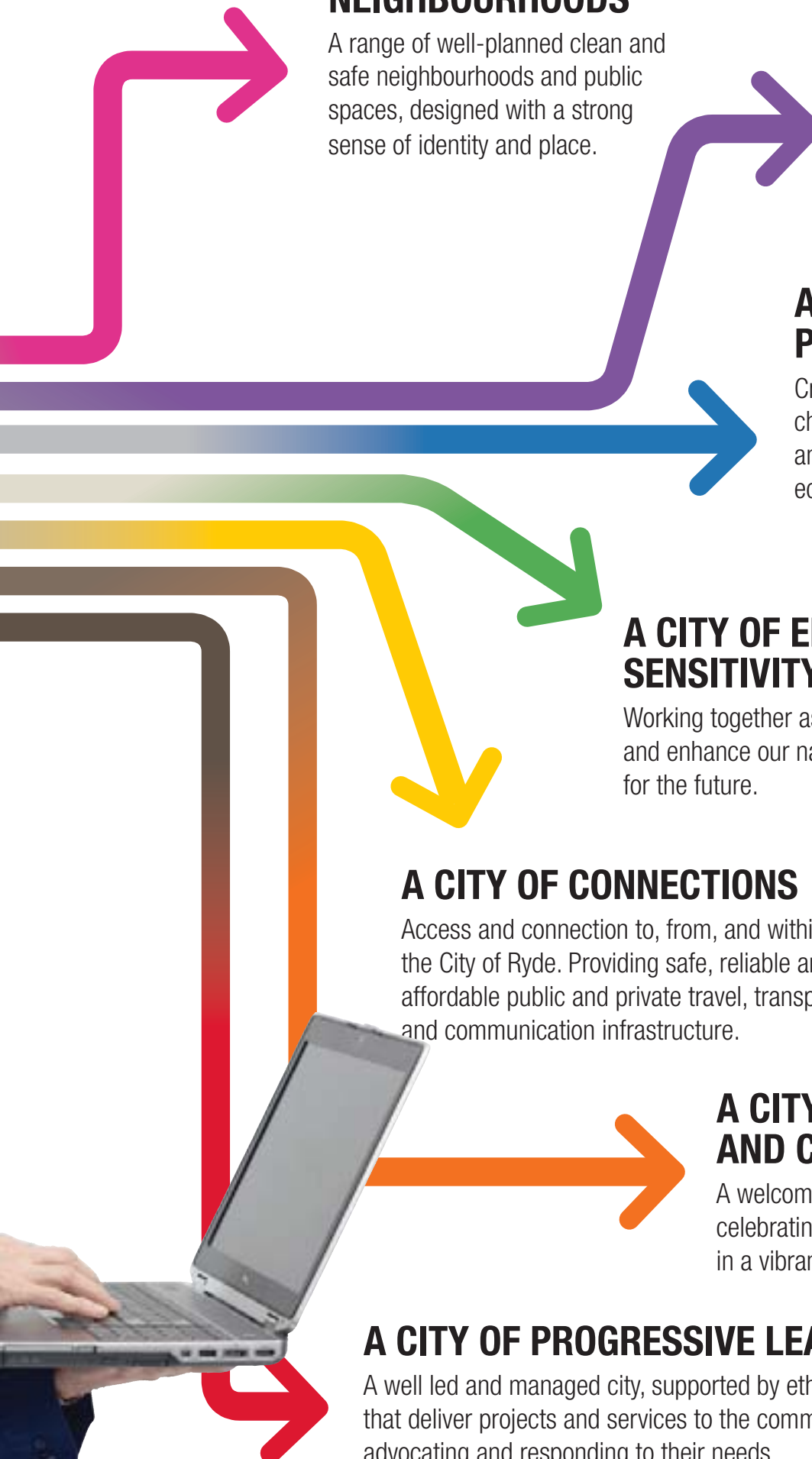
Access and connection to, from, and within the City of Ryde. Providing safe, reliable and affordable public and private travel, transport and communication infrastructure.

A CITY OF HARMONY AND CULTURE

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

A CITY OF PROGRESSIVE LEADERSHIP

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



> CFO'S REPORT 2010/2011

Our financial result for 2010/2011 of an operating surplus of \$15.99 million reflects Council's continuing strong financial performance. This result represents an increase of \$7.91 million from the previous year, thanks to the increase in contributed assets for 2010/2011 and an adjustment for prior years.

Our operating result before capital was a surplus of \$0.45 million.

We own and maintain over \$1.3 billion worth of infrastructure and \$1.2 billion worth of land, and have revalued our assets to Fair Value. This is the third year since Council adopted Fair Value, and the full impact of depreciation has been brought to account in Council's Financial Report resulting in Council's depreciation expense decreasing slightly by \$0.12 million.

We aim to produce an operating surplus before capital so that the regular costs incurred by Council in our normal day-to-day service delivery operations are less than revenue received from providing these services.

This allows us to generate sufficient funds to replace assets and deliver strategic projects. It is one of the keys to our long-term financial sustainability.

Other features of the 2010/11 result include:

- We received \$8.34 million of contributed assets associated with major developments within the city, such as the new Ryde Library and Ryde Planning and Business Centre.
- Working Capital of \$4.45 million, to cover day-to-day operations and provide a buffer for unforeseen expenditures.
- We receive approximately 56.29% of our revenue from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.99% of rates outstanding.
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained sound and is a healthy 4.79:1
- Our level of internal reserves (funds put aside for specific projects) is \$51.68 million.

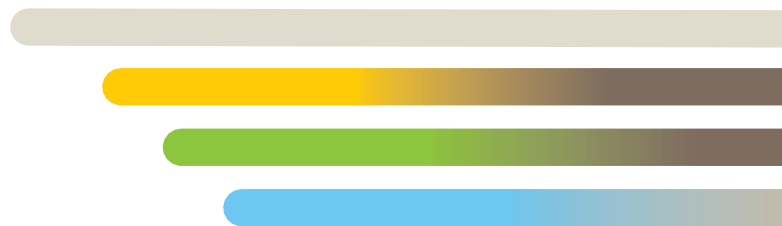
Whilst our financial indicators, as attested to by its auditors Hill Rogers Spencer Steer, reflect that we are in a sound financial position, similar to all Local Governments across Australia, the City of Ryde will continue to face a number of challenges in the years ahead. One of the key challenges will be developing new sources of revenue, other than rates, to maintain and develop infrastructure.

We are continuing to address our long-term financial sustainability through our Long Term Financial Plan (LTFP). We have \$1.3 billion in essential infrastructure (roads, footpaths, drains, libraries, community buildings, etc) and it is estimated that the cost to bring these assets up to a satisfactory condition is in the order of \$85.94 million (compared with \$79 million for 2009/2010). This remains a major challenge for the future.

KEY FEATURES OF THE 2010/2011 RESULT ARE:

We invested \$22.89 million in capital expenditure, with major projects including:

Access	\$6.25 million
Parks	\$1.32 million
Stormwater & Parks Assets	\$1.44 million
Buildings & Property	\$9.50 million
Waste & Fleet	\$2.70 million
Technology Systems	\$1.07 million
Libraries	\$0.46 million
Ryde Aquatic Leisure Centre	\$0.15 million



We developed a LTFP in 2006 to obtain a financial projection that quantifies the operation of Council services for the next 20 years. The plan forecasts spending \$20 million on asset renewal each year to bring our infrastructure up to a satisfactory standard. This is being reviewed and by June 2012 Council will have adopted a new LTFP and Asset Management Plan.

We are continuing our proactive approach to Asset Management to ensure our community's assets are maintained and have incorporated this into the Ryde 2021 Community Strategic Plan.

Further information on Council's financial performance is contained in the Community Financial Report and Financial Report in Section 6 of this report.

Key Performance Indicators	2010/11	2009/10	2008/09	2007/08	2006/2007
Unrestricted Current Ratio	4.79:1	4.67:1	3.45:1	3.65:1	1.71:1
Debt Service Ratio	0.83%	0.85%	1.42%	1.98%	2.59%
Rate Coverage Ratio	56.29%	61.16%	36.47%	47.90%	57.20%
Rates & Annual Charges Outstanding	3.99%	4.10%	3.94%	2.82%	2.49%

6.

FINANCIALS

Financial Statements
Standard Statements
Special Schedules



GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

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> **GENERAL PURPOSE FINANCIAL STATEMENTS**
FOR THE YEAR ENDED 30 JUNE 2011

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993
(as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder.
- The Australian Accounting Standards and professional pronouncements.
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, this Report:

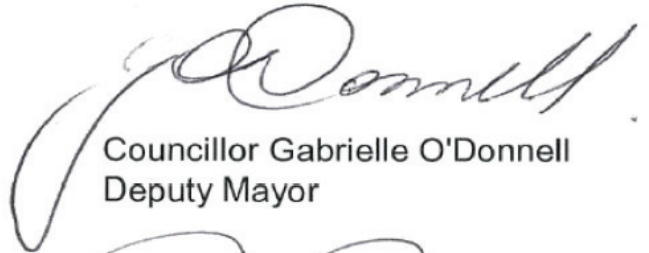
- presents fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records

We are not aware of any matter that would render this Report false or misleading in any way.

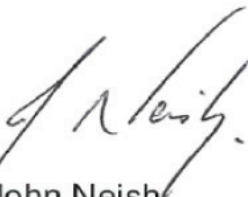
Signed in accordance with a resolution of Council made on 11 October 2011.



Councillor Artin Etmekdjian
Mayor



Councillor Gabrielle O'Donnell
Deputy Mayor



Mr John Neish
General Manager



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

> GENERAL PURPOSE FINANCIAL STATEMENTS
INCOME STATEMENT
 FOR THE YEAR ENDED 30 JUNE 2011

Original Budget* 2011 (\$'000)		Notes	Actual 2011 (\$'000)	Actual 2010 (\$'000)
	INCOME FROM CONTINUING OPERATIONS			
55,816	Rates and Annual Charges	3(a)	56,338	54,496
11,161	User Charges and Fees	3(b)	10,942	11,401
2,489	Interest and Investment Revenue	3(c)	4,429	-
5,278	Other Revenues	3(d)	5,406	4,659
6,450	Grants & Contributions provided for operating purposes	3(e&f)	6,903	6,260
5,704	Grants & Contributions provided for capital purposes	3(e&f)	15,539	12,288
	Other Income:			
-	Net gain from the disposal of assets	5	531	-
-	Net share of interests in joint ventures and associates using the equity method	19	-	-
86,898	TOTAL INCOME FROM CONTINUING OPERATIONS		100,088	89,104
	EXPENSES FROM CONTINUING OPERATIONS			
33,766	Employee Benefits and On-costs	4(a)	33,644	32,614
344	Borrowing Costs	4(b)	242	202
22,793	Materials and Contracts	4(c)	21,185	19,525
18,500	Depreciation, Amortisation and Impairment	4(d)	18,598	18,715
11,027	Other Expenses	4(e)	10,432	9,329
-	Interest and Investment Losses	3(c)	-	627
-	Net Loss from the disposal of assets	5	-	19
-	Share of interests in joint ventures and associates using the equity method	19	-	-
86,430	TOTAL EXPENSES FROM CONTINUING OPERATIONS		84,101	81,031
468	OPERATING RESULT FROM CONTINUING OPERATIONS		15,987	8,073
-	Operating result from discontinued operations	24	-	-
468	NET OPERATING RESULT FOR THE YEAR	2(a)	15,987	8,073
(5,236)	NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES		448	(4,215)

* Original budget as approved by Council - Refer Note 16

The above Income Statement should be read in conjunction with the accompanying notes.

> GENERAL PURPOSE FINANCIAL STATEMENTS
STATEMENT OF COMPREHENSIVE INCOME
 FOR THE YEAR ENDED 30 JUNE 2011

	Notes	Actual 2011 (\$'000)	Actual 2010 (\$'000)
NET OPERATING RESULT FOR THE YEAR - FROM INCOME STATEMENT		15,987	8,073
Other comprehensive income			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	-	-
Gain (loss) on revaluation of available-for-sale investments	20(b)	-	-
Realised available-for-sale investment gains recognised in revenue	20(b)		
Adjustment to correct prior period errors	20(d)	-	-
Total other comprehensive income for the year		15,987	8,073
Total comprehensive income for the year			
Attributable to:			
- Council		15,987	8,073
- Minority Interests			

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

> GENERAL PURPOSE FINANCIAL STATEMENTS
BALANCE SHEET
AS AT 30 JUNE 2011

	Notes	2011		2010		2009	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
ASSETS							
Current Assets							
Cash and Cash Equivalents	6(a)	8,532		27,806		44,987	
Investments	6(b)	50,030		28,250		5,885	
Receivables	7	5,792		6,158		6,288	
Inventories	8	420		467		570	
Other	8	969		405		330	
Non-Current assets classified as held for Sale	22	-		971		-	
Total Current Assets			65,743		64,057		58,060
Non-Current Assets							
Investments	6(b)	10,502		6,995		15,494	
Receivables	7	938		933		488	
Infrastructure, Property, Plant and Equipment	9	2,156,578		2,145,672		-	
Investments accounted for using equity method	19	-		-		2,166,375	
Investment Property	14	2,200		2,200		-	
Intangible assets	25	-		-		2,315	
Other	8	-					
Total Non-Current Assets			2,170,218		2,155,800		2,184,672
TOTAL ASSETS			2,235,961		2,219,857		2,242,732
LIABILITIES							
Current Liabilities							
Payables	10(a)	15,393		15,437		16,068	
Borrowings	10(a)	775		434		453	
Provisions	10(a)	7,455		7,205		6,820	
Total Current Liabilities			23,623		23,076		23,341
Non-Current Liabilities							
Payables	10(a)	-		-		-	
Borrowings	10(a)	3,899		4,339		4,747	
Provisions	10(a)	174		164		250	
Total Non-Current Liabilities			4,073		4,503		4,997
TOTAL LIABILITIES			27,696		27,579		28,338
NET ASSETS			2,208,265		2,192,278		2,214,394
EQUITY							
Retained Earnings	20	1,689,889		1,673,902		1,696,018	
Revaluation reserves	20	518,376		518,376		518,376	
Council equity interest			2,208,265		2,192,278		2,214,394
Minority equity interest			-		-		
TOTAL EQUITY			2,208,265		2,192,278		2,214,394

The above Balance Sheet should be read in conjunction with the accompanying notes.

** third year included due to prior year error adjustment

> GENERAL PURPOSE FINANCIAL STATEMENTS
STATEMENT OF CHANGES IN EQUITY
 FOR THE YEAR ENDED 30 JUNE 2011

	Notes	2011 (\$'000)						2010 (\$'000)					
		Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Minority Interest	Total Equity	Accum Surplus	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Minority Interest	Total Equity
Opening Balance	20	1,712,118	518,376		2,230,494	-	2,230,494	1,696,018	518,376		2,214,394	-	2,214,394
Correction of errors		(38,216)			(38,216)		(38,216)	(30,189)			(30,189)		(30,189)
Changes in Accounting Policies													
Restated Opening Balance	20	1,673,902	518,376	-	2,192,278	-	2,192,278	1,665,829	518,376	-	2,184,205	-	2,184,205
Net Operating Result for the Year	20	15,987	-		15,987		15,987	8,073	-		8,073		8,073
Other Comprehensive Income	20												
Total Comprehensive Income	20	15,987	-	-	15,987	-	15,987	8,073	-	-	8,073	-	8,073
Closing Balance	20	1,689,889	518,376	-	2,208,265	-	2,208,265	1,673,902	518,376	-	2,192,278	-	2,192,278

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

> GENERAL PURPOSE FINANCIAL STATEMENTS
STATEMENT OF CASH FLOWS
 FOR THE YEAR ENDED 30 JUNE 2011

Original Budget* 2011 (\$'000)	Notes	2011		2010		
		(\$'000)	(\$'000)	(\$'000)	(\$'000)	
		CASH FLOWS FROM OPERATING ACTIVITIES				
		Receipts				
55,816	Rates & Annual Charges	56,353		54,249		
12,092	User Charges & Fees	12,017		12,487		
2,489	Investment Revenue and Interest	4,388		3,006		
6,738	Grants and Contributions	15,092		12,944		
5,529	Other	6,906		7,198		
		Payments				
(33,863)	Employee Benefits and on-costs	(34,043)		(32,342)		
(24,774)	Materials and Contracts	(22,279)		(20,516)		
(344)	Borrowing Costs	(241)		(201)		
(12,062)	Other	(12,019)		(9,939)		
11,621	Net cash provided (or used) in Operating Activities		26,174		26,886	
		CASH FLOWS FROM INVESTING ACTIVITIES				
		Receipts				
33,479	Sale of Investments	23,364		15,000		
	Sale of Investment Property					
-	Sale of Real Estate Assets	1,008		-		
853	Sale of Infrastructure, Property, Plant and Equipment	1,309		974		
-	Sale of Interests in Joint Ventures/Associates	-		-		
	Proceeds from Boundary Adjustment	-		-		
-	Other	-		-		
		Payments				
(22,000)	Purchase of Investments	(48,032)		(33,000)		
	Purchase of Investment property	-		-		
(75,396)	Purchase of Property, Plant and Equipment	(22,998)		(26,614)		
-	Purchase of Real Estate	-		-		
-	Purchase of Interests in Joint Ventures/Associates	-		-		
-	Other	-		-		
(63,065)	Net cash provided by (or used in) Investing Activities		(45,349)		(43,640)	
		CASH FLOWS FROM FINANCING ACTIVITIES				
		Receipts				
-	Borrowings and Advances	-		-		
-	Other	-		-		
		Payments				
(381)	Borrowings and Advances	(427)		(427)		
-	Lease Liabilities	-		-		
-	Other	-		-		
(381)	Net cash provided by (or used in) Financing Activities		(427)		(427)	
(51,824)	Net Increase (Decrease) in Cash & Cash Equivalents		(19,602)		(17,181)	
27,806	Cash & Cash Equivalents at beginning Reporting Pd	11(a)	27,806		44,987	
(24,018)	CASH & CASH EQUIVALENTS AT END OF REPORTING PD	11(a)	8,204		27,806	

* Original budget as approved by Council - Refer Note 16

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2011

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NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(A) BASIS OF PREPARATION

These general purpose financial statements have been prepared in accordance with Australian Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the Local Government Act (1993) and Regulations and the Local Government Code of Accounting Practice and Financial Reporting.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities at fair value through profit or loss, certain classes of property, plant and equipment and investment property.

Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the groups accounting policies.

(B) REVENUE RECOGNITION

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

Rates, annual charges, grants and contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required but the Council may apply contributions according to the priorities established in work schedules.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g). The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the EPA Act 1979.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required but the Council may apply contributions according to the priorities established in work schedules.

A detailed Note relating to developer contributions can be found at Note 17.

User charges and fees

User charges and fees (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debt is recognised when collection in full is no longer probable.

Sale of plant, property, infrastructure and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and rents

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Interest income from Cash & Investments is accounted for using the Effective Interest method in accordance with AASB 139.

(C) PRINCIPLES OF CONSOLIDATION

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund. The consolidated fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies. Trust monies and property subject to Council's control have been included in these reports.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these reports. A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(iii) Joint ventures

Jointly controlled assets

The proportionate interests in the assets, liabilities and expenses of a joint venture activity have been incorporated into the financial statements under the appropriate headings. Details of the joint venture are set out in note 19.

Jointly controlled entities

The interest in a joint venture partnership is accounted for using the equity method and is carried at cost. Under the equity method, the share of the profits or losses of the partnership is recognised in the income statement, and the share of movements in reserves is recognised in reserves in the balance sheet. Details relating to the partnership are set out in Note 19.

Jointly controlled operations

Council has no jointly controlled operations at present. However, when such operations are

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

entered into the assets which are controlled and the liabilities incurred by Council are recognised in the balance sheet. Expenses incurred and council's share of income is recognised in the Income Statement.

(D) LEASES

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other long term payables. Each lease payment is allocated between the liability and finance cost. The interest element of the finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases where Council is a lessor is recognised in income on a straight-line basis over the lease term.

(E) ACQUISITION OF ASSETS

The purchase method of accounting is used to account for all acquisitions of assets. Cost is measured as the fair value of the assets given, plus costs directly attributable to the acquisition.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

(F) IMPAIRMENT OF ASSETS

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested

for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there is separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(G) CASH AND CASH EQUIVALENTS

For cash flow statement presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(H) RECEIVABLES

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 14 days.

Collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. The amount of the impairment allowance is the difference between the assets carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for which an impairment

allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

(I) INVENTORIES

(i) Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs include the transfer from equity of any gains/losses on qualifying cash flow hedges relating to purchases of raw material. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(ii) Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

(J) NON-CURRENT ASSETS (OR DISPOSAL GROUPS) HELD FOR SALE AND DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

An impairment loss is recognised for any initial or subsequent write down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group held for sale are presented separately from other liabilities in the balance sheet.

A discontinued operation in a component of the entity that has been disposed of or is classified as held for sale and that represents a separate major line of business or area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale. The results of discontinued operations are presented separately on the face of the income statement.

(K) INVESTMENTS AND OTHER FINANCIAL ASSETS

Classification

Council classifies its investments in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit and loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets. Loans and receivables are included in receivables (note 7) in the balance sheet.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held to maturity financial assets are included in non current asset, except those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date. Investments are designated as available for sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Financial assets - reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term. Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term. In addition, Council may choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future and until maturity at the date of classification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made. Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at

the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss category are presented in the income statement within other income or other expenses in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the income statement as part of revenue from continuing operations when Council's right to receive payments is established.

Changes in the fair value of monetary securities denominated in a foreign currency and classified as available-for-sale are analysed between translation differences resulting from changes in amortised cost of the security and other changes in the carrying amount of the security. The translation differences related to changes in the amortised cost are recognised in profit and loss, and other changes in carrying amount are recognised in equity. Changes in the fair value of other monetary and non-monetary securities reclassified as available-for-sale are recognised in equity.

Details of how the fair value of financial instruments is determined are disclosed in note 1(l).

Impairment

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered as one of a number of indicators that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments classified as available-for-sale are not reversed through the income statement.

If there is evidence of impairment for any of Council's financial assets carried at amortisation cost, the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, excluding future credit losses that have not been incurred. The cash flows are discounted at the financial assets original effective interest rate. The loss is recognised in the income statement.

Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act and s212 of the LG (General) Regulations 2005. Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed, however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(L) FAIR VALUE ESTIMATION

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of

methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(M) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Division of Local Government. At balance date the following classes of IPPE were stated at their fair value:

- Operational land (External Valuation).
- Buildings – Specialised/Non Specialised (External Valuation).
- Water/Sewerage Networks (Internal Valuation).
- Plant and equipment (as approximated by depreciated historical cost).
- Road assets – roads, bridges and footpaths (Internal Valuation).
- Drainage assets – (Internal Valuation).
- Bulk earthworks – (Internal Valuation).
- Community land – (External Valuation).
- Land Improvements (as approximated by depreciated historical cost).
- Other structures (as approximated by depreciated historical cost).
- Other assets (as approximated by depreciated historical cost).

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the Income statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate

asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

Land, other than land under roads, is classified as either operational or community in accordance with Part 2 of Chapter 6 of the Local Government Act (1993). This classification is made in Note 9(a).

(N) INVESTMENT PROPERTY

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location, or condition of the specific asset. If this information is not available, Council uses alternative valuation methods such as recent prices in less active markets or discounted cash flow projections. These valuations are reviewed annually by a member of the Australian Property Institute. Changes in fair values are recorded in profit and loss as part of other income.

Investment property includes properties that are under construction for future use as investment properties. These are also carried at fair value unless the fair value can not yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete

(O) PAYABLES

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

(P) BORROWINGS

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(Q) BORROWING COSTS

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

(R) PROVISIONS

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

(S) EMPLOYEE BENEFITS

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months after the end of the period in which the employees render the related services are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Long service leave

The liability for long service leave and annual leave which is not expected to be settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its

obligations to defined benefit plans on the same basis as its obligations to defined contribution plans (see below).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities. As a result, they have asked for significant increases in contributions to recover that deficiency. Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has, however, disclosed a contingent liability in note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(T) ROUNDING OF AMOUNTS

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(U) LAND UNDER ROADS

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

(V) PROVISIONS FOR CLOSE DOWN AND RESTORATION AND FOR ENVIRONMENTAL CLEAN UP COSTS - TIPS AND QUARRIES

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period. The amortisation of the discount is shown as a borrowing cost.

Other movements in the provisions for close down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the balance sheet date. These costs are charged to the income statement. Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost. Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result there could be significant adjustments to the provision for close down and restoration and environmental

clean up, which would affect future financial results.

(W) ALLOCATION BETWEEN CURRENT AND NON-CURRENT ASSETS AND LIABILITIES

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months.

(X) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2011 reporting periods. Council's assessment of the impact of these new standards and interpretations is set out below.

(i) AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) effective from 1 January 2013

AASB 9 Financial Instruments addresses the classification, measurement and derecognition of financial assets and financial liabilities. The standard is not applicable until 1 January 2013 but is available for early adoption. When adopted, the standard will affect in particular the Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading. Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

There will be no impact on the Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and the Council does not have any such liabilities. The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and

have not been changed.

(ii) Revised AASB 124 Related party disclosures and AASB 2009 12 Amendments to Australian Accounting Standards (effective from 1 January 2011)

In December 2009 the AASB issued a revised AASB 124 Related Party Disclosures. It is effective for accounting periods beginning on or after 1 January 2011 and must be applied retrospectively. The amendment clarifies and simplifies the definition of a related party and removes the requirement for government-related entities to disclose details of all transactions with the government and other government-related entities. This amendment will have no impact on Council.

(iii) AASB 2009 14 Amendments to Australian Interpretation – Prepayments of a Minimum Funding Requirement (effective from 1 January 2011)

In December 2009, the AASB made an amendment to Interpretation 14 The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction. The amendment removes an unintended consequence of the interpretation related to voluntary prepayments when there is a minimum funding requirement in regard to the entity's defined benefit scheme. It permits entities to recognise an asset for a prepayment of contributions made to cover minimum funding requirements. Council does not make any such prepayments. The amendment is therefore not expected to have any impact on Council's financial statements.

(iv) AASB 1053 Application of Tiers of Australian Accounting Standards and AASB2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements (effective from 1 January 2013)

On 30 June 2010 the AASB officially introduced a revised differential reporting framework in Australia. Under this framework, a two-tier differential reporting regime applies to all entities that prepare general purpose financial statements. NSW Council is a local government and, as a result, is not eligible to adopt the new Australian Accounting Standards – Reduced Disclosure Requirements. The two standards will therefore have no impact on the financial statements of Council.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(continued)

(v) AASB 2010-6 Amendments to Australian Accounting Standards Disclosures on Transfer of Financial Assets (effective for annual reporting periods beginning on or after 1 July 2011)

Amendments made to AASB 7 Financial Instruments: Disclosures in November 2010 introduce additional disclosures in respect of risk exposures arising from transferred financial assets. The amendments will affect particularly entities that sell, factor, securitise, lend or otherwise transfer financial assets to other parties. They are not expected to have any significant impact on Council's disclosures.

(vi) AASB 2010-8 Amendments to Australian Accounting Standards – Deferred Tax: Recovery of Underlying (effective from 1 January 2012)

In December 2010, the AASB amended AASB 112 Income Taxes to provide a practical approach for measuring deferred tax liabilities and deferred tax assets when investment property is measured using the fair value model. AASB 112 requires the measurement of deferred tax assets or liabilities to reflect the tax consequences that would follow from the way management expects to recover or settle the carrying amount of the relevant assets or liabilities that is through use or through sale. The amendment introduces a rebuttable presumption that investment property which is measured at fair value is recovered entirely by sale. This amendment will have no impact on Council.

net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

(Y) LAND

Land is classified as either operational or community in accordance with Part 2 of Chapter 6 of the Local Government Act (1993). This is disclosed in Note 9(a).

(Z) TAXES

The Council is exempt from Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 2(a) FUNCTIONS

INCOME, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES. [DETAILS OF THESE FUNCTIONS / ACTIVITIES ARE PROVIDED IN NOTE 2(b)]

FUNCTIONS/ ACTIVITIES	INCOME FROM CONTINUING OPERATIONS			EXPENSES FROM CONTINUING OPERATIONS			OPERATING RESULTS FROM CONTINUING OPERATIONS			GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Original Budget	Actual 2011	Actual 2010	Original Budget	Actual 2011	Actual 2010	Original Budget	Actual 2011	Actual 2010	Actual 2011	Actual 2010	Actual 2011	Actual 2010
	2011 \$'000	\$'000	\$'000	2011 \$'000	\$'000	\$'000	2011 \$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
People													
Community Life	0	84	0	45	108	27	(45)	(24)	(27)	0	0	0	0
Community & Culture	941	905	860	2,728	2,466	2,422	(1,787)	(1,561)	(1,562)	629	535	28,697	28,697
Community Relations	556	623	547	1,900	1,999	2,001	(1,344)	(1,376)	(1,454)	0	0	12,845	12,849
Library Services	867	862	954	5,153	4,904	5,114	(4,287)	(4,042)	(4,160)	259	347	9,818	10,038
Open Space	558	709	1,184	3,565	2,390	3,847	(3,008)	(1,681)	(2,663)	456	1,776	1,159,990	1,159,608
RALC	5,046	4,534	4,622	5,672	4,520	5,866	(627)	14	(1,244)	0	22	47,772	47,661
	7,967	7,717	8,167	19,065	16,387	19,277	(11,098)	(8,670)	(11,110)	1,343	2,680	1,259,122	1,258,853
Governance													
Corporate Services	15	3	1	15	3	1	0	0	0	0	0	0	0
Human Resources	10	103	65	8	103	65	2	0	0	82	35	(1)	0
Customer Service	7	2	3	5	2	3	2	0	0	0	0	8	0
Governance	0	2	2	0	2	2	0	0	0	0	0	0	0
Risk & Audit	60	(167)	78	60	123	78	0	(290)	0	0	0	0	0
Financial Services	2,714	6,383	3,155	2,712	6,383	663	2	0	2,492	0	0	9,282	0
Information Systems	10	21	47	(2,714)	21	47	2,724	0	0	0	0	(247)	0
Strategy & Organisational Development	5	2	65	5	2	65	0	0	0	0	0	2	0
							0	0	0			5,191	5,191
	2,821	6,349	3,417	91	6,639	925	2,730	(290)	2,492	82	35	14,234	5,191
Environment													
Assessment	1,079	1,115	958	2,575	2,520	2,727	(1,497)	(1,406)	(1,769)	0	0	0	0
Environment	173	6	110	1,259	1,213	1,106	(1,086)	(1,208)	(996)	(3)	80	0	0
Environmental Health & Building	1,061	913	1,100	1,911	1,908	1,984	(850)	(995)	(884)	0	0	188	194
Regulatory Services	3,418	4,107	3,252	2,018	1,970	2,097	1,400	2,137	1,155	2	0	67	79
Environment & Planning	0	0	0	5	(6)	0	(5)	6	0	0	0	0	0
Urban Planning	3,652	4,000	2,548	2,326	1,927	2,050	1,326	2,073	498	55	124	0	0
	9,383	10,140	7,968	10,095	9,533	9,964	(712)	607	(1,996)	54	204	255	273
Assets													
Access	3,583	4,871	3,558	13,730	8,879	14,941	(10,147)	(4,007)	(11,385)	2,172	1,674	560,442	539,253
Buildings & Property	2,624	9,906	3,245	10,883	14,487	6,726	(8,259)	(4,581)	(3,481)	0	0	48,285	50,429
Stormwater and Park Assets	238	257	519	6,369	5,670	6,484	(6,131)	(5,412)	(5,965)	134	646	270,197	272,560
Waste & Fleet	14,241	14,324	15,256	16,347	14,223	12,757	(2,106)	101	2,499	272	260	15,171	16,535
Operations	132	158	1,891	9,022	7,062	9,070	(8,890)	(6,904)	(7,179)	59	22	1,908	1,908
	20,818	29,516	24,469	56,351	50,319	49,978	(35,533)	(20,801)	(25,511)	2,637	2,602	896,002	880,685
Total Functions & Activities	40,989	53,721	44,021	85,601	82,878	80,145	(44,613)	(29,154)	(36,124)	4,116	5,521	2,169,614	2,145,002
General Purpose Revenue	45,909	46,366	45,083	829	1,223	888	45,080	45,143	44,195	3,444	3,264	66,347	69,855
Totals	86,898	100,088	89,104	86,430	84,101	81,031	468	15,987	8,073	7,560	8,785	2,235,961	2,214,857

NOTE 2(b) COMPONENTS OF FUNCTIONS OR ACTIVITIES

The activities relating to the Council's functions and activities reported on in Note 2 (a) are as follows:

COMMUNITY SERVICES

- Social planning and Policy
- Community development
- Social service delivery

COMMUNITY RELATIONS & EVENTS

- Co-ordination of Community Events
- Publications and Media Releases
- Management & Hire of Community Halls

LIBRARY SERVICES

- Information and lending services
- Community information
- Local studies

PARKS

- Planning and administration of all the City's sporting and recreational facilities and open space
- Management of trees in public areas and on private land
- Landscape design and recreational planning
- Review and implementation of construction and maintenance works programs for sporting and recreational facilities and open space

RYDE AQUATIC LEISURE CENTRE

- Provide a first-class aquatic and multi-purpose sports facility
- Operate the facility on a commercial basis

CORPORATE SERVICES

- Internal support services. eg. Councillor Services, Customer Services, Financial Services, Human Resources, Information Management, Strategic Unit & Office of the General Manager

ASSESSMENT

- Assessment of development applications

ENVIRONMENT

- Preparation of the State of the Environment Report
- Preparation of Environmental Policy

HEALTH AND BUILDING

- Enforcement of illegal landuses and illegal buildings
- Maintenance of registers
- Issuing planning certificates and building certificates
- Undertaking property searches
- Food shop inspections
- Regulated system (e.g. cooling towers) inspections
- Pollution control
- Construction and compliance certificates issued
- Principal Certifying Authority activities

REGULATION

- Animal control
- Street and Parking control

SUPPORT SERVICES

- Provision of facilitation/mediation services
- Review and development of business processes
- Executive support

URBAN PLANNING

- Heritage planning and conservation
- Preparation of statutory planning instruments
- Preparation of integrated planning strategies including master plans
- Pre-lodgement advice and client management

ACCESS

- Management of the City's road network and other access infrastructure including wharves, boat ramps and bikeways
- Development of the Asset Management Program for access infrastructure
- Review and implementation of the construction and maintenance works programs for access assets

BUILDINGS AND PROPERTY

- Supply and maintain corporate and community land and buildings used to accommodate Council's operations and to provide facilities and services to the Community
- Commercial management of land and buildings
- Commercial disposal of surplus land and properties
- Property acquisition

CATCHMENTS AND ASSETS

- Management of the City's stormwater network including natural creek systems
- Development of City's Catchment Management Plans
- Development of City's Stormwater Management Program for stormwater infrastructure
- Review and implementation of construction and maintenance works programs for stormwater assets and creek systems

WASTE & FLEET MANAGEMENT

- Regular collection of domestic garbage from all residential premises and collection of commercial waste from commercial premises in the City
- Regular collection of recyclable materials from all residential premises and contracted commercial premises in the City
- Removal of litter and rubbish from public places including public footpaths, roadways, malls, small reserves and pocket parks
- Provide and maintain the organisation's vehicles and equipment

WORKS

- Oversee and implement the Construction and Maintenance Works Programs of Council
- Project manage procurement of capital works

GENERAL PURPOSE REVENUES

- Rates and charges collection
- Investments and borrowings

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 3 INCOME FROM CONTINUING OPERATIONS

	2011 (\$'000)	2010 (\$'000)
(a) Rates and Annual Charges		
Ordinary Rates		
Residential	23,588	22,836
Business	12,140	11,887
Environmental Management Levy	5,515	5,353
Total Ordinary Rates	41,243	40,076
Special Rates		
Macquarie Park	1,178	1,146
Total Special Rates	1,178	1,146
Annual Charges (pursuant to s.496, s.501 & s.611)		
Domestic Waste Management Services	12,845	12,206
Stormwater Management Service Charge	972	972
Section 611 Charges	100	96
Total Annual Charges	13,917	13,274
Total Rates and Annual Charges	56,338	54,496
Council has used 2007 valuations provided by the NSW Valuer General in calculating its rates.		
(b) User Charges and Fees		
User Charges (pursuant to s.502)		
Aquatic Centre	4,438	4,486
Sports Facility Rental	251	513
Hall Hire	495	427
Road Restorations	835	1,173
Gutter Crossings	212	220
Commercial Waste Service	700	623
Other	34	32
Total User Charges	6,965	7,474
Fees		
Regulatory/Statutory Fees	1,748	1,677
s603 Certificates	123	130
Discretionary		
- Parking fees	889	883
- Environmental Planning	821	860
- Private Works	49	32
- Vacation Care	139	176
- Home Maintenance & Modification	72	98
- Other	136	71
Total Fees	3,977	3,927
Total User Charges and Fees	10,942	11,401
(c) Interest and Investment Revenue		
Overdue Rates & Charges	183	181
Cash, cash equivalents and investments:		
- Externally restricted	380	197
- Internally restricted	-	10
- Unrestricted	3,865	2,984
Impairment Losses		
- Investments	-	(4,000)
Premiums recognised on financial instrument transactions		
Amortisation of discounts and premiums:		
- Investments held to maturity	1	1
Total Interest and Investment Revenue	4,429	(627)

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 3 INCOME FROM CONTINUING OPERATIONS *(continued)*

	2011 (\$'000)	2010 (\$'000)
(d) Other Revenues		
Fair value adjustments - investment properties	-	-
Rental income:		
- Investment Property	212	163
- Other Property	901	956
Parking Fines	3,060	2,192
Other Fines	61	72
Ex Gratia rates	-	-
Materials Recycling	48	156
Lease - Telecommunications	237	191
Legal Fees Recoveries		
- Rates	-	-
- Other	3	70
Insurance Claims	4	5
Staff Vehicle Leases and Other Payments	376	386
Royalties	-	73
Sundry Sales	20	24
Other	484	371
Total Other Revenue	5,406	4,659

	OPERATING		CAPITAL	
	2011 (\$'000)	2010 (\$'000)	2011 (\$'000)	2010 (\$'000)
(e) Grants				
General Purpose (Untied)				
Financial Assistance	2,908	2,708	-	-
Pensioner Rebate Subsidy - Rates	536	556	-	-
Total General Purpose (Untied)	3,444	3,264	-	-
Specific Purpose	210	216	-	-
Pensioner Rebate Subsidy - Domestic Waste				
Vacation Care	66	52	-	-
Master Plans	134	124	-	-
Library	259	347	-	-
Home Maintenance & Modification	348	313	-	-
Child Care Assistance	-	-	-	-
DEEWR - Apprentice Rebate Scheme	95	35	-	-
Community Staff Funding	195	170	-	-
Street & Traffic Lighting	347	338	-	-
Roads To Recovery	-	-	424	424
RTA Transport	-	-	1,284	407
Parks Grants	-	-	294	1,776
Domestic Waste Management	-	-	-	-
Environment	2	80	-	-
Catchment Management	-	-	145	646
Other	136	110	177	483
Total Specific Purpose	1,792	1,785	2,324	3,736
Total Grants	5,236	5,049	2,324	3,736
Comprising:				
- Commonwealth funding	3,913	3,827	0	0
- State funding	1,323	1,222	2,324	3,736
- Other funding	-	-	-	-
	5,236	5,049	2,324	3,736

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 3 INCOME FROM CONTINUING OPERATIONS *(continued)*

	OPERATING		CAPITAL	
	2011 (\$'000)	2010 (\$'000)	2011 (\$'000)	2010 (\$'000)
(f) Contributions				
Developer Contributions (s94)				
- Open Space	-	-	2,123	1,226
- Parking	-	-	-	-
- Drainage	-	-	324	173
- Traffic Facilities	-	-	262	216
- Other	-	-	25	20
- Meadowbank	-	-	-	-
- Community Facilities	-	-	588	328
Voluntary Planning Agreements	-	-	250	250
Other Councils	514	501	-	-
Community Facilities	-	-	1,000	-
Community Events	6	9	-	-
Other	6	24	200	815
RTA Contributions				
- Roads & Bridges	341	215	-	-
- Other	68	70	-	-
Buildings & Property (In Kind)	-	-	8,340	5,459
Buildings & Property (In Kind) - s94	-	-	-	-
Customer/Resident Contributions	-	-	103	65
LSL Contributions from other Councils	211	-	-	-
Macquarie Park Master Plans	-	-	-	-
Bus Shelters	-	-	-	-
Waste Performance Improvement Program	521	392	-	-
Total Contributions	1,667	1,211	13,215	8,552
Total Grants & Contributions	6,903	6,260	15,539	12,288

	2011 (\$'000)	2010 (\$'000)
(g) Restrictions relating to Grants and Contributions		
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:		
Grants and contributions recognised in the current reporting period which have not been spent	5,224	2,779
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	2,869	8,250
Net increase/(decrease) in Restricted Grants and Contributions	2,355	(5,471)

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 4 EXPENSES FROM CONTINUING OPERATIONS

	2011 (\$'000)	2010 (\$'000)
(a) Employee Benefits & On Costs		
Salaries and Wages	24,723	24,181
Employee Leave Entitlements	5,518	5,698
Superannuation	3,344	3,010
Workers' Compensation Insurance	1,075	1,612
FBT	267	250
Training Costs (excluding salaries)	298	300
Other	425	285
Less: Capitalised Costs	(2,006)	(2,722)
Total Employee Costs Expensed	33,644	32,614
Number of FTE Employees	486	490
(b) Borrowing Costs		
Interest on overdrafts	-	-
Interest on loans	242	202
Charges on finance leases	-	-
Discounts recognised on financial instrument transactions		
Amortisation of discounts and premiums		
- Investments held to maturity	-	-
- Remediation		
Less: Capitalised Costs		
Total Borrowing Costs Expensed	242	202
(c) Materials and Contracts		
Raw materials and consumables	852	2,560
Contractor and Consultancy Costs	19,585	16,378
Audit Fees:		
- Audit Services	53	53
- Other	1	-
Legal Fees:		
- Planning & Development	159	48
- Other	94	80
Operating leases		
- Computers	-	-
Infringement Notice Contract (SEINS)	441	406
Other	-	-
Total Materials & Contracts	21,185	19,525

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 4 EXPENSES FROM CONTINUING OPERATIONS *(continued)*

	Depreciation/Amortisation		Impairment	
	2011 (\$'000)	2010 (\$'000)	2011 (\$'000)	2010 (\$'000)
(d) Depreciation, Amortisation and Impairment				
Intangibles - Software				
Plant and Equipment	1,697	1,740		
Office Equipment	1,509	1,486		
Furniture & Fittings	193	197		
Property Plant and Equipment Leased	-	-		
Land Improvements (Depreciable)	928	928		
Buildings - Specialised	1,188	1,188		
- Non-specialised	1,232	1,232		
Other Structures	2,380	2,318		
Infrastructure:				
- Roads, Bridges and Footpaths	5,435	5,435		
- Stormwater Drainage	3,801	3,801		
Other Assets:				
- Heritage Collections	-	-		
- Library Books	473	502		
Total Depreciation Costs	18,836	18,827	-	-
Less: Capitalised Costs/Impairment reversals	(238)	(112)		
Total Depreciation and Total Impairment	18,598	18,715	-	-

	2011 (\$'000)	2010 (\$'000)
(e) Other Expenses		
Other expenses for the year include the following:-		
Fair Value decrements - Investment Properties	-	115
Bad & Doubtful Debts	108	19
Mayoral Fee	55	53
Councillors' Fees	244	240
Councillors' (incl. Mayor) Expenses	141	150
Election Costs (excl. Employee Costs)	0	0
Interest on Refundable Deposits	448	106
Insurance	962	904
Insurance - Statewide Mutual Provision	-	-
Street Lighting	1,704	1,592
Communications Costs	159	228
Contribution to Fire Control	1,491	1,457
Contribution to Dept of Planning	225	219
Contributions & Donations - Community Grants	455	371
Waste Development Tax	1,866	1,519
Membership Fees	111	104
Valuation Fees	132	180
Electricity & Heating	1,084	1,014
Water Rates	344	251
Bank Fees & Charges	187	191
Property Lease Costs	40	40
Postage & Courier Costs	277	215
Advertising	250	204
Other Expenses	149	157
Total Other Expenses From Continuing Operations	10,432	9,329

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 5 GAIN OR LOSS FROM THE DISPOSAL OF ASSETS

	2011 (\$'000)	2010 (\$'000)
GAIN (OR LOSS) ON DISPOSAL OF STRATUM LAND		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	-	-
Gain (or loss) on disposal	-	-
GAIN (OR LOSS) ON DISPOSAL OF PROPERTY		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	-	-
Gain (or loss) on disposal	-	-
GAIN (OR LOSS) ON DISPOSAL OF INFRASTRUCTURE, PLANT & EQUIPMENT		
Proceeds from disposal	1,309	974
Less: Carrying amount of assets sold	1,433	993
Gain (or loss) on disposal	(124)	(19)
GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE		
Proceeds from sales	1,008	-
Less: Cost of sales	971	-
Gain (or loss) on disposal	37	-
GAIN (OR LOSS) ON DISPOSAL OF INVESTMENT PROPERTY		
Proceeds from disposal		
Less: Carrying value of Investment Property		
Gain (or loss) on disposal	-	
GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS		
Proceeds from disposal	3,864	-
Less: Carrying value of Financial assets	3,246	-
Gain (or loss) on disposal	618	-
NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS	531	(19)

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 6(a) CASH AND CASH EQUIVALENTS

	2011 (\$'000)	2010 (\$'000)
Cash at bank and on hand	13	737
Deposits at call	8,519	27,069
	8,532	27,806

NOTE 6(B) INVESTMENTS

The following financial assets are held as investments:	2011		2010	
	Current (\$'000)	Non- Current (\$'000)	Current (\$'000)	Non- Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	500	-	750	-
Held to Maturity Investments	49,530	10,502	27,500	6,995
Available for Sale Financial Assets	-	-	-	-
Total	50,030	10,502	28,250	6,995
Financial Assets at Fair Value Through Profit and Loss				
At beginning of year	750	-	885	-
Revaluation to income statement	-	-	(135)	-
Additions	-	-	-	-
Disposals (Sale/Redemption)	(250)	-	-	-
Reclassification				
At end of year	500	-	750	-
Held for Trading:				
- Managed funds	500	-	750	
- CDOs				
- FRNs				
- Listed equity securities				
TOTAL	500	-	750	-
Held to Maturity Investments				
At beginning of year	27,500	6,995	5,000	15,494
Amortisation of discounts & premiums	-	1	-	1
Additions	39,030	9,002	32,000	1,000
Disposals	(19,500)	(2,996)	(15,000)	-
Impairment	-	-	-	(4,000)
Transfer to Current	2,500	(2,500)	5,500	(5,500)
At end of year	49,530	10,502	27,500	6,995
Comprising of:				
- CDOs	-	-	2,000	-
- FRNs	-	6,002	1,000	1,000
- Other	49,530	4,500	24,500	5,995
TOTAL	49,530	10,502	27,500	6,995

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
**NOTE 6(C) RESTRICTED CASH, CASH EQUIVALENTS
AND INVESTMENTS**

	2011		2010	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Total cash, cash equivalents and investments	58,562	10,502	56,056	6,995
External restrictions	4,712	7,551	2,852	5,224
Internal restrictions	48,725	2,951	47,913	1,771
Unrestricted	5,125	-	5,291	-
Total	58,562	10,502	56,056	6,995

	Opening Balance 30 June 2010 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2011 \$'000
External Restrictions Included in liabilities	-	-	-	-
Other				
Developer Contributions (A)	1,565	3,702	(714)	4,553
Specific Purpose Unexpended Grants (B)	2,621	1,522	(2,155)	1,988
Domestic Waste Management (C)	3,338	12,706	(12,262)	3,782
Stormwater Management	14	976	(604)	386
Macquarie Park Special Rate	413	1,183	(158)	1,438
External Works Drainage Contributions	125	20	(29)	116
Total External Restrictions	8,076	20,109	(15,922)	12,263
Internal Restrictions				
Plant Replacement Reserve	615	2,941	(1,312)	2,244
Employee Leave Entitlements	2,222	1,117	(1,368)	1,971
Incompleted/Carry Over Works and Projects	7,619	196	(4,835)	2,980
Refundable Deposits	7,502	458	0	7,960
West Ryde Child Care Centre	203	0	(203)	0
Voluntary Planning Agreements	138	250	0	388
Asset Replacement Reserve	1,421	7,767	(1,298)	7,890
Ryde Aquatic Leisure Centre	3,066	3,377	(3,181)	3,262
Investment Property Reserve	17,320	0	(32)	17,288
Civic Centre Precinct Redevelopment Reserve	7,979	541	(4,416)	4,104
Financial Security Reserve	140	864	0	1,004
Insurance Fluctuation Reserve	150	86	0	236
Other	1,309	1,902	(862)	2,349
Total Internal Restrictions	49,684	19,499	(17,507)	51,676
Total Restrictions	57,760	39,608	(33,429)	63,939

A. Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (See separate Note 17).

B. Grants which are not yet expended for the purposes for which the grants were obtained.

C. Domestic Waste Management funds are externally restricted assets which must be applied for the purposes for which they were raised.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 7 RECEIVABLES

Purpose	2011		2010	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and Annual Charges	1,239	825	1,247	832
Rates Interest & Extra Charges	170	113	151	101
User Charges & Fees				
- Environmental & Health	228	-	240	-
- Restorations	143	-	215	-
- Recreational Facilities	71	-	46	-
- Property & Infrastructure Works	109	-	66	-
- Home Modification Service	8	-	13	-
- Ryde Aquatic Leisure Centre	71	-	87	-
Interest on Investments	827	-	787	-
Contributions to Works	210	-	1,142	-
Government Grants & Subsidies	1,617	-	1,130	-
Commercial Waste	220	-	216	-
GST	817	-	712	-
Asset Sales	-	-	120	-
Workers Compensation	48	-	3	-
Voluntary Planning Agreement	-	-	-	-
Computer Equipment Charges	-	-	-	-
Other	247	-	97	-
Total	6,025	938	6,272	933
Less: Provision for Doubtful Debts				
- Rates and Annual Charges	-	-	-	-
- Interest and extra charges				
- User Charges and Fees	233	-	114	-
- Government Grants & Subsidies	-	-	-	-
Total	5,792	938	6,158	933
EXTERNALLY RESTRICTED RECEIVABLES (Included Above)				
Domestic Waste Management	286	190	291	194
TOTAL RESTRICTED RECEIVABLES	286	190	291	194
UNRESTRICTED RECEIVABLES	5,506	748	5,867	739
TOTAL RECEIVABLES	5,792	938	6,158	933

Rates and Annual Charges

Rates are secured by underlying properties.

Interest is charged on overdue rates at 9% (2010 9%). Rates are due for payment on 31 August, 30 November, 28 February and 31 May in each financial year. Overdue rates are those not paid within 1 day of the due date. The amount of the overdue debts upon which interest is charged is \$2,064,000 (2010 \$2,079,000)

User Charges and Fees

User charges and fees are unsecured. The credit risk for this class of debtor is 100% of the carrying value. A provision for doubtful debts in respect of the class of debtor has already been provided in an amount of \$233,000.

Government Grants

Government grants and subsidies (subject to terms and conditions of the relevant agreement) have been guaranteed.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 8 INVENTORIES AND OTHER ASSETS

	2011		2010	
	Current (\$'000)	Non- Current (\$'000)	Current (\$'000)	Non- Current (\$'000)
Inventories	-	-	-	-
Real Estate				
Stores and Materials	420	-	467	-
Other	-	-	-	-
Total Inventories	420	-	467	-
Inventories not expected to be realised within the next 12 months	208	-	-	-
Other Assets				
Prepayments	969	-	405	-
Total Other Assets	969	-	405	-

➤ NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 9(a) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

ASSET TYPE	MOVEMENTS DURING THE YEAR										At 30 June 2011		
	At 30 June 2010										Written Down Value (WDV)	Accumulated Depreciation	Written Down Value (WDV)
	Cost/Deemed Cost	Fair Value	Depreciation & Impairment	Written Down Value (WDV)	Asset Purchases	Transfers From WIP	WDV of Disposals	Transfers and Adjustments	Depreciation & Impairment	ASSET REVALUATION			
									Book Value	Gross Value	Accumulated Depreciation		
Plant and Equipment		22,485	10,441	12,044	2,402	11	1,433	-	1,697	-	-	11,197	11,327
Office Equipment		18,130	13,649	4,481	1,077	-	-	-	1,509	-	-	15,158	4,049
Furniture and Fittings		3,782	2,457	1,325	10	-	-	-	193	-	-	2,650	1,142
Leased Plant & Equipment		209	209	-	-	-	-	-	-	-	-	209	-
Land		204,089	-	204,089	-	-	-	-	-	-	-	204,089	-
- Operational Land		1,017,725	-	1,017,725	-	-	-	-	-	-	-	1,017,725	-
- Land Improvements (non-depr'n)	4,025	-	-	4,025	225	95	-	-	-	-	-	-	4,345
- Land Improvements (depr'n)	11,697	-	8,128	3,569	23	904	-	928	-	-	-	9,056	3,568
- Land Under Infrastructure		11,552	-	11,552	-	-	-	-	-	-	-	11,552	-
Buildings		43,381	12,083	31,298	81	35	-	1,188	-	-	-	43,497	30,225
- Specialised		102,328	47,511	54,817	12,686	218	-	1,232	-	-	-	115,232	66,489
- Non-specialised		10,936	2,355	8,581	-	-	-	170	-	-	-	10,936	8,411
Other Structures		17,199	3,763	13,436	-	-	-	140	-	-	-	17,199	13,296
- Carparks		60,609	20,104	40,505	362	11	-	1,666	-	-	-	60,982	39,212
- Parks		10,824	3,448	7,376	361	845	-	218	-	-	-	12,030	8,364
- Road Ancillary		2,627	1,085	1,542	9	-	-	186	-	-	-	2,636	1,366
- Other		389,479	73,079	316,400	2,195	270	-	3,502	-	-	-	391,944	315,363
Infrastructure		17,820	5,291	12,529	130	335	-	275	-	-	-	18,285	12,719
- Roads, Bridges and Footpaths		20,854	4,282	16,572	1	-	-	170	-	-	-	20,855	16,403
- Road Pavement		58,470	11,819	46,651	2,823	2,750	-	725	-	-	-	64,043	51,499
- Road Ancillaries		92,638	21,703	70,935	694	222	-	763	-	-	-	93,554	71,088
- Bridges		367,654	113,935	253,719	1,568	320	-	3,801	-	-	-	369,542	251,806
- Footpaths and Cycleways		137	-	137	-	-	-	-	-	-	-	137	-
- Kerb & Guttering		3,230	1,998	1,232	420	-	-	473	-	-	-	3,259	1,179
- Stormwater Drainage		11,132	-	11,132	6,164	(6,016)	-	56	-	-	-	11,224	-
Other Assets		30,221	357,340	2,145,672	31,231	-	1,433	56	18,836	-	-	2,520,198	2,156,578
- Heritage Collections	137	-	-	137	-	-	-	-	-	-	-	-	-
- Library Books	3,230	1,998	1,232	420	-	-	-	473	-	-	-	2,080	1,179
- Capital Works in Progress	11,132	-	11,132	6,164	(6,016)	-	-	56	-	-	-	11,224	-
TOTALS		2,472,791	357,340	2,145,672	31,231	-	1,433	56	18,836	-	-	2,520,198	2,156,578
Includes DWM Restricted Assets		980	121	859	259	-	-	66	-	-	-	1,239	1,052

Notes:

Excludes intangible properties and non-current assets held for sale.

Additions to Buildings and Infrastructure are made up of Asset Renewals and New Assets. Renewals are defined as replacements of existing assets with equivalent capacity or performance as opposed to the acquisition of new assets.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 10(a) PAYABLES, BORROWINGS AND PROVISIONS

	2011		2010	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Payables				
Goods and Services	4,963	-	5,563	-
Payments Received in Advance	747	-	266	-
Payments received in advance - Rates	168	-	156	-
Accrued Expenses	1,373	-	724	-
Advances	-	-	-	-
Interest Expenses	2	-	1	-
Deposits and Retentions	7,641	-	7,502	-
Staff Taxation Payments	-	-	-	-
Staff Salaries & Wages	-	-	551	-
Trust Account Deposits	-	-	-	-
Domestic Waste	473	-	454	-
Other Contributions	-	-	193	-
Other	26	-	27	-
Total Payables	15,393	-	15,437	-
Current Payables not expected to be settled within the next 12 months	5,922	-	5,814	
Borrowings				
Bank Overdraft	328	-	-	-
Loans - secured ⁽¹⁾	447	3,899	434	4,339
Loans - unsecured				
Government Advances				
Ratepayers advances				
Finance lease liability	-	-	-	-
Deferred payment liabilities				
Total Interest Bearing Liabilities	775	3,899	434	4,339
Provisions⁽²⁾				
Annual & Other Accrued Leave	2,513	-	2,540	-
Sick Leave	216	-	191	-
Long Service Leave	4,726	174	4,474	164
Gratuities	-	-	-	-
Employee Leave Entitlements On Costs	-	-	-	-
Site Remediation (see Note 26)	-	-	-	-
Self Insurance Liabilities	-	-	-	-
Other Employee Provisions	-	-	-	-
Total Provisions	7,455	174	7,205	164
Current provisions not expected to be settled within the next 12 months	4,588	-	3,755	-
Liabilities relating to restricted assets				
Domestic Waste Management	473	-	454	-
Total Liabilities relating to restricted assets	473	-	454	-

⁽¹⁾ Loans are secured by the rating income of Council.

⁽²⁾ Vested ELE is all carried as a current provision.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 10(b) DESCRIPTION OF AND MOVEMENTS IN PROVISIONS

Class of Provision	Opening Balance (\$'000)	Increase in Provision (\$'000)	Payments (\$'000)	Re-Measurement (\$'000)	Closing Balance (\$'000)
Annual & Other Accrued Leave	2,540	2,140	2,167	-	2,513
Sick Leave	191	1,008	983	-	216
Long Service Leave	4,638	903	641	-	4,900
Gratuities	-	16	16	-	-
Total	7,369	4,067	3,807	-	7,629

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES

	Notes	2011 (\$'000)	2010 (\$'000)
(a) Reconciliation of Cash Assets			
Total Cash and Cash Equivalents	6(a)	8,532	27,806
Less: Bank Overdraft	10	(328)	-
Balances as per Statement of Cash Flow		8,204	27,806
(b) Reconciliation of net Operating Result to Cash Provided from Operating Activities			
Net Operating Result from Income Statement		15,987	8,073
Add:			
- Depreciation and Impairment	4	18,598	18,715
- Impairment of investments	3	-	4,000
- Increase in provision for doubtful debts	7	119	18
- Increase in provision for leave entitlements	10	260	299
- Increase in Other Provisions	10	-	-
- Decrease in receivables	7	242	-
- Decrease in inventories	8	47	103
- Decrease in other current assets	8	-	-
- Increase in payables	10	380	1,008
- Increase in accrued interest payable	10	1	1
- Increase in other current liabilities	10	-	268
- Decrements from revaluations	4	-	115
- Loss on sale of assets	5	-	19
- Fair value adjustments to investment property	4	-	-
- Amortisation of discounts & premiums recognised	3,4	-	-
- Other	3,4	-	-
Less:			
- Decrease in provision for doubtful debts	7	-	-
- Decrease in employee leave entitlements	10	-	-
- Decrease in Other Provisions	10	-	-
- Increase in receivables	7	-	(333)
- Increase in inventories	8	-	-
- Increase in other current assets	8	(564)	(75)
- Decrease in payables	10	-	-
- Decrease in accrued interest payable	10	-	-
- Decrease in other current liabilities	10	(24)	-
- Reversal of previous revaluation decrements			
- Non cash contributions and dedications			
- Gain on sale of Assets	5	(531)	-
- Fair value adjustments to financial assets at fair value through profit and loss	6	-	135
- Fair value adjustments to investment properties	3	-	-
- Amortisation of discounts & premiums recognised	3	(1)	(1)
- Non Cash Capital Grants & Contributions	3	(8,340)	(5,459)
Net cash provided by (used in) operating activities		26,174	26,886

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

**NOTE 11 RECONCILIATION OF OPERATING RESULT TO
NET CASH MOVEMENT FROM OPERATING ACTIVITIES** *(continued)*

	Notes	2011 (\$'000)	2010 (\$'000)
(c) Non-Cash Financing and Investing Activities			
Acquisition of Plant & Equipment by means of finance leases			
S.94 contributions in kind		-	-
Dedications		8,340	-
		8,340	-
(d) Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdrafts Facility		-	-
Corporate credit cards		40	35
		40	35

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 12 COMMITMENTS FOR EXPENDITURE

	2011 (\$'000)	2010 (\$'000)
(a) Capital Commitments (exclusive of GST)		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
- Plant & Equipment	-	75
- Buildings	-	256
- Park Improvements	-	3,022
- Stormwater Drainage	-	79
- Gross Pollutant Trap	92	-
Total	92	3,432
These expenditures are payable:		
- Not later than one year	92	3,432
- Later than one year and not later than 5 years	-	-
- Later than 5 years	-	-
Total	92	3,432
(b) Service Commitments (exclusive of GST)		
Other non-capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities include:		
- Waste Management Services	20,082	26,462
- Cleaning Services	175	392
- Audit Services	112	163
- Management Study	192	-
- Top Ryder Bus Service	-	129
- Communication Services	322	814
- Advertising Services	125	425
- Swim Teachers	144	288
- Gas Supply	86	-
- Security Services	-	43
Total	21,239	28,716
These expenditures are payable:		
- Not later than one year	11,052	7,884
- Later than one year and not later than 5 years	10,187	20,832
- Later than 5 years	-	-
Total	21,239	28,716
(c) Finance Lease Commitments		
Commitments under finance leases at the reporting date are payable as follows:		
- Not later than one year	-	-
- Later than one year and not later than 5 years	-	-
- Later than 5 years	-	-
Total	-	-
Minimum lease payments	-	-
Less: future finance charge	-	-
Lease liability	-	-
Representing lease liabilities:		
- Current	-	-
- Non-Current	-	-
Total	-	-

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 12 COMMITMENTS FOR EXPENDITURE
(continued)

	2011 (\$'000)	2010 (\$'000)
(d) Operating Lease Commitments		
Commitments under non-cancellable operating leases at 30 June 2011 but not recognised in the financial statements are payable as follows:		
- Not later than one year	-	-
- Later than one year and not later than 5 years	-	-
- Later than 5 years	-	-
Total	-	-
(e) Repairs and Maintenance: Investment Property		
Contractual obligations for future repairs and maintenance	-	-
Total	-	-
(f) Remuneration commitments		
Commitments for the payment of salaries and other remuneration under long-term employment contracts in existence at 30 June 2011 but not recognised as liabilities. ⁽¹⁾		
These are payable:		
- Within one year	1,361	6,063
- Later than one year and not later than 5 years	3,575	15,430
- Later than 5 years	-	188
Total	4,936	21,681

⁽¹⁾ On 1 July 2011, all staff on contract were migrated to the Award, with the exception of Senior Staff and three other.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 13 STATEMENT OF PERFORMANCE MEASURES
– CONSOLIDATED RESULTS

	Amounts (\$'000)	Current Year Indicators	2010	2009
1. UNRESTRICTED CURRENT RATIO				
Current Assets Less All External Restrictions ⁽¹⁾	\$60,537	4.79:1	4.67:1	3.45:1
Current Liabilities Less Specific Purpose Liabilities ⁽²⁾⁽³⁾⁽⁴⁾	\$12,640			
2. DEBT SERVICE RATIO				
Debt Service Cost (Principal & Interest Payments)	\$669	0.83%	0.85%	1.42%
Income from continuing operations, excluding capital items and specific purpose grants/contributions	\$81,090			
3. RATE COVERAGE RATIO				
Rates and Annual Charges	\$56,338	56.29%	61.16%	36.47%
Income from continuing operations	\$100,088			
4. RATES & ANNUAL CHARGES OUTSTANDING PERCENTAGE				
Rates and Annual Charges Outstanding	\$2,347	3.99%	4.10%	3.94%
Rates and Annual Charges Collectable	\$58,852			
5. BUILDINGS & INFRASTRUCTURE RENEWALS RATIO				
Asset Renewals (building & infrastructure) ⁽⁵⁾	\$5,580	47.87%	49.24%	122.54%
Depreciation, amortisation and impairment (building & infrastructure)	\$11,656			

⁽¹⁾ Refer to Notes 6 - 8 Inclusive

⁽²⁾ Refer to Note 10(a)

⁽³⁾ \$4,588K provisions not expected to be settled deducted.

⁽⁴⁾ \$5,922K provisions not expected to be settled deducted.

⁽⁵⁾ Refer Note 9(a) - Notes

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011
NOTE 14 INVESTMENT PROPERTIES

	2011 (\$'000)	2010 (\$'000)
AT FAIR VALUE		
Opening balance at July 1 2010	2,200	2,315
Net gain (loss) from fair value adjustment	-	(115)
Closing Balance at 30 June 2011	2,200	2,200
(A) AMOUNTS RECOGNISED IN PROFIT AND LOSS FOR INVESTMENT PROPERTY		
Rental income	212	163
Net gain (loss) from fair value adjustment	-	(115)
Direct operating expenses from property that generated rental income	(22)	(22)
Total	190	26
(B) VALUATION BASIS		
<p>The basis of the valuation of investment properties is at fair value being the amounts for which the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location and condition subject to similar leases. The 2011 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.</p>		
(C) CONTRACTUAL OBLIGATIONS		
<p>Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.</p>		
(D) LEASING ARRANGEMENTS		
<p>The investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows.</p>		
- Not later than one year	134	199
- Later than one year and not later than 5 years	298	254
- Later than 5 years	138	212
Total	570	665

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 15 FINANCIAL RISK MANAGEMENT

RISK MANAGEMENT

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the Finance Unit under policies approved by the Council.

Council held the following financial instruments at balance date:

	Carrying Value		Fair Value	
	2011 (\$'000)	2010 (\$'000)	2011 (\$'000)	2010 (\$'000)
FINANCIAL ASSETS				
Cash and cash equivalents	8,532	27,806	8,532	27,806
Receivables	6,730	7,091	6,730	7,091
Financial assets at fair value through profit or loss	500	750	500	750
Available-for-sale financial assets	-	-	-	-
Held-to-maturity investments	60,032	34,495	60,973	34,399
	75,794	70,142	76,735	70,046
FINANCIAL LIABILITIES				
Payables	15,393	15,437	15,393	15,437
Borrowings	4,674	4,773	4,674	4,773
	20,067	20,210	20,067	20,210

Fair value is determined as follows:

- Cash and Cash Equivalents, Receivables, Payables – estimated to be the carrying value which approximates net market value
- Borrowings, Held-to-Maturity Investments – estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.
- Financial Assets at Fair Value through profit and loss, Available for Sale Financial Assets – based on quoted market prices at the reporting date or independent valuation.

(A) CASH AND CASH EQUIVALENTS: FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS: AVAILABLE-FOR-SALE FINANCIAL ASSETS HELD-TO-MATURITY INVESTMENTS

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance Unit manages the cash and investments portfolio with the assistance of independent advisers. Council has an investment policy which complies with the Local Government Act and Minister's Order. The policy is regularly reviewed by Council and an Investment Report provided to Council monthly setting out the make-up and performance of the portfolio.

The major risk associated with investments is price risk – the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or factors affecting similar instruments traded in a market.

Cash and investments are also subject to interest rate risk – the risk that movements in interest rates could affect returns. Another risk associated with cash and investments is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from its independent advisers before placing any cash and investments.

	30/06/2011 \$'000	30/06/2010 \$'000
(b) Impact of a 10% ⁽¹⁾ movement in price of investments:		
– Equity	750	89
– Income statement	750	89
Impact of a 1% ⁽¹⁾ movement in interest rates on cash and investments:		
– Equity	691	631
– Income statement	691	631

Notes:

(1) Sensitivity percentages based on management's expectation of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents, managed funds, and FRNs.) Recent market volatility has seen larger market movements for certain types of investments.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 15 FINANCIAL RISK MANAGEMENT *(continued)*

(B) RECEIVABLES

Council's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing stringent debt recovery policies.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date follows:

	2011 Rates & Annual Charges	2011 Other Receivables	2010 Rates & Annual Charges	2010 Other Receivables
(I) AGEING OF RECEIVABLES				
- Current (not yet overdue)	0	4,401	0	4,805
- Past due	2,064	498	2,079	321
	2,064	4,899	2,079	5,126

	2011	2011
(II) MOVEMENT IN PROVISION FOR IMPAIRMENT FOR RECEIVABLES		
Balance at the beginning of the year	114	96
Plus: New provisions recognised during the year	119	19
Less: Amounts already provided for & written off	-	-
Balance at the end of the year	233	115

(C) PAYABLES & BORROWINGS

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon in extenuating circumstances.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the Liquidity Sensitivity Table below.

2011 \$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	15,393	-	-	15,393	15,393
Borrowings	775	2,061	1,838	4,674	4,674
	16,168	2,061	1,838	20,067	20,067
2010 \$'000					
Payables	15,437	-	-	15,437	15,437
Borrowings	434	1,933	2,406	4,773	4,773
	15,871	1,933	2,406	20,210	20,210

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs. The Finance Unit regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The following interest rates were applicable to Council's borrowings at balance date:

	30 June 2011		30 June 2010	
	Weighted average interest rate %	Balance \$'000	Weighted average interest rate %	Balance \$'000
Overdraft	N/A	-	N/A	-
Bank Loans – Variable (1)	5.20%	4,346	5.17%	4,774
		4,346		4,774

Note: (1) The interest rate risk applicable to Variable Rate Bank Loans is not considered significant.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 16 MATERIAL BUDGET VARIATIONS

Council's original budget was incorporated as part of the 2010/2014 Management Plan adopted by the Council on 22 June 2010.

Whilst the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the Local Government Act requires Council to review its original budget on a quarterly basis, so that it is able to manage the various variations between actuals and budget that invariably occur throughout the year.

In accordance with section 407 of the Local Government Act 1993, variations to Council's budget are reported to Council on a quarterly basis as part of the Management Plan Implementation Report. These documents can be viewed on Council's website at www.ryde.nsw.gov.au

This Note sets out the details of material variations between the original budget and actual results for the Income Statement. Material favourable (F) and unfavourable (U) variances represent amounts of 10% or more of the budgeted amount.

REVENUES

Interest and Investment Revenue \$1,940K 78% (F)

Council received interest revenue of \$4,429k which was above the original budget by \$1,940k (78%)

Council adopted a conservative approach to its original budget for interest, due to the losses sustained in 2008/09 with its CDO investments and the writedown of other impaired CDO investments in 2009/2010.

As the market improved Council has continued to capitalise on the gains in its investment portfolio.

Council received proceeds during 2010/2011 on a couple of the CDO's previously written down.

Official interest rates rose from 4.50% in June 2009 to 4.75% in June 2011

Grants & Contributions provided for Capital Purposes \$9,835K 172% (F)

Council has brought to account \$8.34M of contributed assets in 2010/2011 arising from major development activity within the City as a number of these developments involve the provision of public infrastructure benefits with the control and ownership of these assets being vested with Council.

Council also received a contribution of \$1M from the sale of land at Paul Street North, which was received this year, but was not budgeted for.

EXPENSES

Borrowing Costs -\$102K -30% (F)

Borrowing costs were \$102K less than originally budgeted. This was due to Council not acquiring any new loans during the financial year.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 17 STATEMENT OF DEVELOPER CONTRIBUTIONS

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR *		INTEREST & INVESTMENT INCOME EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	INTERNAL BORROWINGS (TO/FROM) *** \$'000	EXPENDITURE RECLASSIFIED \$'000	HELD AS RESTRICTED ASSET ** \$'000	PROJECTED FUTURE CONTRIBUTIONS \$'000	PROJECTED COST OF WORKS STILL OUTSTANDING \$'000	PROJECTED OVER/(UNDER) FUNDING \$'000	CUMULATIVE INTERNAL BORROWINGS due/(payable) \$'000
		CASH \$'000	NON-CASH \$'000									
Community & Culture	18	588	-	-	329	-	-	277	50,808	55,023	(3,938)	-
Open Space & Public Domain	-	2,123	-	-	341	-	-	1,782	135,332	133,228	3,886	(3,664)
Roads, Traffic, Carparks & Cycleways	-	262	-	-	39	-	-	223	34,610	34,633	200	(900)
Stormwater Management	1,114	324	-	356	5	-	-	1,789	2,901	8,635	(3,945)	4,564
Administration	433	25	-	24	-	-	-	482	520	959	43	
TOTAL UNDER PLANS	1,565	3,322	-	380	714	-	-	4,553	224,171	232,478	(3,754)	-
Planning agreements	138	250	8,340		8,340			388				
TOTAL CONTRIBUTIONS	1,703	3,572	8,340	380	9,054	-	-	4,941				

City of Ryde Council adopted the Section 94 Development Contributions Plan 2007 - 11 December 2007.

This development contribution Plan repeals previous plans.

* Reconcilable with Note 3

** Reconcilable with Note 6 (Restricted assets excludes 'amounts expended in advance')

*** Cumulative balance of borrowing within and between plans

**** The total balance under plans are restricted and reflected in Note 6(c) as External Restrictions, whereas the total balance of planning agreements (Voluntary Planning Agreements) is restricted in Note 6 (c) as Internal.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 18 CONTINGENCIES

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources:

LIABILITIES NOT RECOGNISED

1 Guarantees

(i) Defined Benefits Superannuation Contribution Plans

"The Local Government Superannuation Scheme - Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119. Sufficient information under AASB 119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2011 was \$1.072M. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16 February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the Actuary has estimated that as at 30th June 2011 a deficit still exists. Effective from 1 July 2009, employers are required to contribute at twice the "notional" or long term cost for a period of up to ten years in order to rectify this deficit. The share of this deficit that can be broadly attributed to the employer was estimated to be in the order of \$1,842,649 as at 30 June 2011.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government. Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years. The future realisation and finalisation of claims incurred but not reported to 30 June 2011 may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council. Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the Company's past performance and/or claims experience or as a result of any increase prudential requirements of APRA. These future equity contributions would be required to maintain the Company's level of Net Assets in accordance with its Licence Requirements.

ASSETS NOT RECOGNISED

(i) Infringement Notices/Fines

Fines & penalty income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau. Council's Revenue Recognition policy for such income is to account for it as revenue on receipt. Accordingly, at Year End, there is a potential asset due to Council representing issued but updated Infringement Notices. Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to determine the value of outstanding income.

(ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Belvista Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council's Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the Developers, where Council leased the airspace in which a number of assets were to be constructed. The assets consisted of:

Two pedestrian bridges across Devlin Street.

The tunnels into the Top Ryde City Shopping Centre, plus the tunnels towards the Civic Centre site.

Council previously brought to account the assets that were built within those air spaces, this has now been identified as an error of \$30.058M in 2009/2010 and \$8.158M in 2010/2011, which has now been corrected and is reported at Note 20. This value is as at 30 June 2010.

What this does mean to Council is that there is a contingent asset that will become Council's at the end of the lease and therefore Council needs to disclose this fact.

NOTE 19 INTERESTS IN JOINT VENTURES AND ASSOCIATES

The Council has no interests in joint ventures.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 20 REVALUATION RESERVES AND RETAINED EARNINGS

	2011 \$'000	2010 \$'000
(a) Retained earnings		
Movements in retained earnings were as follows:		
At beginning of year	1,712,118	1,665,960
Adjustment to correct prior years errors (Note 20 (d))	(38,216)	(131)
Net operating result for the year	15,987	8,073
At end of year	1,689,889	1,673,902
(b) Revaluation reserves		
Infrastructure, property, plant and equipment revaluation reserve	518,376	518,376
Total assets	518,376	518,376
Movements:		
<i>Property, plant and equipment revaluation reserve</i>		
At beginning of year	518,376	518,376
Revaluation- gross	-	-
Depreciation transfer - gross	-	-
At end of year	518,376	518,376
<i>Available-for-sale investments revaluation reserve</i>		
At beginning of year	-	-
Revaluation- gross	-	-
Transfer to net profit - gross	-	-
At end of year	-	-

(c) Nature and purpose of reserves

(i) Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 20 REVALUATION RESERVES AND RETAINED EARNINGS

(continued)

(d) Correction of errors in previous years

During 2010/2011 Bevilista Pty Ltd, the developer of the Top Ryde Shopping Centre went into Voluntary Administration, and as such Council reviewed its asset holdings that it had received as part of the agreement with the developer, which was a condition of the development approval. It was identified that some of the assets that had been brought to account that were in fact the subject of a 49 year lease with a 50 year option. Under that lease the developer and subsequent owners of the Shopping Centre would lease the air space from Council, that the assets were constructed in, and that they would retain responsibility for the maintenance and repair of those assets until the end of the lease, at which time the assets would then vest in Council.

	30 June 2010	1 July 2009
Plant & equipment	(1,479)	
Infrastructure - Road Pavement - GBV	(2,945)	(27,372)
Infrastructure - Kerb & Guttering - GBV	(757)	(2,338)
Infrastructure - Bridges - GBV	(2,393)	
Stormwater drainage	(229)	
Other Structures - Road Ancillary - GBV	(355)	(348)
	(8,158)	(30,058)

The error has been corrected by restating each of the affected financial statement line items for the prior period as follows:

Balance Sheet (extract)	30 June 2010	Increase/ (decrease)	30 June 2010 (restated)	30 June 2009	Increase/ (decrease)	1 July 2009 (restated)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure, Property, Plant and Equipment	2,183,888	(38,216)	2,145,672	2,166,375	(30,058)	2,136,317
Net assets	2,230,494	(38,216)	2,192,278	2,214,394	(30,058)	2,184,336
Retained earnings	1,712,118	(38,216)	1,673,902	1,696,018	(30,058)	1,665,960
Total equity	2,230,494	(38,216)	2,192,278	2,214,394	(30,058)	2,184,336
Income statement (extract)						
Grants and contribution provided for capital purposes	20,446	(8,158)	12,288			
Operating result from continuing operations	16,231	(8,158)	8,073			

> NOTES TO THE FINANCIAL STATEMENTS 30 JUNE 2011

NOTE 21 RESULTS BY FUND

Council has opted not to include this Note in the Financial Report.

NOTE 22 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

	2011 (\$'000)	2010 (\$'000)
Operational Land	-	941
Buildings	-	30
Total	-	971

NOTE 23 EVENTS OCCURRING AFTER BALANCE SHEET DATE

There were no significant events that occurred after the balance date that require disclosure.

NOTE 24 DISCONTINUED OPERATIONS

Council has opted not to include this Note in the Financial Report.

NOTE 25 INTANGIBLE ASSETS

Council has opted not to include this Note in the Financial Report.

NOTE 26 REINSTATEMENT, REHABILITATION AND RESTORATION LIABILITES

Site Remediation

Council was required by law to restore sites at Wellington Road and Parsonage Street to their original condition, following their former usage as Council works depots. These works have been completed and the sites reinstated.

	2011 (\$'000)	2010 (\$'000)
At beginning of the year	-	-
Revised Costs	-	-
Remediation Works	-	-
At end of the Year	-	-

CITY OF RYDE

GENERAL PURPOSE FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying **general purpose financial statements** of the **City of Ryde**, which comprises the Balance Sheet as at 30 June 2011, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

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Steer Assurance Partners

ABN 56 435 338 966

Hill Rogers
Spencer Steer

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 21st day of October 2011

21 October 2011

The Mayor
City of Ryde
1 Devlin Street
RYDE NSW 2112

Mayor,

Audit Report - Year Ended 30 June 2011

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2011 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

1. RESULTS FOR THE YEAR

1.1 Operating Result

The operating result for the year was a surplus of \$15.987 million as compared with \$8.073 million in the previous year.

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The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2011 \$000	% of Total	2010 \$000	% of Total	Increase (Decrease) \$000
Revenues before capital items					
Rates & annual charges	56,338	67%	54,496	68%	1,842
User charges, fees & other revenues	16,879	20%	16,060	20%	819
Grants & contributions provided for operating purposes	6,903	8%	6,260	8%	643
Interest & investment revenue	4,429	5%	3,373	4%	1,056
	84,549	100%	80,189	100%	4,360
Expenses					
Employee benefits & costs	33,644	40%	32,614	39%	1,030
Materials, contracts & other expenses	31,617	38%	28,873	34%	2,744
Depreciation, amortisation & impairment	18,598	22%	18,715	22%	(117)
Impairment of Investments		0%	4,000	5%	(4,000)
Borrowing costs	242	0%	202	0%	40
	84,101	100%	84,404	100%	(303)
Surplus/(Deficit) before capital items	448		(4,215)		4,663
Grants & contributions provided for capital purposes	15,539		12,288		3,251
Net Surplus/(Deficit) for the year	15,987		8,073		7,914

The table above shows an overall increase over the previous year of \$7.914 million. The variance is mostly attributable to the increase in the value of contributed assets recognised for the year (2011 - \$8.340 million, 2010 - \$5.459 million) and the impairment of investments of \$4 million recognised in the prior year.

1.2 Funding Result

The operating result does not take into account all revenues and all expenditures and in reviewing the overall financial performance of Council it is useful to take into account the total source of revenues and where they were spent during the year which is illustrated in the table below.

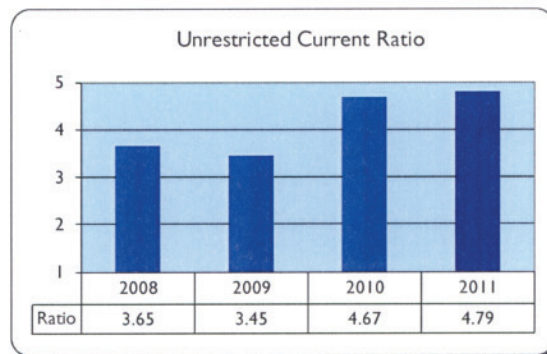
	2011	2010
Funds were provided by:-	\$000	\$000
Operating Result (as above)	15,987	8,073
Add back non funding items:-		
- Depreciation, amortisation & impairment	18,598	18,715
- Book value of non-current assets sold	1,433	993
- Non-cash Contributions of assets acquired	(8,340)	(5,459)
- (Gain)/Loss of fair value to investment properties	0	115
	27,678	22,437
Decrease/Redemption in Non-current Investments	0	8,499
Transfers from externally restricted assets (net)	0	8,809
Transfers from internal reserves (net)	159	0
Net Changes in current/non-current assets & liabilities	186	1,171
	28,023	40,916
Funds were applied to:-		
Purchase and construction of assets	(22,597)	(24,709)
Increase/Purchase in Non-current Investments	(3,507)	0
Principal repaid on loans	(427)	(427)
Transfers to externally restricted assets (net)	(1,836)	0
Transfers to internal reserves (net)	0	(15,553)
	(28,367)	(40,689)
Increase/(Decrease) in Available Working Capital	(344)	227

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$47.897 million representing a factor of 4.79 to 1.



2.2 Available Working Capital – (Working Funds)

A more meaningful financial indicator specific to local government is the level of **Available Working Capital**. Net Current Assets are adjusted by eliminating both external and internal restrictions held for future purposes.

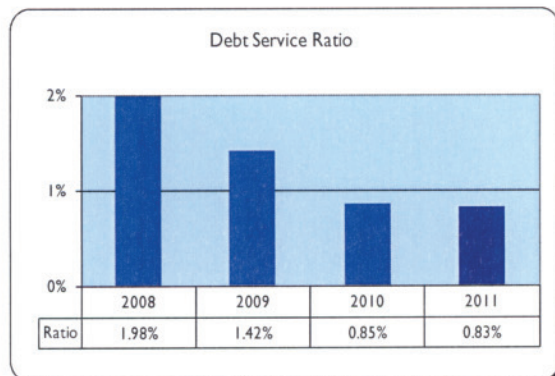
	2011	2010	Change
	\$000	\$000	\$000
Net Current Assets (Working Capital) as per Accounts	42,120	40,981	1,139
Add: Payables, provisions & inventories not expected to be realised in the next 12 months included above	10,302	9,569	733
Adjusted Net Current Assets	52,422	50,550	1,872
Add: Budgeted & expected to pay in the next 12 months			
- Borrowings	447	434	13
- Employees leave entitlements	2,867	3,450	(583)
- Deposits & retention moneys	1,719	1,688	31
Less: Externally restricted assets	(4,525)	(2,689)	(1,836)
Less: Internally restricted assets	(48,725)	(48,884)	159
Available Working Capital as at 30 June	4,205	4,549	(344)

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside we are of the opinion that Available Working Capital as at 30 June 2011 was sound.

2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service these repayments was 0.85%.

Total debt at 30 June 2011 amounted to \$4.346 million.



2.4 Summary

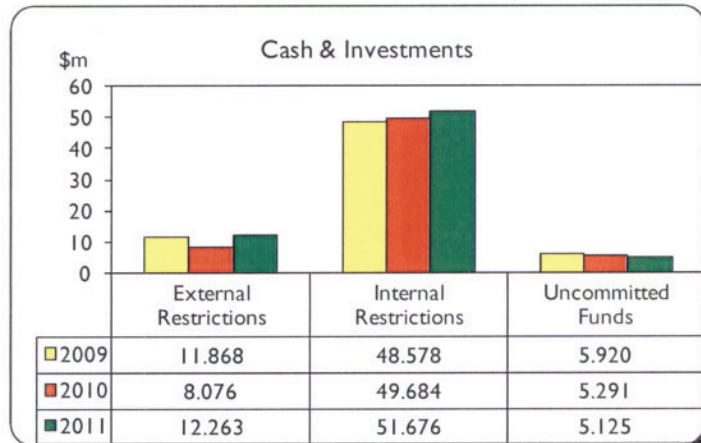
Council's overall financial position, when taking into account the above financial indicators is, in our opinion, sound.

3. CASH ASSETS

3.1 Cash & Investments

Cash and investments held at the close of the year amounted to \$69.064million as compared with \$63.051 million and \$66.366 million at the close of financial years 2010 and 2009 respectively.

The chart alongside summarises the purposes for which cash and investments were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 of \$4.553 million, domestic waste management charges of \$3.782 million and specific purpose grants, contributions and levies of \$3.928 million.

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "**Reserves**". These Reserves totalled \$51.676 million and their purposes are more fully disclosed in Note 6 of the financial statements.

Unrestricted cash and investments amounted to \$5.125 million, which are available to provide liquidity for day to day operations.

3.2 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash decreased by \$19.602 million to \$8.204 million at the close of the year.

In addition to operating activities which contributed net cash of \$26.175 million were the proceeds from the sale of investments (\$23.364 million) and other assets (\$2.317). Cash outflows other than operating activities were used to purchase investments (\$48.032 million), repay loans (\$427,000) and to purchase and construct assets (\$22.999 million).

4. RECEIVABLES

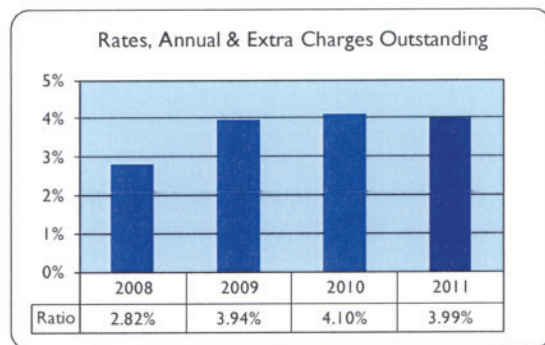
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$56.338 million and represented 56% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$58.417 million of which \$56.353 million (96%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual & extra charges stood at \$2.347 million at the end of the year and represented 3.99% of those receivables.



4.3 Other Receivables

Receivables (other than rates, annual & extra charges) totalled \$4.616 million and mainly consisted of user charges and fees (\$630,000), accrued interest on investments (\$827,000) and amounts due from government departments (\$2.434 million).

Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$223,000.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$7.629 million.

A cash reserve of \$1.971 million was held at year end representing 26% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

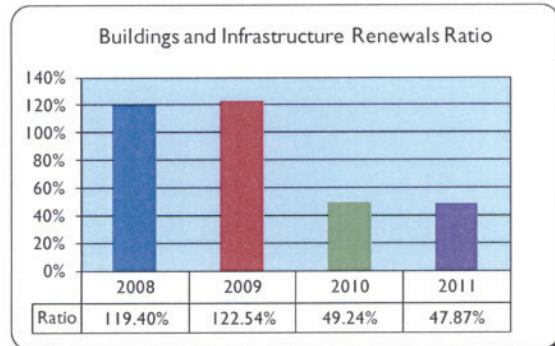
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$7.641 million which was fully funded by internally restricted cash and investments.

6. BUILDINGS AND INFRASTRUCTURE RENEWALS

The Buildings and Infrastructure Renewals ratio measures the rate at which these assets are renewed against the rate at which they are depreciating.

The ratio indicates that asset renewals for 2011 represented 48% of the depreciation charges for these assets. An industry benchmark is considered to be 100%.



7. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 29 June 2011. This included our recommendations on possible ways to strengthen and/or improve procedures management's comments and proposed actions.

8. CONCLUSION

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,
HILL ROGERS SPENCER STEER

BRETT HANGER
Partner

SPECIAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

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**STATEMENT BY COUNCILLORS AND MANAGEMENT MADE
PURSUANT TO THE LOCAL GOVERNMENT CODE OF ACCOUNTING
PRACTICE AND FINANCIAL REPORTING**

The attached Special Purpose Financial Statements have been prepared in accordance with:

- NSW Government Policy Statement "*Application of National Competition Policy to Local Government*"
- Division of Local Government Guidelines "*Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*"
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water, Department of Environment, Climate Change and Water Guidelines.

To the best of our knowledge and belief, these Statements

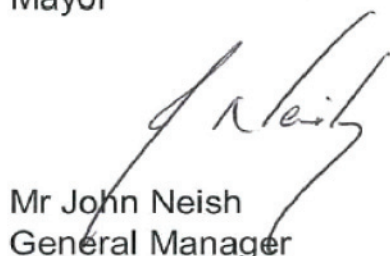
- presents fairly the Council's operating result and financial position for each of Council's declared Business Activities for the year, and
- accords with Council's accounting and other records

We are not aware of any matter that would render the reports false or misleading in any way.

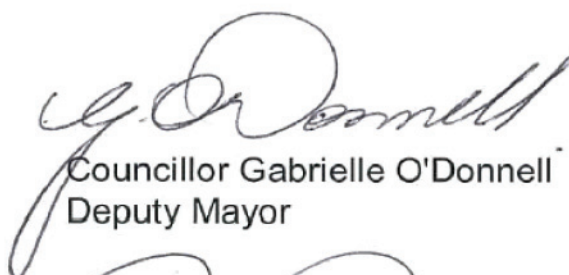
Signed in accordance with a resolution of Council made on 11 October 2011



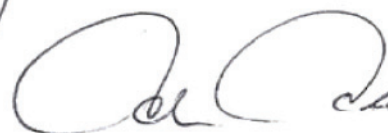
Councillor Artin Emekdjian
Mayor



Mr John Neish
General Manager



Councillor Gabrielle O'Donnell
Deputy Mayor



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

> SPECIAL PURPOSE FINANCIAL STATEMENTS
INCOME STATEMENT OF OTHER BUSINESS ACTIVITIES
 FOR THE YEAR ENDED 30 JUNE 2011

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2011	2010	2011	2010
INCOME FROM CONTINUING OPERATIONS				
Annual Charges	-	-	-	-
User Charges	4,335	4,394	700	623
Fees	-	17	-	-
Interest	-	-	-	-
Other income	3	3	-	-
Grants & Contributions provided for Non-Capital Purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Total Income From Continuing Operations	4,338	4,414	700	623
EXPENSES FROM CONTINUING OPERATIONS				
Employee benefits and on costs	2,505	2,528	29	31
Materials and Contracts	1,041	1,495	218	223
Borrowing costs	-	-	-	-
Depreciation and impairment	877	877	-	-
Loss on sale of assets	-	-	-	-
Calculated Taxation Equivalents	137	144	-	-
Other expenses	60	47	109	77
Total Expenses From Continuing Operations	4,620	5,091	356	331
Surplus (Deficit) from Continuing Operations before capital amounts	(282)	(677)	344	292
Grants & Contributions provided for Capital Purposes	-	-	-	-
Surplus (Deficit) from Continuing Operations after capital amounts	(282)	(677)	344	292
Surplus (Deficit) from Discontinued Operations	-	-	-	-
Surplus (Deficit) from All Operations before Tax	(282)	(677)	344	292
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	-	-	103	88
Surplus (Deficit) After Tax	(282)	(677)	241	204
OPENING RETAINED PROFITS *	31,285	31,884	200	200
Adjustments for Amounts Unpaid:-				
Taxation Equivalent Payments	137	144	-	-
Corporate Taxation Equivalent	-	-	103	88
Plus: Subsidy from Council	-	-	-	-
Plus: Equity Contributions	41	78	-	-
Less: Equity Withdrawals	-	-	-	-
Less: TER Dividend payment (non restricted activities)	(137)	(144)	(103)	(88)
Less: Surplus Dividend payment (non restricted activities)	-	-	(241)	(204)
Closing Retained Profits	31,044	31,285	200	200
RETURN ON CAPITAL (%)	-0.6%	-1.5%	N/A	N/A
SUBSIDY FROM COUNCIL	-	-	-	-

* Opening Retained Earnings of some Business Activities have been effected by the revaluation of various classes of Non-Current asset to fair value.

> SPECIAL PURPOSE FINANCIAL STATEMENTS
BALANCE SHEET OF OTHER BUSINESS ACTIVITIES
 FOR THE YEAR ENDED 30 JUNE 2011

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2011	2010	2011	2010
CURRENT ASSETS				
Cash Asset and cash equivalents	618	180	-	-
Investments	-	-	-	-
Receivables	71	57	220	216
Inventories	12	12	-	-
Other	-	-	23	30
TOTAL CURRENT ASSETS	701	249	243	246
NON-CURRENT ASSETS				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	44,574	45,291	-	-
Other	-	-	-	-
TOTAL NON-CURRENT ASSETS	44,574	45,291	-	-
TOTAL ASSETS	45,275	45,540	243	246
CURRENT LIABILITIES				
Payables	273	304	35	38
Interest Bearing Liabilities	-	-	-	-
Provisions	524	517	6	6
TOTAL CURRENT LIABILITIES	797	821	41	44
NON-CURRENT LIABILITIES				
Payables	-	-	-	-
Interest Bearing Liabilities	-	-	-	-
Provisions	12	12	2	2
TOTAL NON-CURRENT LIABILITIES	12	12	2	2
NET ASSETS	44,466	44,707	200	200
EQUITY				
Retained Earnings	31,044	31,285	200	200
Revaluation Reserves	13,422	13,422	-	-
TOTAL EQUITY	44,466	44,707	200	200

> NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Report (SPFS) for National Competition Policy reporting purposes follows.

These financial statements are a SPFS prepared for use by the Council and Division of Local Government. For the purposes of these statements, the Council is not a reporting entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition criteria of applicable Australian Accounting Standards, other authoritative pronouncements of the AASB and Australian Accounting Interpretation. The disclosures in these special purpose financial statements have been prepared in accordance with the Local Government Act and Regulation and the Local Government Code of Accounting Practice and Financial Reporting.

This special purpose financial report, unless otherwise stated, has been prepared in accordance with applicable Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Consensus Views, the Local Government Act and Regulations, the Local Government Code of Accounting Practice and Financial Reporting and the Local Government Asset Accounting Manual.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

NATIONAL COMPETITION POLICY

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government". The "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality" issued by the Division of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; Council subsidies; and return on investments (rate of return); and dividends paid.

DECLARED BUSINESS ACTIVITIES

In accordance with Pricing & Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

Ryde Aquatic Leisure Centre

Provision of aquatic and dry court sports and leisure facilities

Category 2

Commercial Waste Removal

Commercial waste collection, recycling and disposal.

MONETARY AMOUNTS

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars.

TAXATION EQUIVALENT PAYMENTS

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations (General Purpose Financial Statement) like all other costs. However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council nominated business activities and are reflected in the SPFS. For the purposes of disclosing comparative information relevant to the private sector equivalent the following taxation equivalents have been applied to all Council nominated business activities:

Tax	Notional Rate Applied %
Corporate Tax Rate	30%
Land Tax	1.6% of the value in excess of \$387,000 but less than \$2,366,000. 2% of the value in excess of \$2,366,000
Payroll Tax	5.48% of total labour payments for the individual business activity in excess of \$658,000
Stamp Duty	Statutory rates as published by the Office of State Revenue.

INCOME TAX

An income tax equivalent has been applied on the profits of the business. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as

would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional, that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the GPFR. The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

LOCAL GOVERNMENT RATES & CHARGES

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned or exclusively used by the business activity.

LOAN AND DEBT GUARANTEE FEES

The debt guarantee fee is designed to ensure that Council business activities face "true" commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statement of Business Activities.

(ii) Return on Investments (Rate of Return)

The Policy statement requires that Councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field". Funds are subsequently available for meeting commitments or financing future investment strategies. Where a business activity has required the investment of capital assets, the rate of return on investment is disclosed in the Income Statement of Business Activities.

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses or to any external entities.

CITY OF RYDE

SPECIAL PURPOSE FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying **special purpose financial statements** of the **City of Ryde**, which comprises the Balance Sheet as at 30 June 2011, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Division of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

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Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note I and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note I to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Division of Local Government. As a result, the financial statements may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 21st day of October 2011

SPECIAL SCHEDULES

FOR THE YEAR ENDED 30 JUNE 2011

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Special Schedules (Not Audited)

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> SPECIAL SCHEDULES
SCHEDULE NO. 1 NET COST OF SERVICES
 FOR THE YEAR ENDED 30 JUNE 2011

Function or Activity	EXPENSES FROM CONTINUING OPERATIONS		REVENUES FROM CONTINUING OPERATIONS			NET COST OF SERVICES	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
GOVERNANCE	1,638		2	0		(1,636)	
		1,638			2		(1,636)
ADMINISTRATION							
Corporate Support	1,565		126	0		(1,439)	
Engineering & Works	2,451		561	62		(1,829)	
Other Support Services	20,652		1,637	8,340		(10,675)	
		24,668			10,726		(13,942)
PUBLIC ORDER & SAFETY							
Statutory Contribution to Fire Service Levy	1,785		0	0		(1,785)	
Fire Protection - Other	0		0	0		0	
Animal Control	120		55	0		(65)	
Beach Control	0		0	0		0	
Enforcement of Local Govt Regs	878		1,648	0		770	
Emergency Services	209		0	0		(209)	
Other	1,712		2,898	0		1,187	
		4,703			4,601		(102)
HEALTH							
Administration & Inspection	261		275	0		14	
Immunisation	126		42	0		(84)	
Food Control	0		0	0		0	
Insect/Vermin Control	0		0	0		0	
Noxious Plants	2		0	0		(2)	
Health Centres	52		0	0		(52)	
Other	0		0	0		0	
		441			316		(125)
COMMUNITY SERVICES & EDUCATION							
Administration	518		23	0		(496)	
Family Care	0		0	0		0	
Child Care	16		0	0		(16)	
Youth Services	140		25	0		(115)	
Other Families & Children	413		216	0		(197)	
Aged & Disabled	520		496	0		(24)	
Migrant Services	0		0	0		0	
Aboriginal Services	0		0	0		0	
Other Community Services	1,269		288	0		(980)	
Education	32		35	0		3	
		2,908			1,083		(1,825)

> SPECIAL SCHEDULES

SCHEDULE NO. 1 NET COST OF SERVICES *(continued)*

FOR THE YEAR ENDED 30 JUNE 2011

Function or Activity	EXPENSES FROM CONTINUING OPERATIONS		REVENUES FROM CONTINUING OPERATIONS			NET COST OF SERVICES	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
HOUSING & COMMUNITY AMENITIES							
Housing	0		0	0		0	
Town Planning	4,541		2,725	250		(1,566)	
Domestic Waste Management	11,770		13,111	0		1,341	
Other Waste Management	1,135		748	0		(386)	
Street Cleaning	676		0	0		(676)	
Other Sanitation & Garbage	0		0	0		0	
Urban Stormwater Drainage	4,958		1,124	103		(3,731)	
Environmental Protection	961		11	0		(950)	
Public Cemeteries	0		0	0		0	
Public Conveniences	326		10	0		(315)	
Other Community Amenities	0		47	0		47	
		24,366			18,129		(6,237)
WATER SUPPLIES							
SEWERAGE SERVICES							
RECREATION & CULTURE							
Public Libraries	4,881		870	0		(4,011)	
Museums	0		0	0		0	
Art Galleries	0		0	0		0	
Community Centres	207		3	0		(204)	
Public Halls	470		450	0		(20)	
Other Cultural Services	309		80	0		(228)	
Swimming Pools	4,439		4,423	0		(15)	
Sporting Grounds	2,603		225	441		(1,937)	
Parks & Gardens (Lakes)	4,725		176	2		(4,547)	
Other Sport & Recreation	345		224	4		(117)	
		17,979			6,898		(11,081)
FUEL & ENERGY SUPPLIES							
Gas Supplies							
MINING, MANUFACTURING & CONSTRUCTION							
Building Control	687		194	0		(493)	
Abattoirs	0		0	0		0	
Quarries & Pits	0		0	0		0	
Other	0		0	0		0	
		687			194		(493)

> SPECIAL SCHEDULES

SCHEDULE NO. 1 NET COST OF SERVICES *(continued)*

FOR THE YEAR ENDED 30 JUNE 2011

Function or Activity	EXPENSES FROM CONTINUING OPERATIONS		REVENUES FROM CONTINUING OPERATIONS			NET COST OF SERVICES	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
TRANSPORT & COMMUNICATION							
Urban Roads : Local	3,148		2,424	5,273		4,550	
Urban Roads : Regional	88		134	0		46	
Sealed Rural Roads : Local	0		0	0		0	
Bridges on Urban Roads : Local	9		0	0		(9)	
Bridges on Urban Roads : Regional	0		0	0		0	
Bridges on Urban Roads : Other	0		0	0		0	
Footpaths	758		0	11		(747)	
Aerodromes	0		0	0		0	
Parking Areas	87		0	0		(87)	
Bus Shelters & Services	35		0	0		(35)	
Water Transport	0		0	0		0	
RTA Works (State)	0		0	0		0	
Street Lighting	1,792		347	0		(1,445)	
Other	318		292	0		(26)	
		6,237			8,482		2,245
ECONOMIC AFFAIRS							
Camping Areas	0		0	0		0	
Caravan Parks	0		0	0		0	
Tourism & Area Promotion	2		0	0		(2)	
Industrial Development & Promotion	0		0	0		0	
Saleyards & Markets	0		0	0		0	
Real Estate Development	0		0	0		0	
Commercial Nurseries	0		0	0		0	
Other Business Undertakings	473		668	60		255	
		475			728		253
TOTALS - FUNCTIONS		84,102			51,158		(32,944)
GENERAL PURPOSE REVENUES ⁽¹⁾					48,932		48,932
SHARE OF GAIN(DEFICIT) FROM ASSOCIATES AND JOINT VENTURES USING EQUITY METHOD ⁽²⁾							
CORRECTION OF FUNDAMENTAL ERROR ⁽²⁾							
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS ⁽²⁾		84,102			100,090		15,988
EXTRAORDINARY ITEMS ⁽²⁾							
SURPLUS/(DEFICIT) FROM ALL ACTIVITIES ⁽²⁾		84,102			100,090		15,988

1. Includes:

Rates and Annual Charges (incl. Ex-Gratia)
Non-Capital General Purpose Grants
Interest on Investments

2. As reported on the Income Statement

> SPECIAL SCHEDULES

SCHEDULE NO. 2(a) STATEMENT OF LONG-TERM DEBT (ALL PURPOSES)

FOR THE YEAR ENDED 30 JUNE 2011

Classification of Debt	PRINCIPAL OUTSTANDING AT BEGINNING OF YEAR			NEW LOANS RAISED DURING THE YEAR	DEBT REDEMPTION DURING THE YEAR		INTEREST APPLICABLE FOR YEAR	PRINCIPAL OUTSTANDING AT END OF YEAR		
	Current	Non-Current	Total		From Revenue	Sinking Funds		Current	Non-Current	Total
LOANS (BY SOURCE)										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	434	4,339	4,773	0	427	0	242	447	3,899	4,346
Other										
TOTAL LOANS	434	4,339	4,773	0	427	0	242	447	3,899	4,346
OTHER LONG TERM DEBT										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
TOTAL LONG TERM DEBT	434	4,339	4,773	0	427	0	242	447	3,899	4,346

SCHEDULE NO. 2(b) STATEMENT OF INTERNAL LOANS (SECTION 410(3) LOA 1993) FOR THE YEAR ENDED 30 JUNE 2011

SUMMARY OF INTERNAL LOANS

BORROWER (BY PURPOSE)	AMOUNT ORIGINALLY RAISED	TOTAL REPAID DURING THE YEAR PRINCIPAL & INTEREST	PRINCIPAL OUTSTANDING AT END OF YEAR
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other			
TOTALS			0

DETAILS OF INDIVIDUAL INTERNAL LOANS

BORROWER (BY PURPOSE)	LENDER (BY PURPOSE)	DATE OF MINISTER'S APPROVAL	DATE RAISED	DATES OF MATURITY	RATE OF INTEREST	AMOUNT ORIGINALLY RAISED	TOTAL REPAID DURING THE YEAR PRINCIPAL & INTEREST	PRINCIPAL OUTSTANDING AT END OF YEAR
TOTALS								0

> SPECIAL SCHEDULES

SCHEDULE NO. 7 CONDITION OF PUBLIC WORKS

AS AT YEAR ENDED 30 JUNE 2011

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	WDV	Asset Condition (weighted by replacement cost)	Estimated Cost to bring to a satisfactory standard	Required Annual Maintenance Expense	Current Annual Maintenance
		Per Note 1	Per Note 4	Per Note 9				Per Section 428(2d)			
*BUILDINGS		1.52%	2,420		158,729	62,015	96,714	17% of buildings are considered to be in a satisfactory condition.	21,718	2,027	2,807
**PUBLIC ROADS		0.92%	5,435		588,681	121,609	467,072				
Road Pavement/Rd Ancillaries								89% of road segments are considered to be in a satisfactory condition.	12,071	5,249	6,827
Footpaths/Cycleways								71% of footpaths are considered to be in a satisfactory condition.	3,228	783	888
Bridges								71.9% of road bridges are considered to be in a satisfactory condition.	878	237	18
Kerb & Gutter								95.3% of Kerb & Gutter are considered to be in a satisfactory condition.	806	1,003	242
Drainage Works		1.03%	3,801		369,542	117,736	251,806	67.5% of conduit assets and 51.9% of pits and devices assets are considered to be in a satisfactory condition.	39,920	4,153	1,896
Other Structures		Various	2,380		103,783	33,134	70,649	60.5% of park assets are considered to be in a satisfactory condition.	7,315	2,146	2,594
Totals			14,036	0	1,220,735	334,494	886,241		85,936	15,598	15,272

> SPECIAL SCHEDULES
SCHEDULE NO. 7 CONDITION OF PUBLIC WORKS
(continued)
 AS AT YEAR ENDED 30 JUNE 2011

NOTES:

Satisfactory condition refers to an asset condition rating of 1 or 2, where a condition rating scale from 1 (Very Good Condition) to 5 (Asset Unserviceable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset.

Condition Rating	Condition Description
1	Very Good Condition – Only normal maintenance required
2	Minor Defects Only – Minor maintenance required (5%)
3	Maintenance Required to Return to Accepted Level of Service – Significant maintenance required (10%-20%)
4	Requires Renewal – Significant renewal / upgrade required (20%-40%)
5	Asset Unserviceable – Over 50% of asset requires replacement

Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard (asset condition rating 1 or 2). Current Annual Maintenance is what has been spent in the current year to maintain assets.

Council undertook a major review of its Asset Management practices for Buildings, Roads and Drainage Assets in 2006/2007, further reviews were undertaken in 2007/2008 for Land and Other Structures. A further review was undertaken of Councils footpath network during the 2008/2009 financial year.

***BUILDINGS**

In assessing the condition of the building assets, an overall condition rating is applied to the building. When a building is noted as satisfactory, this should be interpreted that the majority of assets within the building (ie. building components) are in a satisfactory condition. However there may be individual assets within the building that may be in an unsatisfactory condition.

****PUBLIC ROADS**

Included within the "Public Roads" group of assets is Urban Roads, Footpaths, and Kerb and Gutter

Urban Roads

Council has adopted the use of a Pavement Management System (PMS) and condition Rating data has been collected since 1991. Some 20% of the road network is condition rated each year. The current replacement cost of the road assets is \$392M.

Footpaths

Council's footpath network has a current replacement value of \$64M. Council has designed and implemented a Footpath Management System, where every footpath is inspected and rated on a 1 to 5 rating basis.

Kerb & Gutter

Council has designed and implemented a Kerb & Gutter Management System with approximately 100% of the network inspected and rated. The current replacement value is \$94M.

Bridges

The current replacement cost of bridges is \$21M.

> SPECIAL SCHEDULES

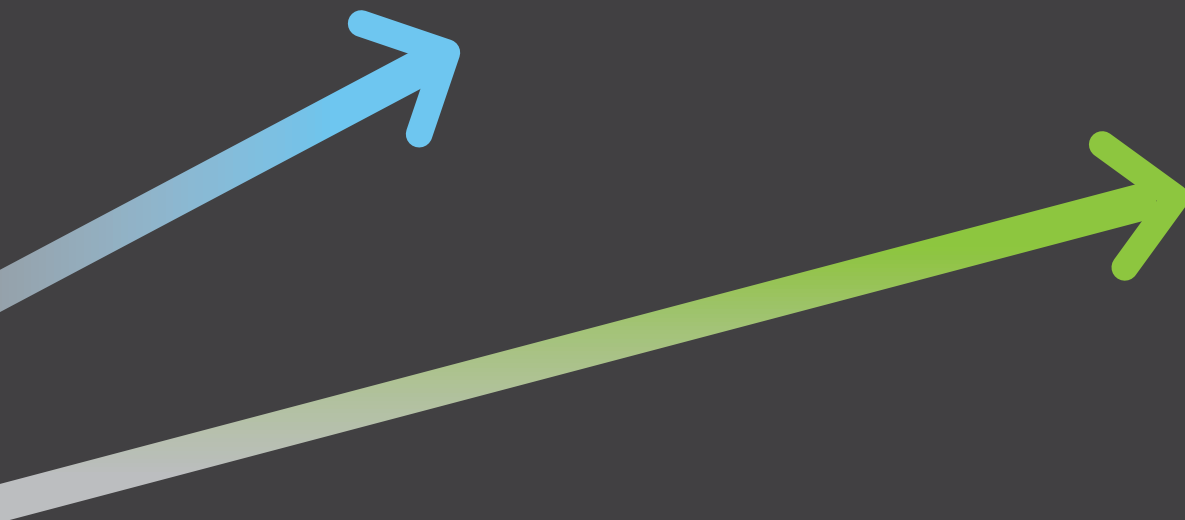
SCHEDULE NO. 8 FINANCIAL PROJECTIONS

	2011 ⁽¹⁾ (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)
OPERATING BUDGET					
Income From Continuing Operations	86,898	84,892	87,994	92,682	95,093
Expenditure From Continuing Operations	86,430	90,101	92,376	93,744	95,744
Operating Result From Continuing Operations	468	(5,209)	(4,382)	(1,062)	(651)
CAPITAL BUDGET					
New Capital Works ⁽²⁾	36,181	43,157	19,701	19,090	19,428
Funded By:					
Loans	-	-	-	-	-
Asset Sales	-	-	-	-	-
Reserves	11,477	4,979	2,742	788	821
Grants & Contributions	9,901	23,360	174	169	36
General Revenue	14,803	14,818	16,785	18,133	18,571
Other	0	0	0	0	0
	36,181	43,157	19,701	19,090	19,428

(1) From income statement

(2) New capital works are major non-recurrent projects





7.

STATUTORY INFORMATION

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> STATUTORY INFORMATION

LOCAL GOVERNMENT ACT 1993 – SECTION 428 (2)

FINANCIAL STATEMENTS – S428(2)(A)

The City of Ryde's audited financial reports for the 2010/11 financial year are presented from page 113 (See General Purpose Financial Statements and Special Purpose Financial Statements).

PERFORMANCE OF PRINCIPAL ACTIVITIES – S428(2)(B)

A Report on Council Performance for 2010/11 using key focus areas from the City of Ryde 2010-2014 Management Plan is presented in 'Our Performance' in Sections 1 and 5.

STATE OF THE ENVIRONMENT REPORT – S428(2)(C)

Our supplementary State of the Environment Report 2010/11 is part of the NSROC Regional State of Environment Report and will be available on www.ryde.nsw.gov.au/soe from 30 November 2011. This report, which includes state of environment reporting for the seven Northern Sydney Councils in the region provides a comprehensive picture of the region built on comparative robust data sets, extensive reporting and analysis so that appropriate responses and understanding can be developed at a regional, catchment and community level.

CONDITION OF PUBLIC WORKS – S428(2)(D)

Details are included in Special Schedule 7 contained within the 2010/11 Financial Report on page 179.

LEGAL PROCEEDINGS: EXPENSES AND PROGRESS – S428(2)(E)

During 2010/11, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

Nature of Proceedings	Nature of Proceedings	Status	Costs \$
Zufferey v Council	L & E Court – Class 1	Appeal upheld by agreement	15,621.53
Zufferey v Council	L & E Court – Class 1	Appeal upheld by agreement	5,964.80
Pendleton v Council and Ors	Administrative Decisions Tribunal	Discontinued	14,325.80
Vozzo v Council	L & E Court – Class 1	In progress	12,041.35
Grander Properties Pty Ltd v Council	L & E Court – Class 1	Discontinued	25,839.00
Wan & Ren v Council	L & E Court – Class 1	Discontinued by agreement	3,484.15
Chen & Kim v Council	L & E Court – utilities order - summons	In Progress	14,357.24
AJ Constructions Pty Ltd v Council	L & E Court – Class 1	Discontinued by agreement	4,924.00
Hanna v Council	L & E Court – Class 1	Appeal upheld by agreement	24,476.48
Oh v Council	Local Court	Judgement in Council's favour on Gross Claim	5,866.62
Zhao & Hu v Council	L & E Court – Class 1	Appeal upheld	30,885.46
Robertson v Council	L & E Court – Class 1	Appeal upheld	16,113.13
Rocco International v Council	L & E Court – Class 1	Discontinued	12,554.00
Fabcot Pty Ltd v Council	L & E Court – Class 1	Discontinued	NIL
ProCab Australia Pty Ltd v Council and Ors	Local Court	Settled on terms favourable to Council	5,563.72
Council v Fridgecorp Building Technologies	Local Court – prosecution	Defendant fined	5,077.60
Council v Peluso	Local Court – dangerous dog declaration sought	Control order issued	7,183.33
Zeyoun v Council	Appeal against dangerous dog declaration	Control order issued	3,620.33
Council v Shi	Local Court – dangerous dog declaration sought	Control order issued	1,269.19
Council v Bond	Local Court dangerous dog declaration sought	Control order issued	3,439.14
Council v AMFM Constructions Pty Ltd	Supreme Court – Construction Industry Security of Payment Act dispute	In progress	61,230.00
TOTAL			273,836.87

> STATUTORY INFORMATION

COUNCIL EXPENSES

MAYORAL AND COUNCILLOR FEES, EXPENSES, PROVISION OF FACILITIES – S428(2)(F)

The City of Ryde has in place a Councillors' Expense Policy (D11/34174) that governs the expenses paid and facilities provided to the Mayor and Councillors in the discharge of their civic duties.

- Total amount of money spent on mayoral and councillor fees – \$297,820.00
- Provision of dedicated office equipment allocated to Councillors – \$48,000.00
- Communication costs (including telephone calls) – \$25,667.32
- Attendance of Councillors at conferences and seminars – \$14,235.03 (including accommodation, conference registration, transport and meals)

- Training of Councillors and provision of skill development – \$3,300.00
- Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses – \$21,576.06
- Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses – Nil
- Expenses of any spouse, partner or other person who accompanied a Councillor – \$706.00 spouse expenses
- Expenses involved in the provision of care for a child or an immediate family member of a councillor – Nil
- Details of overseas visits by councillors, council staff or other persons representing council – No trips undertaken

SENIOR STAFF REMUNERATION PACKAGES – S428(2)(G)

The total amount of money payable in respect of senior staff employment including salaries, fringe benefits and all other on-costs connected with their employment was \$2,262,310.18.

The City of Ryde has determined 10 positions within the Organisation Structure as Senior Staff positions under Section 332 of the Local Government Act 1993 as amended.

Senior Officers Remuneration 2010/11

SENIOR OFFICERS	Gross (Salary Component) \$		Statutory Superannuation Contributions \$	Non Cash Benefits \$	ATRP Payments \$	Bonus / Performance Payments \$	Total Contract Payments \$	FBT Payable by Council \$	Total \$
General Manager	303,889	(1)	16,116.59	4,500.00	324,505.62	-	324,505.62	37,480.06	361,985.68
Group Manager Environment & Planning	202,670		15,534.30	9,000.00	227,203.83	-	227,203.83	22,154.93	249,358.76
Group Manager Community Life	185,310		15,374.85	7,495.89	208,181.23	-	208,181.23	17,609.44	225,790.67
Group Manager Corporate	192,709		15,534.31	8,531.51	216,775.13	-	216,775.13	9,288.93	226,064.06
Group Manager Public Works	95,536	(2)	2,373.45	1,208.22	99,117.60	-	99,117.60	9,511.00	108,628.60
Group Manager Public Works	166,114	(3)	8,980.49	3,304.11	178,398.14	-	178,398.14	8,980.49	187,378.63
Manager Building & Property	97,984	(4)	6,511.13	4,315.07	108,810.69	-	108,810.69	9,588.06	118,398.75
General Counsel	68,583	(5)	4,004.01	1,097.26	73,683.95	-	73,683.95	6,362.39	80,046.34
General Counsel	80,828	(6)	6,871.61	4,043.84	91,743.39	-	91,743.39	-	91,743.39
Chief Financial Officer	80,172	(7)	3,406.41	2,268.49	85,846.44	-	85,846.44	8,061.88	93,908.32
Chief Financial Officer	122,486	(8)	11,374.68	4,500.00	138,360.24	-	138,360.24	16,395.13	154,755.37
Manager Operations	143,110		13,727.76	9,000.00	165,837.36	-	165,837.36	13,322.27	179,159.63
Manager Workforce Culture & Development	169,479	(9)	15,613.02	-	185,091.99	-	185,091.99	-	185,091.99
	1,908,868.61		135,422.61	59,264.38	2,103,555.60	-	2,103,555.60	158,754.58	2,262,310.18

Note

(1) The General Manager's contract payment includes payment of accrued leave.

(2) The Group Manager Public Works resigned on 19 August 2010 and the contract payments amount includes payment of accrued entitlements

(3) The Group Manager Public Works commenced employment with City of Ryde on 5 October 2010

(4) The Manager Building & Property resigned on 23 December 2010 and the contract payments amount includes accrued leave entitlements

(5) The General Counsel Officer resigned on 28 September 2010 and the contract payment amount includes accrued leave entitlements.

(6) The General Counsel Officer commenced employment on 17 January 2011.

(7) The Chief Financial Officer resigned on 1 October 2010 and the contract payments amount includes payment of accrued leave entitlements.

(8) The Chief Financial Officer was promoted within City of Ryde on 4 November 2010.

(9) Previous Manager Human Resources

ATRP - Annual Total Remuneration Package

> STATUTORY INFORMATION

CONTRACTS AWARDED BY COUNCIL – S.428(2)(H)

CONTRACTS EXCEEDING \$150,000, NOT INCLUDING EMPLOYMENT CONTRACTS

Payee Name	2010/11 Actual (incl GST)	Payment Type	Description
3M Australia Pty Ltd	180,245.85	Contract	Maintenance
Ally Property Services Pty Ltd	211,702.01	Contract	Construction Services - shared path
AMFM Constructions Pty Ltd	4,283,763.95	Contract	Construction Services -Ryde Community and Sports Centre
Bevillesta Pty Ltd	1,128,107.20	Contract	CoR Centre variations
Brad Garlick Ford	347,920.53	Contract	Supply of Motor Vehicles
Build Biz Pty Ltd	354,115.69	Contract	Construction Services - various
Caltex Card Centre	567,501.35	Contract	Fuel
Citiguard Protection Services P/L	659,935.50	Contract	Security install & monitor
Dell Australia Pty Limited	185,720.68	Contract	PC Hardware
Dimension Data Australia Pty Ltd	399,211.87	Contract	IT - License and maintenance
Diona Pty Ltd	236,101.58	Contract	Eastwood Town Centre
Energy Australia	1,818,849.19	Contract	Supply electricity
Fleetwood Urban Pty Ltd	155,853.01	Contract	Field of Mars boardwalk
Fuji Xerox Australia Pty Ltd	333,164.33	Contract	Supply and maintenance of MFD's
Get Civil Pty Ltd	800,662.39	Contract	Construction Services - shared path
GW Building Pty Ltd	232,403.61	Contract	Construction Services -various parks
GYC Pty Ltd	180,959.70	Contract	Purchase of plant and machinery
Northshore Mitsubishi	293,064.18	Contract	Supply of Motor Vehicles
Optimal Stormwater Pty Ltd	186,967.00	Contract	Construction Services - Wicks Rd
Optus Billing Services Pty Ltd	528,483.04	Contract	Communication
Quatram Building Services Pty Ltd	1,654,164.30	Contract	CoR Centre fitout
Raeco	531,025.07	Contract	CoRyde Centre fitout
Ryde Motor Group Pty Ltd	395,309.50	Contract	Supply of motor vehicle and parts
Storm International Pty Ltd	409,994.67	Contract	Cleaning
Sydney City Toyota	552,138.26	Contract	Supply of Motor Vehicles
Tardis Services Pty Limited	211,511.36	Contract	IT servers
Tom Kerr Auto Centre	383,973.36	Contract	Supply of Motor Vehicles
WC Audio Visual Pty Ltd	245,448.47	Contract	AV Maintenance
WSN Environmental Solutions	10,625,522.70	Contract	Waste Removal & Recycling Contract
WT Partnership	182,050.00	Contract	Civic Precinct
Xtremely Clean Pty Ltd	159,996.38	Contract	Cleaning
A & J Paving	355,918.63	Schedule of Rates	Heavy Patching
All Tippers Pty Ltd	199,377.90	Schedule of Rates	Minor works
Anzellotti Constructions Pty Ltd	302,006.33	Schedule of Rates	Minor works
Bob Tillott & Associates P/L	157,905.00	Schedule of Rates	Consultant
Boral Construction Materials Group Ltd	1,851,442.72	Schedule of Rates	Minor Work
Cumberland Newspaper Group	225,960.50	Schedule of Rates	Printing & advertising
Don Smith Planning Pty Ltd	155,982.75	Schedule of Rates	Consultant
Flash Plumbing Services	163,512.80	Schedule of Rates	Plumbing
Jardine Lloyd Thompson	510,244.38	Schedule of Rates	Legal Services
Leonard Holt Robb	312,824.64	Schedule of Rates	Advertising
MKA Consulting	215,545.00	Schedule of Rates	Civic Precinct project
Performance Concrete Pty Ltd	310,143.62	Schedule of Rates	Footpath construction
Sam the Paving Man Pty Ltd	494,542.54	Schedule of Rates	Minor works

> **STATUTORY INFORMATION**

CONTRACTS AWARDED BY COUNCIL – S.428(2)(H)
CONTRACTS EXCEEDING \$150,000, NOT INCLUDING EMPLOYMENT CONTRACTS

Sorrento Constructions Pty Ltd	193,055.87	Schedule of Rates	Minor works
Sparke Helmore Lawyers	153,146.85	Schedule of Rates	Legal Services
Spectrum Community Outcomes	162,945.63	Schedule of Rates	Agency Staff
The Biodiesel Station	159,142.02	Schedule of Rates	Fuel
Corporation Sole EPA Act	224,945.00	Other	Contribution
Department of Planning	224,723.00	Other	Agent Payments
Forbrook Group Pty Ltd	196,083.86	Other	Project Services
Hays Specialist Recruitment Aust P/L	936,451.24	Other	Agency Staff
James Bennett Pty Ltd	429,942.16	Other	Library Material
Local Gov Super Scheme - Div A	1,981,839.40	Other	Employee Superannuation
Local Govt Super Scheme - Div B	982,280.99	Other	Employee Superannuation
Long Service Payments Corporation	1,203,684.54	Other	Agent Payments
Ministry for Police and Emergency Services	1,571,885.10	Other	Contribution
Momentum Energy Pty Ltd	1,204,660.79	Other	Supply electricity
National Australia Bank Ltd	666,951.61	Other	Loan repayments
Roads & Traffic Authority NSW	198,548.00	Other	Vehicle Registration
State Debt Recovery Office	427,227.00	Other	Infringement Processing
StateCover Mutual Limited	1,281,165.39	Other	Workers Compensation
Statewide Mutual	884,358.10	Other	Insurances
Sydney Training & Employment Ltd	166,479.45	Other	Apprentices & casual staff
Sydney Water Corporation	312,934.42	Other	Water Supply
West Ryde Neighbourhood Children's Centre	202,745.17	Other	Contribution
TOTAL	47,456,469.13		

Note:

Contract

Represents a contractual agreement for the supply of one or more products or the supply of services at a lump sum value.

Schedule of Rates

Represents a contractual agreement whereby the goods and/or services are supplied at agreed rates.

Other

All other payments greater than \$150K.

> STATUTORY INFORMATION

CONTRACTS AWARDED BY COUNCIL – S.428(2)(H)

BUSHFIRE HAZARD REDUCTION – S428 (2) (I)

We have undertaken numerous bushfire hazard reduction works within parks and reserves around the City. This has included asset protection and fire break clearance works at Field of Mars Reserve, Kobada Park and Pryor Park.

Several parks and reserves have been prepared for broad acre hazard reduction burns (to be undertaken by NSW Fire Brigades) including Aitchandar Reserve, Pryor Park, Somerset Park and Stewart Park. Hazard reduction burns have been undertaken in Pidding Park, Ivanhoe Reserve and Kobada Park.

A public awareness campaign has also been undertaken through letterbox drops of brochures outlining how best to prepare for bushfires around those areas that have had a hazard reduction burn.

ACCESSIBLE SERVICES FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS – S428(2)(J)

We are committed to the provision of services and facilities in a fair and equitable manner. Our Access and Equity initiatives are presented under 'Supporting Our Community' on page 51.

Culturally and Linguistically Diverse (CALD) Communities

We manage the Ryde Hunters Hill Multicultural Network, which meets quarterly. This Network has a wide representation from the service network and its primary aim is to ensure improved access to services by our CALD community.

Community Languages

We have a language panel on all our publications and correspondence in key community languages to facilitate access for our CALD community.

Community Information Expo

In collaboration with the Multicultural Network, we held the annual Community Information Expo in celebration of Harmony Day at Eastwood Plaza on Thursday 17th March 2011. The event was a great success with approximately 40 service providers and 1,000 people attending the Expo (more than double the number of people attending last year). The community received community service information for themselves, their family and friends with evaluations showing nearly all people found the Expo useful. Service providers benefited greatly from the opportunity to reach new clients from culturally and linguistically diverse backgrounds and by networking with each other.

Harmony Festival

Showcasing our cultural diversity this annual event is held in Harmony Week and involves food, children's activities and local community groups.

WORK ON PRIVATE LAND – S428(2)(K)

Some private driveway adjustments were made during construction of the concrete Shared User Path along Epping Road, North Ryde. The total cost was \$16,000 and was 50% funded by the RTA. City of Ryde costs were \$8,000. Work was done at Nos. 72, 76, 84, 96, 98, 100, 102, 104, 106, 110, 118, 120 and 122 Epping Road.

A stormwater drainage line reconstruction was undertaken on private land at Sluman St, West Ryde. As it was a Council stormwater drain needing repair Council covered 95% of the cost of \$76,152.

CONTRIBUTIONS/GRANTS TO ORGANISATIONS AND INDIVIDUALS – S428(2)(L)

We fund a number of projects that meet the needs of and improve access and participation for children, culturally and linguistically diverse communities and people with disabilities. In 2010 Council provided \$138,000 in community grants which included 18 CALD focused projects, 12 children/young people focused projects and 10 projects focusing on the needs of people with a disabilities. Read more on page 66 under our 'People' outcome. Details are also included in Notes to the Financial Statements contained within the 2010/11 Financial Report from page 113.

HUMAN RESOURCE ACTIVITIES – S428(2)(M)

Our report on Council performance for the year 2010/11 from the City of Ryde Management Plan 2010-2014 is presented under 'Developing our People' on page 38 and in the Governance section from page 100.

EQUAL EMPLOYMENT OPPORTUNITY ACTIVITIES – S428(2)(N)

Our report on Council performance for the year 2010/11 from the City of Ryde Management Plan 2010-2014 is presented from pages 38-40.

EXTERNAL BODIES EXERCISING DELEGATED FUNCTIONS –S428(2)(O)

Nil return.

CONTROLLING INTEREST IN COMPANIES –S428(2)(P)

Nil return.

PARTNERSHIPS, CO-OPERATIVES AND OTHER JOINT VENTURES – S428(2)(Q)

Details are included in Notes to the Financial Statements contained within the 2010/11 Financial Report on page 154.

> STATUTORY INFORMATION

LOCAL GOVERNMENT (GENERAL) REGULATION 2005

RATES AND CHARGES

Clause 132

Rates and charges written off 2010/11

Rates & Charges in respect of pensioners, revaluations, postponed and non rateable properties	\$11,961.00
Statutory and Voluntary Pension rebates	\$1,493,941.00
TOTAL	\$1,505,902.00

CHILDREN'S SERVICES

(c) Activities to develop and promote services and programs that provide for the needs of children.

We meet the needs of children within our community through a combination of direct service delivery and facilitating projects and programs. We have a Child and Family Projects Officer position within our organisation to work with the service network and to facilitate projects and programs to meet the needs of children.

Direct Services:

Holiday Programs – we organise a range of school holiday activities for children and young people that cater for the creative, sporty and for those who simply want something to do.

- Our Vacation Care Program targets 5–12 year olds. In 2010/11, 11 weeks of programs were organised with 5,209 attendances. These activities ranged from performances, workshops, picnics, and sessions with the Police on bullying
- Ryde Library Services also run a range of activities including story time for pre-school children and special programs such as rhyme time for babies and bilingual story time.

Immunisation Service:

We provide two Immunisation Clinics a month with over 2,000 children attending the immunisation clinic for vaccinations in the year ending June 2011.

Up to 200 infants attended the immunisation clinic each month.

The most recent coverage data for end June 2011 from the Australian Childhood Immunisation Register indicates that in the Ryde LGA 93.5% of children up to two years of age are fully immunised. An increase to 90.5% of five-year-old children who are fully immunised is also reported - well above the state average of 89.6%. Read more about our Immunisation program on page 70.

Ryde Hunters Hills Child and Family Interagency

This interagency is managed by Council and met bi-monthly in 2010/11. The interagency is recognised as most successful forum in Northern Sydney Region and is very well attended. The Terms of Reference were reviewed in 2009 to renew strategic focus for the Interagency.

Membership on the Families NSW Northern Sydney Project Management Group

Council is represented on this project group, which monitors funded services under Families NSW and makes recommendation for new projects to meet the needs of families with young children.

RESIDENT SERVICES

(d)(i) Activities to promote services and access to services for residents and other service users

See 'Our Performance' – Principal Activities on page 64.

BUSINESS ACTIVITIES

- (ii) Category 1 Business Activities
- (iii) Category 2 Business Activities
- (iv) Category 1 Business Activities
– Statement of Expenses, Revenues and Assets
- (v) Implementing Principles of Competitive Neutrality
- (vi) Application of Competitive Neutrality Pricing Requirements to Category 1 Businesses
- (vii) Competitive Neutrality Complaints Mechanism
- (viii) Performance of Category 1 Businesses

Details regarding Competitive Neutrality are contained within Note 1 Significant Accounting Policies of the Special Purpose Financial Report from page 171. Council's Competitive Neutrality Complaints Handling Policy can be obtained by calling the Customer Service Centre on (02) 9952 8222 during normal office hours. It is also available on www.ryde.nsw.gov.au.

The policy details the procedure that Council will follow when dealing with a Competitive Neutrality complaint. Enquiries and complaints in respect of Competitive Neutrality should be directed to the Chief Financial Officer. Council did not receive any complaints in respect of Competitive Neutrality during the 2010/11 financial year.

> STATUTORY INFORMATION

COUNCIL COMMITTEES

There are 17 Advisory Committees currently operating within the City of Ryde. They provide advice to Council on key issues. Information relating to these committees, including minutes and terms of reference can be found on the council's website www.ryde.nsw.gov.au/committees.htm

Access Committee

Advises and makes recommendations to Council on matters relating to access issues, with particular emphasis on issues for people with disabilities as defined by the Disability Discrimination Act.

Audit Committee

Provides a forum for communication between all stakeholders i.e. the Council, General Manager, Senior Management and Internal and External Audit.

Bicycle Advisory Committee

Advises Council on the needs of all cyclists who cycle in the City of Ryde including beginners, experienced cyclists and those that cycle for recreation or as a means of transport.

Climate Change and Sustainability

The Climate Change and Sustainability Advisory Committee guides Council in the development, implementation, review and reporting processes of any climate change mitigation and adaptation strategy and related Sustainability Strategies for the City of Ryde.

Crime Prevention

The Crime Prevention Advisory Committee facilitates a multi-faceted and coordinated approach to the development of crime prevention strategies to address identified crime issues in the City of Ryde.

Community Harmony

The Community Harmony Reference Group advises and provides feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the Ryde community.

Companion Animals

The Companion Animals Advisory Committee provides input to Council on the development of companion animals programs for the City of Ryde.

Country Council Partnership

The Country Council Partnership Advisory Committee considers and reviews partnership proposals submitted by Council or the community in relation to Council's relationship with the Central Darling Shire.

Eastwood Events and Promotions

The Eastwood Events and Promotions Committee promotes and sponsors entertainment, new activities/initiatives in the Eastwood Town Centre.

Economic Development

The Economic Development Advisory Committee provides direction and support to assist and guide Council in the implementation of the City of Ryde's first Economic Development Strategy 2009-2014.

Heritage Advisory Committee

Advises Council about the preservation and enhancement of items and places within the City of Ryde that are of natural, indigenous, cultural, social, aesthetic or historic significance.

Macquarie Park Forum

Provides high level strategic and industry input in areas such as transport, marketing, urban design and sustainability.

Ryde Hunters Hill Joint Library Service

The Ryde Hunters Hill Joint Library Service Advisory Committee advises on services for Gladesville Library and services such as Local Studies, Home Library Services, the Toy Library and Outreach Services that are available to residents of Hunters Hill and adjoining areas.

Ryde Youth Council

Plans and assists in the implementation of recommendations outlined in Council's Social Plan through its activities and events.

Sport and Recreation

The Sport and Recreation Advisory Committee represents the sporting clubs and associations in consultation with the City of Ryde and endorses agreed programs and strategies.

Status of Women

The Status of Women Advisory Committee promotes the status of women in the City of Ryde.

Traffic Committee

Advises Council on all traffic related matters. The committee representatives include the RTA.

> STATUTORY INFORMATION

CLAUSE 217 (1) (E) COMPARISON OF ACTUAL STORMWATER, COASTS AND ESTUARIES AND WASTE MANAGEMENT SERVICES AS PROPOSED IN THE MANAGEMENT PLAN 2008-2012

The Ryde Local Government Area is comprised of fourteen discrete stormwater drainage catchments, with a total area of over 4,000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low to medium density development.

What are we doing?



We have prepared Stormwater Management Plans for the Lower Parramatta River, the Mid Parramatta River and the Lane Cove River Catchments. The preparation of these plans involved extensive stakeholder and community consultation and resulted in an extensive set of recommended activities and actions to guide the management of stormwater quality throughout the City. The plans detail short, medium and long term actions for the City. These actions are being progressively incorporated into Council's management plan and capital works programs. The capital works have reduced the risk of flooding problems at various locations.

We have an ongoing water quality monitoring program to assess changes in aquatic health and to guide actions aimed at improving water quality.

The ability of Council to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

We adopted Floodplain Management Plans for Eastwood, Terrys Creek and Macquarie Park, and have commenced the Flood Study component of the Lower Parramatta River Floodplain Risk Management Study and Plan.

The City of Ryde is a member of the Parramatta River Estuary Management Committee, which is guiding and overseeing the preparation of the Parramatta River Estuary Management Plan, and is also a member of the Parramatta River Catchment Group. The Group is leading efforts to improve the condition of the Parramatta River and its tributaries by improving the environment and environmental management of the Parramatta River Catchment. As part of this work, water quality improvement devices were installed at various places. These include gross pollutant traps at Portius Park and Olympic Park, litter baskets in the Eastwood Town Centre, and a bio-retention basin (rain garden) at Strangers Creek.

We have also developed draft water sensitive urban design (WSUD) development controls and guidelines and is progressively implementing WSUD initiatives to assist in conserving potable water, minimising wastewater and improving stormwater quality across the Ryde LGA.  

GREEN FLEET

We are committed to increasing the percentage of 4-cylinder and hybrid vehicles in our passenger fleet to support our environment strategies. In 2010/11 we achieved 88% uptake. The target for 2011/12 is 91%.

We have also achieved a 12% Net Total CO2 reduction in emissions from our Vehicle Fleet from 2009 baseline year.

We have fully implemented a successful Biodiesel refuelling program to be used with selected diesel trucks and plant, which will assist us to reduce carbon emissions and air pollution.

WASTE

Our waste and recycling collection and disposal service was provided successfully for all residents in 2010/11, including servicing of 163 stainless steel waste and recycling bin stations in and around shopping centres, bus stops, railway stations and other busy street areas and 282 waste and recycling bin stations at our parks to reduce waste going to landfill.

During the year other waste initiatives were also undertaken to expand recycling further. We:

- Distributed updated Waste Collection Calendar to all residents
- Provided updated waste information for the new Council Website
- Developed a Love Food Hate Waste program to assist residents and community groups to reduce food waste
- Developed a recycling education program in multi-unit dwellings
- Increased the awareness of contamination in recycling and greenwaste bins through a targeted campaign and educational letters to offending residents
- Increased E-Waste kerbside collections to include TVs, stereos and video recorders
- Corresponded with 50% of commercial waste customers via email
- Increased textiles recycling with the addition of 19 extra clothing bins, bringing the total in our community to 39.

COMPANION ANIMALS

Companion Animals Act 1998 Reporting

Companion Animal Management has been a key operational program throughout the year, with the level of demand for services provided by the Regulatory Services Unit remaining steady.

The Companion Animal Advisory Committee has continued to provide Council with good feedback from members of the community and staff involved in the Committee, resulting in increased community consultation and education on key companion animal matters.

We continue to promote the Companion Animals legislation through the our website, *Ryde City View* publications, microchipping program and participation at community events such as the Granny Smith Festival, Ryde Open Day and veterinary practice Open Days.

During 2010/11:

- Compliance Rangers handled 749 complaints regarding companion animal issues from the general public, a 3% increase on the previous year's figures.
- Compliance Rangers handled 93 complaints in relation to stray, abandoned or roaming dogs, a 230% decrease on the previous year's figures, attributable to changes to information available on the website, education, promotion and media campaigns and the availability of off-leash dog areas.
- 295 companion animals were impounded by Compliance Rangers, a 15% increase on last year. This has been contributed to by the discovery of several previously unreported Feral Cat Colonies within the LGA. 123 cats were seized with 36 returned to their owners. 172 dogs were impounded with 119 returned to their owners.
- Dog impounds and return rates remained steady around our benchmark of 70%
- 155 companion animals or 52.5% of all impounded animals were returned home to their owners (29.2% of cats and 69.1% of dogs)
- 123 barking dog complaints were investigated, an 11% decrease from last year

> STATUTORY INFORMATION

- There were 45 reported dog attacks, an increase of 5% from last year
- Regulatory Services, in consultation with the Community Life Group, reviewed and updated Companion Animal information through a direct link to animals on the City of Ryde website
- During 2010/11 we trialled 20 dog off leash areas within a number of parks and sporting grounds and consulted the community throughout this process. Over 50 % of the community supported increased numbers of off-leash areas. It was decided to make 11 of the trial areas permanent, some full-time and some part time. A full list is available on page 73.

An interesting statistic was the number of animals dumped by members of the public (153) in 2010/11 totalled more than the total number of animals transferred by Rangers to the Pound (140), possibly as a result of increased cost of living expenses making keeping companion animals unaffordable.

Overall the management of Companion Animal matters within the City of Ryde has continued to improve throughout the year, however the increase in complaints, particularly relating to barking dogs and the small increase in reported dog attacks, is an area of concern.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

(Freedom of Information FOI Act repealed)

In July 2010 The Freedom of Information Act 1989 and section 12 of the Local Government Act were replaced by the new public access legislation Government Information (Public Access) Act 2009 commonly known as GIPA. This new legislation is supported by the new Office of the Information Commissioner and is intended to provide the public with easier access to Government Records.

There has been great interest from the public and more than 350 informal requests for information have been processed. The success of the new legislation is further evident in that the City of Ryde has only been required to process two Formal Access Applications compared with the 11 equivalent FOI applications in the previous year as every endeavour is made to satisfy the applicant without needing to resort to a formal process.

NUMBER OF NEW FORMAL GIPA ACCESS APPLICATIONS

Formal Access Request	Personal	Other	Total
New	-	2	2
Brought Forward	-	-	-
Total to be processed	-	2	2
Completed	-	2	2
Transferred	-	-	-
Withdrawn	-	-	-
Carried over			

WHAT HAPPENED TO THE COMPLETED REQUESTS?

Note: The City of Ryde is required to publish details about all Formal Access Applications once they have been determined. These can be found in the City of Ryde Disclosure Log on its web site www.ryde.nsw.gov.au.

	Personal	Other
Determined in full	-	2
Determined in part	-	-
Invalid application	-	-
Refused	-	-

APPLICATION FEES AND PROCESSING CHARGES

Fees and charges collected for all completed requests: \$60

PROCESSING TIMES

0-20 days	2
21-30 days	-

REVIEW OF DECISIONS MADE

No application was subject to a review by, Internal Review, Review by the Office of the Information Commissioner or Administrative Decisions Tribunal.

PRIVACY AND PERSONAL INFORMATION PROTECTION (PIPP) ACT 1998

We have adopted the Model Privacy Management Plan and Privacy Code of Practice for Local Government. Through staff education and training and review of files and public reports prior to release, we endeavour to comply with the requirements of the PPIP Act. There were no internal reviews under Part 5 of the PPIP Act in 2010/11.

> STATUTORY INFORMATION

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979 – SECTION 93G (5)

In 2010/11 the City of Ryde entered into two Planning Agreements pursuant to Section 93G(5) of the Environmental Planning and Assessment Act 1979. Details of these Planning Agreements are as follows.

1. 18-22 Ball Avenue, Eastwood (LDA2008/0243), Agreement Executed 25 August 2010:

The VPA proposes to dedicate to Council that part of the site affected by the stormwater channel as well as land adjacent to it on the eastern and western side of the channel.

2. 2-4 Porter Street and 80 Belmore Street, Ryde (LDA2010/0331), Agreement Executed 11 April 2011:

Summary of VPA Offer

- The provision of a Section 88B right of way for public thoroughfare on foot over a stratum lot approximately 499m² in size for public access purposes to be constructed by the applicant to Council's public domain pedestrian standards. This area will not be under Council ownership but will be provided through a right of way.
- The maintenance by the owner of the finishes and plantings in the area of the stratum lot of the approved development in perpetuity or until the right of way is extinguished through agreement by both parties.
- Upgrade of Council's nature strip opposite the subject site adjoining Hayes Reserve and on both corners of the intersection of Constitution Road and Belmore Street to a similar Council standard. The areas immediately in front of the site will be upgraded also, however these areas would normally be required as conditions of consent.
- The undergrounding of existing overhead power lines and the removal of existing power poles to both the Belmore Street and Porter Street frontages of the subject site. It should be noted that the area of undergrounding is to extend beyond the frontages of the site itself. The undergrounding of the areas immediately in front of the site would normally be required as a condition of consent.
- A monetary contribution of \$600,000.00 to Council.

> STATUTORY INFORMATION

GLOBAL REPORTING INITIATIVE CONTENT INDEX

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- provide a balanced and reasonable picture of their economic, environmental and social performance
- facilitate comparability, benchmarking and assessment of performance
- address issues of concern to stakeholders.

The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our new Four Year Delivery Program, service unit planning and the Annual Report.

The areas in the table below are being achieved.

GRI indicators that have been discussed in this report (either wholly or in part), are referenced in the following table.

Indicator	Section	Comment
1 STRATEGY AND ANALYSIS		
1.1 CEO statement	Section 1	General Manager Message
1.2 Risk and Opportunities	Section 3	Risk Management
2 ORGANISATIONAL PROFILE		
2.1 Name of the organisation	Cover	
2.2 Primary brands, products, and/or services.	Introduction Section 5	Vision and Highlights Key Outcome Areas
2.3 Operational structure	Section 3	
2.4 Operational headquarters	Introduction	Where is the City of Ryde?
2.5 Jurisdiction or area in which the council operates	Introduction	
2.6 Legal form of the council	Section 2	
2.7 The main target groups of the council's activities	Introduction	Who are we?
2.8 Scale of the council - number of employees - net revenues - total assets	Introduction Section 1 Section 3 Section 5	Managing the money Who is working for us?
2.9 Significant changes to the council during the reporting period.	Introduction Section 1 Section 2	
2.10 Awards received in the reporting period	Section 4	
3 REPORT PROFILE		
3.1 Reporting period	Introduction Section 1 Section 5	
3.2 Date of most recent previous report		City of Ryde's Annual Report 2009/10 was published in November 2010 and is available on www.ryde.nsw.gov.au
3.3 Reporting cycle	Introduction	1 July 2010 to 30 June 2011
3.4 Contact point	Inside back cover	
Report scope and boundary		
3.5 Process for defining report content	Introduction	Report prepared across Council service units and reviewed by Executive Team
3.6 Boundary of the report	Introduction	About this report

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Indicator	Section	Comment
3.7 Limitations on the scope of the report	Introduction	About this report
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other situations.	Section 6	
3.9 Data measurement techniques and the basis of calculations	Section 4 Section 5	Data measures distributed throughout report
3.11 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes
3.12 Table identifying the location of the standard disclosures in the report	Section 7	
3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s)	Introduction	
4 GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
Governance		
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Section 2 Section 3 Section 7	
4.2 Indicate whether the chair of the highest governance body is also an executive officer.	Section 2	
4.3 Number of members of the highest governance body that are independent and/or non-executive members		Not relevant
4.4 Mechanism for shareholders and employees to provide recommendations or direction to the highest governance body	Introduction Section 2 Section 3	Democratic Governance Corporate Governance
4.5 Linkage between compensation for senior executives and the organisation's performance	Section 7	Senior Staff Reporting
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Section 3	
4.7 Process for determining required qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social performance	Section 3	
4.8 Internally developed statements of values and codes of conduct	Introduction	
4.9 Procedures of highest governance body for overseeing identification and management of economic, environmental and social performance	Section 3 Section 4	
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Section 4 Section 5	
4.12 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Section 4	

> STATUTORY INFORMATION

Indicator	Section	Comment
4.13 Association memberships and national/international advocacy organisations in which the organisation has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues and strategic memberships	Section 4 Section 5 Section 7	
4.14 List of stakeholder groups engaged by the organisation	Introduction	Stakeholder Map
4.15 Basis for identification and selection of stakeholders with whom to engage	Introduction	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	Stakeholder Map
4.17 Issues and concerns raised through stakeholder engagement and how the organisation has responded	Section 4	
EC ECONOMIC PERFORMANCE INDICATORS		
EC1 Economic value generated and distributed	Introduction Section 6	Managing our Money Financial Statements
EC4 Financial assistance received from government	Section 6	Financial Statements
EC8 Investments that provide public benefit	Section 6	Financial Statements
EN ENVIRONMENTAL PERFORMANCE INDICATORS		
EN2 Percentage of materials used that are recycled input materials	Section 5	Purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn't specifically refer to the recycled input materials. The extent to which the policy is applied is not currently measured.
EN3 Direct energy consumption by primary energy source	Section 5	
EN6 Initiatives to provide energy efficient products and services	Section 5	
EN13 Area of habitats protected or restored	Section 5	Environment
EN14 Programmes for managing impacts on biodiversity	Section 4 Section 5	Our Environment Environment
EN16/17 Greenhouse gas emissions	Section 5	
EN22 Total weight of waste by type and disposal method	Section 5 Section 7	
LA SOCIAL PERFORMANCE INDICATORS		
LA1 Breakdown of total workforce	Section 3	
LA2 Employee turnover	Section 5	
LA6 Percentage of workforce represented in health and safety committees	Section 3	
LA7 Rates of injury and lost time	Section 3	
LA11 Workforce skills management and lifelong learning	Section 3	
LA12 Performance review and career development	Section 3	Developing our People

> STATUTORY INFORMATION

Indicator	Section	Comment
SO SOCIETY		
SO1 Impacts of operations on communities	Section 5	
SO2 Business units analysed for risks related to corruption	Section 3	
SO3 Employees trained in anti-corruption policies	Section 3 Section 5	Risk Management Our Performance
SOCIAL PERFORMANCE: PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS		
PR2 Incidents of non-compliance - health and safety	Section 3	
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Section 5	

More information about the GRI is available at www.globalreporting.org

> STATUTORY INFORMATION

GLOSSARY OF TERMS

ABS

Australian Bureau of Statistics

ADVOCACY

The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City.

ATRP

Annual Total Remuneration Package

BENCHMARKING

A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance.

BIODIVERSITY

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

BUSINESS CONTINUITY PLAN

A clearly defined and documented plan that provides the guidelines that establish the ground rules for the Critical Operations of the City of Ryde. It contains the guidelines for the business to continue to operate within a defined timeframe utilising a set of predefined resources and workarounds.

COMMUNITY LAND

Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management which may apply to one or more areas of land.

CROWN LAND

Crown Land is land that is owned and by State Government but managed on its behalf by Council.

MANAGEMENT PLAN

A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. Note: this is a legislative requirement.

EEO

Equal Employment Opportunity

ET

Executive Management Team, consisting of the General Manager, four Group Managers and Manager Workforce Culture and Development

FINANCIAL YEAR

The financial year we are reporting on in this annual report is the period from 1 July 2010 to 30 June 2011

FTE

Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff

GIPA

The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation.

HR

Human Resources

ICLEI

An international association of local governments and their associations that have made a commitment to sustainable development.

KEY PERFORMANCE INDICATOR

Objective evidence on the extent of, or progress towards, achievement of a desired outcome.

LEP

Local Environment Plan.

LGA

Local Government Area.

MOU

Memorandum of Understanding.

OPERATIONAL PLAN

A document with a one-year outlook which outlines the key activities to be undertaken to achieve the desired outcomes set out in the Corporate Plan. Note: this is a legislative requirement

PARTNERING

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

PERFORMANCE

The results of activities and progress in achieving the desired outcomes over a given period of time.

PLAN OF MANAGEMENT (POM)

A document which regulates the use and management of community land.

PIIP

Privacy and Personal Information Protection Act 1998.

RISK MANAGEMENT

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

RYDE 2021 COMMUNITY STRATEGIC PLAN

The NSW Division of Local Government (DLG), Department of Premier and Cabinet, has introduced a new planning and reporting framework for local government. The new framework replaces the former Management Plan and Social Plan with an integrated Community Strategic Plan (CSP). The aim of a CSP is to provide clear strategic direction for the long term, and identify the main priorities, aspirations and future vision of the community

SCORECARD

A visual display of the most important performance information, consolidated so an overall understanding of performance can be viewed at a glance.

SMCMA

Sydney Metropolitan Catchment Management Authority.

SUSTAINABLE DEVELOPMENT

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

TARGET

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.

TRIM

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

VISION

A statement that embraces the desired future that the organisation is working towards.

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CONTACT US

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways:

WEBSITE

www.ryde.nsw.gov.au

TELEPHONE

Call (61 2) 9952 8222 between 8.30am and 5.30pm, Monday to Friday

POST

Write to us at:
City of Ryde
Locked Bag 2069
NORTH RYDE NSW 1670

FAX

Send us a fax on (61 2) 9952 8070

EMAIL

Send us an email at cityofryde@ryde.nsw.gov.au

MAYOR AND COUNCILLORS

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (61 2) 9952 8222.

IN PERSON

You can visit our Customer Service Centre located at 1 Devlin Street, Ryde or any of our five libraries.

ACKNOWLEDGEMENTS

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

DESIGN AND ART DIRECTION

The Design Burrow (www.thedesignburrow.com.au)

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Christine Joyce – Financial Accountant

PHOTOGRAPHY

Paul Green and staff photographers
Omid Daghighi Photography

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English

If you do not understand this letter, please come to the Ryde Civic Centre, Devlin Street, Ryde, to discuss it with Council staff who will arrange an interpreter service. Or you may ring the Translating & Interpreting Service on 131 450 to ask an interpreter to contact Council for you. Council's phone number is 9952 8222. Council office hours are 8.30am to 4.30pm, Monday to Friday.

Arabic

إذا كنت لا تفهم محتويات هذه الرسالة، فارجاء الاتصال بمركز مجلس بلدية ريد - Ryde Civic Centre - و Devlin Street، ريد، لمناقشة الأمر مع موظفي المجلس، وسنقوم بتأجيل المترجم لتفهم الرسالة. أو يمكنك الاتصال بخدمات الترجمة TIS على الرقم 131 450 وأن نطلب من أحد مترجمي أن يتصل بالمجلس نيابة عنك. رقم الهاتف للمجلس هو 9952 8222. وساعات العمل هناك هي من الساعة 8.30 صباحاً إلى 4.30 بعد الظهر من يوم الاثنين إلى يوم الجمعة.

Armenian

Եթե այս նամակը չէք հասկանում ինչպե՞ս կարելի է խոսել ձեր մայրենի լեզվով: Մասնավորապես՝ Բարեբաղնաբերական ապրուստավեճակը: Նաև, որոնք թարգմանիչ են կրկնակա խոսքերով: Կամ, կրկնակա թարգմանիչ (Քարգմանիչներ) Կարգադրություն՝ 131 450, և ինչպե՞ս եք թարգմանիչ են Բարեբաղնաբերական նախաճաշի ձեռք հասնող Բարեբաղնաբերական թեմաների: Կ' 9952 8222 Բարեբաղնաբերական գրասենյակի հասցեն է՝ Devlin Street, Ryde: Ժամեր 8.30 - 4.30, երբեք չեն փակվում:

Chinese

如果您看不懂這封信，請到位於 Devlin Street, Ryde 的禮特區市府禮堂 (Ryde Civic Centre) 與區政府工作人員討論 - 他們將會為您安排傳譯員服務，或者您自己打電話給“翻譯及傳譯服務” - 電話：131 450 - 請他們替您與區政府聯絡。區政府的電話號碼是：9952 8222。區政府工作時間是：周一至周五 - 上午 8:30 到下午 4:30。

Farsi

اگر این نامه را نمی فهمید لطفاً به مرکز شهرداری رید در Devlin Street مراجعه کنید. کارمندان شهرداری برای شما آماده است. یا به مرکز شهرداری رید مراجعه کنید. یا با مترجمان به مرکز شهرداری رید تماس بگیرید. شماره تلفن شهرداری و خدمات تلفنی 131 450 است. یا به مرکز شهرداری رید مراجعه کنید. شماره تلفن شهرداری 9952 8222. ساعات کار از 8.30 صبح تا 4.30 بعد از ظهر می باشد.

Italian

Le persone che hanno difficoltà a capire la presente lettera, sono pregate di presentarsi al Ryde Civic Centre in Devlin Street, Ryde, e parlare con gli impiegati municipali che provvederanno a richiedere l'intervento di un interprete. Oppure possono chiamare il Translating & Interpreting Service al 131 450 e chiedere ad uno dei loro interpreti di mettersi in contatto con il comune di Ryde. Il numero del comune è 9952 8222. Gli uffici comunali sono aperti dalle 8.30 alle 16.30, dal lunedì al venerdì.

Korean

이 편지를 이해할 수 없으시면 Ryde에 Devlin Street에 있는 Ryde Civic Centre로 오셔서 커운슬 직원과 상담하여 주십시오. 저희 직원이 통역 서비스를 연결해 드릴 것입니다. 아니면 131 450번으로 통역 서비스(TIS)에 전화해서 통역사에게 대신 커운슬에 연락해 주도록 부탁하십시오. 커운슬 전화 번호는 9952 8222번입니다. 커운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

CITY OF RYDE ANNUAL REPORT

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