



CELEBRATE

© City of Ryde
Annual Report
2012/13



**Projects
completed**

WHAT WE'VE ACHIEVED

- Liveable Neighbourhoods projects
- Wellbeing projects
- Prosperity projects
- Environment projects
- Connections projects
- Harmony and Culture projects
- Progressive Leadership projects

A CITY OF WELLBEING / P54

This outcome seeks to foster economic growth in the City of Ryde by stimulating business opportunities, employment, innovation and investment.

HIGHLIGHTS

- Installing a free outdoor table tennis table in Eastwood to support town centre growth / **p66**
- Launching the City of Ryde Business Directory / **p67**
- Producing the Flavours of Ryde Guide / **p66**
- Progressing with the Macquarie Park DCP / **p66**
- Working closely with the business community / **p67**

OUR CHALLENGES

- An ongoing slump in investment in major projects growth caused by the GFC / **p67**
- Community concerns over the release of the State Government's Urban Activation Precinct (UAP) Program / **p67**

LOOKING AHEAD

- Developing a Meet Macquarie Park Guide and new maps, wayfinding signage, an e-newsletter, and website
- Implementing our Economic Development Plan
- Upgrading public domain in Waterloo Road.

A CITY OF PROSPERITY / P64

This outcome ensures that we create a city that supports the physical and emotional health of all of our community.

HIGHLIGHTS

- Developing a Community Buildings Licensing Policy / **p56**
- Giving \$131,286 in grants to local community organisations / **p56**
- Opening Livvi's Place at Yamble Reserve / **p59**
- Upgrading playgrounds / **p58**
- Winning accolades for our urban forest and open space planning / **p60**

OUR CHALLENGES

- Keeping Ryde Aquatic Leisure Centre appealing and competitive with other nearby facilities is an ongoing challenge / **p61**

LOOKING AHEAD

- Enhancing the digital capability of our libraries
- Implementing our Children's Play Plan
- Renovating Addington House
- Renewing and upgrading our sportsfields and their amenities.

A CITY OF LIVEABLE NEIGHBOURHOODS / P46

This outcome ensures we address significant legislative changes and environmental challenges; maintain public safety and amenity; and develop a policy framework that will manage growth while enhancing the cultural and social character of our City.

HIGHLIGHTS

- Approving new dwellings and commercial premises / **p50**
- Conducting community workshops / **p48**
- Holding community information sessions / **p48**
- Preparing a draft Boarding Houses Policy in response to legislative changes and community concerns / **p48**
- Receiving an award for our Animal Management Plan / **p49**

OUR CHALLENGES

- The State government's metropolitan planning reforms provide uncertainty about how neighbourhoods will be managed in the future / **p51**

LOOKING AHEAD

- Creating a Masterplan for Meadowbank Station Precinct
- Planting street trees
- Upgrading Elouera Reserve.

A CITY OF ENVIRONMENTAL SENSITIVITY / P90

This outcome ensures that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems.

HIGHLIGHTS

- Completing the River to River Wildlife Corridors project / [p76](#)
- Holding community sustainability workshops / [p75](#)
- Purchasing a cogeneration plant for RALC / [p73](#)
- Reducing waste going to landfill / [p74](#)
- Winning a Local Sustainability Award / [p77](#)

OUR CHALLENGES

- Completing the multifaceted Santa Rosa Park project, including extensive community consultation, on a limited budget / [p79](#)
- Finding and fixing underground water leaks in ageing infrastructure / [p73](#)

LOOKING AHEAD

- Encouraging hot water efficiency in community buildings
- Hosting the Sustainable Business in Ryde and CitySwitch programs
- Offering the Home Waste and Sustainability Advisory Project to all residents
- Restoring our natural areas through planting
- Protecting biodiversity in Ryde.

A CITY OF CONNECTIONS / P82

This outcome aims to create a city where people feel connected locally and globally, and can easily gain access to their workplace, recreation opportunities, facilities and services in both a physical and virtual way.

HIGHLIGHTS

- Developing the Macquarie Park Pedestrian Accessibility and Mobility Plan / [p84](#)
- Extending our cycleways network / [p84](#)
- Identifying access issues at our most popular parks / [p84](#)
- Making public transport easier to catch / [p84](#)
- Trialling Personal Mobility Devices / [p85](#)

OUR CHALLENGES

- Delays in obtaining required approvals delayed completion of the Phase 1 trial of Personal Mobility Vehicles / [p85](#)
- Investing in and managing assets and infrastructure in a constrained financial environment is an ongoing challenge / [p85](#)

LOOKING AHEAD

- Constructing more cycleways and footpaths
- Installing traffic calming devices
- Renewal of public PCs at Libraries
- Running our popular Top Ryder Community Bus service.

This outcome ensures that we recognise and celebrate links to our traditional owners and provide cultural and learning opportunities that meet the needs of our diverse population.

HIGHLIGHTS

- Becoming a Refugee Welcome Zone / p94
- Becoming an arts hub / p90
- Hosting 100,000 people at our community events / p93
- Launching the Eastwood Migrant Resource Centre (MRC) / p93
- Welcoming 1,130 new citizens / p94

LOOKING AHEAD

- Activating Eastwood and West Ryde Town Centres
- Offering Heritage Grants
- Running the Live Neighbourhood Project
- Supporting Ryde Youth Theatre Group.

A CITY OF HARMONY AND CULTURE / P88

A CITY OF PROGRESSIVE LEADERSHIP / P96

This outcome fosters collaborative approaches to the governance of our city across all levels of government, and focuses on delivering results against our agreed strategic outcomes in the most cost-effective way.

HIGHLIGHTS

- Celebrating our town and gown partnership with Macquarie University / p98
- Connecting with our customers / p98
- Engaging with our community / p99
- Increasing internal promotions for female staff / p105
- Receiving a positive financial scorecard / p100
- Reducing workplace injuries / p108

OUR CHALLENGES

- Responding to an ICAC investigation and public inquiry / p101
- Addressing our medium to long-term financial position / p100

LOOKING AHEAD

- Embedding risk management processes across our activities
- Enhancing our corruption prevention system
- Expanding our eBusiness capacity
- Implementing our Let's engage community engagement strategy.



The theme of this year's Annual Report 'Let's celebrate' relates to the many great achievements we made in 2012/13 despite undergoing a period of great organisational change. The theme also reflects our new 'Let's engage' community engagement strategy that has become integral to everything we do at the City of Ryde.



About this report

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

This Annual Report focuses on the financial and operational performance of the City of Ryde in 2012/13, documenting our performance against the 2012/13 Budget, and our progress against our Four Year Delivery Plan 2012-2016. This strategic planning document is the basis for our annual operational plan and budget and shows how we are focusing on seven outcomes to create a City of:

- Liveable Neighbourhoods
- Wellbeing
- Prosperity
- Environmental Sensitivity
- Connections
- Harmony and Culture
- Progressive Leadership.

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.

In response to legislative requirements our Government Information (Public Access) Act 2009 (GIPA) Annual Report is also included in the Statutory Information section of this report. We are no longer required to prepare a separate State of the Environment report this year, so we have discussed the sustainability initiatives we have undertaken both in our community and in our organisation in our City of Environmental Sensitivity outcome from page 70.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and while we are not yet fully compliant, it includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. The GRI index on page 202 lists the location of relevant indicators within the Annual Report for further information.

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 in the coming year.

ACKNOWLEDGEMENT

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

Throughout the report we have highlighted activities and projects that show how we are working with our community to produce great outcomes across a range of activities. Look out for the symbols



Snapshot of our City

Third
highest value
of approved
development
in NSW for
2012/13



2
TAFE colleges



33,000
businesses



5
public
libraries



43,295
speak a
language
other than
English
at home

40km²
land area



1
university



207
parks and
open space
areas



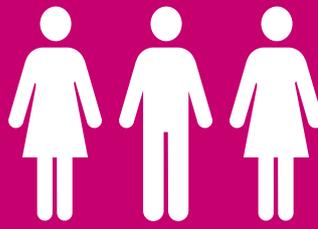
39,157
homes



81%
of projects
completed
on or under
budget



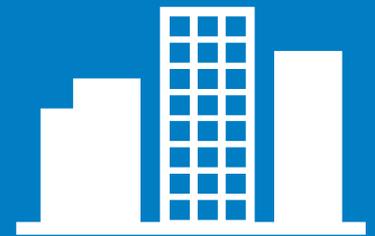
1,130
new citizens
welcomed
in 2012/13



24
primary
schools



2
towns master-planned
in 2012/13



103,038
residents



1
world-first personal
mobility device study
undertaken



14,085
school students



5
hospitals



209
homes modified for
elderly and disabled
residents in 2012/13



20,620 tonnes
total resources recycled
including green waste



2012/13

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VISION

MISSION

VISION

City of Ryde: the place to be for lifestyle and opportunity @ your doorstep

Our vision arose from the development of our Ryde 2021 Community Strategic Plan and feedback we received from the community about their hopes and concerns for the future of our City.

It is supported by seven outcomes that summarise all that is important to our community:

- A City of Liveable Neighbourhoods
- A City of Wellbeing
- A City of Prosperity
- A City of Environmental Sensitivity
- A City of Connections
- A City of Harmony and Culture
- A City of Progressive Leadership.

MISSION

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

To deliver on our seven outcomes, 21 goals and 59 strategies were developed by community, partners and council staff. Our Mission Statement now incorporates building strategic partnerships, and focuses more closely on quality community service delivery.

In addition to the long-term Community Strategic Plan, a four-year Delivery Plan incorporating our 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 we will deliver on the vision and seven outcomes.

VALUES

SAFETY

We are committed to preventing injury to ourselves, our team and our community.

TEAMWORK

We work together with respect and support.

ETHICS

We are honest, responsible and accountable for our actions.

PROFESSIONALISM

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

Who we are

WHERE IS RYDE?

The City of Ryde is located in Sydney's north-western suburbs 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cove Rivers, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services and bounded by neighbouring councils.

The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our City includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

WHO LIVES HERE?

- 103,038 residents, projected to rise to 117,000 by 2030
- 25-49 year olds make up 38.2 percent of the population
- An ageing population with an increase of residents aged 55 years and older since the 2006 Census
- 42 percent speak another language at home
- The most commonly spoken languages in 2011 were Mandarin followed by Cantonese, Korean, Italian and Armenian.

A large percentage of our community is born overseas, bringing a special vitality and identity to our City. We celebrate the harmonious nature of our community and work to ensure that the benefits of living, working and studying in our City are shared by all.

We benefit from a strong sense of community, with our residents actively participating in community life, demonstrated through our high percentage of volunteers, the hundreds of thousands of people who use our playing fields each year, and the high level of workforce participation. We're also proud to be one of the safest cities in New South Wales.

OUR 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. The area was named Field of Mars, and two of those grants fall within the boundaries of the modern Ryde LGA.

In February 1792, ten ex-convicts were granted land east of the original grants, the area referred to as Eastern Farms. Later it was known as Kissing Point, a name that originated from the way in which heavily laden boats passing up the Parramatta River bumped or 'kissed' the rocky outcrop that extends into the river at today's Kissing Point.

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 that stretched across the northern section of the LGA.

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, including Brush Farm House.

WHERE DO WE WORK AND LEARN?

The City of Ryde encompasses a total land area of about 40 square kilometres, including waterways and parklands. Within this sits the Macquarie Park Corridor, our specialist centre Macquarie Park, four town centres and 29 neighbourhood centres, Macquarie University, Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 33,000 businesses, five public libraries, 24 primary schools, five high schools and five hospitals.

WHERE DO WE PLAY?

The City of Ryde is well known for its beautiful parks and green open spaces. There are 207 parks in our City and within those parks there are 99 playgrounds. Many of our playgrounds have been revitalised with new designs and equipment during the past few years, with more scheduled for upgrades and renewals each year. All our playground equipment is inspected twice a year for safety, and is inspected routinely on a much more regular basis.

We also have more than 60 hectares of playing fields that are used by hundreds of thousands of people annually for a huge variety of sports, as well as 12 off-leash areas for dogs and their owners.

There are three access points to the Parramatta River at Bowden Street Wharf and two launching ramps at Kissing Point and Wharf Road, West Ryde for boating enthusiasts.

We have over 200 hectares of natural areas that are an important part of the City of Ryde's 'green' character. 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: in 2012/13 our bushcare volunteers spent 4,649 hours rehabilitating our bushland.

OUR ECONOMIC CONTRIBUTION

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in the Draft Metropolitan Plan for Sydney. Our City is part of an ever-changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Economic Corridor.

Often called 'Australia's Silicon Valley', Macquarie Park is home to 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. Macquarie Shopping Centre, one of the leading retail centres in Sydney, is also located in Macquarie Park and is currently undergoing a major expansion.

As a specialised centre, Macquarie Park provides around 77,000 jobs and student places, making it the third largest concentration in NSW after the Sydney CBD and North Sydney, with over 1,200,000m² of employment floor space.

Macquarie Park is set to experience unprecedented growth over the next 20 years, going from 77,000 to 210,000 residents and workers. When fully developed, it will have close to 3,000,000m² of commercial floor space, with the potential for 160,000 jobs and student places by 2031.

The Wallumedegal or Wallumattagal are 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 are, 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.



Our stakeholders

OUR PARTNERSHIPS

As our population increases and the City of Ryde is called upon to provide both core infrastructure and adequate community services, we must not only have the vision to take the community forward, we must 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.

OUR STAKEHOLDERS

During 2012/13 we continued to engage with our stakeholders to understand their expectations on the issues most important to them. We have also built community and stakeholder engagement into our project management system so that effective initiatives are integral to all aspects of project delivery.

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 engagement activities.

See page 99 in the City of Progressive Leadership outcome for further discussion about some of our community engagement initiatives.

At the City of Ryde we have identified the following stakeholder groups and their diverse nature.

HOW TO INTERPRET THIS CHART

STAKEHOLDER GROUP

Ways of engaging with our stakeholders

Why are our stakeholders important to us? They...

Why are we important to our stakeholders? We...

MEDIA

- Press releases
- Briefings
- Interviews.

Build and protect reputation and raise awareness of our services and facilities.

Provide trend data as well as social, environmental, economic and governance information.

PARTNERS - REGIONAL AND NATIONAL

- Contract management
- Account management relationships
- Regular engagement through site visits.

Provide shared knowledge, cultural experiences, knowledge and resources.

Provide advocacy, leadership, cultural vibrancy, resources in line with policy and legislation.

SUPPLIERS

- Contract management
- Account management relationships
- Regular engagement through site visits.

Provide good value and quality products and services.

Provide fair access to business opportunities in line with policy and legislation.

VISITORS

- Events
- Website
- Published information.

Provide economic benefit, generate employment opportunities and financial viability.

Provide products, services and facilities.

CUSTOMERS

- Customer experience and satisfaction measurements
- Customer care and service
- Website: www.ryde.nsw.gov.au
- Publications
- Fact sheets.

Provide us with feedback and utilise the services and products.

Provide products and services at good value and quality.

EMPLOYEES AND THEIR REPRESENTATIVES

- Intranet
- Staff briefings and onsite meetings
- Cultural survey
- Interviews
- Performance reviews
- Newsletters.

Central to the success of our business by providing valuable knowledge, skills and labour.

Provide a fair, engaging and enriching work experience with career development and flexible work arrangements.

RATEPAYERS

- Rates notices
- Community meetings
- Publications
- Website: www.ryde.nsw.gov.au
- Annual report.

Provide guidance, values, engagement and feedback.

Generate sustainable growth and return to the community.

COUNCIL

RESIDENTS

- Public meetings
- Publications
- Website: www.ryde.nsw.gov.au
- Social media
- Annual report.

Provide guidance, values, engagement and feedback.

Provide civic leadership representation, services and facilities.

BUSINESS

- 1:1 meetings
- Focus groups and workshops
- Website: www.ryde.nsw.gov.au
www.cityofrydebusiness.com.au
- Social media.

Build capacity and drive the economy in our community.

Provide and promote business.

COMMUNITY GROUPS AND VOLUNTEERS

- 1:1 meetings
- Focus groups and workshops.

Build trust and bridges to local communities through services.

Provide support and partnerships.

GOVERNMENT

- Formal meetings
- Briefings
- Networks
- Correspondence and events
- 1:1 meetings.

Provide funding opportunities, services, planning direction, legislation and networks.

Provide local strategies, partnerships and networks.



2012/13

YEAR IN REVIEW



Our performance snapshot

We contributed
\$329,795
to our community
as grants, funding
and in-kind
support

We invested
\$370,000
in our Waste
and Recycling
Program



We invested
\$4.63 million
in our Open
Space, Sport
and Recreation
Program

We invested
\$5 million
on our roads

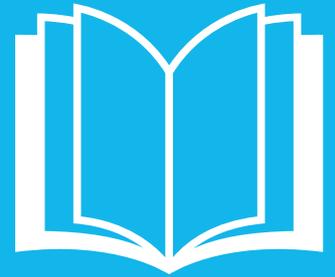


We managed
\$2.56 billion
worth of land
and infrastructure

We earned
\$18.03 million
in capital grants
and contributions



We spent
\$99 million
on 156 services
that support
business and
the community



We earned
\$61.08 million
from rates and
annual charges

We invested
\$551,286
in upgrading
stormwater
assets

We invested
\$710,000
in our libraries

We invested
\$1,114,301
creating public domain
in Macquarie Park

We invested
\$1.62 million
in our
Centres and
Neighbourhood
Program

We spent
\$2.47 million
on paths and
cycleways



Integrated Planning and Reporting Framework

REPORTING ON OUR PROGRESS

Our legislation states that we must assess and regularly report on our progress towards implementing the actions in our Four Year Delivery Plan and One Year Operational Plan. We believe this is just good management.

We use the integrated planning and reporting framework introduced by the Division of Local Government on 1 October 2009.

QUARTERLY REPORTS

The quarterly report to Council provides an assessment of progress against the objectives and key performance indicators identified in the Four Year Delivery Plan and One Year Operational Plan. Where performance is below planned levels, a detailed comment is provided.

ANNUAL REPORT

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



Mayor's message



As Mayor of the City of Ryde, I am delighted to present the 2012/13 Annual Report, reviewing the last 12 months.

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

As this report reveals, despite the challenges we face, we remain committed to delivering exemplary services for our diverse and vibrant community, so that all can continue to embrace and enjoy the rich and rewarding lifestyle the City of Ryde offers.

We live in an enviable location, with abundant green outdoor spaces, thriving town centres and diverse local neighbourhoods. We want to ensure that they continue to grow and adapt to meet the changing needs of our community, while ensuring the welcoming sense of place for all that our City is known for, remains constant.

However, we must continuously seek new and smarter ways to renew our ageing infrastructure and find partnerships to help us do so. We must continue to carefully steward our resources and plan for the future to ensure local jobs and innovation flourish. Only by doing so can we fulfil the vision we share with our community of being able to work close to home, and embrace a sustainable

lifestyle in a lively, attractive city.

The theme of this year's report 'Let's celebrate' showcases all the ways we are doing this. I hope you find this report useful in showing how we are delivering on our objectives by:

- Listening to our community and working closely with them for the wellbeing of residents and businesses
- Responding to community needs, concerns and expectations
- Investing prudently to ensure we keep our charges as low as possible
- Finding innovative and improved ways of working
- Improving our town centres, parks and public amenities to provide modern facilities for our community, and
- Working together towards a better environment.

Engaging with our community is at the heart of good governance. We strive to ensure that we meet the aspirations of our local community, that our leadership culture remains focused on our vision of providing lifestyle and opportunity @ your doorstep, and that we work 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.

We trust that it will provide you with a better understanding and appreciation of the quality and quantity of services provided by the City of Ryde.

Clr Roy Maggio
Mayor - City of Ryde

General Manager's review



'Let's celebrate' is our theme for this year, reflecting our journey during the past 12 months. It relates to the City of Ryde's many great achievements in 2012/13. The theme also reflects our renewed commitment to community engagement and our new 'Let's engage' strategy.

As part of this strategy we are focused on working closely with our community, and creating opportunities for meaningful two-way discussions. One of the ways we achieved this over the past year was through a series of community meetings and information sessions around planning matters, which were all very well attended.

We also conducted a number of surveys to gauge our community's perceptions of our services; overall the results have been very positive (see page 99 for more information). Nevertheless, we acknowledge that we need to continue to listen and build strong relationships with our community; to connect with all sections of our community we enhanced our online profile through Facebook, Twitter, Instagram, Pinterest, and YouTube. We also delivered regular news updates through e-news bulletins.

In 2012/13 we made progress in ensuring the accessibility of our services by developing smart forms and other online services so that all of our customers can do business with us when it suits them best. These services will continue to be rolled out over the coming years in order of priority and as funds allow.

This year we celebrated the delivery of a number of major projects, including the completion of Livvi's Place, our all-abilities playground (see page 59 for more information). We also completed and opened the West Ryde Community Centre (page 61). These two projects are strong demonstrations of how Council works in partnership with community groups, businesses and the community. Other projects, such as improving stormwater assets, upgrading and extending our network of footpaths and cycleways, installing traffic calming measures and creating boardwalks and other open space infrastructure, are making our City more liveable, giving our community cause to celebrate as well.

As we look ahead, we will be upgrading more parks and sportsfields across the City of Ryde, and undertaking a number of initiatives to activate West Ryde Town Centre. Boronia Park and Agincourt Road neighbourhoods will be upgraded in 2013/14 as will Elouera Reserve, while work on developing viable alternatives to car transport through improved pedestrian accessibility and amenity and the use of other transport management initiatives will also continue as part of our vision of making the City of Ryde a place for lifestyle and opportunity @ your doorstep.

OUR FINANCES

To ensure our organisation continues to deliver the services and facilities our community has told us they expect us to provide, we will review our financial position and maintain tight control of our budget. We are also looking at improving our systems and processes to ensure that we are both receiving best value from our suppliers and offer best value to our community. However we do have a \$9-13 million annual shortfall in each of the next four years of our Delivery Plan. We are reviewing this position and developing strategies aimed at addressing our challenging long-term financial outlook.

We have again shown a sound financial result for the past year. As page 22 of this report shows, we had an operating surplus of \$12.23 million, noting our operating result before capital was \$5.79 million in deficit.

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 are less than revenue received from providing these services. This is the fundamental issue in addressing our long-term financial sustainability as it allows us to generate sufficient funds to replace assets and deliver strategic projects.

The City of Ryde's income in 2012/13 was \$111.4 million with 54.8 percent derived from rates and \$18.03 million in grants and contributed assets. We spent over \$99 million on services and assets that benefit our community.

OUR GOVERNANCE

While we have a robust governance framework, following the recent ICAC public hearing we recognise it needs further attention, making it even stronger for the future. We have already amended key policies and are working hard at all levels of the organisation to strengthen our governance processes and systems - refer to page 101 for further discussion of our activities.

We remain vigilant in our audit and reporting functions to ensure they provide the highest levels of scrutiny and control and proper checks across the organisation are upheld.

We have in place a number of fraud and corruption prevention initiatives such as our audit program, independent audit committee, and transparent contract administration and procurement procedures. In addition, we have also integrated risk management into all of our business planning and project management activities, which has resulted in savings to the business by reducing risks and insurance premiums.

SERVICE DELIVERY

This year a total of 78,048 calls were taken by our call centre; we responded to 28,738 customer requests, with a further 4,713 customers serviced at the Ryde Planning and Business Centre – see page 98 for further information. Eighty-four percent of calls were resolved at the first point of contact and 87 percent of all requests taken were resolved within the accepted service standard of five days.

To ensure we are meeting the needs of our customers an independent research organisation was engaged to undertake regular customer satisfaction surveys across seven key frontline services. The surveys found that on average, 78 percent of customers were satisfied with our services. These results have helped identify areas of opportunity for further service improvements.

Our focused and dedicated staff have helped with the speedy and satisfactory resolution of complaints, with 99 percent of the 83 complaints received during the year resolved within agreed times. Complaints were far outweighed by 217 compliments, and surveys of our community found that our customers are very satisfied with our local environment, libraries, community relations and events. The results also told us we need to improve in the areas of assessment and environmental health and building.

As outlined in our Liveable Neighbourhoods outcome from page 46, to provide opportunities for both the community and businesses to grow and develop, we have invested in improvements to the way we manage development applications. We are continuing to see targeted improvements in our mean gross DA determination times against the Group 3 average, with a total of 1,201 dwellings and over 4,500m² of commercial floor space, worth \$408 million, approved in 2012/13.

Our new Express Development Application Service has helped to reduce processing times to less than 30 days for 34.3 percent of all DAs and Section 96 applications, up from 31 percent at the end of 2011/12. Our Ryde Planning and Business Centre continues to gain very positive customer satisfaction survey results at 87 percent against our target of 80 percent.

OUR ORGANISATION

Our process of organisational change and instilling a culture of customer focus continues. 2012/13 was the third year of a four-year program that has seen significant changes in the way we do business. The majority of our corporate indicators are on track or have exceeded target, with 73 percent of our project milestones met. Ninety-four percent of internal audit recommendations were implemented on time against our target of 100 percent. See page 104 for more information about our organisational change initiatives.

Our efforts to address the imbalance in gender equity across our management roles have seen a further increase in management positions held by women from 35 percent to 37 percent. As well as addressing gender imbalance, we are continuing to build our internal capacity so that we can:

- Engage with our residents and customers to better understand their expectations and satisfaction across the 52 service areas we provide
- Improve the integration of our systems and technology to:
 - enable customers to transact with us 24/7
 - provide effective information to frontline managers to improve service delivery.
- Streamline 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
- Focus on our accountability for service delivery
- Support our workforce to work collaboratively across the organisation in delivering services and facilities to our community.

We continue to strive for excellence in customer service and to build stronger connections with the community to achieve our shared goals, and I want to thank our staff for their commitment and performance in achieving many great outcomes in 2012/13 for our community.

While local government has many ongoing challenges, including the outcome of the State Government's assessment of the Independent Panel's report *The Future Direction for Local Government in NSW*, we remain both excited and positive about the City's future and the initiatives planned for our community.

Our Council and community have clearly communicated their preferences for the City of Ryde to remain as is and not be amalgamated. We are also working with the Northern Sydney Region of Councils (NSROC) in responding on a regional basis and looking at opportunities from a strategic planning and shared services perspective.

With commitment from Councillors, the dedication and professionalism of staff, and our focus on working closely with the community, we will continue to build on our successes and face the challenges of the future with confidence.

Roy Newsome
Acting General Manager - City of Ryde

Managing the money

The City of Ryde spends around \$99 million each year to provide 52 direct services to the community, 60 services to support business and an additional 44 services that benefit the community.

We manage \$2.22 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, libraries and parks.

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.

The following information aims to provide a brief summary of our 2012/13 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 from page 117.

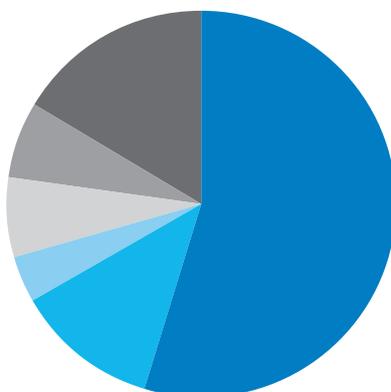
WHERE DID OUR MONEY COME FROM?

This year, our main source of income, other than rates, was from capital grants and contributions of \$18.03 million or 16.2 percent (2011/12 \$22.78 million or 20.0 percent).

Income from rates and annual charges contributed \$61.08 million or 54.8 percent (2011/12 \$58.5 million or 51.5 percent). Federal and State Government grants assist us to provide 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.

2012/13 Total income \$111.4 million

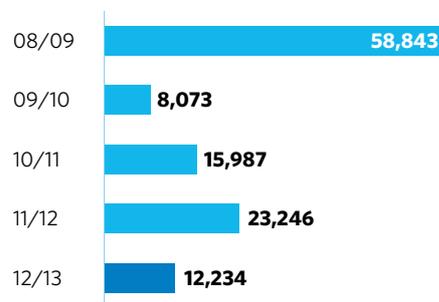
- 54.8% Rates and annual charges
- 11.9% User charges and fees
- 3.9% Interest and investment income
- 6.8% Other revenue
- 6.4% Grants and contributions provided for operating purposes
- 16.2% Grants and contributions provided for capital purposes
- 0.0% Net gain on disposal of assets



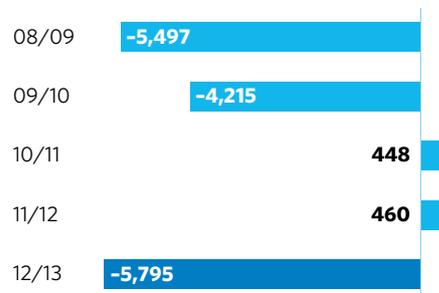
HOW DOES OUR PERFORMANCE COMPARE WITH PREVIOUS YEARS?

We have achieved an operating surplus over the past five years of \$88.3 million including contributed assets, or a loss of \$14.6 million excluding capital income. This indicates that the day-to-day costs incurred by the City of Ryde are more than the total revenue received, which is putting strain on our ability to pay for capital works.

Operating result (\$'000s)



Operating result before capital (\$'000s)

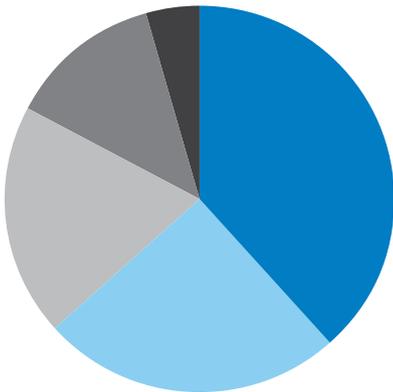


WHERE WAS THE MONEY SPENT?

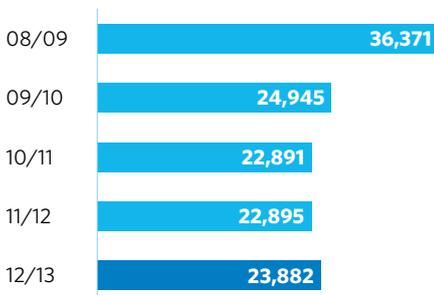
We have maintained the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$23.88 million in capital expenditure (2011/12 \$22.89 million) and received no contributed public domain infrastructure assets (2011/12 \$12.50 million) associated with major developments within our City.

2012/13 Total operating expenses \$99.1 million

- **38.3%** Employee benefits and on costs
- **0.1%** Borrowing costs
- **25.1%** Materials and contracts
- **19.2%** Depreciation and amortisation and impairment
- **12.9%** Other expenses
- **4.3%** Loss from disposal of assets



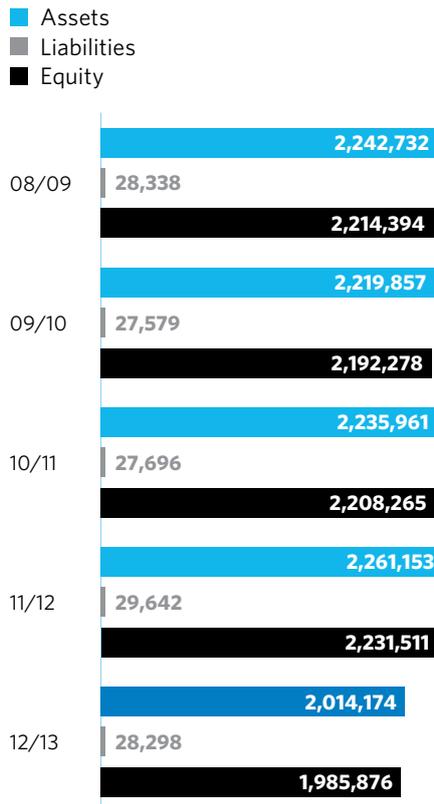
Capital expenditure (excluding contributed assets) (\$'000s)



HOW ARE WE GOING? (STATEMENT OF CHANGES IN EQUITY)

The graph below compares the City of Ryde's net accumulated financial worth as at 30 June 2013 to our position over the past four years.

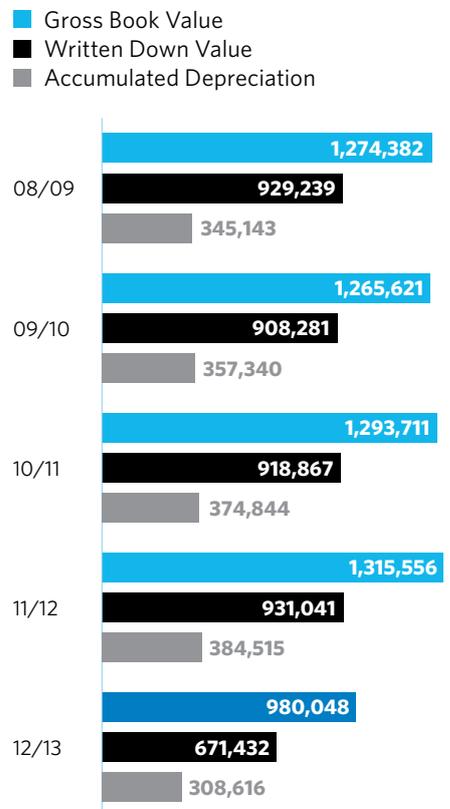
Net worth/equity (\$'000s)



ASSET MANAGEMENT (COUNCIL'S ASSETS - INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT)

We own and maintain over \$2.22 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 and equipment (\$'000s)



MACQUARIE PARK CORRIDOR SPECIAL RATE

The Macquarie Park Corridor Special Rate raised approximately \$1.24 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 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 2012/13

	Budget	Actual
Funds brought forward from 2011/12 financial year	\$1,691,589	\$1,691,589
Revenue 2012/13	\$1,225,360	\$1,241,030
EXPENDITURE		
Road Services	\$564,215	\$822,058
Place Management	\$192,190	\$12,000
Public Domain	\$400,000	\$280,243
Total Expenditure	\$1,156,405	\$1,114,301
Net Result	\$1,760,544	\$1,818,318

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

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

STORMWATER MANAGEMENT SERVICE CHARGE

The Stormwater Management Service Charge raised approximately \$0.99 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 in providing stormwater management services across the City of Ryde. Revenue and expenditure is as follows:

Stormwater Management Service Charge 2012/13

	Budget	Actual
Funds brought forward from 2011/12 financial year	\$963,075	\$963,075
Revenue 2012/13	\$970,850	\$989,549
EXPENDITURE		
Stormwater replacements	\$721,000	\$551,286
Total Expenditure	\$721,000	\$551,286
Net Result	\$1,212,925	\$1,401,338

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

See pages 77 and 196 for details of stormwater management activities undertaken in 2012/13.

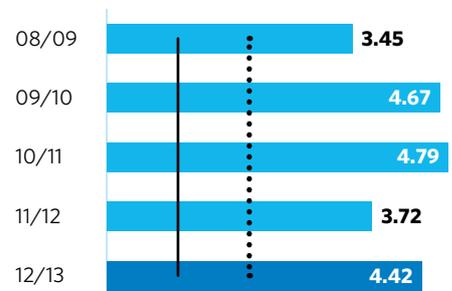
PERFORMANCE MEASURES

Unrestricted current ratio

For every \$1 of current liabilities, we have \$4.42 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

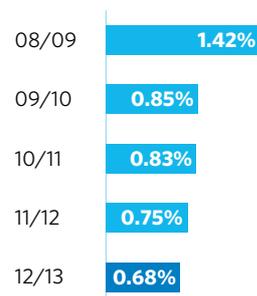
- City of Ryde
- Benchmark
- LGMA Health Check Balance



Debt service ratio

Our debt service ratio has been steadily decreasing over the past five years, with only 0.68 percent of our total revenue being committed to loan repayments for 2012/13.

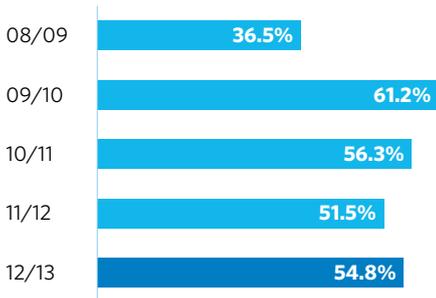
Debt service ratio (percent)



Rate coverage ratio

We sourced 54.8 percent 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.

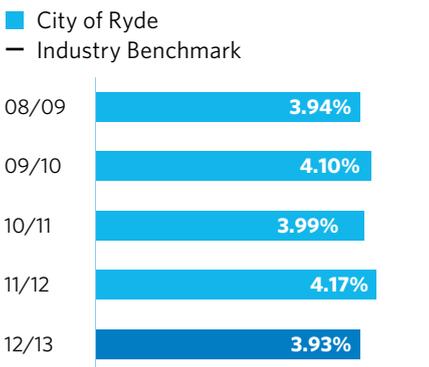
Rate coverage ratio (percent) (including contributed assets)



Rates and annual charges outstanding

We maintain a strong recovery rate of 3.93 percent of outstanding rates and annual charges as at June 2013, which compares favourably with the industry benchmark of 5 percent. This year saw a slight decrease in the level of outstanding rates and this is expected to decrease further following the implementation of a new Debt Recovery System.

Rates and annual charges outstanding (percent)



Calendar of events held in 2012/13

JULY

Australian Chinese Painting Society exhibition / HSC Lock-in / Online library launch / Lifelong learning talk / Guided walks and talks / National Tree Day

AUGUST

Learner driver workshop / Women's mental health talk / E-book demonstration / Domestic violence forum / Author talk: Lisa Heidke

SEPTEMBER

Ryde Rivers Festival / Bike Week activities / Healthy Chemistry exhibition / Brush Farm House open day / Young Writers' Festival / Small Business September activities / Follow Your Waste tour

OCTOBER

Granny Smith Festival / Calligraphy exhibition / Guided walk: First Contact / Author talk: Shamala Ratnesar / Community Safety for Seniors talk / Art Society exhibition and awards / Senior driver workshop

NOVEMBER

Youth Environment Prize art exhibition / Remembrance Day / White Ribbon Day / National Recycling Week activities / Musical morning tea / Author talk: Michael Rowbotham / Guided walk: Glades Bay / Cinema in the Plaza / Spring Garden Competition awards

DECEMBER

Community Christmas Celebration / Carols in the Plaza / Carols at North Ryde Common / Immunisation clinic / Scam awareness talk / Quilters' Guild exhibition





JANUARY

Citizen and Young Citizen of the Year ceremony / Australia Day family concert and fireworks / Australia Day Barbie by the Pool at Ryde Aquatic Leisure Centre / Author talk: Robin de Crespigny

FEBRUARY

Lunar New Year celebrations / Lunar New Year cooking competition / History of Eastwood talk / Livvi's Place Grand Opening

MARCH

Seniors celebration / Clean Up Australia Day / Community Information Expo / 'All the Colours of Ryde' festival / International Women's Day art exhibition / Lifelong learning: Wills and Powers of Attorney / Cinema in the Park / Ryde Business Bootcamp / Volunteer Fundamentals course

APRIL

ANZAC Day ceremonies / Family Law talks / Breast screening / Breakfast with Bushcare / Community Milestones talks



MAY

Breast screening / Volunteer Recognition awards / Eastwood Patchwork Quilters exhibition / Crossing the Blue Mountains talk / Mothers' Day tea party / Volunteer Week activities / Music for the Ages concert / Author talk: Julie Goodwin / Household chemical collection

JUNE

Mayor's Community Prayer Breakfast / Natural Baby Care workshop / Eco Choice seminar / Sustainable Business Practice seminar / Author talk: Michael Brissenden / Guided walk: Brush Farm Park / Leftover Makeover cooking class / Harmony soccer match / Creative Writing for Kids workshop

Key statistics

	2011		2006		Change
	Number	%	Number	%	2006 to 2011
POPULATION (EXCLUDING OVERSEAS VISITORS)					
Males	50,060	48.6	47,515	48.2	+2,545
Females	52,978	51.4	51,004	51.8	+1,974
Total population	103,038	100	98,519	100	+4,519
POPULATION CHARACTERISTICS					
Indigenous population	352	0.3	268	0.3	+84
Australian born	54,661	53.0	53,747	54.5	+914
Speaks a Language other than English at home	43,295	42.0	35,173	35.7	+8,122
Australian citizens	81,059	78.7	77,965	80.4	+3,094
Australian citizens aged 18+	63,354	61.5	61,171	63.1	+2,183
AGE STRUCTURE					
Babies and preschoolers	6,362	6.2	5,596	5.8	+766
Primary schoolers	7,693	7.5	7,443	7.7	+250
Secondary schoolers	6,124	5.9	6,246	6.4	-122
Tertiary Education/Independence	11,436	11.1	10,744	11.1	+692
Young workforce (25-34)	16,873	16.4	14,920	15.4	+1,953
Parents and homebuilders (35-49)	22,450	21.8	22,153	22.9	+297
Older workers and pre-retirees (50-59)	12,312	11.9	11,732	12.1	+580
Empty nesters and retirees (60-69)	8,761	8.5	7,406	7.6	+1,355
Seniors (70-84)	8,519	8.3	8,663	8.9	-144
Frail aged (85+)	2,508	2.4	2,032	2.1	+476
Total	103,038	100	96,935	100	+6,103
HOUSEHOLDS AND DWELLINGS					
Owned	12,247	31.3	12,447	32.9	-200
Purchasing	11,607	29.6	10,403	27.5	+1,204
Renting	13,026	33.3	11,883	31.4	+1,143
Other/not stated	2,277	5.8	3,103	8.2	-826
Average household size	2.58	N/A	2.51	N/A	+0.07
Total	39,157	100	37,841	100	+1,316
WORKERS IN RYDE					
Live and work in Ryde	13,643	19.6	13,169	22.6	+474
Live outside Ryde but work in LGA	55,837	80.4	45,145	77.4	+10,692
Total workers in the area	69,480	100	58,314	100	+11,166
TRANSPORT TO WORK					
Catch public transport	11,923	23.7	9,726	20.9	+2,197
Drive ¹	29,064	56.5	27,206	58.1	+1,318
Bike	301	0.6	209	0.4	+92
Walk	1,950	3.9	1,723	3.7	+227
Other	449	0.9	1,058	2.3	+72

1 This statistic includes both drivers and passengers

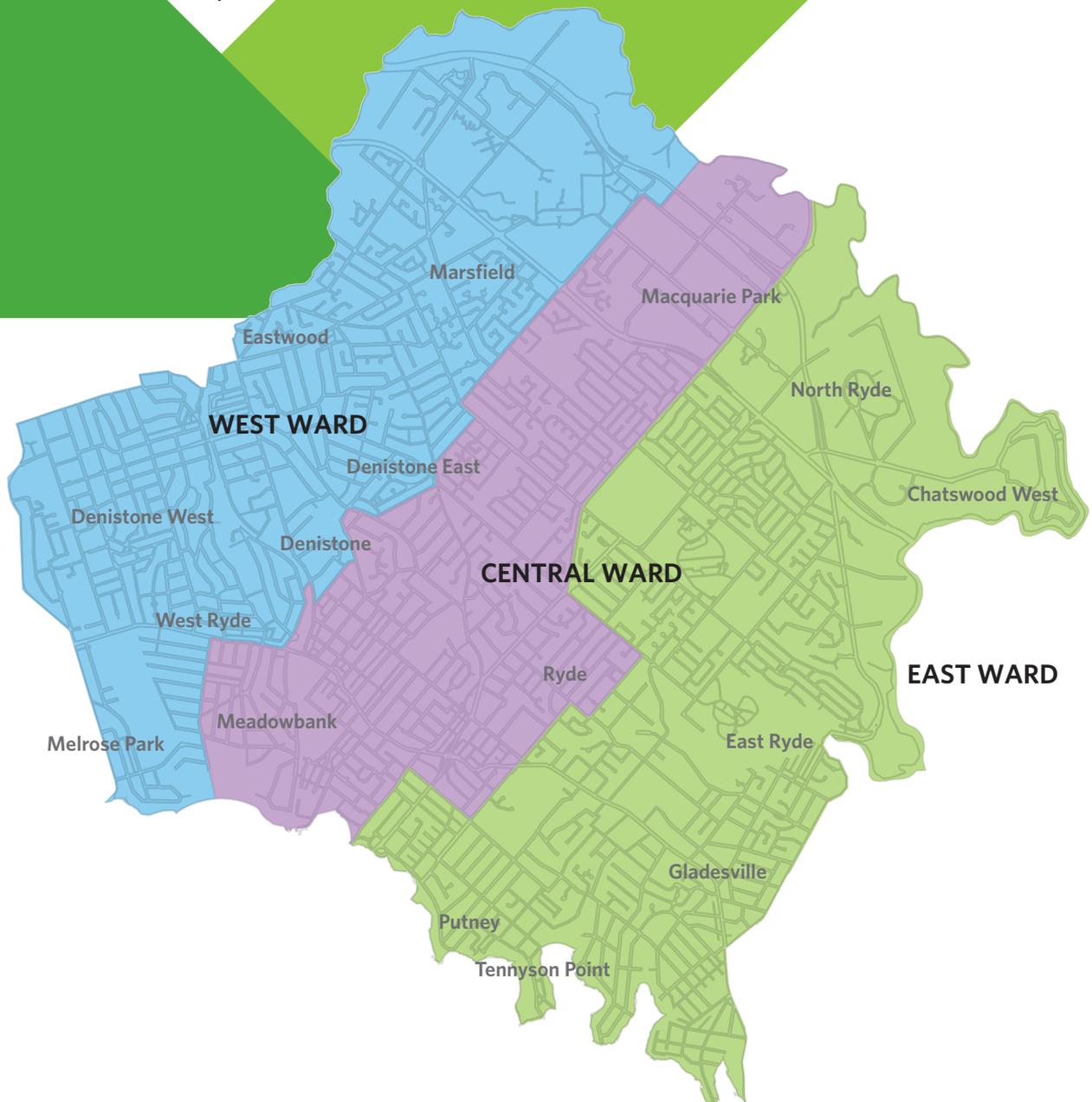
Source ABS Census data 2011

2012/13

CIVIC LEADERSHIP



The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward. The community elects Councillors for a four-year term. The most recent local government elections were held on 10 September 2012. The Councillors elect the Mayor annually. Together, the Councillors make the policies and decisions that drive the City's running on a daily basis and shape how it will develop in the future.



2012/13 Councillors

EAST WARD



Clr Craig Chung

CLR CRAIG CHUNG

Locked Bag 2069, North Ryde NSW 1670

Mobile / 0412 605 597

Email / cchung@ryde.nsw.gov.au

Clr Chung was first elected to the City of Ryde Council in 2012. A business owner with a background in law, Clr Chung's focus is on ensuring Ryde's economic prosperity and that it remains both economically viable and responsive to the community's needs. He believes that vibrant, multicultural and diverse communities are key to the City's future and that the development of appropriate community spaces is crucial to making this happen. In 2012/13 he was a member of the Planning and Environment Committee.

CLR ROY MAGGIO - ELECTED MAYOR IN SEPT 2013

Locked Bag 2069, North Ryde NSW 1670

Mobile / 9952 8332

Email / mayor@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008 Clr Maggio has lived in the Ryde area for 48 years. A self-employed consultant to the electrical industry, he is passionate about sports and children's wellbeing, coaching junior sports teams in addition to his numerous volunteer activities. He is committed to improving facilities and service standards particularly in relation to open spaces in the Ryde area, and ensuring there are safe places for children to play. He is also committed to improving community engagement, developing partnerships with external organisations, ensuring financial responsibility, and delivering results that serve the community. In 2012/13 he was a member of the Ryde Youth Council and Sport and Recreation Advisory Committee. He served as Deputy Mayor in 2009 and recently became Mayor of the City of Ryde Council.



Clr Roy Maggio



Clr Ivan Petch

CLR IVAN PETCH - MAYOR UNTIL SEPT 2013

Locked Bag 2069, North Ryde 1670

Phone / 9809 1847

Email / ivanp@ryde.nsw.gov.au

First elected in 1977, Clr Petch has always endeavoured to represent the views and aspirations of local residents both as a City of Ryde councillor and member of State Parliament. He has been responsible for many achievements during his 36-year tenure, including the expansion of Putney Park; the establishment of the 100-year peppercorn lease of North Ryde Common; the installation of many traffic calming devices, pedestrian safety initiatives and traffic lights to allow residents access to main roads; the proclamation of Wallametta Nature Reserve; the retention of Putney Punt; and a grant that established the Gladesville RSL Gymnastics Club. As Mayor in 2012/13 Clr Petch was ex officio on all committees.

CLR GEORGE SIMON

Locked Bag 2069, North Ryde NSW 1670

Mobile / 0468 478 086

Email / gsimon@ryde.nsw.gov.au

Clr Simon was first elected in 2012. In 2012/13 he chaired the Planning and Environment Committee and Community Harmony Reference Group and sat on the Bicycle Advisory Committee, Ryde Hunters Hill Joint Library Service Advisory Committee and Status of Women Advisory Committee.

Note: Councillors were members of the advisory committees detailed on pages 31-33 and page 37 between September 2012 and June 2013. Recently, committee memberships have changed and we advise the community to refer to our website for the most up to date committee make-up.

CENTRAL WARD



Clr Denise Pendleton



Clr Bill Pickering



Clr Jeff Salvestro-Martin



Clr Sarkis Yedelian OAM

CLR DENISE PENDLETON

Locked Bag 2069, North Ryde NSW 1670

Phone / 9877 6658

Email / dpendleton@ryde.nsw.gov.au

Elected in September 2012, Clr Pendleton has more than 30 years' experience in public service at State and Commonwealth levels in education and organisational development roles and is currently focused on developing disability employment initiatives. As part of the City of Ryde Council she is working to improve community consultation and engagement, ensure strong governance and quality urban development for the City. In 2012/13 she chaired the Citizens' Engagement Advisory Committee and the Status of Women and Access Advisory Committees and was involved in the Community Harmony Reference Group, Ryde Youth Council and the Heritage Advisory Committee. She was also a member of the Audit Committee and was deputy chair of the Planning and Environment Committee.

CLR BILL PICKERING

PO Box 460, Gladesville NSW 1675

Phone / 0404 074 299

Email / bpickering@ryde.nsw.gov.au

Clr Pickering was first elected to the City of Ryde Council in 2008. A former journalist and public affairs specialist for the military, today he runs his own PR and marketing firm in Gladesville. He is passionate about planning matters and appropriate development in the City of Ryde and is concerned about ensuring the financial wellbeing of the City. Focused on putting the City of Ryde on a business footing that makes it less dependent on rates for income, he is working to keep rates affordable for the community in the future. In 2012/13 he chaired the Macquarie Park Forum and was a member of the Works and Community Committee.

CLR JEFF SALVESTRO-MARTIN

PO Box 4104, Denistone East 2112

Mobile / 0413 043 423

Email / salvestro-martin@ryde.nsw.gov.au

First elected in 2008, in 2012/13 Clr Salvestro-Martin was a member of the Economic Development Advisory Committee, the Planning and Environment Committee, and the Audit and Risk Committee.

CLR SARKIS YEDELIAN OAM

PO Box 631, Gladesville 1675

Phone / 8004 5053

Mobile / 0412 048 330

Email / sarkis@yedelian.com

Clr Yedelian is committed to working with the community to create a clean, green and safe city. First elected to Council in 2004, he is self-employed and has run his IT and communications consulting business since 1985. In Ryde, he actively encourages the integration and interaction of Australians with immigrants and helped the community form the Ryde Multicultural Centre. In 2012/13 he played a key leadership role in Ryde's Community Harmony Reference Group, which advises Council on all multicultural issues. He was also a member of the Planning and Environment Committee.

WEST WARD



Clr Artin Etmekdjian



Clr Jerome Laxale



Clr Justin Li



Clr Terry Perram

CLR ARTIN ETMEKDJIAN

Locked Bag 2069, North Ryde NSW 1670

Phone / 0418 248 821

Email / artine@ryde.nsw.gov.au

First elected to the City of Ryde Council in September 2008, Clr Etmekdjian served as Mayor from September 2010 till September 2012. He is a chartered accountant who is currently the Managing Director of a multi-disciplinary business consultancy practice and regularly maintains contact with all of the local City of Ryde Chambers of Commerce. He is passionate about accountability and transparency and is committed to helping the community achieve financial sustainability. In 2012/13 he sat on the Works and Community Committee, Audit and Risk Committee, Community Harmony Reference Group, and Economic Development Advisory Committee.

CLR JEROME LAXALE

PO Box 4187, Denistone East NSW 2112

Mobile / 0426 273 289

Email / jlaxale@ryde.nsw.gov.au

First elected to the City of Ryde council in 2012, Clr Laxale has a background in business administration and running a family business. With a wife and two children, Clr Laxale is passionate about achieving the best policy and outcomes for the increasing number of young families in Ryde. He is also passionate about community consultation and is committed to helping the community have direct access to all levels of local government. In 2012/13 he sat on the Works and Community Committee, Eastwood Events and Promotions Committee, the Sport and Recreation Advisory Committee, Ryde Youth Council, and was the founding chair of the Centenary of ANZAC and Commemoration of WW1 Advisory committee. In his free time, Clr Laxale enjoys Ryde's open spaces and taking his family to playgrounds across the City.

CLR JUSTIN LI - DEPUTY MAYOR

Locked Bag 2069, North Ryde 1670

Mobile / 0412 614 174

Email / jli@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008, Clr Li has lived in the Eastwood area for over 17 years. He was re-elected in 2012 and also became Ryde's first Deputy Mayor from an Asian Australian background. He takes a keen interest on transport, traffic, parking, community facilities, crime prevention, youth, the arts and multiculturalism issues in Ryde and is committed to serving the community with Christian values. In 2012/13 Clr Li was member of the Works and Community Committee and chaired the Eastwood Events and Promotions Committee. He was also a member of the Community Harmony Reference Group.

CLR TERRY PERRAM

12 Clanwilliam Street, Eastwood 2122

Phone / 9874 7904

Email / tperram@ryde.nsw.gov.au

A City of Ryde Councillor since 1987, Clr Perram is now semi-retired from his career in engineering and environmental consultancy. In his work for the City of Ryde, he has continued his interest in parks, bushland and outdoor recreation and in 2012/13 was chair of the Works and Community Committee and Council's Bicycle Committee. He is firmly focussed on ensuring Council's essential services and assets are adequately maintained while keeping costs under control and meeting the needs of the community.

How we govern our City

THE ROLE OF COUNCIL

The City of Ryde exists as a body politic under the NSW Local Government Act 1993. The elected Council consists of 12 Councillors, being the Mayor and 11 Councillors, and must act in accordance with this Act and the associated State and Federal legislation.

The Councillors elect the Mayor annually, while the General Manager is responsible for administration of the Council.

Council's role is to create liveable places for people who live, visit, study, work and play in the City of Ryde.

We deliver our statutory roles, functions and objectives through a corporate governance structure that comprises:

- Council
- General Manager
- Executive Team.

The elected Council weighs up the issues facing our growing City and ensures that ratepayers' money is allocated to priority areas and spent in the most effective way. This means 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 NSW Local Government Act 1993. Day-to-day operations are delegated to the General Manager; corporate performance is monitored through quarterly reports to Council and the community and this Annual Report.

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. Council may consider a smaller number of matters, due to their nature and the need to maintain confidentiality, in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice. Refer to pages 36 and 37 for details of Councillor involvement in various committees.

In addition to regular Council meetings at the Civic Centre, the Council holds a Community Council meeting in each ward at least once a year.

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

The Mayor's role, as chair of Council and the leader of Council, is crucial in managing effective relationships within the administration and ensuring good governance.

One of the key roles involves presiding at and being responsible for the orderly conduct of Council meetings. The Mayor also ensures that Council's decisions are carried out.

CODE OF CONDUCT

Councillors and staff 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 2012/13 there was one Code of Conduct complaint made against a Councillor. This has been referred to a Code of Conduct reviewer selected from Council's regional Conduct Reviewers panel.

A further matter subject to a complaint made under the Code of Conduct was finalised during the 2012/13 year. This had been carried forward from the previous year.

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
- Get social and connect with us on our 'Lets connect' social media channels, including Facebook, Twitter, Instagram, and Pinterest
- 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.

The City of Ryde is committed to engaging its residents, stakeholders and Council staff in the development of policies, plans and the delivery of services for the community. Council's Community Consultation Policy recognises that community information sharing, consultation and participation are vital for effective decision-making.

More information on community engagement is available on our website and page 99.

COUNCILLORS' FEES/EXPENSES

The Local Government Remuneration Tribunal is constituted under Chapter 9, Division 4 of the Local Government Act 1993 and is responsible for categorising Councils, County Councils and Mayoral Offices to determine the amounts of fees to be paid to Councillors, members of County Councils and Mayors in each category.

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 2012/13 can be found in Statutory Information on page 192.

The Mayor's Fee for 2012/13 was \$57,660 plus a Councillor Fee of \$21,700.

The Deputy Mayor's Fee for 2012/13 was \$5,766 plus a Councillor Fee of \$21,700.

The Councillor's Fee for 2012/13 was \$21,700 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 ATTENDANCE AT MEETINGS AND WORKSHOPS

Twenty-one Council meetings were held from 1 July 2012 to 30 June 2013. The statutory meeting, including election of the Mayor, was held on 25 September 2012. The table below lists only meetings and workshops attended during the current term, which began on 8 September 2012. Workshops are held to advise Councillors on topical issues, such as the proposed budget. The Mayor is an ex officio member of all committees and not required to attend committee meetings.

Councillor attendance at meetings and workshops for the period 8 Sept 2012 to 30 June 2013

	WORKSHOPS ATTENDED		COUNCIL MEETINGS ATTENDED ¹		COUNCIL COMMITTEE MEETINGS ATTENDED ²	
	Number	%	Number	%	Number	%
Clr Ivan Petch - Mayor	31/37	84	19/21	90	7/27	26
Clr Craig Chung	28/37	76	19/21	90	11/14	79
Clr Artin Etmekdjian	32/37	86	19/21	90	9/13	69
Clr Jerome Laxale	27/37	73	19/21	90	12/13	92
Clr Justin Li - Deputy Mayor	22/37	59	17/21	81	10/13	77
Clr Roy Maggio	19/37	51	18/21	86	10/14	71
Clr Denise Pendleton	34/37	92	20/21	95	14/14	100
Clr Terry Perram	22/37	59	16/21	76	8/13	62
Clr Bill Pickering	22/37	59	19/21	90	11/13	85
Clr Jeff Salvestro-Martin	16/37	43	16/21	76	7/14	50
Clr George Simon	18/37	49	18/21	86	6/14	43
Clr Sarkis Yedelian OAM	20/37	54	17/21	81	10/14	71

1 This figure includes two Community Council meetings

2 Thirteen Works Committee meetings and 14 Planning and Environment Committee meetings were held

The 2012/13 committee set-up

PLANNING AND ENVIRONMENT COMMITTEE

Chairperson / Clr Simon
Deputy Chairperson / Clr Pendleton
Members / Clr Chung, Clr Salvestro-Martin, Clr Maggio, Clr Yedelian OAM
Ex Officio / Mayor

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

WORKS AND COMMUNITY COMMITTEE

Chairperson / Clr Perram
Deputy Chairperson / Clr Laxale
Members / Clr Etmekdjian, Clr Li, Clr Pickering
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 awarding 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.

In addition, the Committee evaluates traffic studies and considers the recommendations of the Ryde Traffic Committee.

CIVIC PRECINCT COMMITTEE

The Civic Precinct Committee was established to provide direction in all projects involving the development of the Ryde Town Centre including land owned by the Council. However, at an Extraordinary Council Meeting on Tuesday 25 September 2012, the Council passed a resolution declaring that it does not intend to proceed with the current Civic Precinct Redevelopment project. The Council has requested that no further action be taken that would progress the project. This Committee is now defunct.

GENERAL PURPOSES COMMITTEE

The General Purposes Committee deals with items relating to the business of Council in which there is a public interest and makes recommendations to Council based on its findings.

ADVISORY COMMITTEES

Advisory committees help the Council stay connected with the views of our local citizens. Comprising local community members and council representatives these committees provide advice and feedback to the Council on key issues.

At its meeting on 16 October 2012, Council confirmed the Advisory Committees for the following term. The Climate Change, Companion Animals and Crime Prevention Committees were not renewed as their Management Plans had been completed, and actions were implemented into ongoing Council processes. For 2012/13 there were 15 Council Advisory Committees and Reference Groups operating within the City of Ryde. Further information on these committees, including information such as minutes and terms of reference, can be found on our website.



ACCESS COMMITTEE

Chairperson / Clr Pendleton

The 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 AND RISK COMMITTEE

Chairperson / Ms Elizabeth Gavey
(external independent member)

Members / Clr Etmekdjian, Clr Pendleton,
Alternates Clr Chung, Clr Salvestro-Martin

The Audit and Risk Committee provides a forum for communication between all stakeholders in Council's Audit and Risk Management activities; i.e. the Council, General Manager, Senior Management and Internal and External Audit.

BICYCLE ADVISORY COMMITTEE

Chairperson / Clr Perram

Members / Clr Maggio, Clr Simon

The 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.

CITIZEN ENGAGEMENT ADVISORY COMMITTEE

Chairperson / Clr Pendleton

The Citizen Engagement Advisory Committee provides advice, feedback and recommendations on appropriate community engagement frameworks to shape the City of Ryde's draft Community Engagement Plan.

COMMUNITY HARMONY REFERENCE GROUP

Chairperson / Clr Simon

Members / Clr Etmekdjian,
Clr Yedelian OAM

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.

COUNTRY COUNCIL PARTNERSHIP ADVISORY COMMITTEE

All Councillors sit on this Committee with the Mayor being the Chairperson

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 COMMITTEE

Chairperson / Clr Li

Members / Clr Laxale, Clr Perram,
Clr Etmekdjian

The Eastwood Events and Promotions Committee promotes and sponsors entertainment and new activities and initiatives in the Eastwood Town Centre.

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Chairperson / Clr Salvestro-Martin

Members / Clr Chung, Clr Etmekdjian

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

Chairperson / Clr Petch

Members / Clr Perram

The 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

Chairperson / Clr Pickering

Member / Clr Chung, Clr Etmekdjian

The 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 ADVISORY COMMITTEE

Chairperson / Clr Quinn (Hunters Hill)

Members / Clr Bird (Hunters Hill),
Clr Simon (Ryde)

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

Chairperson / Youth council member

Members / Clr Laxale, Clr Maggio

The Ryde Youth Council plans and assists in the implementation of Ryde's Community Strategic Plan through its recommendations, activities and events.

SPORT AND RECREATION ADVISORY COMMITTEE

Chairperson / Clr Laxale

Members / Clr Maggio, Clr Perram

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 ADVISORY COMMITTEE

Chairperson / Clr Pendleton

Members / Clr Simon

The Status of Women Advisory Committee promotes the status of women in the City of Ryde.

TRAFFIC COMMITTEE

This is a Technical Advisory Committee with no formal Councillor representatives

The Traffic Committee advises Council on all traffic-related matters. The committee representatives include the Roads and Maritime Services (RMS).

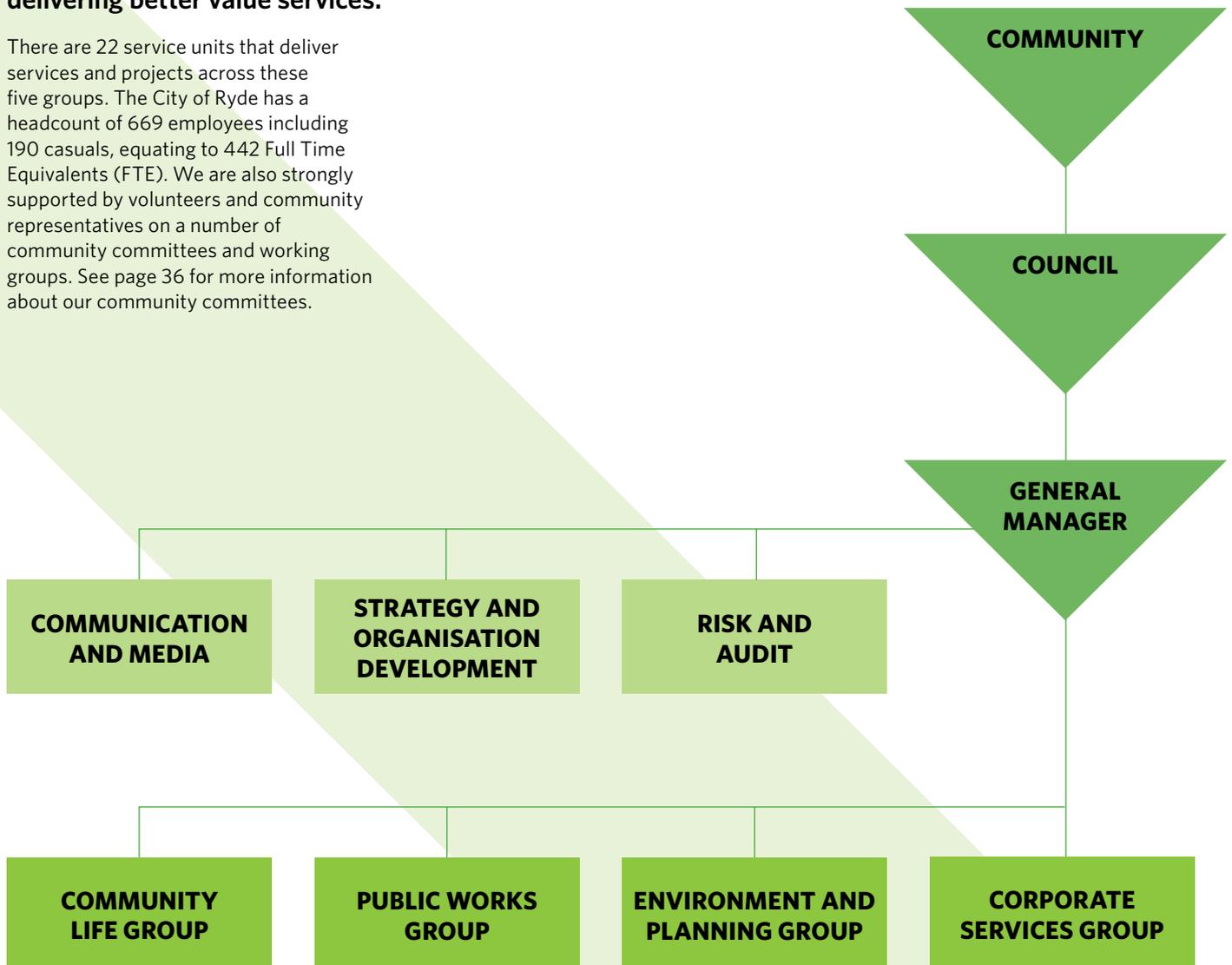
Organisational leadership

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
- Office of the General Manager.

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 service units that deliver services and projects across these five groups. The City of Ryde has a headcount of 669 employees including 190 casuals, equating to 442 Full Time Equivalents (FTE). We are also strongly supported by volunteers and community representatives on a number of community committees and working groups. See page 36 for more information about our community committees.



Executive team

In 2012/13, the Executive Team consisted of the General Manager, four Group Managers and the Service Unit Managers for Strategy and Organisation Development and Communications and Media.



GENERAL MANAGER

JOHN NEISH

Qualifications / BAppSci
Appointed / 2010, resigned February 2013

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 that provide a beneficial lifestyle for local residents.

John resigned from the City of Ryde in February 2013.



GENERAL MANAGER (ACTING) FROM FEBRUARY 2013

GROUP MANAGER COMMUNITY LIFE UNTIL FEBRUARY 2013

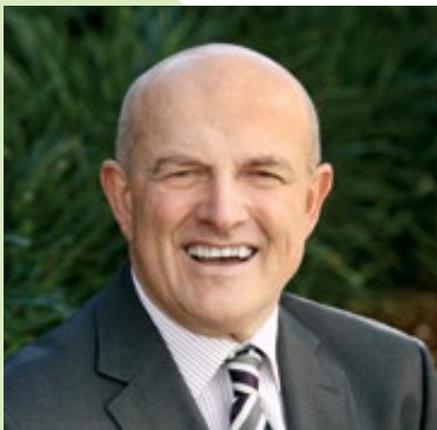
DANIELLE DICKSON

Qualifications / B. Arch (Hons),
M. Env and Local Govt. Law, Grad.
Australian Institute of Company Directors
Appointed / 2013, resigned August 2013

Danielle Dickson's ten-year career in local government includes executive management roles in a diversity of disciplines including environment and planning and community and recreation. Specialist skills in the delivery of major projects, coupled with qualifications in architecture, law and company directorship, have provided Danielle the experience to deliver on the aspirations of the community. Danielle came to the City of Ryde in 2012 as Group Manager - Community Life, where she oversaw the completion of the much anticipated all-inclusive playground Livvi's Place at Yamble Reserve, the opening of the West Ryde Community Centre and a number of critical open space Masterplans. After eight months in this position Danielle was appointed to act in the role of General Manager.

In the relatively brief time of her tenure she oversaw the commencement of a strategy to respond proactively to long-term financial challenges and has reinvigorated the Council's community engagement framework, giving members of the community a stronger voice in what happens in their local area. She also effectively steered the Council through a period of intense media and public scrutiny.

Danielle resigned from the City of Ryde in August 2013.



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.

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

Key focus areas and achievements have been developing Council's approach in addressing the City of Ryde's medium-to long-term financial position, continuing to enhance Council's customer service delivery by stronger community engagement and undertaking customer satisfaction surveys, implementing a robust customer feedback/complaints management process and undertaking system development to enable further services and facilities to be available online for our community.

Council's governance and enterprise risk management framework is an ongoing priority of his with substantial work being completed over the past year. One example is the work progressing with respect to our information management systems and technology infrastructure that will strongly position the City of Ryde for the future.

Roy has recently been appointed as Acting General Manager which has required him to support and work closely with the Council in developing key strategies for the City's future and ensuring the City of Ryde can continue to deliver the many great services it provides to its community.



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 19 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.

He remains focused on facilitating sustainable development in the City of Ryde, underpinned by modern planning controls and a best-value assessment process.

In 2012/13 Dominic's team oversaw the third-highest amount of development of any local government area in NSW. The team also implemented the first new citywide local environmental planning controls in 30 years.



GROUP MANAGER PUBLIC WORKS

GEORGE DEDES

Qualifications / B.A., Dip. Ed.,
Dip. Management, Grad. Cert.
Workplace Relations
Appointed / 2013

George has spent over 25 years delivering and maintaining public works assets and services for local and state government. He manages a portfolio including the delivery and maintenance of infrastructure assets, project delivery, and traffic and business infrastructure management, which includes waste, plant and fleet, properties, and construction materials recycling.

Current initiatives include the development of a 10-year asset management plan, a geospatial asset management system, new land-based property systems and increasing opportunities for income generation and improved business planning.

The breadth of experience George brings to the role is allowing the development of key systems while strengthening the commercial and customer focus across the public works division. This is improving service delivery in an environment of continual improvement for the residents of Ryde.

George has recently been permanently appointed to the position of Group Manager Public Works.



MANAGER COMMUNICATIONS AND MEDIA

ANGELA JONES-BLAYNEY

Qualifications / B. App. Sci (Environmental Health), Dip. Project Management
Appointed / 2012

Throughout Angela's extensive 23-year career in local government she has a proven track record of fostering a culture in which excellence in service is pursued by all staff and is front of mind when dealing with our customers.

Angela has held roles in local government in communications and media, human resources, organisational development and customer service as well as roles in regulatory areas of Council. She has been directly responsible for the implementation of a broad range of management initiatives including public relations, media management, branding, community and customer engagement, social media, market research, corporate communications and complaints management, negotiation and dispute resolution and the development and implementation of organisational change and workplace strategies.

In her current role, Angela is responsible for the implementation of communication and community engagement strategies and strategic customer service programs to support and improve the interface between the City of Ryde and its customer base. She is also responsible for managing internal and external media communications for the Council to ensure effective engagement with the community and other key stakeholders.



GROUP MANAGER PUBLIC WORKS

TERRY DODDS

Qualifications / DPM A.Dip Eng (Civil) CPPD MAIPM MAITPM FMACMP MCFMI
Appointed / 2010, resigned December 2012

Terry has spent over 30 years participating in the delivery and maintenance of infrastructure assets for Local and State Government, as well as the private sector.

Terry led 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.

Terry resigned from the City of Ryde in December 2012.



MANAGER STRATEGY AND ORGANISATION DEVELOPMENT

BEKI BOULET

Qualifications / MBA
Appointed / 2010, resigned May 2013

Beki has 12 years experience in organisational development in local government and extensive experience in strategic development in private industry, IT process solutions and continuous improvement. Her focus at the City of Ryde was to bring about positive cultural change throughout the workforce to improve customer service standards and drive performance.

Beki resigned from the City of Ryde in May 2013.

Awards and recognition

ORGANISATIONAL AWARDS

We received the following awards and commendations in 2012/13.

AWARD	ASSOCIATION	RECEIVED FOR
Award for Landscape Management	Australian Institute of Landscape Designers and Managers (AILDM)	Our commitment to the long-term care and conservation of our local urban forest
Animal Management Plan of the Year	Australian Institute of Animal Management (AIAM)	Promoting responsible pet ownership through public awareness, regulation and suitable infrastructure, and effectively minimising public pet nuisance
Gold Medal	Australasian Reporting Awards (ARA)	2011/12 Annual Report
Sustainable Cities Awards	Keep Australia Beautiful NSW	Overall runner-up for Sustainable Council



COMMUNITY AWARDS

We awarded the following prizes to members of our community in 2012/13.

AUSTRALIA DAY AWARDS

The City of Ryde Citizen and Young Citizen of the Year 2013 were presented during the City of Ryde Australia Day celebrations.

Citizen of the Year / Jacques Baran
Young Citizen of the Year / Paul Perrett



VOLUNTEERS OF THE YEAR 2013

Sixty nominees for the annual Volunteer Recognition Awards were recognised for their outstanding contribution to the community at a celebration held in their honour at the Civic Centre on 6 May 2013.

Volunteer of the Year / Arthur McKenzie
Young Volunteer of the Year / Timothy Williamson
Volunteer Group of the Year / Return to Work Program

Read more about their work at ryde.nsw.gov.au/volunteerawards, and see our City of Environmental Sensitivity outcome from page 78 for details of some other community award programs we ran in 2012/13.



TOP IMAGE: JACQUES BARAN
 MIDDLE IMAGE: PAUL PERRETT
 BOTTOM IMAGE: VOLUNTEERS OF THE YEAR

YOUTH ENVIRONMENT PRIZE ART COMPETITION

The annual Youth Environment Prize (YEP!) Art Competition invites young artists to submit artwork created from recycled or reused materials (or multimedia).

Traditional Art Category

A sculpture, assemblage or collage made out of recycled materials.

12-14 years / Joshua Ng
15-18 years / Bryson Carew
19-25 years / Dan Doan

Functional Art Category

Objects made of recycled materials that you can use or wear.

12-14 years / Eshaan Malhotra and Riva Shirol
15-18 years / Tiarn Bucciarelli, Sandra Khalil, Angelica Saab and Tayla Sciancalepore
19-25 years / James Black

Digital Media Category

A photograph, CGI image or video that portrays a message about sustainable living or waste themes.

12-14 years / Amanda Shui and Eda So
15-18 years / Aigerim Tulekova
19-25 years / Matt Small

Read more about the award winners at ryde.nsw.gov.au/yep and about other arts initiatives across our City on page 90.

2012/13

OUTCOMES



Our performance against the Four Year Delivery Plan 2012-2016

OUR OUTCOMES

We understand the importance of considering the social, environmental and economic factors that together build 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 seven outcomes represent these interconnections and the importance of a whole community approach to what we do. The outcomes are drawn from the key themes in the current vision in the Ryde 2021 Community Strategic Plan that took effect in July 2011.

HOW DID WE PERFORM IN 2012/13?

Our services and programs are identified and planned in the annual Operational Plan contained within the Four Year Delivery Plan 2012-2016. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

OVERALL PROJECT PERFORMANCE SUMMARY

During 2012/13 we undertook a total of 152 projects, and completed 78 percent of those against our target of 95 percent.

A total of 74 projects were carried over for completion in 2013/14.

MEASURING OUR PROGRESS

The following pages address the key strategic activities we planned for completion in 2012/13 and includes targets and results. They also include what is planned for the coming year.

Our operational planning process begins with a review of our achievements against the Four Year Delivery Plan 2012-2016 and the actions contained within Service Unit business plans.

We assess how our activities to date have progressed towards our outcomes and our community's vision to ensure we are on track.

We use the following measures to indicate the status of a project:

- 🔄 **On track** / project is underway or performance indicator within reasonable limits
- 🕒 **Action required** / project timeline or performance indicator not met
- **Complete** / project is finished or performance indicator met or exceeded
- **Not started** / project has not yet commenced
- ⊗ **Cancelled** / project has been cancelled
- 📅 **Deferred** / project deferred to a later date

CITY OF LIVEABLE NEIGHBOURHOODS

We seek to ensure we provide a range of well-planned clean and safe neighbourhoods, and public spaces, designed with a strong sense of identity and place.

CITY OF WELLBEING

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

CITY OF PROSPERITY

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

CITY OF ENVIRONMENTAL SENSITIVITY

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

CITY OF CONNECTIONS

We aim to create access and connection to, from and within the City of Ryde, providing safe, reliable and affordable public and private travel, transport and communication infrastructure.

CITY OF HARMONY AND CULTURE

We seek to ensure that we are a welcoming and diverse community, celebrating our similarities and differences, in a vibrant city of culture and learning.

CITY OF PROGRESSIVE LEADERSHIP

We strive to be 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.



OUTCOME: A CITY OF LIVEABLE NEIGHBOURHOODS

Liveable Neighbourhoods are well-planned, clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place. As our City grows, pressure will be placed on our existing neighbourhoods to adapt to the increasing number of residents, as well as meet the changing needs of those who already live here.

Our population is ageing and more of our residents are choosing to live in villas and apartments rather than freestanding homes. At the same time, research by Housing NSW has put the City of Ryde in the highest category of need for affordable housing, which we must address by encouraging a range of affordable housing choices through appropriate development in appropriate locations.

To create Liveable Neighbourhoods, we must address significant legislative changes and environmental challenges; maintain public safety and amenity; and develop a policy framework that will manage growth while enhancing the cultural and social character of the City.

Four programs support this outcome: our Centres and Neighbourhood Program, Community and Cultural Program, Open Space, Sport and Recreation Program, and the Regulatory Program.



Goal one

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

Strategies

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

Goal two

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

Strategies

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

Goal three

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

Strategies

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



1,201 dwellings
approved

**\$408
million**

worth of
development approved

10

community information
sessions held

99%

of calls for compliance
rangers acted on in
two days

933

food premises inspected

1

award won for our
Companion Animal
Management Plan

In 2012/13 we:

CONTINUED WITH OUR BOARDING HOUSE PROJECT

In 2012/13 we prepared a Draft Boarding Houses Policy in response to changes in State Government legislation. The community was asked to consider the draft policy, which is made up of two separate components: the Draft Enforcement Policy – Boarding Houses and the Draft Amending Development Control Plan (DCP) – Boarding Houses, before Council decides whether to adopt the policy.

Let's **ENGAGE**

CONDUCTED COMMUNITY WORKSHOPS

We ran a series of workshops seeking community input into neighbourhood renewal projects in Agincourt Road, Boronia Park and Sager Place. These workshops reflect a strong desire from the community for improvements in public amenity through contemporary street furniture, art, landscaping, pedestrian safety and increased parking opportunities.

The City of Ryde recognises that improving the liveability and amenity of our neighbourhoods will improve property values, increase the City's population and attract further development and job growth. However, this must also be balanced against the increasing volume of traffic carried by our local roads. Also, in light of our long-term financial outlook, the City of Ryde is continuing to look at how we can balance our community's desires with the need to ensure our ongoing financial sustainability.

ENCOURAGED COMPLIANCE WITH REGULATIONS

Parking and traffic regulation, animal regulation, and illegal dumping remain significant areas of interest for our community with 4,392 calls received from customers and actioned by parking and compliance rangers. This is a 13 percent increase on the previous 12-month period. Ninety-nine percent of these complaints were actioned by staff within two working days.

2012/13 also saw the continuation of the School Safety Banner Program that aims to promote pedestrian safety around schools within the City of Ryde. There has been a slight reduction in the number of infringements issued around schools this year as well as a decrease in the numbers of assaults on rangers. This is very pleasing and suggests that the message is working and unsafe behaviour is decreasing.

HELD COMMUNITY INFORMATION SESSIONS

A total of 10 community information sessions were held in 2012/13. Due to overwhelming community interest in response to the State Environmental Planning Policy (SEPP) that allows granny flats to be built in all residential zones, our Building Development Advisory Service held a series of free information seminars for interested community members. We also held a home renovation seminar, a seminar on sustainable design and building, and a planning controls seminar with Macquarie University postgraduate students.

REVIEWED DEVELOPMENT CONTRIBUTIONS

We are currently in the process of reviewing our development contributions plan to ensure that community and infrastructure needs associated with our growing population can be met by the City of Ryde.

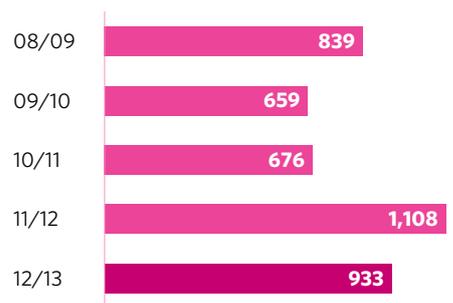
IMPROVED POOL SAFETY

In an attempt to reduce backyard pool drownings swimming pool owners are now required to register their pools. We have been pro-actively working with our community to ensure they are aware of the new legislation and potential fines for non-compliance through a community information campaign, including brochures and audio visual material at libraries and in our customer service centre, as well as reminder notices in our fortnightly publications.

INSPECTED FOOD PREMISES

As part of our continued focus on ensuring the community can purchase food safely, our staff inspected 933 food shops this year.

Number of food premises inspected



The City of Ryde had approximately 739 registered food premises in the 2012/13 financial year; 706 of these were considered to be either high or medium risk premises. Our environmental health team aims to inspect each of these businesses at least once a year (or more often where necessary).

In 2012/13, 178 businesses were found to require reinspection as the initial inspection of the premises was not satisfactory, although, 152 businesses were found to be satisfactory after the re-inspections. This is a slight decrease on the number of businesses found to be initially unsatisfactory compared with the previous financial year.

Let's CELEBRATE

RECEIVED AN AWARD FOR OUR ANIMAL MANAGEMENT PLAN

The City of Ryde won the 2012 Animal Management Plan of the Year at the annual Australian Institute of Animal Management (AIAM) awards. The award recognises our effective promotion of responsible pet ownership through public awareness, regulation and suitable infrastructure, and minimisation of public pet nuisance.



RENEWED AGEING ASSETS

2012/13 saw completion of several asset renewal projects. This included a project to upgrade Macquarie Park parking meters so they are able to process credit card transactions securely. This makes credit card transactions a live process and minimises the use of fraudulent credit cards.

Another project was the renewal of our infringement management system and hand held device contracts for a further three years. This ensures the technology used by our rangers is up to the current industry standards.



In 2012/13 we: (continued)

APPROVED NEW DWELLINGS AND COMMERCIAL PREMISES

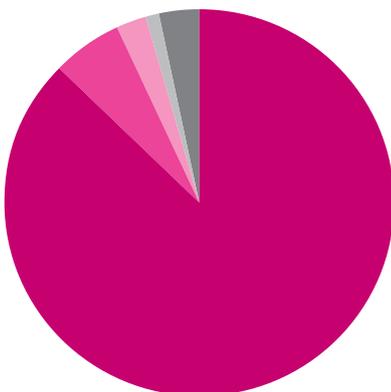
A total of 1,201 dwellings (see chart below) and over 4,500m² of commercial floor space were approved by the City of Ryde in 2012/13. This equates to an estimated \$408 million worth of development, which is expected to be above average for similarly sized councils in NSW. This trend continues from the previous year, in which the City of Ryde reported the third highest value of approved development in NSW, behind City of Sydney and The Hills.

Residential development

The assessment unit's new Express Development Application Service has continued to reduce DA processing times. Under this initiative, simpler applications of various types, including residential and commercial applications are identified at lodgement and are targeted for processing in 30 days or less. In 2012/13, 222 DAs and Section 96 Applications were processed under the Express Development Application service. This represents 34.3 percent of all DAs and Section 96 applications.

New dwellings approved 2012/13

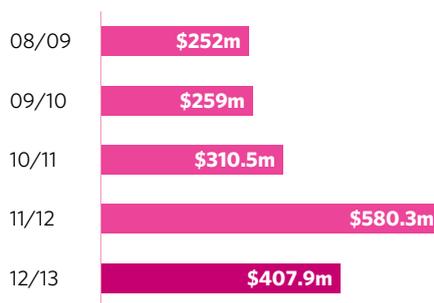
- 1,024 Residential flat/building unit
- 67 House
- 30 Dual occupancy
- 11 Secondary dwelling (granny flat)
- 39 Villa unit



Commercial development

While the ongoing effects of the Global Financial Crisis are still limiting the level of investment in major projects, the City of Ryde continues to attract a high number of complex, large-scale commercial developments – as can be seen in the value of applications determined (see chart below).

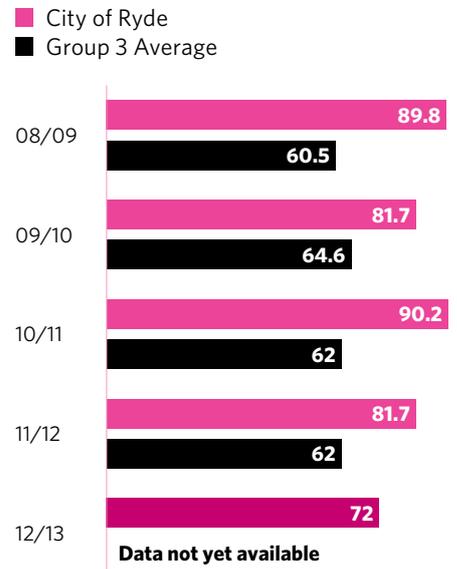
Value of development applications determined



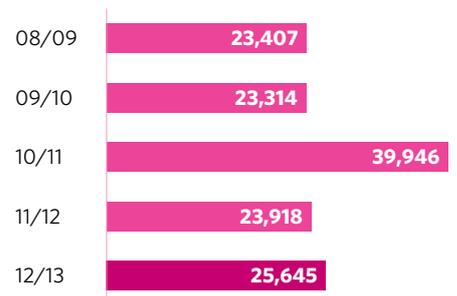
Continuing improvements to processes and policy have also seen the determination of a significant backlog of complex applications, with an improved average determination time over 2011/12. The average time between the lodgement of a Development Application and its determination was 70 days in 2012/13; this represents an improvement of 14.6 percent from the previous year.

As displayed in the chart following, despite the increased complexity, our staff continue to determine a high volume of applications per officer compared with other similarly sized metropolitan councils, known as Group 3 Councils.

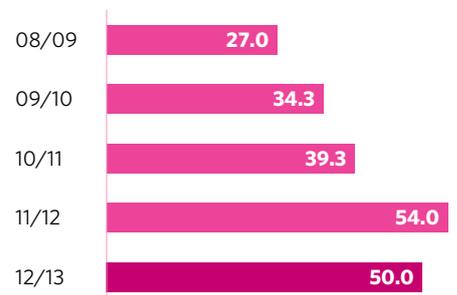
Applications determined per officer



Number of DA-related enquiries received



Number of Development Assessment days (median)





Our challenges

We face a number of challenges related to the State Government's planning reforms, which will have a significant impact on the strategic vision for our City. While there remains considerable uncertainty regarding the changes to the planning system, we are actively engaging in the process to ensure the needs of the City of Ryde are represented. As the nature of the changes become clearer, we will investigate our options and determine the appropriate way to manage our City's built form and neighbourhoods into the future.

Looking ahead

IN 2012/13 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Continuing with our Boarding House Project
- Planting Street Trees
- Upgrading Elouera Reserve.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- Creating a Masterplan for Meadowbank Station Precinct.

How our planned projects progressed in 2012/13

On track	1	Complete	2	Cancelled	2
Action required	1	Not started	-	Deferred	-

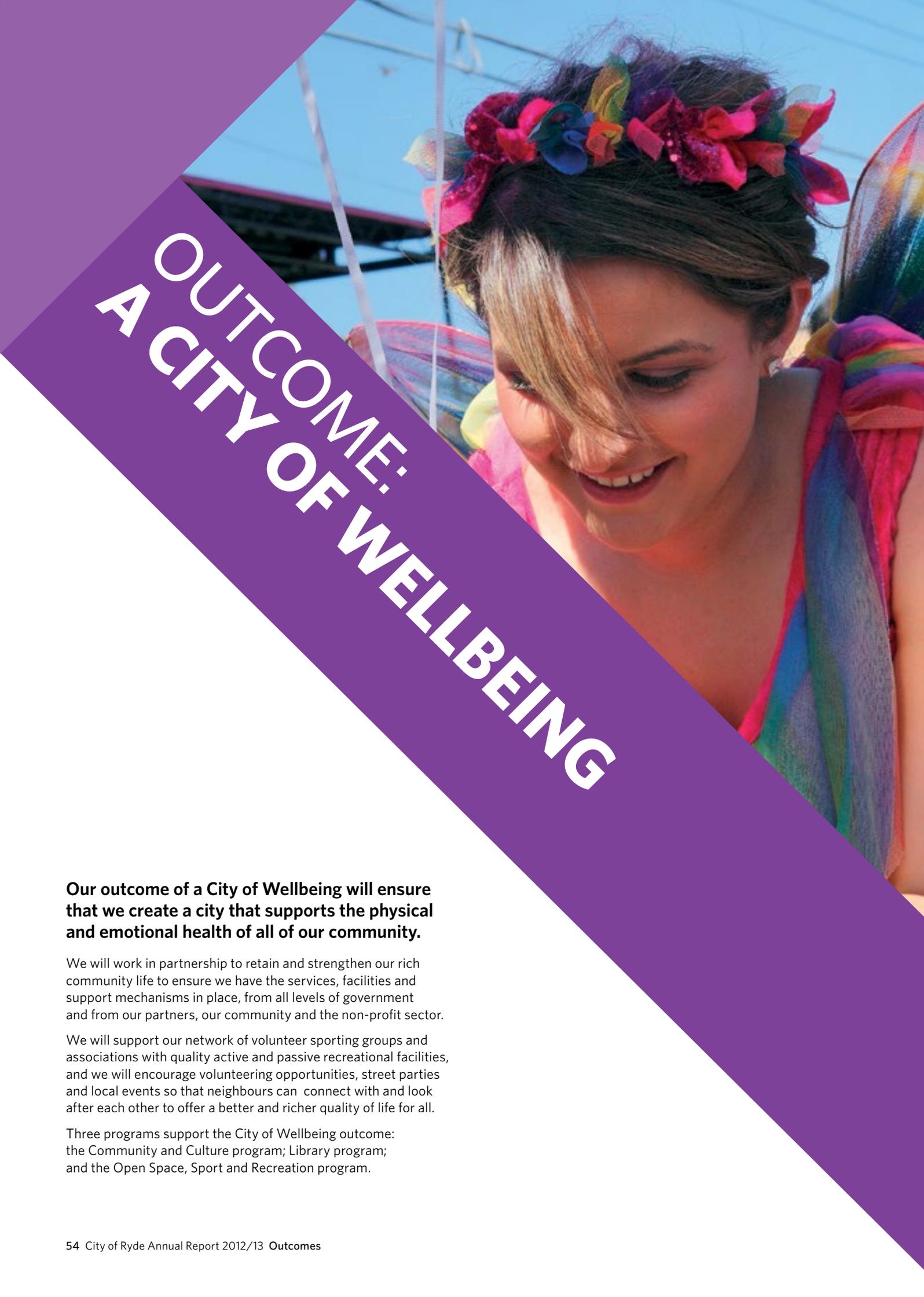
Program/projects	Status	Comment
CENTRES AND NEIGHBOURHOOD PROGRAM		
Elouera Reserve upgrade		Design stage completed. Upgrade works to commence in 2013/14
Neighbourhood centre renewal		Construction is well underway, however the cost of works on Agincourt Road is expected to exceed initial estimates and soft landscaping works may be affected
LAND USE PLANNING PROGRAM		
Community education and information		
OPEN SPACE, SPORT AND RECREATION PROGRAM		
Street tree planting program		In Quarter 3 Council resolved to reallocate the remaining funds in this project to the Park and Open Space Tree Planting Program to cover the cost of the Queen's Jubilee Commemorative Tree Project
REGULATORY PROGRAM		
Boarding House Project		Another successful year with the closure of a further three brothels, as well as a number of successful outcomes on unauthorised land uses
Illegal dumping surveillance program		Project cancelled following the Department of Environment's decision not to expand the RID (Regional Illegal Dumping) Squad

Measuring our performance

Within reasonable limits	Action required	Target met
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Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status/Comment
CENTRES AND NEIGHBOURHOOD PROGRAM				
% community satisfaction with the cleanliness of public domain in town centres and small centres	N/A	Baseline year	N/A	Survey results deferred pending development of corporate software
% community satisfaction with the maintenance of public domain in town centres and small centres	N/A	Baseline year	N/A	Survey results deferred pending development of corporate software
REGULATORY PROGRAM				
% customer satisfaction with CoR's development and assessment service (applicants and objectors surveyed)	N/A	Baseline year	N/A	While a complete year's data could not be collected, in the three quarters in which surveys were undertaken an 75% customer satisfaction rating was achieved

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status/Comment
Total development value of approved development applications (in \$million - cumulative)	\$563 million	N/A	\$408 million	
Mean number of DAs processed per person	74	Greater than 51 annually	62	●
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time)	82	78 days (2011/12 Group 3 average)	70	●
Mean gross DA determination times: residential alterations and additions (against Group 3 Average)	82	70 days (2011/12 Group 3 average)	53	●
No. of DAs processed within the Group 3 average number of days by category - residential	130	N/A	164	
Mean gross DA determination times: single new dwelling (against Group 3 Average)	85	73 days (2011/12 Group 3 average)	88	ⓘ
No. of DAs processed within the Group 3 average number of days by category - single new dwelling	41	N/A	75	
Mean gross DA determination times: commercial, retail, office (against Group 3 Average)	63	74 days (2011/12 Group 3 average)	60	●
No. of DAs processed within the Group 3 average number of days by category - commercial	58	N/A	124	
% customer satisfaction - building owners' satisfaction with building certification process	N/A	90%	78%	Baseline Year
% customer satisfaction - satisfaction of complainants with Council's process on minimising the impact of pests on public health	N/A	80%	77%	Baseline Year
% customer satisfaction with inspection of regulated premises service	N/A	Baseline year	N/A	Insufficient survey responses received to create a baseline
No. of food premises inspections conducted	1,149	800	1,006	●
% customer satisfaction with ranger and parking services (vehicle and parking matters, illegal dumping, and companion animal management)	N/A	75%	81%	●



OUTCOME: A CITY OF WELLBEING

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

We will work in partnership to retain and strengthen our rich community life to ensure we have the services, facilities and support mechanisms in place, from all levels of government and from our partners, our community and the non-profit sector.

We will support our network of volunteer sporting groups and associations with quality active and passive recreational facilities, and we will encourage volunteering opportunities, street parties and local events so that neighbours can connect with and look after each other to offer a better and richer quality of life for all.

Three programs support the City of Wellbeing outcome: the Community and Culture program; Library program; and the Open Space, Sport and Recreation program.



Goal one

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

Strategies

- To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all
- To provide a variety of activities that encourage social interaction and stimulate everyday wellbeing
- To collaborate with our partners to encourage more people to lead healthy and active lives locally.

Goal two

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

Strategies

- To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life
- To collaborate with our partners to offer the whole community a range of quality services and facilities
- To influence decision makers to provide health and welfare services that meet the needs of all our community.

Goal three

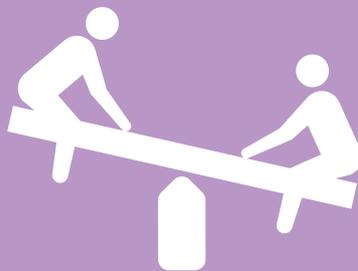
Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours.

Strategies

- To encourage a healthy, happy, inclusive and active community where neighbours look out for each other
- To provide safe community spaces and places for people to meet and get to know each other.

67.9%

of the Ryde population was physically active in 2010



\$1.5 million

invested by the City of Ryde and its partners in the development of Livvi's Place

209

homes modified for the elderly

315

volunteer referrals

124

children attended Go4Fun holiday workshops in Eastwood

716,462

visitors to RALC

1,493

children immunised

608,415

sportsfield users

In 2012/13 we:

DEVELOPED OUR QUALITY OF LIFE INDICATORS REPORT

In 2012/13 we developed our *Quality of Life Indicators Summary Report*. It provides information on specific areas related to community wellbeing in the City of Ryde and forms a valuable basis for community discussion and engagement, as well as a baseline for future measurement. It also provides an evidence base for resource allocation and promoting cooperation between government, non-government and business sectors.

The Report was launched in 4 December 2012 by the Centre for Social Impact from the University of New South Wales. The event included speakers from a number of organisations discussing corporate and community partnerships to address social issues.

Let's CELEBRATE

CELEBRATED SENIORS WEEK

Thirty-five special 'Live Life!' Seniors Week activities offered local seniors a wide range of events to choose from, including workshops, tours, skills sessions, talks and social get-togethers. In addition, thanks to a partnership arrangement between the City of Ryde, Hunters Hill Council and the Gladesville Chamber of Commerce, over 30 cafés and restaurants in Gladesville also offered special deals for seniors during Seniors Week celebrations.

DEVELOPED A COMMUNITY BUILDINGS LICENSING POLICY

Some of our community buildings provide subsidised accommodation to not-for-profit organisations to deliver services for our community. The buildings are also a strategic tool used to build and sustain not-for-profit sector capacity, address community needs and generate social capital. However, meeting these objectives is only possible if we have a licensing policy that provides consistent, equitable and transparent processes in the management of our buildings.

The Community Buildings Licensing Policy was developed in partnership with tenants and the service sector. Under this policy, we will:

- Seek to sustainably manage community buildings by recovering all or part of the operating, maintenance and renewal costs from the tenants who occupy the buildings, based on the tenants' capacity to contribute
- Make and publish transparent assessments of tenants' requests for subsidies incorporating their capacity to contribute and the community benefit arising from their request
- Provide costed and tailored maintenance plans outlining tenants' operational, maintenance and renewal responsibilities
- Optimise use and provide incentives for planned investment in community buildings
- Provide clear, consistent, equitable and transparent processes on how we provide access to, licence and manage community buildings and assess tenant capacity
- Establish plain-English license documentation that reflects tenants' capacity and responsibilities.

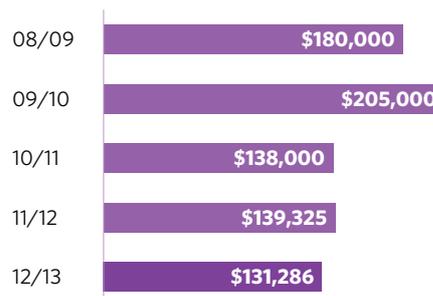
ESTABLISHED A TENANT ENQUIRY SERVICE

After consultation with community buildings' tenants, we found that our customer service required improvement. In response, we created the Tenant Enquiry Service System. The system has a number of key improvements including a single point of contact for all community buildings tenants with our customer service team; providing a timeframe for assessing and resolving requests at the time of request; providing customer reference numbers so tenants can track requests; offering flexible contact options so that tenants can contact Council by calling or submitting an online form; and establishing a quality assurance system.

GAVE GRANTS TO LOCAL COMMUNITY ORGANISATIONS

We allocated more than \$130,000 worth of community, sport and cultural grants to 48 local community organisations and projects in our annual Community Grants program. This year, three projects were funded with a focus on sports development, nine projects were funded under the Cultural Grant category, and 36 under the Community Grants category.

Total value of community grants



In addition to these grants, we contributed an extra \$196,554 to our community, including \$80,000 in community aid, \$17,644 to support community events, \$71,338 in in-kind support such as free hall hire and \$27,752 for other miscellaneous funding projects such as the Ryde-Hunters Hill Men's Shed. A further \$1,955 was given to local students as school awards.

ENCOURAGED KIDS TO GO ACTIVE 2 SCHOOL

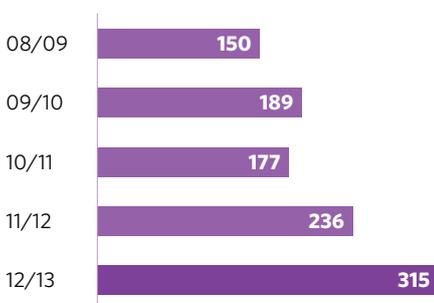
Rollout of our Go Active 2 School program continued with Gladesville Public School, Kent Road Public School and Meadowbank Public School launching the program in 2012/13.

Originally developed in partnership with Ryde Hornsby Health Promotion Unit, the walk to school project aims to address the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. The program has developed over the years and now includes support from the Department of Education and Communities, who provide resources and training for teachers to integrate active living and road safety learning into their day-to-day teaching. NSW Cancer Council assists schools in attaining their SunSmart accreditation and our Local Area Commands play a key role in engaging with students on safety.

ENCOURAGED VOLUNTEERS IN THE COMMUNITY

Volunteering is one of the most appreciated and rewarding ways for the community to support each other and connect socially, and in Ryde we believe that encouraging volunteering is key to promoting wellbeing and a strong sense of community. In 2012/13 we referred 315 enquiries to volunteer organisations. Some Macquarie Park businesses also use the referral service to support volunteers in their organisations, including Johnson & Johnson Medical, Novartis, Canon and Optus.

Number of volunteer referrals



FORMED A 'MAGIC' PARTNERSHIP TO FLOODLIGHT SPORTSFIELDS

The City of Ryde and the Gladesville Ryde Magic Football Club signed a Memorandum of Understanding on a project to install floodlights at Magdala Park. The additional floodlighting will enable sports groups, including baseball, soccer and school groups, to train on the main playing field in the evening.

The City of Ryde allocated \$140,000 for the construction of the lights, with the Magic committing to a contribution of \$60,000. Financial contributions by local sporting groups result in projects being delivered earlier than they would be if they were funded solely by Council, and enables a greater range of community facilities to be built or upgraded.

KEPT OUR COMMUNITY SAFE

'Is Your Stuff Safe?' was a successful project delivered as part of our Crime Prevention Plan. This was a campaign to raise awareness of theft occurring around our town centres, libraries and car parks. Working with our Local Area Command Crime Prevention Officers, we developed messaging to remind people to keep their belongings safe and promoted contact numbers for reporting crime.

The 'Is Your Stuff Safe?' message is now visible throughout the City of Ryde on street signage, with signs in Eastwood created in English, Korean and Mandarin. Signage has also been installed in our libraries, sportsground facilities and at the RALC. Wallet cards with the message have also been created in English, Mandarin, Korean, Farsi, Arabic, Dari and Tamil and are available through Local Area Commands, local community resource centres and libraries and at events.

HELD GO4FUN SCHOOL HOLIDAY SESSIONS AT EASTWOOD PARK

More than 120 local kids embraced fun and active exercise during school holidays by participating in two free 'Come and Try' Go4Fun School Holiday sessions at Eastwood Park, with 87 percent of participants from Culturally and Linguistically Diverse (CALD) communities.

Go4Fun is an exciting new program helping kids become fitter, healthier and happier. The two free 'Come and Try' sessions included activities in AFL, ultimate frisbee, soccer and fun exercise games. These sessions proved so popular that both programs quickly reached full capacity well in advance.

HOSTED A 'TRANSITION TO SCHOOL' SEMINAR FOR KOREAN FAMILIES

More than 50 parents and 35 children attended a Transition to School seminar for Korean families. The seminar informed parents from the growing Korean community about preparing their children for 'big school', what school readiness means in Australia, what school is like in Australia and what to do if their children have limited English.

Families have welcomed these seminars as the Australian school system is quite different to their country of origin. Interpreters and translated material ensured that the parents were fully informed and were able to ask any questions they wanted. Free childcare with Korean speaking childcare workers was provided and was much appreciated by the parents.

INVITED THE BENEVOLENT SOCIETY TO JOIN THE NEW WEST RYDE COMMUNITY CENTRE

The Benevolent Society provides targeted support tailored to meet the needs of vulnerable families with young children up to eight years of age. Support is provided through a multi-disciplinary team, including psychologists, a social worker, early educators, a specialist men's worker, child and family health nurse, speech pathologist, infant mental health specialist, Aboriginal and Torres Strait Island worker, adult educators, and an occupational therapist. The diversity of services offered by the Benevolent Society greatly compliments the other service providers in the Centre and plays an important role in the implementation of the Centre as a child, family and neighbourhood hub.

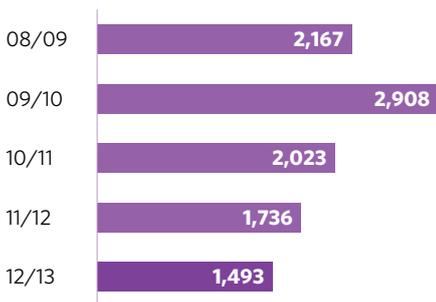
In 2012/13 we: (continued)

IMMUNISED OUR COMMUNITY

The City of Ryde holds two Immunisation Clinics a month with a total of 1,493 children immunised in 2012/13, as well as 200 flu shots administered to City of Ryde staff. This represents an average of 65 children being immunised at each clinic and indicates a slight decline in the number of children using the service since 2011/12, which may be attributable to the relocation of the clinic to West Ryde. Demographic changes in the area may also contribute to falling numbers. Figures from the Australian Child Immunisation Register (ACIR) for 2011/12 (the most recent data available) indicate current levels of child immunisation rates in the Ryde local government area are above the state target of 92 percent.

Recently the Northern Sydney Medicare Local (NSML) established a regional Immunisation Taskforce. We anticipate that participating in this group will assist us to develop best practice models for promoting immunisation in our community. As part of a campaign this year to raise awareness, NSML funded some new advertising material for the Immunisation Clinic. This included 1,000 fridge magnets that have proved to be a popular promotional tool.

Children immunised using Ryde's immunisation service



MODIFIED HOMES FOR THE ELDERLY

Our Home Modification and Maintenance Service (HMMS) offered a free minor maintenance promotion up to the value of \$400 to the frail aged, people with a disability and their carers residing in the Ryde/Hunters Hill LGAs over a five-month period. From 273 requested referral forms, 209 eligible jobs were processed. One hundred and five requests for help came from existing clients, while 168 referrals were from new clients. The total cost of the promotion was \$60,000, and excellent feedback was received from clients.

OFFERED FREE BREAST SCREENING

The BreastScreen Mobile Screening Unit once again visited the Civic Centre for three months. BreastScreen aims to detect breast cancer in its early stages, when treatment can be most effective and always receives a very positive response from our community with more than 1,400 women attending each year.



Let's PLAY

UPGRADED PLAYGROUNDS

The City of Ryde received a \$1.52 million boost to funding for its playground renovation plan from the NSW Local Infrastructure Renewal Scheme (LIRS). The subsidy comes following a successful application for funds to address the urgent upgrade of play areas and equipment identified in the Council's Children's Play Implementation Plan (known as the Play Plan), which was adopted in March 2013.

The creation of the Play Plan involved a full audit of all play facilities across the City of Ryde. This included population analysis, community consultation, a review of play theory, public exhibition of the draft plan as well as a review of works and maintenance budgets. As a result, the Play Plan will guide the Council's approach to the provision of safe, accessible and sustainable high-quality playgrounds for the community over the next ten years.

In 2012/13 we upgraded playgrounds at:

- Livvi's Place at Yamble Reserve, Ryde
- Australia II Park, Marsfield
- Quandong Park, Macquarie Park
- Meadowbank Park at Ross Street, Meadowbank
- Putney Park (South), Putney
- Holt Park, North Ryde.



OPENED LIVVI'S PLACE AT YAMBLE RESERVE

The community came together on Sunday 3 February to celebrate the opening of Livvi's Place, an all-inclusive playground at Yamble Reserve in Quarry Road.

The colourful crowd, estimated at around 1,500, was made up of children, mums and dads, carers, supporters, Councillors, Ministers, sponsors and staff who had all been part of making Livvi's Place at Yamble Reserve a reality.

The \$1.5 million all-abilities playground combines traditional play equipment with purpose built play and landscape elements, providing a safe, outdoor environment for children and carers. Themed play zones that stimulate, calm and provide sensory interest for children with physical, intellectual and emotional disabilities are a feature of the design.

The playground is an example what can be achieved with funding partnerships between government, charity/not-for-profit and private organisations.

In 2012/13 we: (continued)

Let's SHARE

ORGANISED OUR COMMUNITY INFORMATION EXPO

The Community Information Expo is part of the Harmony Day celebrations in Ryde and provided the opportunity for more than 50 local service providers, government and non-government organisations, to promote their services to the culturally and linguistically diverse families living in the Ryde and Hunters Hill local government areas.

Stalls provided information for visiting families on legal and health issues, employment, education and training, family support services and settlement advice as well as information from community groups. More than 500 people attended and gathered information in their mother language during the day thanks to interpreters provided through a partnership between the City of Ryde, the Community Migrant Resource Centre and the not-for-profit employment service MTC Australia.

This year the Expo also featured a children's activity and entertainment from Korean and Chinese community groups. Staff, community and service providers' feedback was very positive.

RAISED AWARENESS ABOUT DOMESTIC VIOLENCE

In addition to becoming a White Ribbon Campaign Partner in early 2012, the City of Ryde, in partnership with the Ryde-Hunters Hill Domestic Violence Committee, hosted a Whole Ribbon Breakfast in November 2012 to mark White Ribbon Day - a day in which communities around the country take a stand over violence against women and raise awareness of the White Ribbon cause. Approximately 100 people attended the breakfast, which gave guests the opportunity to show their support, swear an oath against violence against women and learn what they could do in their own lives and workplaces to stop violence against women.

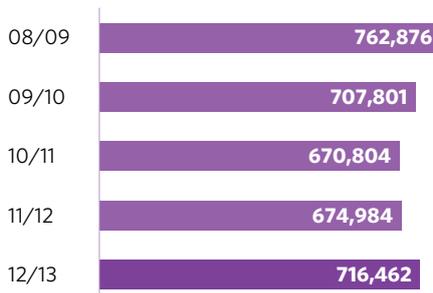
REFRESHED RYDE AQUATIC LEISURE CENTRE (RALC)

2012/13 saw upgrades to the program pool change rooms as well as refreshing the paint around the Centre. We also completed the installation of new water features - including a hammerhead shark - that have revitalised the leisure pool. Pool gutters were replaced and provide a more vibrant look to the Centre as well as some functional advantages.

The total number of visits to RALC was 36,462 above our target of 680,000, bolstered by increased enrolments in the Swim School program.

Since 2004/05 staff at RALC have been working to reduce their tap water usage from a high of 111.5KL per day to 56.1KL this year - a reduction of 49.8 percent through water recycling and rainwater harvesting initiatives. This means we have saved enough water to fill the pool 12 times over.

Number of visitors to the Ryde Aquatic Leisure Centre



SUPPORTED BIKEWEEK AND RYDE FOR GOOD HEALTH

In recognition of the growing number of cyclists in our community, and as part of Bikeweek activities, Ryde for Good Health was held in September 2012. Following an event that promoted essential bicycle commuting skills for adult cyclists as well as safe techniques for children, cyclists practiced their skills along the new foreshore cycleway that connects Ryde to Gladesville.



Let's SHARE

SUPPORTED THE HUNTERS HILL RYDE MEN'S SHED

The modern Men's Shed is an updated version of the shed in the backyard that has long been a part of Australian culture and is a place where men gather to swap stories, meet new people and learn new skills. The City of Ryde contributed \$10,000 to the establishment of the Hunters Hill Ryde Men's Shed, a community initiative involving the support of two local councils, community and church groups, local business and the Men's Shed Association. It was officially launched in November 2012, and is open every Monday from 10.00am to 3.00pm.

Let's CELEBRATE

WON ACCOLADES FOR OUR PLANNING

Several of our planning documents were recognised by leading industry bodies for their quality. They included our Urban Forest Policy, Development Control Plan (DCP) 2010 Part 9.6 – Tree Preservation and its companion Technical Manual, which received the award for Landscape Management from the Australian Institute of Landscape Designers and Managers; and our Integrated Open Space Plan, which was recognised both by Parks and Leisure Australia and the Australian Institute of Landscape Architects (AILA).

HELD THE WEST RYDE COMMUNITY CENTRE OPEN DAY

The West Ryde Community Centre was created to co-locate eight complimentary services dedicated to the wellbeing of local children and families. We worked closely with the eight services to create a Memorandum of Understanding to underpin the operation of the child, family and neighbourhood hub.

With all services moved in, the Centre held an Open Day in May 2013 attracting over 200 locals, with 125 people at the official ceremony and another 75 people visiting the centre afterwards. Dignitaries included the Mayor, the Children's Commissioner and executives of the services who signed the Memorandum. The Memorandum established a Tenant Committee, partnership projects, mentoring opportunities, improved referral pathways and the sharing of knowledge between services that will ensure improved community contact with the centre, more services that are responsive to local needs, and improved efficiencies in service delivery.

Our challenges

The Ryde Aquatic Leisure Centre (RALC) has provided wonderful recreational and leisure opportunities for families in the local and broader community for more than a decade.

It has, however, passed a plateau in attendance numbers in recent years due to various factors including the economic climate as well as a centre that is beginning to show some signs of age (it was constructed in 1999). To counter the ageing of the facility, the City of Ryde has invested to maintain the quality and comfort of the services and facilities offered. In 2013/14 we plan to install a stand up surf attraction to attract a broader range of visitors to our centre to complement those features that already cater well for the 5-12 year old family demographic.

Looking ahead

IN 2013/14 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Enhancing the digital capability of our libraries
- Implementing our Active in Ryde program
- Implementing our Children's Play Plan
- Renovating Addington House
- Running our community garden and nursery
- Renewing community buildings and our libraries
- Renewing and upgrading our sportsfields and their amenities
- Renewing assets at RALC.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- Playground upgrades.

How our planned projects progressed in 2012/13

 On track	6	 Complete	10	 Cancelled	-
 Action required	1	 Not started	-	 Deferred	-

Program/projects	Status	Comment
OPEN SPACE, SPORT AND RECREATION PROGRAM		
Active in Ryde program implementation		
Integrated Open Space Plan implementation		
Livvi's Place at Yamble Reserve		
Playground construction/renewal		There was a delay in undertaking asbestos remediation for Holt Park due to the procurement process, which also impacted work at Putney Park
RALC asset renewal		
Sportsfield floodlighting		Further community consultation is being undertaken for Waterloo Park
Sportsfield renewal and upgrading		
Sportsground amenities renewal and upgrading		
Sportsground amenities upgrades and expansion		Further community engagement was required for Santa Rosa Park, causing delays
LIBRARY PROGRAM		
Community buildings renewals - libraries		
Digital enhancement for Libraries		
COMMUNITY AND CULTURAL PROGRAM		
Community buildings renewal		
Crime Prevention Plan - implementation		
Community hub feasibility study - Eastwood		
Funding support for the Men's Shed		
Non-profit community sector development		
Temporary employment of P/T officer		

Measuring our performance

 Within reasonable limits

 Action required

 Target met

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status
OPEN SPACE, SPORT AND RECREATION PROGRAM				
% community satisfaction of users of our parks	N/A	Baseline year	N/A	
% customer satisfaction with the condition and maintenance of our playing fields	N/A	Baseline year	39%	
% customer satisfaction with our sportsground and parks access booking service	N/A	Baseline year	65%	
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	
No. of visitors to RALC	674,984	680,000	716,462	
COMMUNITY AND CULTURAL PROGRAM				
% customer satisfaction for CoR's home modification and maintenance service	N/A	90%	95%	
No. of new clients using the home modification service	N/A	250	331	
% customer satisfaction for CoR's immunisation service	N/A	90%	99%	
No. of children immunised	1,744	1,600	1,557	
No. of people attending key events and programs conducted by CoR	99,640	100,000	101,390	
% capacity of leased halls booked (capacity based on 8 hour booking per day)	N/A	60%	61%	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	N/A	40%	48%	



OUTCOME: A CITY OF PROSPERITY

The City of Prosperity outcome seeks to foster economic growth in the City of Ryde by stimulating business opportunities, employment, innovation and investment.

Under this outcome we seek to assist the local business community and to foster employment and economic growth in our Town Centres. To achieve this we must ensure our City is designed and developed in a manner that creates appropriate business opportunities in vibrant urban centres. City of Prosperity projects are aimed at supporting sustainable growth, upgrading the public domain, and facilitating business moving to and thriving in the City of Ryde. This includes, but is not limited to, supporting the development of Macquarie Park into a globally recognised education and information hub.

Three programs support the City of Prosperity outcome: our Centres and Neighbourhood Program, Economic Development Program, and the Land Use Planning Program.



Goal one

Our community and businesses across the City flourish and prosper in an environment of innovation, progression and economic growth.

Strategies

- To create a strong economic direction, with incentives that encourage new and diverse business investment and opportunities
- To work with relevant partners to share our brand, provide facilities and services that attract and retain local business in our City
- To share growth, prosperity and opportunities across the whole community.

Goal two

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

Strategies

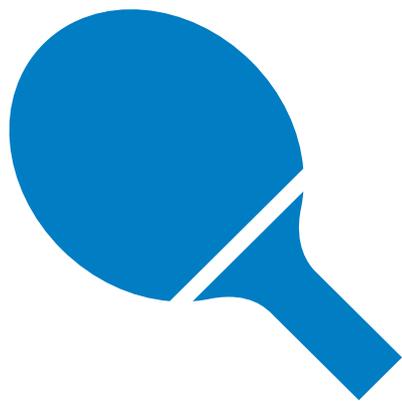
- To respond in our planning, now and in the future, to global and metropolitan trends
- To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce travel time and costs and improve amenity
- To design retailing places that encourage and attract a diversity of business opportunities and jobs.

Goal three

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

Strategies

- To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence
- To take a leadership role to improve movement to, from, through and within Macquarie Park
- To optimise and promote Macquarie Park's distinctive qualities, to attract and create new and ongoing investment, assisting business to contribute to the Ryde community.



1 new outdoor
table tennis table
in Eastwood

17

new wayfinding signs
installed in Macquarie Park

\$50,417

our average annual income

50%

more jobs than resident
workers exist in Ryde

12

distinct character areas
planned for the Macquarie
Park Corridor

In 2012/13 we:

MASTER PLANNED MAJOR TOWN CENTRES

A masterplan for West Ryde was finalised in 2012/13. The plan aims to build on the existing character of the area to create attractive and useful public spaces for those who live, work and visit the centre. Key public domain areas will be improved by the creation of a series of 'green links' that extend both towards and through the town centre core. Increased accessibility will ensure this area becomes a pedestrian priority environment.

Work continues on master planning Eastwood Town Centre to create further opportunities for housing and job growth, however a Public Domain and Art Plan was completed for Rowe street in 2012/13.

Let's
PLAY

INSTALLED A FREE OUTDOOR TABLE TENNIS TABLE IN EASTWOOD

Following the tragic fire in Eastwood in 2011, the City of Ryde undertook to aid the recovery of this important town centre and enhance the connection between the communities of Eastwood and West Ryde. One of the projects aimed at attracting people to the centre was the installation of a free outdoor table tennis area in Eastwood Park. The location was chosen due to its high use by students and young adults and the new table is already proving popular with the community.



PRODUCED THE FLAVOURS OF RYDE GUIDE

The Flavours of Ryde Food and Festivals Guide uncovers some of the secret destinations only a local would know and is ideal for visitors, newcomers and locals. Available both in hardcopy and as an interactive version that can be downloaded from our website, Flavours of Ryde includes a foldout map, festival calendar, and guide to where to eat, where to shop and what to watch during the year.



PROGRESSED THE MACQUARIE PARK DCP

We worked closely with the Macquarie Park Forum Advisory Committee to identify significant changes to development controls. The revised Development Control Plan (DCP) was put on public exhibition in June 2013. It identified 12 distinct character areas that will ensure the Macquarie Park Corridor is a high-quality, well designed, safe and liveable environment that reflects the natural setting, with three accessible and vibrant railway station areas providing focal points. Together these will facilitate economic growth and ensure Macquarie Park lives up to its potential.

Under the proposal both residential and business areas will be better integrated and an improved lifestyle will be forged for all those who live, work and study in the area.

Let's SHARE

WORKED CLOSELY WITH THE BUSINESS COMMUNITY

As part of our Economic Development Strategy and Small Business September, we hosted a series of workshops for local businesses to enhance their economic capabilities. The Ryde Business Bootcamp was held over four days at Meadowbank TAFE and included topics such as marketing for small business, business planning, legal and insurance issues, accounting and finance, and business websites. This was followed by a small business intensive course. Other workshops including 'Marketing Yourself Online', 'Running a Business from Home', and 'Networking to Grow Your Business' also proved popular among local business owners.

We also launched our economic profile website, which provides easy access to economic data for businesses in the area. See economy.id.com.au/ryde/home for more information.

LAUNCHED THE CITY OF RYDE BUSINESS DIRECTORY

To help local businesses grow their customer base and improve their Google rankings, we developed the City of Ryde Business Directory. Free for businesses to list and promote their business to the local community, the website also contains helpful information and programs for people just starting out in business. Find out more at cityofrydebusiness.com.au

Our challenges

- The impact of the Global Financial Crisis has caused an ongoing slump in investment in major projects, which also financially impacts the City of Ryde
- The release of the State Government's Urban Activation Precinct (UAP) Program has created a lot of concern with two precincts being identified at North Ryde Station and at Herring Road, Macquarie Park. The development of these precincts is a significant issue for our community.

Looking ahead

IN 2012/13 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Continuing the work of the Transport Management Association
- Developing a Meet Macquarie Park Guide and new maps, wayfinding signage, an e-newsletter, and an image gallery for Macquarie Park
- Implementing our Economic Development Plan
- Implementing our Marketing Plan
- Upgrading public domain in Waterloo Road.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- A website for Macquarie Park.



How our planned projects progressed in 2012/13

On track	3	Complete	8	Cancelled	-
Action required	2	Not started	-	Deferred	1

Program/projects	Status	Comment
CENTRES AND NEIGHBOURHOOD PROGRAM		
Macquarie Park - wayfinding signage		
Public domain upgrade Waterloo Road		Delays were experienced finalising the design and scope of works and ensuring the staging and scheduling of works would be appropriate
Table Tennis tables in Eastwood		
Town centre upgrade renewal		This relates to two projects - Church Street (stage 1) construction and Rowe Street Public Domain and Art Plan (stage 2). Rowe Street Public Domain and Art Plan was completed in 2012/13. The Church Street project fell behind schedule due to the need to assess heritage impacts, prepare the lighting plan, and to revise the design to ensure the works are within budget
Town centres wayfinding Plan		Council approved the deferral of this project on 27 November 2012 as part of the September Quarterly review
LAND USE PLANNING PROGRAM		
Macquarie Park DCP		
Section 94 Contribution Plan		
Development Contributions Officer		
Transport Management Association for Macquarie Park		Renamed to Connect Macquarie Park and North Ryde
ECONOMIC DEVELOPMENT PROGRAM		
City of Ryde Food and Festivals Guide		
Economic Development Plan 2009-2014		
Economic forecasting and profiling module		
Implementation of the Macquarie Park marketing plan		
Macquarie Park website		The development of the website was delayed to incorporate feedback from the Macquarie Park Marketing Group

Measuring our performance

While a range of measures could be used to generally describe prosperity in the City of Ryde, these figures are significantly influenced by factors outside our control, and therefore, they cannot be used to specifically monitor the effectiveness of council programs within this outcome.

For example, figures such as average income and job rates (see flap inside page 64) are useful as broad indicators of our economic health, however, they do not show the specific impact of our programs as they are also significantly influenced by broader economic and social factors.



OUTCOME: A CITY OF ENVIRONMENTAL SENSITIVITY

Our outcome of Environmental Sensitivity will ensure that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems. We will work together as a community to protect and enhance our natural and built environments for the future, and reduce our exposure to the risks of climate change.

The Environmental Sensitivity Outcome is supported by five programs: our Catchment Program, Environment Program, Foreshore Program, Open Space, Sport and Recreation Program, and the Waste and Recycling Program.



Goal one

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

Strategies

- To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them
- To actively collaborate with our community and businesses to care for and enhance our environment
- To provide incentives that encourage all to enhance, preserve and protect our natural ecosystems.

Goal two

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

Strategies

- To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development
- To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.

Goal three

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

Strategies

- To lead by example and demonstrate environmental sensitivity in all that we do
- To work collaboratively with neighbouring councils to develop measures to protect our natural environment and biodiversity
- To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

**3,648
tonnes**

of greenhouse gas
emissions saved from
Council's greenhouse
gas profile

**24,742
tonnes**

total resources
sent to landfill

239kg

total resources sent to
landfill per capita compared
to 243.04 kgs for 2011/12

199kg

total resources
recycled per capita

87kg

green waste diverted
from landfill per person

65 tonnes

e-waste diverted
from landfill

274kg

light globes recycled

27kg

printer cartridges recycled

60kg

mobile phones recycled

17

schools participating in
the Ryde Environmental
Education Network (REEN)

56

artworks submitted to the
Youth Environment Prize

8

schools took part in the
school e-waste challenge,
diverting 1.8 Tonnes of
e-waste from landfill

**212,000
litres/yr**

of water saved by 48
businesses participating
in the Sustainable Business
in Ryde initiative

4,649

volunteer bushcare
hours spent rehabilitating
our bushland

MANAGING OUR ENVIRONMENT

The natural environment underpins our economic, social and cultural systems providing our community with the air we breathe, the water we drink and the resources we use in our daily lives. However is under threat from several impacts. These include not only the impact from climate change, but also impacts from biodiversity loss, species extinction, soil erosion and salinity, chemical and toxin build-up in the food chain, air pollution, waste and litter to name a few.

The City of Ryde has attempted to carefully manage these impacts through its Outcomes framework, not just for the benefit of current local community but also for future generations of Ryde. How well we continue to do this and the qualities of the local environment we ultimately preside over depends on ensuring that economic, environmental, social and governance development are balanced.

The City of Ryde, representing that sphere of government closest to the community, continues to play an integral role in managing, developing and protecting the local community and local environment.

Through its programs, the City of Ryde has shown strong progress through the implementation of a number of new and ongoing projects and related initiatives throughout the year. These programs have proved successful in contributing to improved environmental control and have enhanced the role sustainability plays in economic, environmental, and cultural considerations at the City of Ryde.

The following pages highlight some examples of the Council's determination to manage the local environment and enhance the sustainability of our operations.

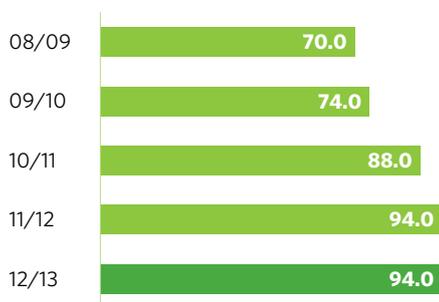


In 2012/13 we:

REDUCED OUR CARBON FOOTPRINT

We are continuing our efforts to reduce energy consumption and the the emission of greenhouse gases. We are striving to achieve this by consistently looking to improve the greening of our vehicle fleet and choosing vehicles that are kinder to the environment. Ninety-four percent of our vehicles are now hybrid or four cylinder.

Percentage of four cylinder or hybrid vehicles in our vehicle fleet

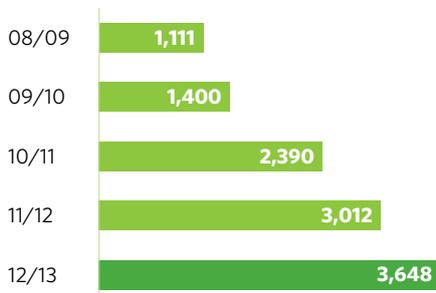


We have completed our diesel retrofit exhaust systems program for existing diesel trucks and machinery and use biodiesel in Council trucks and machinery where permissible to help us further minimise emissions. Thanks to these programs the City of Ryde has gained membership of the Office of Environment and Heritage Clean Machine Program.

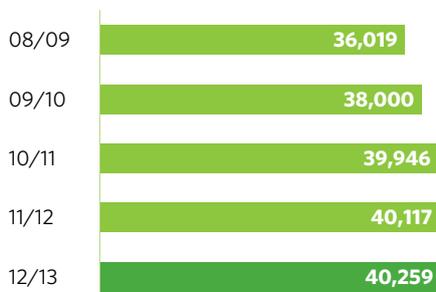
We have also achieved an 11 percent net total CO₂ reduction in emissions from our vehicle fleet from the 2009 baseline year.

In addition, we have undertaken other strategic energy saving and efficiency works including green building initiatives such as lighting upgrades and controls, installing building management systems for a number of libraries, and replacing a large number of desktop computers with new more energy efficient models. Together these measures have reduced electricity consumption by over 63,145 kWh compared with electricity usage in 2011/12. Overall electricity consumption (excluding street-lighting) across City of Ryde operations has been reduced by 3.9 percent.

Tonnes of corporate greenhouse gas savings (ECO₂)

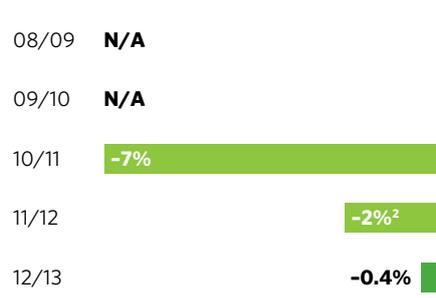


Tonnes of community greenhouse gas savings (ECO₂)



Note: This data is based on implemented measures from the former *Cities for Climate Protection Program - Milestone 5 Report* and from the current fridge buyback scheme.

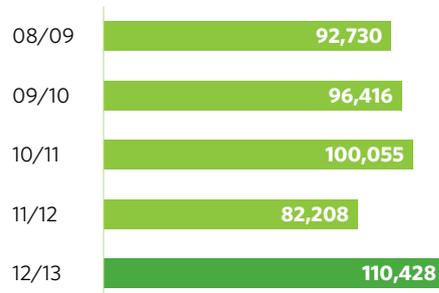
Percentage change in energy consumption against 2003/04 base year (exc. street lighting)¹



1 within 5 percent of base year

2 adjusted electricity accounts

Total consumption of water by the City of Ryde (kL)



Increased water usage from the previous year was the result of underground leaks from ageing infrastructure. This is now undergoing a program of repair. The resulting 2012/13 usage is still a 7 percent reduction on water usage based on percentage decrease in water consumption against the 2003/04 baseline, although not achieving the target of a 15 percent reduction.

PURCHASED A COGENERATION PLANT FOR RYDE AQUATIC LEISURE CENTRE

To further reduce our electricity consumption and reduce our carbon footprint, the City of Ryde has purchased a 350kWe cogeneration plant, which will generate heat as well as power, for Ryde Aquatic Leisure Centre (RALC). This plant will be able to reduce RALC's electricity consumption by an estimated 1.5 million kWh resulting in an estimated greenhouse gas saving of 800 tonnes of CO₂ per year. The plant is expected to be operational by January 2014, and will reduce energy expenditure at RALC.

HOSTED CITYSWITCH WORKSHOPS

The City of Ryde joined CitySwitch, a national flagship tenant energy efficiency program, in 2011/12. This year, we hosted a number of workshops including a Green IT/NABERS data centre workshop that was held in Macquarie Park and attended by 17 local businesses. In 2013/14 we will undertake a Vertical Communities trial, which aims to build partnerships between tenants, landowners and building management in entire buildings by signing up as many tenants as possible to the CitySwitch program.

In 2012/13 we: (continued)

REDUCED WASTE GOING TO LANDFILL

Our Strategic Waste Action Plan was implemented during 2011/12, which has led to reductions in waste going to landfill, and helped us to work towards meeting state government targets for recycling. This Action Plan included a significant waste education and communication component, and during 2012/13 we distributed a range of waste education materials and ran a number of waste education programs. A waste and recycling survey was distributed to residents in their rates notice requesting feedback on our services, with more than 10 percent of properties responding. This information helped us identify the best methods for communicating with residents while giving us ideas for future programs that may assist in diverting waste from landfill.

We also organised five free waste tours for local residents to the SITA recycling facility at Chullora and the landfill at Eastern Creek, assisting residents to understand what happens with their waste. In addition we conducted two compost/worm farm demonstrations.

The City of Ryde is a Love Food Hate Waste partner. This is a program run by the Environment Protection Authority (EPA) and is designed to reduce the amount of avoidable food waste that ends up in NSW's landfills. We recently were successful with a grant to extend our activities and have undertaken a variety of education programs aimed at reducing the amount of food in resident's red-lidded bins including;

- Left Over Make Over (LOMO) at the Granny Smith Festival
- Three Community LOMO workshops
- Three LOMO workshops at All the Colours of Ryde festival
- Various other print promotions.

During the 2012/13 year, we provided all residents with a comprehensive and reliable waste and recycling collection and disposal service that included;

- A three-bin collection system and five scheduled council clean up services
- At-call chipping and mulching collection service

- At-call e-waste collection service
- Free Second Hand Saturday advertising for more than 123 households
- A recycling drop off station at the Civic Centre and libraries for batteries, light bulbs, mobile phones and cartridges
- Medical sharps drop-off facility at 10 local pharmacies
- Subsidised compost bins and worm farms and set-up services if required
- 39 clothing bins for textile recycling
- Commercial waste and recycling collection service
- Event waste collection service by application.

Other waste and recycling initiatives provided included servicing of 178 stainless steel waste and recycling bin stations in and around shopping centres, bus stops as well as railway stations and other busy street areas, and 292 waste and recycling bin stations at parks to reduce waste going to landfill.

During the year other waste initiatives were also undertaken to assist in increasing recycling. Some of our highlights include;

- Distributing a more comprehensive 2012/13 Waste Collection Calendar
- Ongoing multi-unit dwelling recycling and illegal dumping education programs
- Providing the Keep Australia Beautiful - Enviromentors education program at nine local primary schools and the 'Take 3' program at four local high schools to increase youth awareness of waste and the importance of recycling correctly
- Introducing a low-level waste education program to preschools with increasing levels of positive feedback
- Increasing the awareness of contamination in recycling and greenwaste bins through a targeted campaign and educational letters to non-complying residents
- Promoting the benefits of additional recycling and greenwaste services at reduced rates
- Holding a National Recycling Week

e-waste recycling collection challenge for primary schools and within the LGA with approximately 1.8 tonnes collected. An e-waste event day was also held through the Tech Collect program with a further 10.5 tonnes of material collected

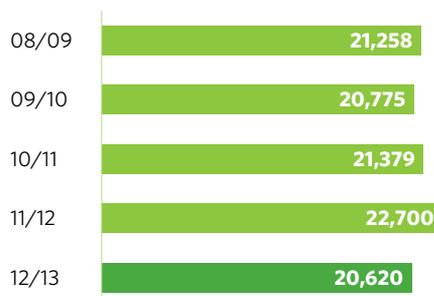
- A new Waste mapping system was uploaded onto our website to assist residents in identifying their Cleanup zone and collection dates.

By employing a philosophy of cradle



to cradle, instead of cradle to grave, we also increased construction recycling operations in 2012/13. This resulted in increased income for our Public Works section, without increasing our carbon footprint or consuming additional fuel, because the sorted waste materials were sold at a profit. This income has been put into Council's general funds for use in a variety of community and other projects.

Tonnes of recyclables collected (including greenwaste, metals and e-waste)



CONDUCTED AN ELECTRIC VEHICLE STUDY

Electric vehicles have many benefits including reduced greenhouse gas emissions, localised air pollution and noise impacts. In 2012/13 the City of Ryde commissioned consultants to undertake an electric vehicle study that explored the policy, infrastructure and other issues involved with transitioning to Electric Vehicle (EV) technology. Excitingly, the study found that both current and future Ryde residents are likely to be early adopters of this technology. We are now considering measures to futureproof the City and transition to this technology, when the market matures.

HOSTED REEN ACTIVITIES FOR STUDENTS AND TEACHERS

In 2012/13, of the 29 schools in the City of Ryde 17 participated in plastic pollution, waste-to-art and e-waste challenges, with Ryde Environmental Education Network (REEN) members also participating in workshops and attending meetings throughout the year. These meetings include guest speakers who provide specialist advice and engagement to REEN members. In 2012/13 these speakers came from waste management facilities or had backgrounds in sustainability and environmental management systems, Indigenous land and climate education, sustainable schools and plastic pollution.

We believe that programs targeted at youth and school-aged children are an effective way of delivering key environmental messaging. These programs assist us to build generational environmental culture and behavioural change by including ways of indirectly reaching parents and friends.

SAVED BUSINESSES MONEY

The Sustainable Businesses in Ryde project helps small to medium businesses in Ryde to reduce their water use. Analysis of their baseline water use and a detailed water assessment helps participating businesses to identify which actions can be implemented cost-effectively to achieve a 15 percent reduction from their total water bill. To date the project has reduced water use by over 212, 000 litres per year, and delivered savings of more than \$325,800 for the 48 participating businesses.

HELPED THE RYDE COMMUNITY LIVE MORE SUSTAINABLY IN THEIR HOMES

The Home Waste and Sustainability Advisory Project is a new initiative designed to encourage Ryde residents to live more sustainably, use resources more efficiently and improve domestic waste management behaviour. In partnership with the Ethnic Communities Council we delivered six workshops to CALD communities in Eastwood, engaging with a range of residents including senior groups and young mothers from the Korean community.

The project also supplemented the Home Power Savings Program (HPSP) for low-income households, involving more than 200 in-home assessments in the Ryde area. In addition, ten Save Power Kits are available in all Ryde libraries for residents to borrow to help residents identify which household appliances use the most power and learn how to improve efficiency to save on bills. Over 930 households in Ryde have been approached for participation under this project.

HELD COMMUNITY SUSTAINABILITY WORKSHOPS

We hosted a range of sustainability programs and workshops during 2012/13. These included:

- A natural babycare workshop
- Community screening of the plastic pollution documentary 'Bag It' by Take 3, which was attended by more than 80 community members
- An Eco Choices for Home Renovators seminar
- Hosting a sustainable business practice seminar
- Continuing our fridge buyback scheme: to June 2013 over 1,181 fridges were collected in Ryde for recycling. This saves more than 1,169 tonnes eCO₂ per year of greenhouse gases, recovering over 93kg of CFCs, saving over 1,093 MWh/year of electricity per resident and recycling over 105 tonnes of metal
- Developing a sustainable living guide and promoting sustainable actions online as well as at workshops
- Participating in environmental events including the Granny Smith Festival and Meadowbank and Ryde TAFE expos, where we promoted sustainable living, the Top Ryder community bus, The Habitat Community Nursery and bushcare volunteering.



In 2012/13 we: (continued)

MONITORED WATER QUALITY AND RIPARIAN ZONE DEVELOPMENTS

For more than seven years we have been sampling and monitoring five catchments across 13 sites within Ryde. In 2012 we reviewed our water quality monitoring and sampling program to investigate ways in which we can further enhance waterways protection. We also conducted a study into the City of Ryde's riparian (creekside) zones to develop a complete picture of the impact of urban development in Ryde and how we can protect the community's natural assets.

These studies have helped plan on-the-ground works including revegetation and infrastructure works such as rain gardens, bioretention systems, gross pollutant traps to remove and reduce pollutants from surface run-off and filter stormwater to clean our streams and reduce degradation impacts.

In addition, they have informed the preparation of the Parramatta River Coastal Zone Management Plan and the Lane Cover River Coastal Zone Management Plan, which are both expected to be completed and adopted in 2013.

PROTECTED SHRIMPSTONS CREEK

Stage One of the Shrimptons Creek project has been completed, involving community consultation and concept designs prepared for construction projects next year. A gross pollutant trap was installed which will also improve water quality in the creek.

Let's
ENGAGE

COMPLETED THE RIVER TO RIVER WILDLIFE CORRIDORS PROJECT

The River to River Corridors Project is now complete. This three-year project aimed to link up isolated pockets of vegetation and create wildlife corridors. The project linked 25 planting and 40 bird monitoring sites across the two corridor zones in both the Ryde and Hunters Hill local government areas that include schools, neighbourhoods and community lands. The project included two years of seasonal ecological surveys, a social values survey (distributed to over 2,000 households) as well as on-the-ground planting and restoration works.

Through strategic plantings, over 174 hectares of vegetation communities throughout the two project corridors that were otherwise disconnected or fragmented and restricted wildlife movements, were enhanced or re-connected under this project.

The project also engaged corridor residents to participate in community planting and education events and provided them with native plants to create 'stepping-stone' vegetation areas within their own gardens.

A total of just over 900 individual residents and community members across both the City of Ryde and Hunters Hill areas helped plant

more than 16,000 native plants to support native small bird and fauna habitat across residential gardens and community parklands.

Community behavioural change for corridor connectivity was one of the most significant outcomes from this project: 41.4 percent of residents surveyed at project completion actively used information about small birds and other fauna, and habitats provided by the project for future garden planning, plant selection or building structures for fauna within their own gardens or to further strengthen the two corridors.

Other project results revealed that 55 percent of residents who participated in the events or project had considerably increased their level of concern, education and knowledge for the environment in general. The project will continue strengthening these planted areas through Bushcare and open space activities and with continued corporate and community planting days such as National Tree Day.



IMPROVED STORMWATER QUALITY

We replaced failed pipe systems in Miriam Road, Tindarra Reserve, Champion Road, and Lovell Road, while site clearing commenced for the reconstruction of a failed system in Gwendale Crescent during 2013/14.

We also installed new underground stormwater pipes in Station Street and Herbert Street to improve road safety by reducing excessive gutter flow.

A new drainage line was constructed from Western Crescent through to Bill Mitchell Park to reduce the impact of overflow on the park and adjoining properties.

Survey and preliminary design work was carried out for ELS Hall Park, Meriton Street, and for the construction of a stormwater detention basin at Waterloo Park. The basin will reduce the extent of flooding to the houses in Libya Place. As the works will require regrading of the oval, it will be a two-year project involving considerable community consultation.

PLANTED STREET TREES

The Street Tree Program has been in place for a number of years. It has more recently been focused on the planting of indigenous species, with only one or two species being planted in a street, depending on the street infrastructure.

Let's CELEBRATE

WON A LOCAL SUSTAINABILITY AWARD

In November 2012, the City of Ryde won the Division C Largest Council Local Sustainability Award at the Local Government Awards, and was runner up in the Overall category. We received this award for our commitment to integrating sustainability considerations into our business model within Ryde, and for our environmental initiatives and conservation measures.

PLANNED TO DIVERT MORE MATERIALS FROM LANDFILL

The City of Ryde will be purchasing a mechanical screen for Porters Creek through grant funding that will allow Council to convert waste soil and rock into a number of re-usable products, diverting potentially thousands of tonnes from landfill, saving the use of virgin natural resources and significantly reducing expenditure.

OPENED A NATIVE PLANT NURSERY AND COMMUNITY FOOD GARDEN

During 2012/13 volunteers gave almost 2,415 hours of time to The Habitat Community Nursery. In the first four months The Habitat was open we had 13 regular volunteers, 70 casuals and 355 recorded visitors. In the first six months of 2013, and as the nursery has become more established, we now have 18 regular volunteers, 33 casuals and 255 recorded visitors.

In 2012/13 we: (continued)

CARED FOR OUR BUSHLAND

Bushcare volunteers in Ryde contributed over 4,649 hours to enhance our local parklands. Thirteen community partnership activities were held with local businesses and organisations including: Fuji-Xerox, Novartis, Sushi Bay, Morling Theological College, Ingredion, Tzu Chi Foundation, CA Technologies, Optus, Dupont and HP. A range of Bushcare activities were undertaken by the volunteers, including primary clearing of woody weeds, mulching and planting.

Other Bushcare achievements for the year include the formation of a new Bushcare group at Denistone Park to help restore rare Blue Gum High Forest near the end of Elston Road, Denistone; six-monthly working bees held at Miriam Park, Denistone to help protect mature tree species and restore Blue Gum High Forest; water quality testing at the Monash Road and Pryor Park Bushcare sites every eight weeks; and the installation of 300 metres of fencing to help delineate natural areas at Denistone Park.

A training program for Bushcare volunteers included an 'Introduction to Bushcare' workshop, as well as an advanced Bushcare course, 'Passion Mashin' Workshop and grass identification course, while the first 'Breakfast with Bushcare' proved a success at Strangers Creek, Field of Mars Reserve, with 25 local residents attending.

DELINIATED OUR NATURAL AREAS

The City of Ryde has approximately 204 hectares of natural areas, much of which contains ecologically endangered communities. To protect and preserve these communities, we are progressively installing physical barriers along the bushland edge in the form of bollards.

HELD THE 2012 SPRING GARDEN COMPETITION

The City of Ryde's Spring Garden Competition continued to grow in 2012, attracting 52 high quality entries from individuals, families, schools, community groups/organisations and local businesses in the local government area.

The competition includes traditional back gardens, courtyards, balconies, river-frontages, corporate green-spaces, edible gardens, bushcare sites, children's gardens, school and community gardens, school yards and large tracks of natural bushland.

WINNERS:

Most Beautiful Garden - Large
Winner / Dallas Grenier

Most Beautiful Garden - Small
Winner / Rae Roy

Best Edible Garden
Winner / Deborah Alderton

Most Beautiful Courtyard or Balcony Garden
Winner / Shirley Lynch

Best Bushcare Site
Winner / Waterloo Park

Best Children's Garden
Winner / The Grandchildren of Barbara Ford

Best School Garden
Winner / Kent Road Public School

Best Pre-School Garden
Winner / 'Mia Mia' Institute of Early Childhood

Most Beautiful Commercial Garden
Winner / Northern Suburbs Memorial Gardens and Crematorium

LED GUIDED WALKS

The City of Ryde conducted a number of free guided walks throughout the year in a variety of parks and open spaces including Putney Park, Field of Mars, Glades Bay Reserve, Shrimptons Creek, Waterloo Park (including tree planting), Brush Farm Park and Magdala Park. These walks, which take place once a month from March to November are part of our *Active in Ryde* program.

A total of 144 people registered for guided walks between September 2012 and June 2013. The demand for the guided walks program continues to increase with many of the walks now starting to reach full capacity (30 people) well in advance of the scheduled date.

The Meadowbank Area Walking Group meets on a weekly basis at Meadowbank Ferry Wharf. Approximately 30 registered participants attend each walk, which are supported by the Heart Foundation. These regular walks commence at Meadowbank and take in the picturesque natural surrounds as they travel along the Ryde River Walk.

PROTECTED RYDE'S HERITAGE

We have been working with our community to locate and identify property alignment stone markers in the Ryde area. The stone alignment posts, once common, are now very rare in NSW and in the Ryde area, and are representative of one type of 19th century surveyor's marks. To date, 32 of these markers have been found. Originally used by early settlers to establish the alignments of roads and streets they were subsequently used by land surveyors to define the road boundaries for future subdivisions.



Our challenges

- Meeting the EPA's 66 percent recycling target from all domestic waste
- We faced delays in importing cogeneration plant from overseas
- The Santa Rosa Park project includes an amenities building, bioretention basin, community garden, flood mitigation works and a gross pollutant trap as well as extensive community consultation and feedback. Works have been staged over two years with a limited budget
- Getting more businesses actively involved in the Council's CitySwitch Program to further reduce corporate greenhouse gas emissions
- Finding and fixing underground water leaks in ageing infrastructure to keep water consumption to at least 15 percent below usage levels in the 2003/04 base year
- Reducing our greenhouse gas profile and keeping rising energy consumption across all operations to within 5 percent of the energy levels consumed in the 2003/04 base year
- Applying a sustainable, risk-based approach to the City of Ryde's response to climate change
- Actively applying new water sensitive urban design requirements to all development types to improve the quality of stormwater runoff to receiving waterways.

Looking ahead

IN 2013/14 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Completing Shrimptons Creek Bioretention Basin
- Improving our stormwater assets
- Encouraging hot water efficiency in community buildings
- Hosting the Sustainable Business in Ryde and City Switch programs
- Offering the Home Waste and Sustainability Advisory Project to all residents
- Restoring our natural areas through planting
- Protecting biodiversity in Ryde
- Protecting natural areas
- Reducing littering in Eastwood
- Running the Community and Youth Waste and Environment Project (YEP)
- Running Left Over Make Over (LOMO) workshops.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- Proposed amendments to Ryde Local Environmental Plan (LEP) 2011.

How our planned projects progressed in 2012/13

 On track	1	 Complete	12	 Cancelled	-
 Action required	-	 Not started	1	 Deferred	-

Program/projects	Status	Comment
OPEN SPACE, SPORT AND RECREATION PROGRAM		
Delineation of natural areas		
Park and open space tree planting program		
Park irrigation renewal Christie Park		
Park irrigation renewal ELS Hall Park		
Shrimptons Ck - Bioretention Basin		
Stormwater asset replacement renewal		
Stormwater improvement works renewal		
Water quality improvement plan		Regional project being administered by the Hawkesbury Nepean CMA is ongoing to 30 May 2015
ENVIRONMENTAL PROGRAM		
Business sustainability - CitySwitch		Program extended to 2013/14
Youth waste and environment project (YEP)		
LAND USE PLANNING PROGRAM		
Review stormwater DCP and align WSUD		Commencement of the Stormwater DCP review was delayed. The project will be completed in 2013/14
COMMUNITY AND CULTURAL PROGRAM		
Future focus home waste and sustainability		This program will continue in 2013/14
Porters Creek depot reconfiguration		
Waste to energy		

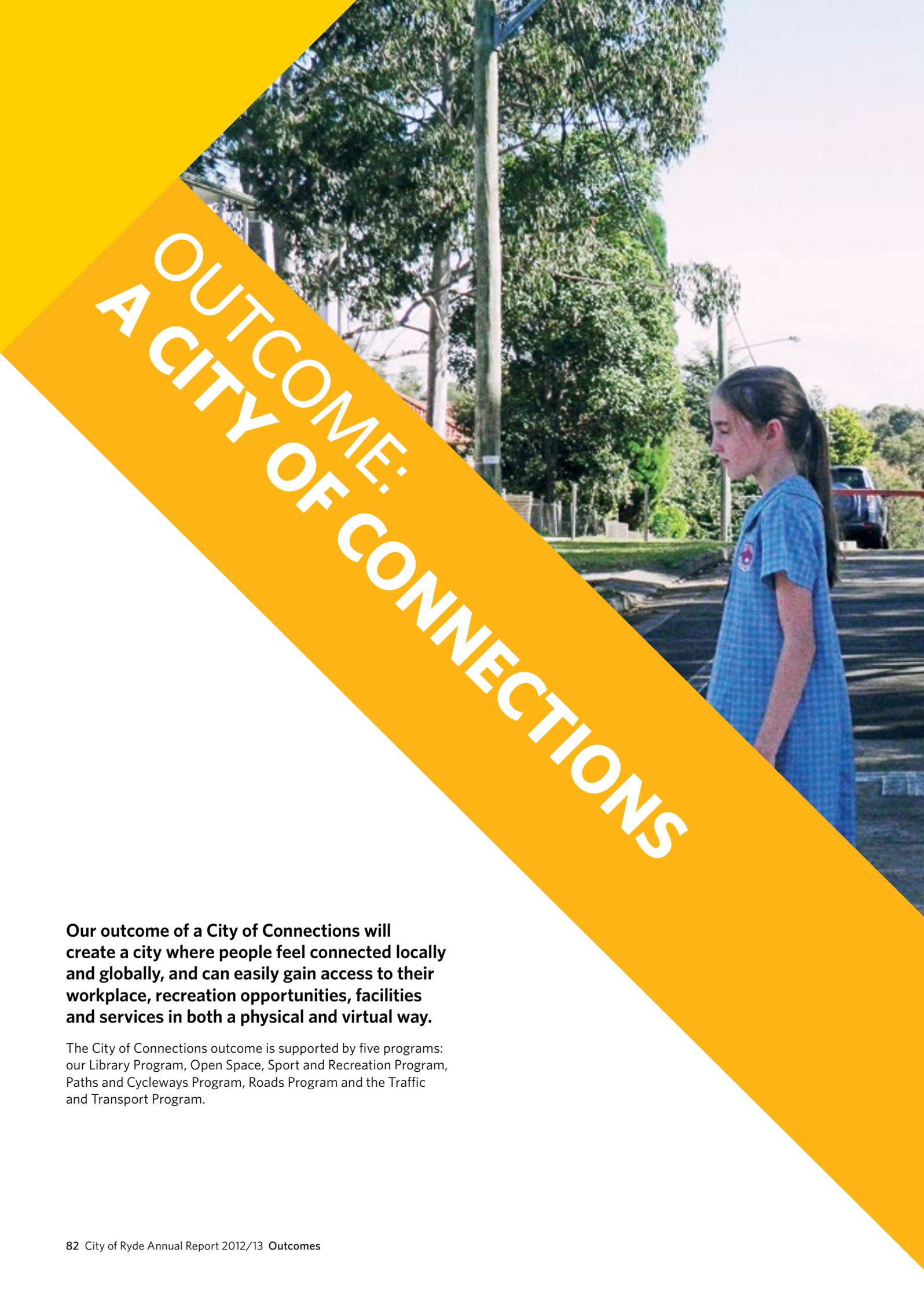
Measuring our performance

 Within reasonable limits

 Action required

 Target met

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status
OPEN SPACE, SPORT AND RECREATION PROGRAM				
% community satisfaction of the maintenance and management of our bushland areas	N/A	Baseline year	N/A	
CATCHMENT PROGRAM				
% of stormwater assets that are condition level 3 or better	95%	85%	96%	
ENVIRONMENTAL PROGRAM				
Equivalent Tonne (et) CO ₂ saved across organisation from mitigation actions implemented.	622 tonnes	400 tonnes	640 tonnes	
% customer satisfaction with the environmental education service	N/A	Baseline year	100%	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	-2%	< 5%	-0.4%	
% reduction in Council water consumption across all facilities below 2003/04 base year	25.90%	>15%	7%	 Underground losses from an ageing infrastructure now under program of repair
WASTE AND RECYCLING PROGRAM				
% tonnes of recycling from all domestic waste services	48%	49%	47%	
% community satisfaction with CoR's domestic waste and recycling service	N/A	Baseline year	82%	
INTERNAL CORPORATE SERVICES PROGRAM				
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	92%	70%	93%	
% Council's fleet cars to be 4 cylinder or hybrid vehicles	94%	91%	94%	



OUTCOME: A CITY OF CONNECTIONS

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

The City of Connections outcome is supported by five programs: our Library Program, Open Space, Sport and Recreation Program, Paths and Cycleways Program, Roads Program and the Traffic and Transport Program.



Goal one

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

Strategies

- To improve transport connections between our centres, neighbourhoods and workplaces that are accessible and safe
- To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable
- To encourage the use of environmentally friendly transport options.

Goal two

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

Strategies

- To improve connectivity between and accessibility to our suburbs, centres, open spaces and places
- To improve car parking options in our busiest centres
- To influence decision makers so they respond to our major road, cycle and pathway needs.

Goal three

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

Strategies

- To create publicly available spaces that offer access to communication technologies
- To create a WiFi City that offers our community accessible and flexible communication
- To collaborate with others to provide emerging communication technology in our City.



65,300

people caught the
Top Ryder Bus service

56.5%

of workers used
cars to get to work,

23.7%

caught public transport,

3.9%

walked and

0.6%

rode their bikes

13

parks audited
to improve access

4km

of new footpaths and
shared user paths built

11

bus stops upgraded to
comply with Disability
Standards

115

average daily logins at
our public WiFi hotspot
in Eastwood Plaza

In 2012/13 we:

CONSTRUCTED FOOTPATHS

New footpaths and shared user paths were built in 19 streets adding an additional four kilometres to the network. Fourteen hundred square metres of old footpaths were also renewed to allow our community to move safely around their neighbourhoods.

A major footpath upgrade occurred at Waterloo Road in Macquarie Park. The project included a shared user path for bicycles and pedestrians on the northern side between Lane Cove Road and Macquarie Shopping Centre, and new granite paving laid between Coolinga Street and Byfield Road. The City of Ryde secured \$2.4 million from Transport for NSW (TfNSW) for the latter project.

In addition to constructing the paths, the project also included replacement of old telecommunications pits, relocation of bus shelters and installation of safety fencing to ensure compliance with Roads and Maritime Service (RMS) standards.

Let's PLAY

IDENTIFIED ACCESS ISSUES AT OUR MOST POPULAR PARKS

The City of Ryde reviewed 13 of the City's most popular parks, and made recommendations on how to improve access within the park for families and people with a disability.

The parks involved in this project were Blenheim Park, ELS Hall Park, Yamble Reserve, Ryde Park, Meadowbank Park, Memorial Park, Helene Park, Ryde Wharf Reserve, Anderson Park, Settlers Park, Bennelong Park, Kissing Point Park and Putney Park. Recommendations have been prioritised, with some high priority works, including ELS Hall Park and Putney Park, already programmed for construction in 2013/14.

EXTENDED OUR CYCLEWAYS NETWORK

Our cyclepath network was extended by another 400 metres, bringing our network to almost 18km, with the construction of a three metre-wide shared path along the southern side of Blaxland Road between Devlin Street and Melville Street.

MADE OUR ROADS EASIER TO USE

The road surfaces of 29 streets were either rehabilitated or had their worn surfaces renewed by resheeting in asphaltic concrete. Kerbs and gutters in nine streets were renewed with a further 3,000 metres of associated road pavement reconstructed.

We also reconstructed three pedestrian refuges (at Morrison Road, Quarry Road and Badajoz Road), two flat top road humps (at Cressy Road and Chatham Road) and a traffic island at the roundabout on West Parade. Work primarily focussed on facilities that aid pedestrian accessibility and assist with mitigating traffic speeds in the area.

MADE PUBLIC TRANSPORT EASIER TO CATCH

Two new bus shelters were installed in 2012/13: one in Epping Road, west of Lane Cove Road and one in Badajoz Road, north of Quarry Road. Eleven bus stops were upgraded to comply with Disability Standards for Accessible Public Transport, involving the installation of seating, concrete slabs and tactile pavers for the visually impaired. Seats were installed at a further ten bus stops.

Following requests from the Access Committee and the Ryde Rehabilitation Centre, an accessible taxi rank was designed for Pope Street, to facilitate access for disabled and wheelchair customers to the Pope Street taxis.

OPENED A NEW BICYCLE LOCKER AT EASTWOOD STATION

A new bicycle locker, located in the car park on the western side of Eastwood Station, holds 22 bicycles, and is available free of charge to the general public during daytime hours. A second phase of the project in 2013/14 will see solar lighting and a swipe card system installed allowing 24-hour access.

Let's CONNECT

TRIALED PUBLIC WIFI IN EASTWOOD PLAZA

Free WiFi is already a fixture in the five local libraries at Ryde, Eastwood, West Ryde, North Ryde and Gladesville. In 2012/13 we also trialed a free WiFi Hotspot service along the Eastwood Plaza Area in Rowe Street. The trial will run until May 2014, allowing any WiFi-enabled device to connect to the service around the clock. If successful (and subject to availability of funding) the project will be continued into future years. Currently there are 115 daily average logins with peak use occurring on Saturdays.

RENEWED CARPARKS AND PARKING TECHNOLOGY

In 2012/13 five carparks were resurfaced - Dunbar Park, Allars St, Church Street, Denistone Station, and Meadowbank Wharf - to make car parking easier for our community. We also upgraded parking meters in Macquarie Park and the handheld devices used by our rangers to accurately and efficiently capture verifiable data to assist in parking and other regulatory requirements.

DEVELOPED THE MACQUARIE PARK PEDESTRIAN ACCESSIBILITY AND MOBILITY PLAN (PAMP)

In 2012/13 we developed the Macquarie Park Pedestrian Accessibility and Management Plan (PAMP) to build on our series of key centre PAMPs. These plans aim to develop a continuous and comprehensive network of footpaths and other pedestrian infrastructure such as crossings and kerbs, make the area safer and easier to walk around, put pedestrians at the forefront of our planning for the future, and develop an action plan and schedule for our construction works. The Eastwood PAMP was completed in 2010 and the Gladesville PAMP is scheduled for completion in 2013.

CARRIED PASSENGERS ON THE TOP RYDER COMMUNITY BUS

The Top Ryder Community Bus continues to be a popular service with the community, transporting over 65,000 passengers per year. It is a free community bus service using two routes operating from Monday to Saturday during off-peak hours to connect the key centres of Top Ryde, Gladesville, Meadowbank, West Ryde and Eastwood. In 2012/13 it carried almost 65,300 passengers, again exceeding expectations and reinforcing its value to the community as a fast and convenient intra-Ryde sustainable transport solution that better connects the local community with and between the City's five key centres.

TRIALLED PERSONAL MOBILITY DEVICES

Personal Mobility Devices (PMDs) are motor-assisted, low-speed, lightweight devices with one, two, three or four wheels. They are designed to transport one person on footpaths, shared user paths, cycleways and trails.

In 2012/13, as part of the Macquarie-Ryde Future Partnership, the City of Ryde along with researchers from the Macquarie University Transport Research Group, undertook a large research project to test the viability of Personal Mobility Devices (PMDs) as a sustainable transport solution for congested urban precincts.

This world-first PMD study involved a trial conducted on Macquarie University campus over nine weeks, using university employees with two types of PMDs on shared paths. The results of the trial will help us make plans to relieve traffic congestion across the Ryde.

The project received unprecedented support from all levels of government including the NSW Government and Commonwealth Department of Infrastructure and Transport.

Our challenges

- Wet weather caused delays to a number of projects
- A change in scope and delays in obtaining required Government and Macquarie University approvals delayed final reporting of the completed Phase 1 trial of Personal Mobility Devices. Phase 2 of the trial is awaiting a grant or external funding source
- A \$25,000 grant for the park access audit project was not forthcoming and it was decided to proceed with the project using council funding
- Continuing to invest in and manage assets and infrastructure to ensure they meet community expectations in a constrained financial environment is an ongoing challenge
- We need increased sponsorship and to identify other funding sources to help maintain the current operation of Top Ryder community bus service
- Continuing to explore, fund and implement sustainable transport opportunities to reduce community reliance on the use of the motor car remains a challenge.

Looking ahead

IN 2013/14 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Constructing more cycleways and footpaths
- Installing traffic calming devices
- Making our bus stops easier to use
- Patching and resurfacing roads and renewing kerbs
- Refurbishment and renewal of seawalls and retaining walls
- Renewal of Public PCs at Libraries
- Renewing carparks
- Running our popular Top Ryder Community Bus service
- Upgrading bridges.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- Our Pedestrian Accessibility and Mobility Plan (PAMP).



How our planned projects progressed in 2012/13

 On track	1	 Complete	13	 Cancelled	1
 Action required	-	 Not started	-	 Deferred	-

Program/projects	Status	Comment
OPEN SPACE, SPORT AND RECREATION PROGRAM		
Access Audit - Parks and Open Space Area		
ROADS PROGRAM		
Road kerb renewal		
Road resurfacing renewal		
CENTRES AND NEIGHBOURHOOD PROGRAM		
Pedestrian Accessibility and Mobility Plan		
Public Wifi feasibility study		
LIBRARY PROGRAM		
Wifi for libraries		
PATHS AND CYCLEWAYS PROGRAM		
Footpath construction/expansion		
Footpath/SUP construction Waterloo Road		
REGULATORY PROGRAM		
Transport/parking technology		Council deferred the project at its meeting in 24 July 2012
TRAFFIC AND TRANSPORT PROGRAM		
Car park renewal		
Go Get car hire program		Implementation strategy now under consideration
Personal Mobility device		
Top Ryder community bus service		Passenger numbers exceeded target
Traffic facilities renewal		
Upgrade ranger hand held devices		

Measuring our performance

 Within reasonable limits

 Action required

 Target met

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status
ROADS PROGRAM				
% of road pavement network with Condition Index (PCI) greater than 80%	80%	85%	80%	
PATHS AND CYCLEWAYS PROGRAM				
% of paths and cycleways that are condition level 3 or better	92%	85%	93%	
TRAFFIC AND TRANSPORT PROGRAM				
No. of passengers transported by Top Ryder Community Bus Service	57,434	50,000	65,300	
% of recommendations made to the Ryde local Traffic Committee approved to go to Council works committee without resubmitting	94%	90%	92%	
FORESHORE PROGRAM				
% of seawalls that are condition level 3 or better	78%	85%	78%	



OUTCOME: A CITY OF HARMONY AND CULTURE

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

Three programs support the City of Harmony and Culture outcome: our Land Use Planning Program, Libraries Program, and our Community and Cultural Program.



Goal one

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

Strategies

- To provide activities and opportunities for people to share and celebrate their unique cultures
- To bring people together in their local neighbourhoods to encourage connection and belonging
- To create a distinct local identity built on our City's character and cultural heritage.

Goal two

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

Strategies

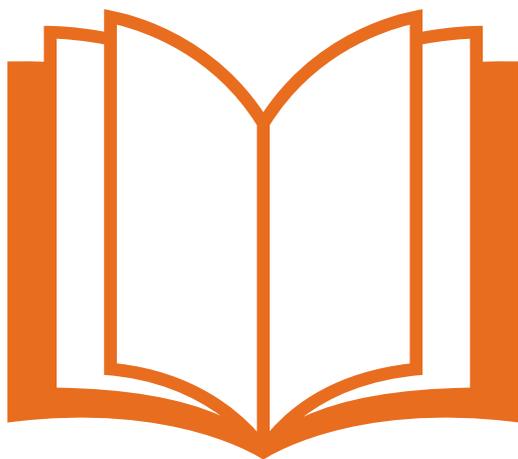
- To create and activate diverse cultural spaces and places for people to come together
- To support opportunities for creative industries to flourish in our City
- To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.

Goal three

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

Strategies

- To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our City
- To provide a diversity of art, heritage, cultural and learning activities and opportunities in our City.



946,157 visitors to our
libraries in 2012/13

121,000
library WiFi logins

95
entries exhibited in the
International Women's
Day Exhibition

7.6%
of children in Ryde are
considered vulnerable

42%
of Ryde residents speak
a language other than
English at home

In 2012/13 we:



BECAME AN ARTS HUB

During August, the City of Ryde came to life with *Hungry for Art*, an exciting arts and cultural festival that transformed the region into a vibrant hub of creative activity. Offering sculpture, painting, drawing, printmaking, ceramics, installations and digital media exhibitions as well as music, performance and food, *Hungry for Art* showcased some of the best creative talent living and working in the region. The festival calendar included a range of free events such as DrawFest at the Sydney Gallery School, our first-ever Art Trail through the suburbs, *Commodified*, an exhibition at the See Street Gallery in Meadowbank as well as a number of satellite exhibitions around the area.

Pop-up art also made its first appearance in Ryde with a series of events 'popping-up' at Top Ryde City shopping centre. They included a new media projection, beat box and street theatre performances, painting and sculpture.

With research showing strong links between the presence of a vibrant artistic and cultural life and economic productivity, the City of Ryde also negotiated with Macquarie Centre and Top Ryde City shopping centres to provide vacant shopfronts at subsidised rates to local artists. This provides them with an opportunity to start a successful business and showcase their works to the broader public.

In addition, as part of the discussions around Brush Farm House (see page 93), the City of Ryde and Macquarie Community College agreed to partner to create Ryde's first artist residency opportunity at Brush Farm House. The artist residency provides an opportunity for local artists to receive subsidised studio space to work, develop professionally and to participate in an exchange with the broader arts and cultural community of Ryde.

During 2012/13 we also hosted a series of exhibitions around the City, including shows by the Australian Chinese Painting Society, Australian Society of Calligraphers, and Eastwood Patchwork Quilters, as well as another event entitled 'The Secret Life of Objects'. Approximately 3,000 people attended the events.

EXPANDED OUR LIBRARY ACTIVITIES

Ryde Library continues to attract a growing number of visitors. Its first year of operation saw growth of 121 percent, and this increased by a further 11 percent in its second year of operation in 2012/13. The library has continued to develop as a hub of community activities, and has allowed the Library Service to host a diverse range of activities, with an enthusiastic response from the community. Activities during the year have included author talks, musical events that use the library's grand piano, a broad range of children's events, technology classes and JP services.

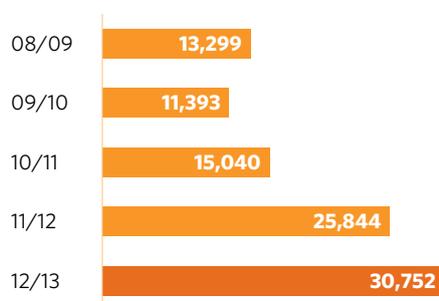
Ryde Library continues to be used by Council to host events and launch services. It attracts ongoing interest from library professionals, hosting library conference tours as well as numerous professional visits. Events for the community are increasingly popular, with a 25 percent increase in attendance at events across the five branch locations this year.

The Library Service has also continued partnerships developed in previous years. Rotaract provides volunteer Homework Help tutors, and another successful Sydney Writers Festival event was held. The State Library of NSW has provided assistance with the rollout of upgraded WiFi to all library locations. Use of this service continues to grow, with over 121,000 logins recorded during the year.

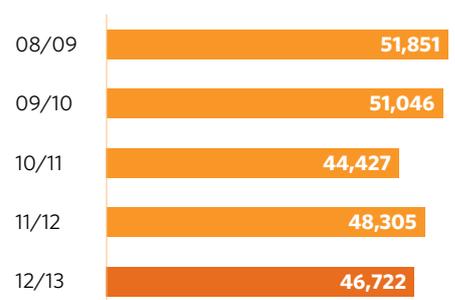
Eastwood Library had a makeover during the year. New carpet, a fresh coat of paint and new furniture made this beautiful, airy space even more enjoyable to visit. It was officially reopened in February with a ceremony that included a Chinese lion dance, face painting, music and more in the newly refurbished space. Visits and loans statistics have steadily grown since the completion of the makeover.

The library collection continued to develop, with a highlight being the addition of e-books, e-audiobooks and e-magazines. The community has enthusiastically supported these with e-loans now making up over 6 percent of total loans. An amnesty was held in September on overdue books and saw the return of a significant number of long overdue items.

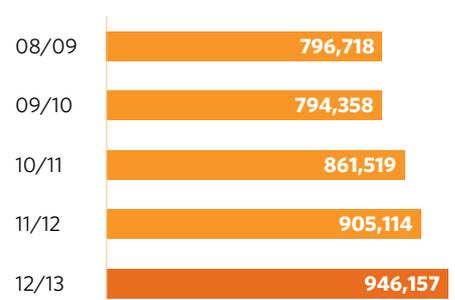
Total attendees (parents and children) at Storytime/Rhymetime



Hours of computer use at our libraries



Total number of visitors at our libraries





HELD THE INTERNATIONAL WOMEN'S DAY ART PRIZE AND EXHIBITION 2013

The third International Women's Day Art Prize and Exhibition was held in March at the See Street Gallery at Meadowbank TAFE. An initiative of the Status of Women Advisory Committee, the exhibition showcases artworks that celebrate the lives of women who live, work, study and play in the City of Ryde.

This year's Prize and Exhibition aligned with the United Nations theme - *Ending Violence Against Women*. The City of Ryde worked in partnership with Fine Arts Inc. Meadowbank, and Meadowbank TAFE to produce the event. Around 180 entries were received, with 95 exhibited.

There were three prize winners for each of the three categories: Open, Community and Youth categories. There were also eight Highly Commended certificates to acknowledge the great quality of the work received this year across all the categories.

WINNERS:

Open Category

Winner / Rowena Hall,
for *Franco 1962: Spanish Bride*

Community Category

Winner / Michelle Collyer,
for *The Text Queen*

Youth Category

Winner / Emily Munro,
for *The Super Woman Within*

'Powerful work'

**'Great to see artists,
community groups and
young people from our
community participating in
this impressive exhibition'**

- Responses from exhibition visitors

In 2012/13 we: (continued)

CELEBRATED NAIDOC WEEK

To celebrate the history, culture and achievements of Aboriginal and Torres Strait Islanders, NAIDOC Week 2013 featured a number of events. One highlight was a guided walk along the Wulaba track in Glades Bay Reserve covering the history of the local Wallumedegal people, rock carvings and local bush tucker plants. Indigenous performer Jacinta Tobin performed songs about Aboriginal history, adaptation, survival and growth in Ryde Library, and shared some ancient, entertaining stories with the audience. Two artworks, *Meeting Place* and the *Snapper Fish* Wind Sculptures were also officially launched at Kissing Point Park, Putney.



OPENED A NEW HUB OF LEARNING AT BRUSH FARM HOUSE

By signing a Memorandum of Understanding (MoU), the City of Ryde and Macquarie Community College (MCC) formalised a partnership to use and promote Brush Farm House as a community learning hub. The new licence, which covers about 50 percent of the property, ensures that MCC as the anchor tenant will manage the historic property, including maintenance, on behalf of the Council. The College will also promote venue hire for business meetings, community celebrations and gatherings. The licence ensures that the City of Ryde, as the owners of the property, retains use of the professional gallery space for ten weeks a year, providing a subsidised venue for local artists.

HOSTED 100,000 PEOPLE AT OUR COMMUNITY EVENTS

Each year, we host a range of events for our residents, with their diversity ensuring there is something for everyone throughout the year.

Our flagship event, the Granny Smith Festival, saw over 80,000 people flock to Eastwood. It featured six stages of entertainment with over 50 acts, providing the community with opportunities to showcase their talents.

Other events that cater for our diverse community include the All the Colours of Ryde – Harmony Festival, our Cinema in the Park series including screenings for the hearing impaired, Lunar New Year Celebrations, our Australia Day celebrations, and Christmas Carols and celebrations. Altogether, approximately 101,390 people attended City of Ryde events.

LAUNCHED THE EASTWOOD MIGRANT RESOURCE CENTRE

The City of Ryde and the Eastwood Migrant Resource Centre (MRC) established a twelve-month pilot project that provides community development, group work, information and referral support to meet the needs of culturally and linguistically diverse communities in Ryde. Ryde's population of 103,038 is expected to grow by an additional 15,000 in the next ten years. Currently, more than one third of its population comes from countries where English is not the first language and 42 percent speak a language other than English at home. Bilingual services for the Afghan, Iranian, Chinese, Korean, Sri Lankan and Indian communities, as well as a number of other communities from the Indian sub-continent, are available at the MRC.

SUPPORTED GREAT COMMUNITY EVENTS

We continued to support longstanding community events and activities last year including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, Gladesville Rotary Club – Ryde Rivers Festival and North Ryde Rotary Club Community Christmas Carols. All were very well attended by local residents and their friends.

CELEBRATED NATIONAL YOUTH WEEK

With a theme of 'Be Active, Be Happy, Be You', the City of Ryde worked in consultation with local young people and youth organisations to organise a program of free activities to celebrate National Youth Week. They included Shorefest 2013, a music festival for all ages; a model United Nations debate; a local 'game-a-thon' for 15-18 year olds interested in video games, board games and hanging out; and Skate and Art at Macquarie Park for skateboarding enthusiasts.

SUPPORTED THE RYDE YOUTH THEATRE

The City of Ryde helped Ryde Youth Theatre (RYT) to put on its 2012 production – GRAVITY – at the Lighthouse Theatre, Macquarie University. Described as a 'fast paced, original production like no other', GRAVITY is a futuristic retelling of *Much Ado About Nothing*, which sees Shakespeare's classic comedy about love and rivalry collide with Star Trek! Seventeen local young people, aged 13-17, worked with Ryde Youth Theatre tutors, volunteers and City of Ryde staff on every element of the production from script writing and props to marketing.

RYT also applied for and was offered a \$26,000 grant from the Youth Opportunities program from the Office of Communities to further expand their activities and program of workshops for young people in our City.



In 2012/13 we: (continued)

SUPPORTED OUR COMMUNITY ORCHESTRA

The City of Ryde supported the Ryde Hunters Hill Symphony Orchestra (RHHSO), a group of 50 talented and dedicated musicians perform a wide repertoire under the direction of respected conductor George Ellis. Their concert, 'Music for the Ages' featured works by Mozart, Respighi, and de Falla among others.

WELCOMED 1,130 NEW CITIZENS

In 2012/13 we welcomed 1,130 new citizens into our community through nine citizenship ceremonies. The grantees came from 70 different countries, highlighting the diversity of our community.

WELCOMED REFUGEES

In recognition of the contribution that refugees and immigrants have made to the fabric of our local community, the City of Ryde has become a Refugee Welcome Zone. The Refugee Welcome Zone program is facilitated by the Refugee Council of Australia and allows Councils to declare their commitment to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community.

Looking ahead

IN 2013/14 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Buying Library Books
- Offering Heritage Grants
- Running the Live Neighbourhood Project
- Supporting Ryde Youth Theatre Group
- Shopfront Showcase in West Ryde
- Activating Eastwood and West Ryde Town Centres.

How our planned projects progressed in 2012/13

On track	1	Complete	4	Cancelled	2
Action required	-	Not started	1	Deferred	1

The table below highlights how each project in our One Year Operational Plan 2012/13 progressed throughout the year.

Program/projects	Status	Comment
LIBRARY PROGRAM		
Feasibility study for Eastwood Library		This project will be combined with the Eastwood Community Hub Feasibility Study
Library books		Project completed for this year, ongoing acquisition of library books
Library electronic books		
COMMUNITY AND CULTURAL PROGRAM		
Cultural Spaces stage 3: Feasibility		Council has approved a feasibility study for a Community Hub in Eastwood. With a need to complete the long-term asset plan for community and cultural buildings, a Social and Cultural Infrastructure Plan is currently being developed. All further feasibility studies are on hold pending the finalisation of the Social and Cultural Infrastructure Plan
Improving shopfronts in Eastwood		
Live Neighbourhood Project		This project carries over into 2013/14
Ryde Youth Music Project		This project was placed on hold by Council in Q1
Ryde Youth Theatre Group		
LAND USE PLANNING PROGRAM		
Heritage Grants Scheme		Project funded in 2013/14

Measuring our performance

Within reasonable limits	Action required	Target met
--------------------------	-----------------	------------

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status
LIBRARY PROGRAM				
% customer satisfaction of library users satisfied with quality of service	N/A	Baseline year	97%	
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.1	8.3	8.6	
No. of visits to the library annually	905,114	840,000	946,157	
CUSTOMER AND COMMUNITY RELATIONS PROGRAM				
% satisfaction of participants at CoR events ie the Granny Smith Festival	N/A	Baseline year	89%	



OUTCOME: A CITY OF PROGRESSIVE LEADERSHIP

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

The Progressive Leadership Outcome is supported by seven programs: our Customer and Community Relations Program, Governance and Civic Program, Internal Corporate Services Program, Strategic City Program, Property Portfolio Program, Risk Management Program, and the Organisational Development Program.



Goal one

Our City is well led and managed.

Strategies

- To lead, govern and regulate in an ethical, equitable, transparent and accountable way
- To be responsive to the changing needs of our community
- To unite decision makers to deliver.

Goal two

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

Strategies

- To optimise value for money and deliver responsible spending across all of our services
- To provide our customers with a continuously improving best practice service
- To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our City.

Goal three

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

Strategies

- To make our community aware of things happening in their city that impact on their daily lives
- To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered
- To deliver a brand identity for our City that engages the community and promotes its positive attributes and direction.



78,048 calls to
our service centre

87%

satisfaction with
Ryde Planning and
Business Centre

Won

a gold award for the

3rd year

in a row for our
Annual Report

217

compliments and

83

complaints received

In 2012/13 we:

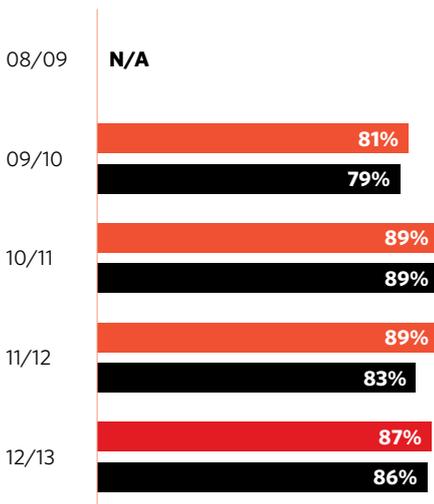
CONNECTED WITH OUR CUSTOMERS

The Customer Service team has seen an increase in the number of calls received and the number of customers served over the 2012/13 financial year.

Overall the call centre responded to 78,048 calls with 28,738 requests for service taken. Of these requests 24,882 were closed within the agreed timeframe. This indicates that 87 percent of all requests taken were resolved within the accepted service standard.

Response to customer requests within agreed timeframes

- Customer requests
- Inward correspondence



The Ryde Planning and Business Centre has continued to focus on providing the residents of the City of Ryde with quality planning advice and service. This year we commenced a trial to provide the service on Saturday mornings that has no doubt added to both the increased number of customers served (4,713) and the high customer service satisfaction rating of 87 percent.

The City of Ryde is also committed to delivering quality customer service. In 2012/13 our Customer Feedback Policy and Complaints Handling procedure provided a framework to ensure feedback received was handled appropriately. The feedback function also helped identify areas or processes that needed improvement and we are working hard internally to ensure we are better servicing our customers.

In 2012/13, the overall volume of customer feedback increased by 12 percent. We received 217 compliments (an increase of 23 percent on 2011/12) and 83 complaints (a decrease of 10 percent). Complaints resolved within the agreed timeframe increased significantly from 81 percent to 99 percent.

The City of Ryde undertakes regular customer satisfaction surveys across twelve key frontline service areas. On average, 81 percent of customers were satisfied overall with our services across the year.

Some standout achievements include:

- 98 percent customer satisfaction with the range of facilities at the Ryde Aquatic Leisure Centre
- 97 percent customer satisfaction with our library services
- 86 percent of customers satisfied with the service received through our Customer Service Centre.

While satisfaction rated above 80 percent for most areas, there are opportunities to improve in the processing of development applications (75 percent satisfaction), and investigations of environmental health reports (78 percent satisfaction). The ongoing collection of these results will continue to inform Council of areas where there are opportunities for further service improvements.

Within the organisation, we completed staff feedback surveys on seven areas. The results form part of our strategy to ensure our internal processes are optimised in order to provide excellent customer service across the organisation. Across all internal customer surveys undertaken, on average 75 percent of customers were satisfied with the overall services provided.

CELEBRATED OUR TOWN AND GOWN PARTNERSHIP WITH MACQUARIE UNIVERSITY

The City of Ryde and Macquarie University celebrated a successful first year of their town and gown partnership in January 2013. A number of projects started during the year are already producing results. These include a research study to understand how the City of Ryde is perceived by residents and how well our strategic direction aligns with the view of the community. The findings of this project will provide guidance on how we can better communicate and engage with the community.

Another exciting project responds to one of the community's major concerns, the ever-increasing traffic congestion in the area. A trial of innovative transport options, including Personal Mobility Devices (PMDs) took place on the University campus. It is hoped that this trial will inform the development of options that will lead to traffic congestion relief across the Ryde community. See the City of Connections outcome on page 85 for more information about this and other congestion reduction initiatives.





Let's
ENGAGE

ENGAGED WITH OUR COMMUNITY

We believe strongly in building relationships with the community where the Council is known and felt to be transparent, trustworthy and competent. Our new Communications and Media Unit is responsible for coordinating the City of Ryde's ongoing focus on the continued development of our relationship with the community.

Having a group focused specifically on community engagement ensures our organisation can implement systems and processes that support a more holistic approach to community engagement. With plans for community engagement now built into all projects as part of our Project Management System, PMCoR, this new initiative concentrates resources and knowhow into one group, and has resulted in more effective community engagement initiatives across a range of areas.

The City of Ryde is aligned to the International Association for Public Participation (IAP2) framework and principles, which support a vision that effective public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

One of the ways that this vision has come to life this year is through the implementation of a Citizens' Engagement Advisory Committee. The committee was borne out of our understanding that to effectively deliver many of our services we rely on engaging with community members to understand their wants, needs and desires. The committee has been set up for a specific period to provide advice, feedback and recommendations on appropriate

community engagement framework(s) as a contribution to our draft Community Engagement Plan. See page 37 in the Civic Leadership section for more information about our advisory committees.

In 2012/13 the City of Ryde implemented a number of interactive and comprehensive strategies to engage the community. Some of these engagement initiatives included community consultations on:

- The future of our playgrounds (Play Implementation Plan)
- The future of our City's infrastructure (LEP 2011)
- Our pedestrian access and mobility plan for Macquarie Park
- Floodlighting for our sportsgrounds
- Workshops to explain the new policy for Boarding Houses
- Getting community feedback and opinions on the *Future Directions for NSW Local Government* report on proposed amalgamations and changes to local government. (The report was put out by the Independent Local Government Review Panel)
- Providing forums for the community to voice concerns about the State Government Urban Activation Precinct Strategy.

We also held community surveys to:

- Get community input for our Street Tree Master Plan
- Gather community history and knowledge for the development of floodplain management
- Assist with improvement in our service delivery.

Councillors have also embraced community consultation principles and implemented a Community Council meeting roster to hold a council meeting locally within each ward over the last 12 months.

With City of Ryde Councillors and staff working together to keep the community informed, aware and connected, we will continue to support community interaction and engagement with Council on all matters of community importance.

See the following page for some examples of how community feedback helps shape our City.

In 2012/13 we: (continued)

HOW COMMUNITY FEEDBACK HELPS SHAPE OUR CITY

STREET TREES

500 residents responded to our street tree survey, helping us to set priorities and identify receptive areas in our Street Tree Masterplan.

WASTE SURVEYS

4,252 residents responded to our Waste and Recycling Survey, with over 80 percent of respondents either satisfied or very satisfied with the current level of waste collection service. Their responses will help shape Council's waste strategy including education initiatives for recycling.

AMALGAMATIONS

984 residents responded to our survey via telephone, online, and by attending our community workshop, with 86 percent saying it was important to retain local government representatives and 65 percent saying they were 'not very' or 'not at all' supportive of merging with nearby councils. We responded to the State Government in a submission reflecting what the community has indicated to us.

RECEIVED A POSITIVE FINANCIAL SCORECARD

In 2012/13, NSW Treasury Corporation (Tcorp) conducted an independent assessment of the City of Ryde's financial capacity and its future sustainability. The analysis, which reviewed our historical performance, current financial position, and long-term financial forecasts as well as benchmarking the City of Ryde against its peers, found that our financial sustainability rating (FSR) was sound with a negative outlook. Reflecting the similar financial challenges faced by councils throughout the state, only 23 councils achieved an FSR of sound in NSW; two were rated as 'strong' while the rest were rated as 'moderate' or below.

We are proud of the work we have done to be financially sustainable, but acknowledge that the time has come to act to ensure the City of Ryde remains viable for the benefit of our community into the future. We have hosted workshops with our Councillors to help them understand our financial position and to identify options for funding the shortfall that we will discuss with our community in 2013/14.

In 2012/13 we were still the fifth lowest rating council in NSW, with 70 percent of our rating income being derived from residential properties, and 30 percent from businesses (which make up 8 percent of our rateable assessments).

We want to continue to deliver the facilities and services our community needs and expects; to date we have been able to deliver these services in spite of an eroding revenue base and restrictions by State Government rate pegging legislation.

Despite improving efficiency throughout the organisation and developing innovative ways of meeting customer expectations, over time our position of strength has steadily declined. In responding to our medium to long-term forecast position, we are currently considering all options to increase revenue, reduce operational expenses, and optimise returns from investment properties and commercial assets.

REVIEWED OUR RESOURCING STRATEGY

We are continuing to review and update our asset management plans, placing greater focus on addressing our funding gaps, and developing a better understanding of asset conditions. This will in turn provide greater clarity into our internal capability and capacity to deliver services, which feeds into our workforce plan and ultimately into our Long Term Financial Plan.

The picture this information provides will then be used to review our Community Strategic Plan, and allow our community to have an informed understanding of the challenges we face in the future and whether we are going in the right direction to meet these challenges. Their feedback will shape our vision for the City for the next ten years and our plans for delivering that vision.

HALTED THE RYDE CIVIC PRECINCT PROJECT

On 13 November 2012, the newly elected Council resolved to cease redevelopment of the Civic Centre site, and prioritise maintaining and upgrading the existing building. Council has allocated \$4.7 million over the next five years to refurbishing the building. Council reports relating to the cancelled Civic Precinct redevelopment and the revised Planning Proposal can be viewed in greater detail on our website.



IMPROVED BUSINESS CONTINUITY

As part of our proactive approach to managing business continuity risk, this year we have focused on making our business information systems more stable, and have further developed our disaster management and recovery strategies.

We continue to streamline and improve the performance of our IT network and provide opportunities to grow. We have begun the planning for hosting our data externally. This move not only provides greater stability and reduces risk, it also ensures our systems are running in optimal conditions.

We are progressing with our move to virtualising many of our systems and increasing the number of services available to the community through the use of smart forms and online payment gateways. We are also exploring the opportunities provided by cloud-based systems.

STREAMLINED OUR SYSTEMS

In 2012/13 our multi-year financial system upgrade progressed, while our works and asset management system now allows better reporting and improved information underpinning works and planning activities.

BECAME INVOLVED IN AN ICAC INVESTIGATION

This year, the City of Ryde was advised of a public inquiry by the Independent Commission Against Corruption (ICAC), to be centred on allegations involving the then Mayor, Cllr Ivan Petch, and external parties.

The enquiry made no reference to the operational workings of Council or the level of service that staff provides to our community. However, in response to evidence heard at the enquiry, we are undertaking a proactive program of actions relating to the management of confidentiality and our code of conduct to further enhance corruption prevention measures.

CONDUCTED AN ONGOING REVIEW OF OUR GOVERNANCE FRAMEWORK

While the City of Ryde remains compliant with all of its legislative requirements, to further strengthen our robust governance framework we will be implementing a number of other changes before the ICAC hearing concludes.

Policies and procedures under review include:

- Management of confidential information
- Management of complaints made to Councillors in relation to staff
- Management of public interest disclosures
- The Conflict of Interest component of the Code of Conduct
- The procurement process and Commercial in Confidence policies
- Delegations
- Interactions between Councillors, staff and the community
- Our policy framework
- Development applications.

City of Ryde representatives have also briefed the Department of Local Government and reinforced our commitment to work closely with them and the local community and to take whatever action is necessary to further strengthen our governance framework. We expect the final report to be available late in 2013 and look forward to implementing further business improvements as a result of this inquiry.

Any changes resulting from these reviews will be rolled out to staff and Councillors through a series of workshops and training programs.

Let's CELEBRATE

WON GOLD FOR OUR ANNUAL REPORT

For the third year in a row, the City of Ryde was awarded Gold in the Australasian Reporting Awards (ARA) for our 2011/12 Annual Report. The ARA judging criteria is based on best practice in annual reporting and to receive Gold a report must achieve overall excellence in annual reporting and provide high quality coverage of most aspects of the ARA criteria. It also needs to provide full disclosure of key aspects of its core business, address current legislative and regulatory requirements, and be a model for other peer reports.

In 2012/13 we: (continued)

MANAGED RISK PROACTIVELY

Risks are inherent in every business decision and identifying and managing those risks and related opportunities for improvement 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, clearly communicating how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes too.

We recognise that 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. Accordingly the following six key functional areas are maintained under the Risk and Audit function:

1. Internal Audit
2. Risk and Insurance
3. Procurement Administration
4. Work Health and Safety
5. Workers' Compensation
6. Return to Work Management.

A key element of the risk management framework is Council's overarching Enterprise Risk Management (ERM) plan. This has been developed to assist with progressing our risk maturity and meeting the commitment and accountabilities outlined above.

Our activities in 2012/13 included a continued focus on the development of key components of the ERM model. These activities involved considerable work alongside key internal stakeholders to identify and rate operational risks with a view to developing operational risk registers for each of our 22 service units. Considerable efforts were also made in the review of our Work Health and Safety framework following the introduction of the Work Health and Safety harmonisation legislation. See page 105 for more information about initiatives undertaken.

The continuing implementation of this plan has delivered a number of benefits to the organisation. These include providing:

- Guidance to achieve a uniform approach to the management of risk and opportunities across all decision-making processes
- A framework for the identification of training and education in risk management and awareness
- A constructive and accessible reference for managing risks
- A systematic approach to business interruption and continuity planning
- Quality analysis and controls of insurable risks
- Input for Council's risk-based Internal Audit plan
- Movement towards a more risk aware culture.

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

- 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. 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.

In 2012/13 the Audit and Risk Committee continued to provide oversight in the execution of our risk-based Audit Plan, focusing on process and control reviews.

The Audit Plan is based on the City of Ryde's 'risk universe' which has been derived from a combination of several sources including the following;

- Risks identified through our ERM project
- Contemporary issues identified through external agencies or through internal issues
- Analytical review.

The Audit and Risk Committee's work, which will continue in 2013/14, includes key reviews of project outcomes, revenue generation activities, procurement compliance and an ongoing review of key controls and statutory audits.

Under the Audit Plan, 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.

Internal audit

Our internal audit function is governed by an Internal Audit Plan, which is endorsed by the City of Ryde'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, the leadership group and other key staff along with input from our Enterprise Risk Management Plan, we identify a 'risk universe'. From this long-term plan, we are able to identify priority risk areas and schedule annual reviews, while allowing capacity for unscheduled reviews and follow-up of previous audit reports.

In 2012/13 our Internal Audit Function undertook the following key reviews:

- Mobile phone governance
- Information technology general controls
- Payroll analytics
- Human resource procedures
- Procurement compliance
- An ongoing/recurrent review of key controls in the procurement and payroll functions
- Statutory audits as required by government authorities.

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 enquiries of key staff within Council
- Examine financial and accounting records and other documents and tangible assets
- Obtain written confirmations of certain items.

Risk and insurance management

Our risk and insurance management function primarily manages claims received and made against our insurance policies. Other activities include:

- Renewal and administration of Council's Insurance portfolio (including audits of our portfolio)
- Ongoing site-specific project and other risk assessments
- Ongoing development and updating of our Business Continuity Plan.

In 2012/13 we began implementing and updating our Enterprise Risk Management Plan and associated documents and systems, including the implementation of Corporate Risk Registers and training of key staff in the administration and use of new software. The work will continue in 2012/13.

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 2012/13 we instigated 97 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. E-tendering is used to enhance both the efficiency and probity of our tender administration procedures.

We also further improved our approach to procurement and contract management via a continued review and update of the procurement framework. As part of this review, all of Council's standard contracts were subject to legal review and updated where necessary.

In 2013/14, external consultants will undertake a procurement health check project. This review will compare our procurement systems with best practice and identify any areas for improvements.

THE CITY OF RYDE PARTNERED WITH COMMUNITY ORGANISATIONS TO LAUNCH THE EASTWOOD COMMUNITY MIGRANT RESOURCE CENTRE

9.67%
staff turnover

11,476
labour hours spent
on training courses

37%
of management positions
held by women

31
workers compensation
claims - the lowest
in five years



In 2012/13 we: (continued)

DEVELOPED OUR PEOPLE

As discussed on page 38, 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 and the Office of the General Manager. Within these groups are 22 service units that deliver services and projects made up of 669 employees.

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. Our Workforce Plan is built on attraction and retention; building the capacity of our staff; increasing their satisfaction and engagement; and ensuring our behaviours match our values.

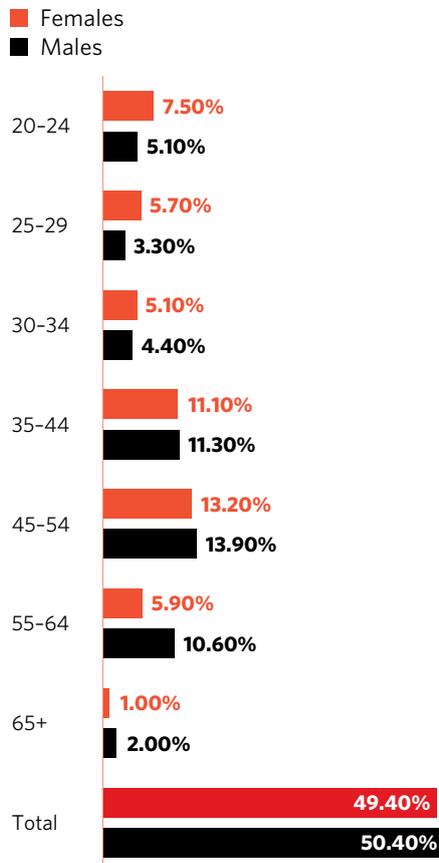
We face a number of challenges, including maintaining our workforce in critical service areas and the changing demographics of our City and broader Australian workforce. To meet these challenges we are working to:

- 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
- Increase the passion expressed by staff in our culture survey
- Enhance our image within the community.

In 2012/13 we conducted our 'Have Your Say Day', where all staff shared their views on how the organisation as a whole is progressing against the same staff culture survey results from 2010.

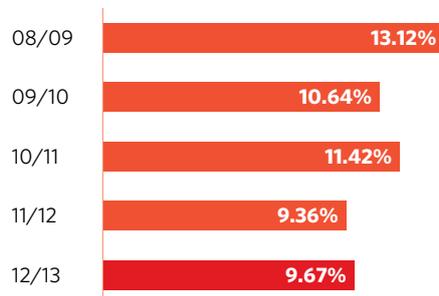
As shown in the chart following, the greatest percentage of both male and female employees are aged between 35 and 64. We have flexible work policies and practices that have helped us become an attractive employer across all age groups and genders, and we are also ensuring that there are opportunities to suit the changing needs of employees at different stages in their careers.

Age profile by gender as at June 2013



Staff turnover at the end of June 2013 was 9.67 percent, a slight increase in turnover from the 2011/12 financial year, however turnover has remained steady over the past two financial years (see chart below).

Staff turnover



Learning and development

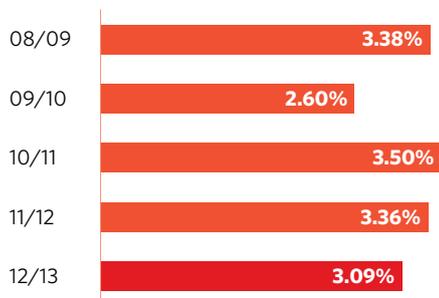
Some highlights of our staff development programs for 2012/13 include:

- Fifteen middle and senior managers and staff studying for Diploma of Project Management to improve project delivery and leadership qualities
- Actively promoting our commitment to workforce diversity through our Workforce Empowerment Working Group (WEG)
- Offering the best parental leave entitlement in the State and flexible working provisions and development opportunities
- A variety of health and wellbeing initiatives including Weight Watchers at Work and health checks
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study
- Initiating a new mentoring program for aspiring employees.

In 2012/13 a total of 11,476 labour hours was spent on training courses and attending conferences and seminars, not including tertiary sponsored studies. Training was undertaken across a wide range of areas, from operational indoor and outdoor staff training, to management and leadership programs, communication programs, contract management training, corporate systems training, mandatory WHS and regulatory/governance training, as well as attendance at conferences and seminars. In addition, personal and professional development programs were conducted including mentoring and coaching for employees. See the charts following for further insight into how we invested in staff learning and development.



Percentage of total staff salary and wages spent on training and development



Course category

- 36% Management/leadership
- 10% Work health and safety
- 18% Operational - indoor
- 8% Operational - outdoor
- 20% Seminars/conferences
- 8% Computers



PROGRESSIVELY LED OUR ORGANISATION

Equal Employment Opportunity (EEO)

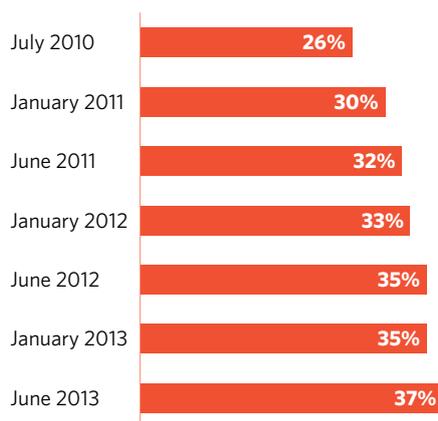
We are committed to achieving a safe and rewarding workplace free from all forms of unlawful activity, harassment and discrimination where all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training.

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 place of lifestyle and opportunity at our community's doorstep.

We are continuing to raise 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.

The percentage of management positions held by women rose over the year from 35 percent to 37 percent, as shown in the chart below, while the number of internal promotions awarded to female staff increased from 33 percent to 56 percent over the year. These trends may be attributed to the implementation of more flexible work practices, the provision of additional development opportunities and our highly successful mentoring program.

Management positions held by women



Work Health and Safety (WHS)

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.

Our purpose

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

WHS and injury management

In 2012 the reporting line of Coordinator Work Health and Safety and the Coordinator Injury Management was moved from Human Resources to Risk and Audit. The move provides greater organisational focus on safety, and helps take a holistic approach to reducing costs of workplace injuries both at a personal level and for the organisation as a whole.

The cost of our premium for the year 2013/14 is less than that of 2012/13 due to a significant reduction in claims for 2012/13 compared with years going back to at least 2005/06. See page 108 for numbers of incidents and hours lost through injury.

While there are a number of factors contributing to this improvement, the cultural change across the organisation in WHS and other disciplines during the past two years is an important factor. It also indicates that a determined shift in focus on leadership and in behaviour throughout the organisation towards health and safety, has had a positive outcome in reducing compensable injuries and costs relating to injuries.

Employee consultation

Our main consultative mechanism on health and safety remains the Health and Safety Committee (HSC). Extensive consultation is taking place with both employees and Management regarding the changes brought about through the review of Council's WHS framework (see page 107).

With the coming of new legislation, four staff members became Health and Safety Representatives (HSRs) and after undertaking the new five-day HSR course, sit on the HSC. Two other new employee representatives chose to undertake a three-day, revamped version of a health and safety committee course, accompanied by a new management representative, even though it is no longer a legislative requirement.

A Health and Safety Committee Bulletin informs all staff of the latest health and safety news in our organisation.



CTR: 288

Y 096

PLEASE
AL DRIVER



custom

Macquarie Centre



Signal Driver

Transport Info ☎ 2113 2227

Map

Map



D

MACQUARIE

MACQUARIE

Annual self-assessment

The annual 2012/13 assessment is scheduled to be completed in August 2013. It is anticipated that a \$40,000 rebate from our workers compensation insurer will be paid for completing this assessment and the report.

Learning and development

This year 563 staff participated in various aspects of WHS training and attended related seminars or conferences totalling 3,083 hours for the year.

Review of our WHS framework

Health and safety at the City of Ryde is governed by WHS Legislation, through WorkCover NSW, which took effect on 1 January 2012. To meet the changes, two projects that began in 2011/12 continued throughout 2012/13, and involve reviewing our WHS Framework and an associated education program.

The WHS Framework review has included a review of policy statements and accompanying procedural statements (18 in total). It involved an extensive consultation process with both the Health and Safety Committee and subject matter experts and is progressing well. In addition to this, a review of the WHS management system is also underway.

WHS information sessions

In May 2013, the Leadership Team, comprising our Executive Team and Service Unit Managers along with all Section Managers attended a WHS information session on due diligence conducted through the Local Government and Shires Association (LGSA). It is the latest in a series of seminars presented by LGSA, our insurer StateCover and WorkCover.

Employee assistance program - EAP

When employees experience work-related, personal or health problems, we recognise that this may affect the employee's quality of life, other employees' general sense of wellbeing and may have possible adverse impacts on work performance. Our Employee Assistance Program (EAP) is available for employees and their immediate family. There have been around 15 contacts with our EAP provider over the year.

Contractor management

We recognise that with the new arrangements under the WHS legislation of consultation, coordination and cooperation between Council and our contractors, there is an opportunity to review and update our arrangements with contractors. A review of our general and site-specific contractor induction material is scheduled for the latter half of 2013.

Staff recognition for good safety practices

We encourage staff to display their knowledge of good safety practices by rewarding staff initiatives with TA! (Token of Appreciation) Awards. During the year, two staff received TA! awards for good safety practices.

- One member of staff at our swimming pool was recognised for improving the design of a sports storage area to reduce risks of muscular injuries.
- A member of staff provided assistance to a senior member of the public, who sustained an injury after a fall outside our Civic Centre office then followed up with a few visits and flowers to the injured person's home to provide some comfort and care after learning the senior citizen lived alone. They received a TA! Award in appreciation of their efforts.

Audiometry testing

We have had audiometry (hearing) tests as a screening program for all staff at our pre-employment stage for many years, and have now introduced regular testing for staff who frequently have to wear hearing protectors in noisy areas. They will have audiometry testing every two years as part of our health surveillance program. Every alternate year, we expect our voluntary skin cancer checks for all staff will continue.

WorkCover Improvement Notice

In January, following an incident, City of Ryde received an Improvement Notice from WorkCover NSW. The notice required that we implement and maintain a system to ensure that our street sweepers are inspected, cleaned and maintained in safe operating/working condition.

In response to the Notice, a simple mechanism and process was put in place to isolate a particular part of the sweeper and keep it from being used if it required maintenance, while other parts of the sweeper were operational. The change lifted the safety measures from a purely administrative control to a combination of isolation, engineering and administrative controls and has increased the level of safety. The Notice was lifted after WorkCover was advised of the improved safety measures that have been implemented in reducing the same or similar circumstances being repeated.

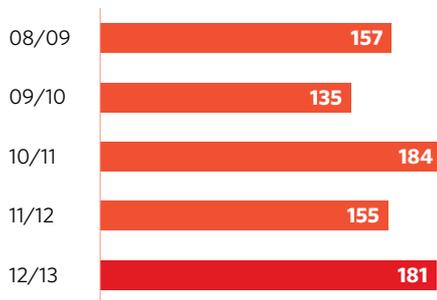
Additionally, an improved mechanism and level of communication between workers, supervisors and our maintenance mechanics was devised by two members of the mechanics team and has been implemented.

Workplace incident reporting

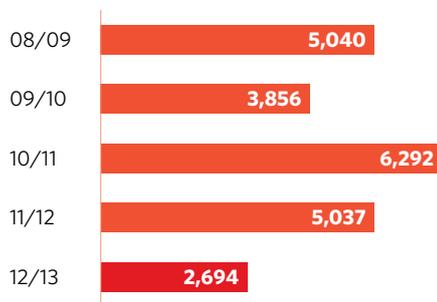
After reviewing several systems to replace our paper-based workplace incident reporting system, a new web-based workplace incident reporting system has been endorsed and will be implemented in 2014/15. The system will dramatically improve the notification process for managers and appropriate staff of the circumstances surrounding all incidents.

As shown in the chart on page 108, the total number of incident reports in 2012/13 was 181, compared with 155 in 2011/12. There was an increase in hazard/near miss reporting with 27 reported compared with 22 the previous year, while there was a decrease in reported first-aid injuries with 29 reports compared with 33 the previous year.

Incident and injury reports 2008-13



Lost time in hours due to injury¹



¹ 'Lost time' refers to any time lost, and is not based on hours lost of one whole shift or more as outlined in the Australian Standard 1885.1

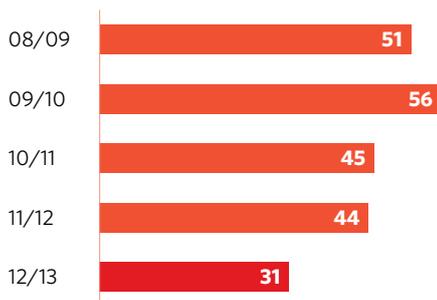
The above chart indicates the lost time hours are the lowest in five years. Lost time hours for 2012/13 dropped nearly 50 percent from 2011/12.

Workers compensation claims

The chart below shows that in 2012/13 there were 31 workers compensation claims, a drop of 13 claims from 2011/12. This figure represents the lowest number of claims in the past five years, and reflects a continuing trend.

Workers compensation claims 2008-13

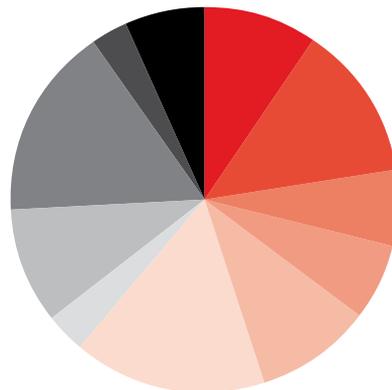
The charts below show the mechanism



of injuries and nature of injuries recorded by the City of Ryde in 2012/13. Body stress (indicated by muscular stress including repetitive movement) and soft tissue injuries, account for the largest number of claims. In response, we have launched a refresher training course in manual handling.

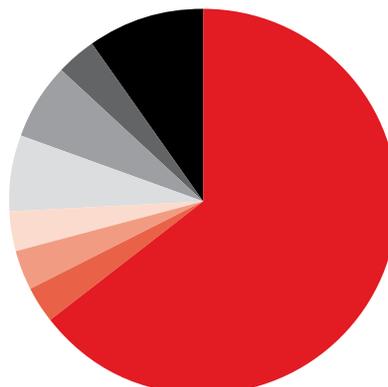
Mechanism of injury

- 10% Falls from a height
- 13% Falls on the same level
- 7% Hitting objects
- 6% Being hit by falling objects
- 10% Being hit by moving objects
- 16% Muscular stress while lifting
- 3% Muscular stress while handling
- 10% Muscular stress with no objects
- 16% Repetitive movement
- 3% Heat, electricity factors
- 6% Vehicle incidents and other



Nature of injury

- 65% Soft tissue injuries
- 3% Foreign body
- 3% Bursitis
- 3% Other fractures
- 7% Laceration
- 6% Contusion
- 3% Hot burn
- 10% Trauma to muscles and tendons





Our challenges

- Responding to the recent ICAC investigation and rebuilding both the community's trust and the City of Ryde's reputation. We have taken a proactive approach to strengthening our governance framework
- Addressing our long-term financial outlook will require continued containment of our operating costs and exploring all revenue opportunities. This may result in some reductions in service and increases in revenue.

Looking ahead

IN 2013/14 WE'VE GOT THE FOLLOWING PROJECTS SCHEDULED:

- Automating our procurement process
- Developing an electronic VPA and S94 system
- Developing an Electronic Housing Code
- Developing GPIMS, our Geospatial Program Integration Management System
- Embedding risk management processes across our activities
- Enhancing our financial system TechOne
- Enhancing our corruption prevention system
- Expanding our eBusiness capacity
- Implementing our Let's engage community engagement strategy
- Renewing our IT systems
- Refurbishing the Civic Precinct
- Renewing corporate and commercial buildings.

WE'LL ALSO BE TALKING TO YOU ABOUT:

- Our Community Strategic Plan
- A Customer Service Charter.

How our planned projects progressed in 2012/13

 On track	10	 Complete	7	 Cancelled	1
 Action required	-	 Not started	-	 Deferred	1

The table below highlights how each project in our One Year Operational Plan 2012/13 progressed throughout the year.

Program /project	Result	Comment
PROPERTY PORTFOLIO PROGRAM		
Civic Precinct Redevelopment		See page 100 for details
Commercial Buildings Renewal		
Corporate Buildings Renewals		
Operational Buildings Renewal		
GOVERNANCE AND CIVIC PROGRAM		
Councillor Induction Program and Training		
CUSTOMER AND COMMUNITY RELATIONS PROGRAM		
CRM Workflow Update		Some elements were delayed due to resource issues
Ryde Planning and Business Centre - Saturday hours		Project is continuing and is currently under review with regard to long-term options. See page 98 for details
RISK MANAGEMENT PROGRAM		
Automating the Procurement Process		
Internal Audit Quality Assessment		Deferred until 2013/14 in agreement with Audit and Risk Committee
LAND USE PLANNING PROGRAM		
Electronic Development Assessment Project		
ORGANISATION DEVELOPMENT PROGRAM		
Best Value Reviews (annual)		
Performance Review Process		
PMCOR System Development		
ORGANISATION DEVELOPMENT PROGRAM		
GPIMS – System Development		
Information Technology Renewals		
IRM Scanning Project		
Plant and Fleet Purchases		
Policy Framework for WH&S		
Review and Update HR Policies		

Measuring our performance

 Within reasonable limits

 Action required

 Target met

Measure	2011/12 Result	2012/13 Target	2012/13 Result	Status
GOVERNANCE AND CIVIC PROGRAM				
Number of known breaches of statutory/council policy requirements	0	0	0	
% of Councillor requests responded to within agreed service standard	70%	95%	82%	 Showing a continued improvement
% of Councillor satisfaction with the quality of responses provided by the helpdesk	70%	80%	39%	 Though not reflected in the results, qualitative feedback suggests Councillors are satisfied with the quality of responses
CUSTOMER AND COMMUNITY RELATIONS PROGRAM				
% customer satisfaction with the service provided at the Customer Service Centre	N/A	80%	80%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	86%	80%	87%	
% of calls to the Customer Call Centre resolved at the first point of contact	N/A	85%	84%	
INTERNAL CORPORATE SERVICES PROGRAM				
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) - BBSW)	1.02%	0.85%	1.68%	
% of annual capital works program completed	77%	90%	89%	

Our corporate performance indicators

 Within reasonable limits

 Action required

 Target met

Measure	Performance Indicator	2011/12 Result	2012/13 Target	2012/13 Result	Status/Comment
CUSTOMERS AND PARTNERS					
Customer satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers (internal and external)	N/A	Baseline Year	78%	The current year customer satisfaction index is based on the average of 44 KPI scores.
Responsiveness to customer requests	% of customer requests acknowledged within agreed standards (5 working days)	-	90%	-	 We are developing work flows so that this measure can be reported.
	% of customer requests actioned within agreed standards (10 working days)	89%	90%	87%	
	% of inward correspondence acknowledged within agreed standards (5 working days)	-	90%	-	 We are developing work flows so that this measure can be reported.
	% inward correspondence actioned within agreed standards (10 working days)	80%	90%	86%	
Effective complaints handling	% of tier one and two complaints resolved within agreed standards	100%	100%	99%	
FINANCIAL MANAGEMENT					
Base budget management	% variance of YTD approved base budget Income as at last quarter (not more than 2% under approved Base Budget Income)	2.38%	> = -2%	3.37%	
	% variance of YTD approved base budget Expenditure as at last quarter (not more than 2% over approved Base Budget Expenditure)	-2.43%	= < +2%	-9.56%	

Measure	Performance Indicator	2011/12 Result	2012/13 Target	2012/13 Result	Status/Comment
PROJECT MANAGEMENT					
Projects are well managed	% project milestones completed on time	92%	90%	73%	⚠
	% of scheduled projects completed within the year ¹	85%	95%	78%	⚠
	% scheduled projects completed on or under budget ¹	N/A	90%	81%	⚠
PEOPLE AND CULTURE					
Workplace Health and Safety	Number of LTI days per year (reduction from previous year)	646	Baseline Year	362	● 44% reduction
Equal Employment Opportunity	% of management positions held by women	35%	>35%	37%	●
Regulatory risk management	% of internal audit recommendations implemented within agreed timeframes	93%	100%	94%	⚠ Showing improvement

1 Scheduled projects completed does not include multiyear, cancelled or deferred projects, only projects scheduled for completion during this financial year.

Chief Financial Officer's report

Our 2012/13 financial result of an operating surplus of \$12.23 million reflects our continuing strong financial performance. However, this result represents a decrease of \$11.02 million from the previous year, due to a decrease in developer contributions, operating grants, user fees and charges and rates.

Our operating result before capital was a deficit of \$5.79 million. We own and maintain over \$0.98 billion worth of infrastructure and \$1.24 billion worth of land, and have revalued our assets to Fair Value. This is the sixth year since Council adopted Fair Value, and the full impact of depreciation has been brought to account in our Financial Report resulting in our depreciation expense increasing slightly by \$0.69 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.

Doing this allows the City of Ryde 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 2012/13 result include:

- Working capital of \$4.26 million, to cover day-to-day operations and provide a buffer for unforeseen expenditures
- We received approximately 54.84 percent of our revenue from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.93 percent of rates outstanding
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained sound and is a reasonable 4.42:1
- Our level of internal reserves (funds put aside for specific projects) is \$52.83 million.

While our financial indicators, as attested to by our 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.

During 2012/13 the Treasury Corporation of NSW (TCorp) completed a review of our financial sustainability and we were rated as 'Sound' financially but with a negative outlook. This means that the City of Ryde has some medium- to long-term financial issues and funding shortfalls that it will have to address during this term of Council.

We are continuing to address our long-term financial sustainability through our Long Term Financial Plan (LTFP). It is estimated that to bring our essential infrastructure assets (roads, footpaths, drains, libraries, community buildings,

and so on) up to a satisfactory condition the cost will be in the order of \$55.21 million (compared with \$85.94 million in 2011/12). This remains a major challenge for the future. The reduction is due to a revaluation of some asset types, but this is being further reviewed to ensure accuracy.

We originally developed a LTFP in 2006 to obtain a financial projection that quantifies the operation of Council services for the next 20 years. That plan forecast spending \$20 million on asset renewal each year to bring our infrastructure up to a satisfactory standard.

This has since been reviewed and the new LTFP updated in June 2013. The City of Ryde has adopted a new Resourcing Plan, which incorporates the LTFP, Workforce Plan and Asset Management Plan. We are also continuing our proactive approach to asset management to ensure our community's assets are maintained and this year adopted a new Asset Management Plan that will enable us to better manage our City's assets into the future.

Together, these new plans show that we still have an issue with infrastructure renewal that we will have to start addressing in our Delivery and Operational Plans.

Following the Council elections in September 2012, the new Council resolved to discontinue the redevelopment of the Civic Centre site, which has resulted in Council writing off \$5.49 million, the amount spent on the project at that time.

Further information on our financial performance is contained in the Community Financial Report and Financial Report from page 116.

John Todd
Chief Financial Officer – City of Ryde

KEY FEATURES OF THE 2012/13 RESULT

We invested \$24.24 million in capital expenditure, with major projects including:

Catchment Program	\$ 1.62 million
Centres and Neighbourhood Program	\$ 1.62 million
Community and Cultural Program	\$ 0.30 million
Internal Corporate Services Program	\$ 3.09 million
Library Program	\$ 0.71 million
Open Space, Sport and Recreation Program	\$ 4.63 million
Paths and Cycleways Program	\$ 2.47 million
Property Portfolio Program	\$ 3.03 million
Regulatory Program	\$ 0.47 million
Roads Program	\$ 5.00 million
Traffic and Transport Program	\$ 0.94 million
Waste and Recycling Program	\$ 0.37 million

KEY PERFORMANCE INDICATORS

NOTE 13 PERFORMANCE INDICATORS	2010 ¹	2011	2012	2013
Unrestricted current ratio	4.67	4.79	3.72	4.42
Debt service ratio	0.85%	0.83%	0.75%	0.68%
Rate coverage ratio	61.16%	56.29%	51.48%	54.84%
Rates and annual charges outstanding	4.10%	3.99%	4.19%	3.93%
Building and infrastructure renewal ratio	49.24%	47.87%	80.19%	93.64%

1 Adjusted for Contributed Assets that were derecognised, as a prior year error.

2012/13

FINANCIALS

General purpose financial statements for the year ended 30 June 2013

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Statement by Councillors and Management

for the Year Ended 30 June 2013

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 24 September 2013.



Councillor Roy Maggio
Mayor



Councillor Justin Li
Deputy Mayor



Mr Roy Newsome
Acting General Manager



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

Income Statement

for the Year Ended 30 June 2013

Original Budget* 2013 (\$'000)		Notes	Actual 2013 (\$'000)	Actual 2012 (\$'000)
INCOME FROM CONTINUING OPERATIONS				
60,554	Rates and Annual Charges	3(a)	61,079	58,514
11,959	User Charges and Fees	3(b)	13,294	12,105
3,526	Interest and Investment Revenue	3(c)	4,328	4,482
6,432	Other Revenues	3(d)	7,527	6,023
6,820	Grants & Contributions provided for operating purposes	3(e&f)	7,126	8,990
1,836	Grants & Contributions provided for capital purposes	3(e&f)	18,029	22,786
Other Income:				
-	Net gain from the disposal of assets	5	-	771
-	Net share of interests in joint ventures and associates using the equity method	19	-	-
91,127	TOTAL INCOME FROM CONTINUING OPERATIONS		111,383	113,671
EXPENSES FROM CONTINUING OPERATIONS				
39,225	Employee Benefits and On-costs	4(a)	38,005	36,471
606	Borrowing Costs	4(b)	130	202
25,001	Materials and Contracts	4(c)	24,914	24,413
19,711	Depreciation, Amortisation and Impairment	4(d)	19,075	18,387
13,918	Other Expenses	4(e)	12,778	10,952
-	Interest and Investment Losses	3(c)	-	-
-	Net Loss from the disposal of assets	5	4,247	-
-	Share of interests in joint ventures and associates using the equity method	19	-	-
98,461	TOTAL EXPENSES FROM CONTINUING OPERATIONS		99,149	90,425
(7,334)	OPERATING RESULT FROM CONTINUING OPERATIONS		12,234	23,246
-	Operating result from discontinued operations	24	-	-
(7,334)	NET OPERATING RESULT FOR THE YEAR	2(a)	12,234	23,246
(9,170)	NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES		(5,795)	460

* Original budget as approved by Council - Refer Note 16

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

Statement of Comprehensive Income

for the Year Ended 30 June 2013

	Notes	2013 (\$'000)	2012 (\$'000)
Net operating result for the year - from Income Statement		12,234	23,246
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	(257,869)	-
Adjustment to correct prior period errors	20(d)	-	-
Amounts which will be reclassified subsequently to operating result when specific conditions are met			
Realised available-for-sale investment gains recognised in revenue	20(b)		
Gain (loss) on revaluation of available-for-sale investments	20(b)	-	-
Total other comprehensive income for the year		(257,869)	-
Total comprehensive income for the year		(245,635)	23,246
Attributable to:			
- Council		(245,635)	23,246
- Non-controlling Interests			

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

Balance Sheet

as at 30 June 2013

	Notes	2013		2012	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
ASSETS					
Current Assets					
Cash and Cash Equivalents	6(a)	15,805		13,973	
Investments	6(b)	46,450		38,000	
Receivables	7	5,697		6,379	
Inventories	8	447		330	
Other	8	388		231	
Non-Current assets classified as held for Sale	22	910		-	
Total Current Assets			69,697		58,913
Non-Current Assets					
Investments	6(b)	29,622		27,109	
Receivables	7	1,004		1,023	
Infrastructure, Property, Plant and Equipment	9	1,911,231		2,171,833	
Investments accounted for using equity method	19	-		-	
Investment Property	14	2,620		2,275	
Intangible assets	25	-		-	
Other	8	-		-	
Total Non-Current Assets			1,944,477		2,202,240
TOTAL ASSETS			2,014,174		2,261,153
LIABILITIES					
Current Liabilities					
Payables	10(a)	14,843		16,387	
Borrowings	10(a)	527		492	
Provisions	10(a)	9,853		9,130	
Total Current Liabilities			25,223		26,009
Non-Current Liabilities					
Payables	10(a)	-		-	
Borrowings	10(a)	2,895		3,412	
Provisions	10(a)	180		221	
Total Non-Current Liabilities			3,075		3,633
TOTAL LIABILITIES			28,298		29,642
NET ASSETS			1,985,876		2,231,511
EQUITY					
Retained Earnings	20	1,725,369		1,713,135	
Revaluation reserves	20	260,507		518,376	
Council equity interest			1,985,876		2,231,511
Minority equity interest			-		-
TOTAL EQUITY			1,985,876		2,231,511

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

Statement of Changes in Equity

for the Year Ended 30 June 2013

2013 (\$'000)							
	Notes	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non-controlling Interest	Total Equity
Opening Balance	20	1,713,135	518,376		2,231,511	-	2,231,511
Correction of errors		-	-	-	-	-	-
Changes in Accounting Policies		-	-	-	-	-	-
Restated Opening Balance	20	1,713,135	518,376	-	2,231,511	-	2,231,511
Net Operating Result for the Year	20	12,234		-	12,234	-	12,234
Other Comprehensive Income	20	-	(257,869)	-	(257,869)	-	(257,869)
Total Comprehensive Income	20	12,234	(257,869)	-	(245,635)	-	(245,635)
Closing Balance	20	1,725,369	260,507	-	1,985,876	-	1,985,876

2012 (\$'000)							
	Notes	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non-controlling Interest	Total Equity
Opening Balance	20	1,689,889	518,376		2,208,265	-	2,208,265
Correction of errors		-	-	-	-	-	-
Changes in Accounting Policies		-	-	-	-	-	-
Restated Opening Balance	20	1,689,889	518,376	-	2,208,265	-	2,208,265
Net Operating Result for the Year	20	23,246	-	-	23,246	-	23,246
Other Comprehensive Income	20	-	-	-	-	-	-
Total Comprehensive Income	20	23,246	-	-	23,246	-	23,246
Closing Balance	20	1,713,135	518,376	-	2,231,511	-	2,231,511

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

Statement of Cash Flows

for the Year Ended 30 June 2013

Original Budget ⁽¹⁾ 2013 (\$'000)		Notes	2013		2012	
			(\$'000)	(\$'000)	(\$'000)	(\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
60,554	Rates & Annual Charges		61,183		58,290	
12,966	User Charges & Fees		14,034		12,885	
3,543	Investment Revenue and Interest		4,283		4,413	
7,129	Grants and Contributions		26,792		19,761	
-	Deposits and Retentions		1,622		1,752	
6,740	Other		8,059		7,604	
Payments						
(39,370)	Employee Benefits and on-costs		(37,439)		(34,864)	
(23,542)	Materials and Contracts		(31,673)		(25,719)	
(274)	Borrowing Costs		(130)		(203)	
-	Deposits and Retentions		(1,460)		(1,510)	
(15,455)	Other		(12,815)		(11,307)	
12,291	Net cash provided (or used) in Operating Activities	11(b)		32,456		31,102
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
50,030	Sale of Investments		18,373		28,545	
-	Sale of Investment Property		-		-	
-	Sale of Real Estate Assets		-		-	
1,100	Sale of Infrastructure, Property, Plant and Equipment		1,174		1,200	
-	Sale of Interests in Joint Ventures/Associates		-		-	
-	Proceeds from Boundary Adjustment		-		-	
-	Other		-		-	
Payments						
(46,450)	Purchase of Investments		(27,929)		(32,093)	
-	Purchase of Investment property		-		-	
(22,322)	Purchase of Property, Plant and Equipment		(21,760)		(22,543)	
-	Purchase of Real Estate		-		-	
-	Purchase of Interests in Joint Ventures/Associates		-		-	
-	Other		-		-	
(17,642)	Net cash provided by (or used in) Investing Activities			(30,142)		(24,891)
CASH FLOWS FROM FINANCING ACTIVITIES						
Receipts						
-	Borrowings and Advances		-		-	
-	Other		-		-	
Payments						
(381)	Borrowings and Advances		(482)		(442)	
-	Lease Liabilities		-		-	
-	Other		-		-	
(381)	Net cash provided by (or used in) Financing Activities			(482)		(442)
(5,732)	Net Increase (Decrease) in Cash & Cash Equivalents			1,832		5,769
13,973	Cash & Cash Equivalents at beginning Reporting Pd	11(a)		13,973		8,204
8,241	Cash & Cash Equivalents at end of Reporting Pd	11(a)		15,805		13,973

* Original budget as approved by Council – Refer Note 16

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

Note 1 Summary of Significant Accounting Policies

The principal accounting policies adopted in the preparation of these consolidated 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 Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, the Local Government Act (1993) and Regulation, and the Local Government Code of Accounting Practice and Financial Reporting. City of Ryde is a not for profit entity for the purpose of preparing the financial statements.

(i) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2012 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(ii) Early adoption of standards

City of Ryde has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2012.

(iii) 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 (including derivative instruments) at fair value through profit or loss, certain classes of property, plant and equipment and investment property.

(iv) Critical accounting estimates and judgements

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 Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

(v) Critical accounting estimates and assumptions

City of Ryde makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below:

- (i) Estimated fair values of investment properties.
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions.

(vi) Critical judgements in applying the entity's accounting policies

- (i) Impairment of Receivables
Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments
Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.
- (iii) Valuation of Infrastructure assets

Council employs a number of staff who possess Tertiary qualifications in Engineering. Those staff are also responsible for estimating the cost of construction of new infrastructure works, especially for works done in-house. Using this expertise Council has revalued its infrastructure assets to the cost of replacing those assets in-house. Those estimates are based on the actual costs to replace infrastructure assets by Council recently.

The same staff are also responsible for estimating the useful lives of infrastructure assets, based on their experiences and similar assets in other Council areas.

These changes, based on these judgements, have the potential to impact the amount of depreciation into the future. This will be further reviewed during 2013/2014 and clearly identified for those financial statements.

(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.

Note 1 Summary of Significant Accounting Policies

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.

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.

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.

(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) Associates

Associates are all entities over which the Council has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

(iv) 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 activity are set out in note 19.

Joint venture entities

The interest in a joint venture partnership is accounted for using the equity method after initially being recognised at cost. Under the equity method, the share of the profits or losses of the partnership is recognised in profit or loss, and the share of post acquisition movements in reserves is recognised in other comprehensive income. Details relating to the partnership are set out in Note 19.

Profits or losses on transactions establishing the joint venture partnership and transactions with the joint venture are eliminated to the extent of the Council's ownership interest until such time as they are realised by the joint venture partnership on consumption or sale. However, a loss on the transaction is recognised immediately if the loss provides evidence of a reduction in the net realisable value of current assets, or an impairment loss.

(d) Leases

Leases of property, plant and equipment where Council, as lessee, 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

Goodwill and intangible 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

Note 1 Summary of Significant Accounting Policies

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.

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.

Note 1 Summary of Significant Accounting Policies

(k) Investments and other financial assets

Classification

Council classifies its financial assets 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, in the case of assets classified as held to maturity, 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(I).

Note 1 Summary of Significant Accounting Policies

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

(i) Assets carried at amortised cost

For loans and receivables, the amount of 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) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the group may measure impairment on the basis of an instrument's fair value using an observable market price.

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).

Operational land was last valued in 2008 and will be revalued by June 2014. Council is of the opinion that the carrying amount of the asset would not differ materially had a revaluation occurred at the reporting date.

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. If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount. Full revaluations are undertaken for all assets on a 5 year cycle.

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.

Note 1 Summary of Significant Accounting Policies

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. In determining the useful lives and unit rates for each asset type, an "evidence" based approach has been taken. For most assets, there is no ready "tradeable" market, and Councils are the major if not only provider of such assets (eg local roads and their drainage). In-house technical expertise is available and is used. The major exception is buildings, which were valued externally.

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. 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.

Note 1 Summary of Significant Accounting Policies

(ii) Other Long term employee benefit obligations

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.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(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

(i) Restoration

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 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.

Note 1 Summary of Significant Accounting Policies

(ii) Rehabilitation

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 2013 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.

* In December 2011, the IASB delayed the application date of IFRS 9 to 1 January 2015. The AASB is expected to make an equivalent amendment to AASB 9 shortly.

(ii) Revised AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests in Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)

In August 2011, the AASB issued a suite of five new and amended standards which address the accounting

for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities. The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation. However, the standard introduces a single definition of control that applies to all entities. It focuses on the need to have both power and rights or exposure to variable returns. Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both. Control exists when the investor can use its power to affect the amount of its returns. There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements. The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement. Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture. Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted. Parties to

Note 1 Summary of Significant Accounting Policies

a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard. AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules. As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128. Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa. The amendments also introduce a "partial disposal" concept. Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date. They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

(iii) AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 was released in September 2011. It explains how to measure fair value and aims to enhance fair value disclosures. Council has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance. It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements. However, application of the new standard will impact the type

of information disclosed in the notes to the financial statements. Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

(iv) Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)

In September 2011, the AASB released a revised standard on accounting for employee benefits. It requires the recognition of all remeasurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset. This replaces the expected return on plan assets that is currently included in profit or loss. The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits. The amendments will have to be implemented retrospectively. Council does not recognise defined benefit assets and liabilities for the reasons set out in note 1 (s)(iii) and so these changes will not have an impact on its reported results.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(y) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating the reserves are recognised within Council's Income Statement.

Representations from both State and Local Government are being sought to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(z) 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 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.

Note 2(a) Functions or Activities

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 2013 (\$'000)	Actual 2013 (\$'000)	Actual 2012 (\$'000)	Original Budget 2013 (\$'000)	Actual 2013 (\$'000)	Actual 2012 (\$'000)	Original Budget 2013 (\$'000)	Actual 2013 (\$'000)	Actual 2012 (\$'000)	Actual 2013 (\$'000)	Actual 2012 (\$'000)	Actual 2013 (\$'000)	Actual 2012 (\$'000)	Actual 2013 (\$'000)
Programs														
Catchment Program	338	434	323	5,696	5,695	5,414	(5,358)	(5,261)	(5,092)	179	145	182,348	250,732	
Centres And Neighbourhood Program	373	2,166	760	4,423	4,188	3,552	(4,050)	(2,022)	(2,792)	364	-	152	137	
Community And Cultural Program	1,618	1,631	1,672	4,252	3,651	3,883	(2,634)	(2,020)	(2,212)	789	780	-	-	
Customer And Community Relations Program	12	29	46	3,090	2,865	2,412	(3,078)	(2,836)	(2,366)	-	-	1	2	
Economic Development Program	3	3	3	371	344	278	(368)	(340)	(275)	-	-	-	-	
Environmental Program	9	10	15	625	571	614	(616)	(560)	(599)	-	4	-	-	
Foreshore Program	-	-	-	26	53	75	(26)	(53)	(75)	-	-	2,912	13,156	
Governance And Civic Program	2	2	1	3,695	3,609	3,035	(3,695)	(3,607)	(3,034)	-	-	-	-	
Internal Corporate Services Program	4,103	4,735	5,691	13,651	17,173	12,631	(9,548)	(12,438)	(6,941)	26	11	111,861	109,975	
Land Use Planning Program	16	64	37	1,258	942	1,028	(1,242)	(878)	(991)	-	-	-	-	
Library Program	916	910	892	5,366	5,087	5,034	(4,450)	(4,177)	(4,142)	266	264	1,371	1,396	
Open Space, Sport & Recreation Program	5,606	6,219	5,365	16,066	15,313	14,344	(10,461)	(9,095)	(8,979)	434	50	1,280,524	1,270,636	
Organisational Development Program	6	7	6	235	240	289	(230)	(232)	(284)	-	-	-	-	
Paths And Cycleways Program	4	2,465	174	696	656	824	(692)	1,808	(650)	2,465	174	39,181	53,848	
Property Portfolio Program	3,159	1,849	13,940	5,302	5,025	4,765	(2,143)	(3,176)	9,175	-	-	74,479	115,937	
Regulatory Program	6,771	7,362	6,505	7,481	6,773	6,608	(710)	589	(104)	-	-	324	1,318	
Risk Management Program	84	250	184	1,724	2,497	2,393	(1,641)	(2,247)	(2,208)	-	-	560	330	
Roads Program	1,178	15,653	12,436	8,243	9,279	8,706	(7,065)	6,374	3,731	948	808	320,251	443,466	
Strategic City Program	-	10	-	46	33	45	(46)	(22)	(45)	-	-	-	-	
Traffic & Transport Program	670	917	822	934	1,054	1,092	(263)	(137)	(270)	243	367	-	-	
Waste And Recycling Program	16,124	16,298	15,502	15,279	14,104	13,400	845	2,194	2,102	216	226	210	220	
Total Functions & Activities	40,989	61,013	64,374	98,461	99,149	90,425	(57,471)	(38,136)	(26,051)	5,931	2,829	2,014,174	2,261,153	
General Purpose Revenue	50,137	50,370	49,297				50,137	50,370	49,297	3,451	4,266			
Totals	91,127	111,383	113,671	98,461	99,149	90,425	(7,334)	12,234	23,246	9,382	7,095	2,014,174	2,261,153	

(1) Section 94 Contributions are not budgeted in the original budget, but are brought into the budget each quarter after they are received, and then transferred to the Section 94 reserve.

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:

Catchment program

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

Centres and Neighbourhood program

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

Community and Cultural program

Managing all community services, community development, community buildings and events and driving cultural development.

Customer and Community Relations program

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

Economic Development program

Business sector and economic development.

Environmental program

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

Foreshore program

Managing all aspects of our foreshore.

Governance and Civic program

Supporting our Mayor and Councillors; through council process and civic events; and providing guidance on governance to support other areas of council.

Internal Corporate Services program

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

Land Use Planning program

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

Library program

Delivering all our library services.

Open Space, Sport & Recreation program

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

Organisational Development program

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

Paths and Cycleways program

Developing, managing and maintaining our footpaths and cycleways.

Property Portfolio program

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

Regulatory program

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

Risk Management program

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

Roads program

Managing and maintaining our roads, bridges and retaining walls.

Strategic City program

Providing strategic direction and planning; and manages the reporting on our corporate performance.

Traffic & Transport program

Managing our transport, traffic and carparking; developing sustainable transport options.

Waste and Recycling program

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

Note 3 Income from Continuing Operations

	2013 (\$'000)	2012 (\$'000)
(a) Rates and Annual Charges		
Ordinary Rates		
Residential	25,384	24,397
Business	12,985	12,417
Environmental Management Levy	5,926	5,693
Total Ordinary Rates	44,295	42,507
Special Rates		
Macquarie Park	1,235	1,185
Total Special Rates	1,235	1,185
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic Waste Management Services	14,287	13,674
Stormwater Management Service Charge	986	981
Section 611 Charges	276	167
Total Annual Charges	15,549	14,822
Total Rates and Annual Charges	61,079	58,514
Council has used 2010 valuations provided by the NSW Valuer General in calculating its rates.		
(b) User Charges and Fees		
User Charges (pursuant to s.502)		
Aquatic Centre	4,798	4,480
Sports Facility Rental	540	565
Hall Hire	463	455
Road Restorations	2,285	1,508
Gutter Crossings	285	281
Commercial Waste Service	811	787
Other	37	38
Total User Charges	9,219	8,114
Fees		
Regulatory/Statutory Fees	1,865	1,699
s603 Certificates	145	167
Discretionary		
- Parking fees	867	862
- Environmental Planning	878	794
- Private Works	109	103
- Vacation Care	5	141
- Home Maintenance & Modification	59	106
- Other	147	119
Total Fees	4,075	3,991
Total User Charges and Fees	13,294	12,105

Note 3 Income from Continuing Operations

	2013 (\$'000)	2012 (\$'000)
(c) Interest and Investment Revenue (Losses)		
Overdue Rates & Charges	203	174
Cash, cash equivalents and investments:		
- Externally restricted	789	422
- Internally restricted	-	-
- Unrestricted	3,302	3,872
Impairment Losses		
- Investments	-	-
Premiums recognised on financial instrument transactions		
Amortisation of discounts and premiums:		
- Investments held to maturity	34	14
Total Interest and Investment Revenue	4,328	4,482
(d) Other Revenues		
Fair value adjustments - investment properties	345	75
Rental income:		
- Investment Property	227	211
- Other Property	1,277	943
Parking Fines	3,823	3,113
Other Fines	53	71
Ex Gratia rates	-	-
Materials Recycling	207	165
Lease - Telecommunications	177	234
Legal Fees Recoveries		
- Rates	-	-
- Other	13	1
Insurance Claims	5	97
Staff Vehicle Leases and Other Payments	545	492
Eastwood Plaza	49	36
Sundry Sales	67	31
Other	739	554
Total Other Revenue	7,527	6,023

Note 3 Income from Continuing Operations

	Operating		Capital	
	2013 (\$'000)	2012 (\$'000)	2013 (\$'000)	2012 (\$'000)
(e) Grants				
General Purpose (Untied)				
Financial Assistance	2,939	3,734	-	-
Pensioner Rebate Subsidy - Rates	513	532	-	-
Total General Purpose (Untied)	3,452	4,266	-	-
Specific Purpose				
Pensioner Rebate Subsidy - Domestic Waste	216	216	-	-
Vacation Care	51	56	-	-
Master Plans	-	-	-	-
Library	266	264	-	-
Home Maintenance & Modification	459	394	-	-
Child Care Assistance	-	-	-	-
DEEWR - Apprentice Rebate Scheme	23	34	-	-
Community Staff Funding	225	207	-	-
Street & Traffic Lighting	364	355	-	-
Roads To Recovery	-	-	424	424
RTA Transport	-	-	481	573
Parks Grants	-	-	546	50
Domestic Waste Management	-	-	-	-
Graffiti Management	100	-	-	-
Town Centres	-	-	2,430	-
Catchment Management	-	-	179	-
Other	131	122	35	134
Total Specific Purpose	1,835	1,648	4,095	1,181
Total Grants	5,287	5,914	4,095	1,181
Comprising:				
- Commonwealth funding	3,934	4,746	-	-
- State funding	1,353	1,168	4,095	1,181
- Other funding	-	-	-	-
	5,287	5,914	4,095	1,181

Note 3 Income from Continuing Operations

	Operating		Capital	
	2013 (\$'000)	2012 (\$'000)	2013 (\$'000)	2012 (\$'000)
(f) Contributions				
Developer Contributions (s94)				
- Open Space	-	-	5,550	4,985
- Parking	-	-	-	-
- Drainage	-	-	571	213
- Traffic Facilities	-	-	3,203	1,702
- Other	-	-	263	40
- Meadowbank	-	-	-	-
- Community Facilities	-	-	2,381	1,575
Voluntary Planning Agreements	-	-	1,653	404
Other Councils	557	532	-	-
Community Facilities	153	-	-	-
Community Events	5	-	-	-
Other	36	55	283	86
RTA Contributions				
- Roads & Bridges	292	1,584	-	-
- Other	96	99	-	-
Buildings & Property (In Kind) ⁽¹⁾	-	-	-	12,500
Buildings & Property (In Kind) - s94	-	-	-	-
Customer/Resident Contributions	-	-	30	100
LSL Contributions from other Councils	26	211	-	-
Macquarie Park Master Plans	-	-	-	-
Bus Shelters	-	-	-	-
Waste Performance Improvement Program	674	595	-	-
Total Contributions	1,839	3,076	13,934	21,605
Total Grants & Contributions	7,126	8,990	18,029	22,786

	2013 (\$'000)	2012 (\$'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	15,570	9,749
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	3,074	2,573
Net increase/(decrease) in Restricted Grants and Contributions	12,496	7,176

(1) In 2011/2012 Council received the West Ryde Community Centre at 3 Anthony Street, West Ryde.

Note 4 Expenses from Continuing Operations

	2013 (\$'000)	2012 (\$'000)
(a) Employee Benefits & On Costs		
Salaries and Wages	27,875	25,599
Employee Leave Entitlements	7,528	8,251
Superannuation	3,647	3,290
Workers' Compensation Insurance	1,164	1,152
FBT	115	151
Training Costs (excluding salaries)	409	369
Other	410	505
Less: Capitalised Costs	(3,143)	(2,846)
Total Employee Costs Expensed	38,005	36,471
Number of FTE Employees	442	427
(b) Borrowing Costs		
Interest on overdrafts	-	-
Interest on loans	130	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	130	202

Note 4 Expenses from Continuing Operations

	2013 (\$'000)	2012 (\$'000)
(c) Materials and Contracts		
Raw materials and consumables	991	1,427
Contractor and Consultancy Costs	23,722	22,634
Audit Fees: ⁽¹⁾		
- Audit Services	55	53
- Other	1	2
Legal Fees:		
- Planning & Development	145	172
- Other	485	301
Operating leases		
- Computers	-	-
Infringement Notice Contract (SEINS)	478	384
Other	-	-
Less: Capitalised Costs	(963)	(560)
Total Materials & Contracts	24,914	24,413
(1) During the year the following fees were paid or payable for services provided by the Council's auditor - Hill Rogers Spencer Steer:		
(i) Audit and other assurance services		
Audit and review of financial statements	55	53
Other assurance services:		
- Audit of regulatory returns	-	-
- Due diligence services	-	-
Total remuneration for audit and other assurance services	55	53
(ii) Taxation services		
Tax compliance services	-	-
Total remuneration for taxation services	-	-
(iii) Other Services		
Advice on Financial Projections for projects	2	2
Attendance of Council meetings	1	1
Total remuneration for other services	3	3
Total remuneration of Hills Rogers Spencer Steer	58	56

Note 4 Expenses from Continuing Operations

	Depreciation/Amortisation		Impairment	
	2013 (\$'000)	2012 (\$'000)	2013 (\$'000)	2012 (\$'000)
(d) Depreciation, Amortisation and Impairment				
Plant and Equipment	2,187	1,564		
Office Equipment	1,335	1,387		
Furniture & Fittings	191	180		
Property Plant and Equipment Leased	-	-		
Land Improvements (Depreciable)	928	928		
Buildings:				
- Specialised	1,188	1,188		
- Non-specialised	1,238	1,232		
Other Structures	2,380	2,496		
Infrastructure:				
- Roads, Bridges and Footpaths	5,435	5,435		
- Stormwater Drainage	3,801	3,801		
Other Assets:				
- Heritage Collections	-	-		
- Library Books	508	484		
Total Depreciation Costs	19,191	18,695	-	-
Less: Capitalised Costs/Impairment reversals	(116)	(308)		
Total Depreciation and Total Impairment	19,075	18,387	-	-

Note 4 Expenses from Continuing Operations

	2013 (\$'000)	2012 (\$'000)
(e) Other Expenses		
Other expenses for the year include the following:		
Fair Value decrements - Investment Properties	-	-
Bad & Doubtful Debts	74	(8)
Mayoral Fee	58	57
Councillors' Fees	260	254
Councillors' (incl. Mayor) Expenses	107	117
Election Costs (excl. Employee Costs)	450	-
Interest on Refundable Deposits	72	134
Insurance	1,085	1,062
Insurance - Statewide Mutual Provision	-	-
Street Lighting	2,156	1,811
Communications Costs	230	191
Contribution to Fire Control	1,485	1,497
Contribution to Dept of Planning	239	231
Contributions & Donations - Community Grants	783	482
Waste Development Tax	2,669	2,280
Membership Fees	117	112
Valuation Fees	166	147
Electricity & Heating	1,640	1,360
Water Rates	349	305
Bank Fees & Charges	212	198
Property Lease Costs	5	56
Postage & Courier Costs	222	259
Advertising	216	210
Operating Leases	-	-
Parking Infringement Collection	-	-
Remediation	-	-
Green Waste Collection Charges	-	-
Other Expenses	187	197
Less: Capitalised Costs	(4)	-
Total Other Expenses From Continuing Operations	12,778	10,952

Note 5 Gain or Loss from the Disposal of Assets

	2013 (\$'000)	2012 (\$'000)
GAIN (OR LOSS) ON DISPOSAL OF STRATUM LAND		
Proceeds from disposal	100	-
Less: Carrying amount of assets sold	-	-
Gain (or loss) on disposal	100	-
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 PLANT & EQUIPMENT		
Proceeds from disposal	1,071	1,200
Less: Carrying amount of assets sold	1,275	1,444
Gain (or loss) on disposal	(204)	(244)
GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE		
Proceeds from sales	-	-
Less: Cost of sales	-	-
Gain (or loss) on disposal	-	-
GAIN (OR LOSS) ON DISPOSAL OF OFFICE EQUIPMENT		
Proceeds from disposal	3	-
Less: Carrying amount of assets sold	23	-
Gain (or loss) on disposal	(20)	-
GAIN (OR LOSS) ON DISPOSAL OF LIBRARY BOOKS		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	-	-
Gain (or loss) on disposal	-	-
GAIN (OR LOSS) ON DISPOSAL OF WORKS IN PROGRESS		
Proceeds from disposal	-	-
Less: Carrying value of Works in Progress ⁽¹⁾	5,496	-
Gain (or loss) on disposal	(5,496)	-
GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS		
Proceeds from disposal	3,372	2,015
Less: Carrying value of Financial assets	1,999	1,000
Gain (or loss) on disposal	1,373	1,015
NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS	(4,247)	771

(1) Council resolved on Tuesday 25 September 2012 to discontinue with the redevelopment of the Civic Centre Precinct, which had incurred costs of \$5.38 million as at that date.

The total costs associated with that project were \$5.496 million as at that date, which have now been written off to the Income Statement as they were held as Work in Progress.

Note 6(a) Cash and Cash Equivalents

	2013 (\$'000)	2012 (\$'000)
Cash at bank and on hand	458	300
Deposits at call	15,347	13,673
	15,805	13,973

Note 6(b) Investments

The following financial assets are held as investments:

	2013		2012	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Financial Assets at Fair Value through Profit and Loss	-	-	-	-
Held to Maturity Investments	46,450	29,622	38,000	27,109
Available for Sale Financial Assets	-	-	-	-
Total	46,450	29,622	38,000	27,109
Financial Assets at Fair Value Through Profit and Loss				
At beginning of year	-	-	500	-
Revaluation to income statement	-	-	-	-
Additions	-	-	-	-
Disposals (Sale/Redemption)	-	-	(500)	-
Reclassification				
At end of year	-	-	-	-
Held for Trading:				
- Managed funds	-	-	-	
- CDOs				
- FRNs				
- Listed equity securities				
TOTAL	-	-	-	-
Held to Maturity Investments				
At beginning of year	38,000	27,109	49,530	10,502
Amortisation of discounts & premiums	-	34	-	14
Additions	18,950	8,979	12,000	20,093
Disposals	(15,000)	(2,000)	(26,030)	(1,000)
Impairment	-	-	-	-
Transfer to Current	4,500	(4,500)	2,500	(2,500)
At end of year	46,450	29,622	38,000	27,109
Comprising of:				
- CDOs	-	-	-	-
- FRNs	3,000	16,881	1,000	17,870
- Fixed Bonds	-	1,991	-	1,989
- Other	43,450	10,750	37,000	7,250
TOTAL	46,450	29,622	38,000	27,109

Note 6(c) Restricted Cash, Cash Equivalents and Investments

	2013		2012	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Total cash, cash equivalents and investments	62,255	29,622	51,973	27,109
External restrictions	9,481	24,941	6,112	14,831
Internal restrictions	48,149	4,681	38,610	12,278
Unrestricted	4,625	-	7,251	-
Total	62,255	29,622	51,973	27,109

	Opening Balance 30 June 2012 (\$'000)	Transfers To Restriction (\$'000)	Transfers from Restrictions (\$'000)	Closing Balance 30 June 2013 (\$'000)
External Restrictions				
Included in liabilities	-	-	-	-
	-	-	-	-
Other				
Developer Contributions (A)	11,775	12,757	(2,415)	22,117
Specific Purpose Unexpended Grants (B)	1,942	2,813	(659)	4,096
Domestic Waste Management (C)	4,355	14,550	(14,116)	4,789
Stormwater Management	963	990	(551)	1,402
Macquarie Park Special Rate	1,692	1,241	(1,114)	1,819
External Works Drainage Contributions	215	1	(17)	199
Total External Restrictions	20,942	32,352	(18,872)	34,422
Internal Restrictions				
Plant Replacement Reserve	1,869	2,169	(2,027)	2,011
Employee Leave Entitlements	2,900	210	-	3,110
Incompleted/Carry Over Works and Projects	3,271	2,760	(3,264)	2,767
Refundable Deposits	8,201	223	-	8,424
Voluntary Planning Agreements	792	1,653	(217)	2,228
Asset Replacement Reserve	7,008	5,850	(3,794)	9,064
Ryde Aquatic Leisure Centre	2,721	3,460	(4,429)	1,752
Investment Property Reserve	16,766	-	(1,127)	15,639
Civic Centre Precinct Redevelopment Reserve	1,971	500	(1,213)	1,258
Financial Security Reserve	2,064	1,374	-	3,438
Insurance Fluctuation Reserve	282	195	(63)	414
Other	3,044	1,862	(2,181)	2,725
Total Internal Restrictions	50,889	20,256	(18,315)	52,830
Total Restrictions	71,831	52,608	(37,187)	87,252

- 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.

Note 7 Receivables

Purpose	2013		2012	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Rates and Annual Charges	1,310	874	1,373	915
Rates Interest & Extra Charges	195	130	162	108
User Charges & Fees				
- Environmental & Health	353	-	283	-
- Restorations	569	-	201	-
- Recreational Facilities	151	-	94	-
- Property & Infrastructure Works	58	-	175	-
- Home Modification Service	10	-	12	-
- Ryde Aquatic Leisure Centre	105	-	111	-
Interest on Investments	893	-	882	-
Contributions to Works	140	-	248	-
Government Grants & Subsidies	854	-	1,639	-
Commercial Waste	340	-	266	-
GST	318	-	852	-
Asset Sales	-	-	-	-
Workers Compensation	16	-	19	-
Voluntary Planning Agreement	-	-	-	-
Computer Equipment Charges	-	-	-	-
Other	570	-	280	-
Total	5,882	1,004	6,597	1,023
Less: Provision for Doubtful Debts				
- Rates and Annual Charges	-	-	-	-
- Interest and extra charges				
- User Charges and Fees	185	-	218	-
- Government Grants & Subsidies	-	-	-	-
	5,697	1,004	6,379	1,023
EXTERNALLY RESTRICTED RECEIVABLES (Included Above)				
Domestic Waste Management	-	-	318	212
TOTAL RESTRICTED RECEIVABLES	-	-	318	212
Unrestricted Receivables	5,697	1,004	6,061	811
TOTAL RECEIVABLES	5,697	1,004	6,379	1,023

Rates and Annual Charges

Rates are secured by underlying properties. Interest is charged on overdue rates at 10% (2012 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 \$2,184,000 (2012 \$2,288,000)

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 \$185,000.

Government Grants

Government grants and subsidies (subject to terms and conditions of the relevant agreement) have been guaranteed.

Note 8 Inventories & Other Assets

	2013		2012	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Inventories				
Real Estate	-	-	-	-
Stores and Materials	447	-	330	-
Other	-	-	-	-
Total Inventories	447	-	330	-
Inventories not expected to be realised within the next 12 months	97	-	132	-
Other Assets				
Prepayments	388	-	231	-
Total Other Assets	388	-	231	-

Note 9(a)(b) Infrastructure, Property, Plant and Equipment

Note 9(a) Infrastructure, Property, Plant and Equipment

Asset Type	At 30 June 2012				Movements During the Year						At 30 June 2013			
	Cost	Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)	Asset Purchases	Transfers From WIP	WDV of Disposals	Transfers and Adjustments	Depreciation & Impairment	Asset Revaluation		Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)
										Gross Book Value	Accumulated Depreciation			
Plant and Equipment	23,432	11,577	11,855	3,212	18	1,275	-	2,187	-	-	-	24,331	12,708	11,623
Office Equipment	12,809	9,402	3,407	383	111	23	-	1,335	-	-	-	12,240	9,697	2,543
Furniture and Fittings	4,448	2,830	1,618	-	14	-	(33)	191	-	-	-	4,429	3,022	1,407
Leased Plant & Equipment	209	209	-	-	-	-	-	-	-	-	-	209	209	-
Land														
- Operational Land	204,089	-	204,089	-	-	-	(910)	-	-	(406)	-	202,773	-	202,773
- Community Land	1,017,725	-	1,017,725	-	-	-	-	-	-	-	-	1,017,725	-	1,017,725
- Land Improvements (non-depr'n)	7,426	-	7,426	211	112	-	-	-	-	-	-	7,749	-	7,749
- Land Improvements (depr'n)	12,833	9,984	2,849	6	2	-	-	928	-	-	-	12,841	10,912	1,929
- Land Under Infrastructure	11,552	-	11,552	-	-	-	-	-	-	-	-	11,552	-	11,552
Buildings														
- Specialised	43,497	14,460	29,037	-	-	-	-	1,188	(7,276)	(15,589)	-	27,908	8,372	19,536
- Non-specialised	125,304	49,976	75,328	2,916	7,443	-	-	1,238	10,092	(29,814)	-	105,849	61,306	44,543
Other Structures														
- Carparks	10,936	2,695	8,241	168	-	-	-	170	1,394	12,219	1,394	23,323	4,259	19,064
- Foreshore Assets	17,199	4,043	13,156	-	-	-	-	140	(2,105)	(12,209)	(2,105)	4,990	2,078	2,912
- Parks	62,119	23,436	38,683	2,736	652	-	-	1,666	(15,529)	(6,890)	(15,529)	58,617	9,574	49,043
- Road Ancillary	12,346	3,884	8,462	330	46	-	-	218	(1,986)	(3,468)	(1,986)	9,254	2,116	7,138
- Other	2,636	1,573	1,063	14	25	-	-	186	(1,758)	(2,675)	(1,758)	-	-	-
Infrastructure														
- Roads, Bridges and Footpaths														
- Road Pavement	395,347	80,082	315,265	4,198	566	-	-	3,502	(23,623)	(119,226)	(23,623)	280,885	59,960	220,925
- Road Ancillaries	18,845	5,841	13,004	327	69	-	-	275	(3,084)	(13,143)	(3,084)	6,098	3,032	3,066
- Bridges	20,864	4,622	16,242	41	-	-	-	170	(2,921)	(16,776)	(2,921)	4,129	1,872	2,257
- Footpaths and Cycleways	67,116	13,269	53,847	1,765	674	-	-	725	(15,132)	(15,132)	1,249	54,423	15,243	39,180
- Kerb & Guttering	93,931	23,229	70,702	294	25	-	-	763	1,900	1,900	15,908	96,150	39,900	56,250
- Stormwater Drainage	372,269	121,537	250,732	1,209	509	-	-	3,801	(62,854)	(129,154)	(62,854)	244,833	62,485	182,348
Other Assets														
- Heritage Collections	137	-	137	9	6	-	-	-	-	-	-	152	-	152
- Library Books	3,260	1,866	1,394	451	-	-	33	508	-	-	-	3,241	1,871	1,370
Capital Works in Progress	16,019	-	16,019	5,895	(10,272)	5,496	-	-	-	-	-	6,146	-	6,146
TOTALS	16,019	2,540,329	2,171,833	24,165	-	6,794	(910)	19,191	(92,493)	(350,363)	6,146	2,213,701	308,616	1,911,231

Note 9(b) Restricted Infrastructure, Property, Plant and Equipment

Includes DWM Restricted Assets	980	121	859	-	-	-	66	-	-	-	980	-	187	793
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Notes:

Excludes investment properties and non-current assets held for sale.
 Additions to Buildings and Infrastructure are made up of Asset Renewals (\$14,018) and New Assets (\$6,092).
 Renewals are defined as replacements of existing assets with equivalent capacity or performance as opposed to the acquisition of new assets.

Note 10(a) Payables, Borrowings and Provisions

	2013		2012	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Payables				
Goods and Services	5,390	-	5,280	-
Payments Received in Advance	664	-	1,248	-
Payments received in advance - Rates	191	-	184	-
Accrued Expenses	510	-	1,630	-
Advances	-	-	-	-
Interest Expenses	1	-	1	-
Deposits and Retentions	8,047	-	7,883	-
Staff Taxation Payments	-	-	-	-
Staff Salaries & Wages	-	-	-	-
Trust Account Deposits	-	-	-	-
Domestic Waste	-	-	123	-
Other Contributions	-	-	-	-
Other	40	-	38	-
Total Payables	14,843	-	16,387	-
Current Payables not expected to be settled within the next 12 months	6,236	-	6,109	-
Borrowings				
Bank Overdraft	-	-	-	-
Loans - secured ⁽¹⁾	527	2,895	492	3,412
Loans - unsecured	-	-	-	-
Government Advances	-	-	-	-
Ratepayers advances	-	-	-	-
Finance lease liability	-	-	-	-
Deferred payment liabilities	-	-	-	-
Total Interest Bearing Liabilities	527	2,895	492	3,412
Provisions⁽²⁾⁽³⁾				
Annual & Other Accrued Leave	3,199	-	3,048	-
Sick Leave	203	-	200	-
Long Service Leave	6,451	180	5,882	221
Employee Leave Entitlements On Costs	-	-	-	-
Site Remediation (see Note 26)	-	-	-	-
Self Insurance Liabilities	-	-	-	-
Other Employee Provisions	-	-	-	-
Total Provisions	9,853	180	9,130	221
Current provisions not expected to be settled within the next 12 months	5,381	-	5,707	-
Liabilities relating to restricted assets				
Domestic Waste Management	-	-	123	-
Total Liabilities relating to restricted assets	-	-	123	-
Liabilities relating to unrestricted assets	25,223	3,075	25,886	3,633
TOTAL LIABILITIES	25,223	3,075	26,009	3,633

(1) Loans are secured by the rating income of Council.

(2) Vested ELE is all carried as a current provision.

(3) Increase in provision due to movement in the Commonwealth Government Securities for 2012.

Note 10(b) Description 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	3,048	2,527	2,376	-	3,199
Sick Leave	200	3	-	-	203
Long Service Leave	6,103	1,085	557	-	6,631
Total	9,351	3,615	2,933	-	10,033

Note 11 Reconciliation of Operating Result to Net Cash Movement from Operating Activities

	Notes	2013 (\$'000)	2012 (\$'000)
(a) Reconciliation of Cash Assets			
Total Cash and Cash Equivalents	6(a)	15,805	13,973
Less: Bank Overdraft	10	-	-
Balances as per Statement of Cash Flow		15,805	13,973
(b) Reconciliation of net Operating Result to Cash Provided from Operating Activities			
Net Operating Result from Income Statement		12,234	23,246
Add:			
Depreciation and Impairment	4	19,075	18,387
Impairment of investments	3	-	-
Increase in provision for doubtful debts	7	-	-
Increase in provision for leave entitlements	10	682	1,722
Increase in Other Provisions	10	-	-
Decrease in receivables	7	734	-
Decrease in inventories	8	-	90
Decrease in other current assets	8	-	738
Increase in payables	10	-	1,032
Increase in accrued interest payable	10	-	-
Increase in other current liabilities	10	50	-
Decrements from revaluations	4	-	-
Loss on sale of assets	5	4,247	-
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	(33)	(15)
Decrease in employee leave entitlements	10	-	-
Decrease in Other Provisions	10	-	-
Increase in receivables	7	-	(657)
Increase in inventories	8	(117)	-
Increase in other current assets	8	(157)	-
Decrease in payables	10	(3,880)	-
Decrease in accrued interest payable	10	-	(1)
Decrease in other current liabilities	10	-	(80)
Reversal of previous revaluation decrements			
Non cash contributions and dedications			
Gain on sale of Assets	5	-	(771)
Fair value adjustments to financial assets at fair value through profit and loss	6	-	-
Fair value adjustments to investment properties	3	(345)	(75)
Amortisation of discounts & premiums recognised	3	(34)	(14)
Non Cash Capital Grants & Contributions	3	-	(12,500)
Net cash provided by (used in) operating activities		32,456	31,102

Note 11 Reconciliation of Operating Result to Net Cash Movement from Operating Activities

	2013 (\$'000)	2012 (\$'000)
(c) Non-Cash Financing and Investing Activities		
Acquisition of Plant & Equipment		
by means of finance leases	-	-
S.94 contributions in kind	-	12,500
Dedications	-	-
	-	12,500
(d) Financing Arrangements		
Unrestricted access was available at balance date to the following lines of credit:		
Bank Overdrafts Facility	-	-
Corporate credit cards	45	45
	45	45

Note 12 Commitments for Expenditure

	2013 (\$'000)	2012 (\$'000)
(a) Capital Commitments (exclusive of GST)		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	-	-
Plant & Equipment	-	-
Macquarie Business Centre signage	24	-
Architectural Services - surf attraction	33	-
Parking Meter Upgrade	173	-
Parramatta River Flood Study	-	73
Granite Paving	1,614	-
Gross Pollutant Trap	-	128
Total	1,844	200
These expenditures are payable:		
- Not later than one year	1,844	200
- Later than one year and not later than 5 years	-	-
- Later than 5 years	-	-
Total	1,844	200
(b) 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	-	-
Description of Leases:		
(c) Non-cancellable operating lease commitments		
Commitments under non-cancellable operating leases at 30 June 2013 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	-	-
(d) Repairs and maintenance: investment property		
Contractual obligations for future repairs and maintenance	-	-
Total	-	-

Note 13 Statement of Performance Measures – Consolidated Results

	Amounts (\$'000)	Current Year Indicators	2012	2011
1. UNRESTRICTED CURRENT RATIO				
Current Assets Less All External Restrictions ⁽¹⁾	\$60,119	4.42:1	3.72:1	4.79:1
Current Liabilities Less Specific Purpose Liabilities ⁽²⁾⁽³⁾⁽⁴⁾	\$13,606			
2. DEBT SERVICE RATIO				
Debt Service Cost (Principal & Interest Payments)	\$612	0.68%	0.75%	0.83%
Income from continuing operations, excluding capital items and specific purpose grants/contributions	\$89,680			
3. RATE COVERAGE RATIO				
Rates and Annual Charges	\$61,079	54.84%	51.48%	56.29%
Income from continuing operations	\$111,383			
4. RATES & ANNUAL CHARGES OUTSTANDING PERCENTAGE				
Rates and Annual Charges Outstanding	\$2,509	3.93%	4.19%	3.99%
Rates and Annual Charges Collectable	\$63,840			
5. BUILDINGS & INFRASTRUCTURE RENEWALS RATIO				
Asset Renewals (building & infrastructure) ⁽⁵⁾	\$14,018	93.64%	80.19%	47.87%
Depreciation, amortisation and impairment (building & infrastructure)	\$14,970			

(1) Refer to Notes 6–8 Inclusive

(2) Refer to Note 10(a)

(3) \$5,381K provisions not expected to be settled deducted.

(4) \$6,236K provisions not expected to be settled deducted.

(5) Refer Note 9(a) – Notes

Note 14 Investment Properties

	2013 (\$'000)	2012 (\$'000)
At Fair Value		
Opening balance at July 1 2012	2,275	2,200
Net gain (loss) from fair value adjustment	345	75
Closing Balance at 30 June 2013	2,620	2,275
(a) Amounts Recognised in Profit and Loss for Investment Property		
Rental income	227	211
Net gain (loss) from fair value adjustment	345	75
Direct operating expenses from property that generated rental income	(23)	(21)
Total	549	265
(b) Valuation Basis		
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 2013 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.		
(c) Contractual obligations		
Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.		
(d) Leasing Arrangements		
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.		
Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:		
- Not later than one year	227	212
- Later than one year and not later than 5 years	638	733
- Later than 5 years	74	121
Total	939	1,066

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	
	2013 (\$'000)	2012 (\$'000)	2013 (\$'000)	2012 (\$'000)
Financial assets				
Cash and cash equivalents	15,805	13,973	15,805	13,973
Receivables	6,701	7,402	6,701	7,402
Financial assets at fair value through profit or loss	-	-	-	-
Available-for-sale financial assets	-	-	-	-
Held-to-maturity investments	76,072	65,109	76,393	65,174
	98,578	86,484	98,899	86,549
Financial liabilities				
Payables	14,843	16,387	14,843	16,387
Borrowings	3,422	3,904	3,422	3,904
	18,265	20,291	18,265	20,291

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.

Fair value hierarchy

The fair values of financial instruments carried at fair value have been classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The levels of the hierarchy are as follows:

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The value of financial instruments carried at fair value shown in the relevant level of the hierarchy is shown below:

	2013 (\$'000)	2012 (\$'000)
Level 1	-	-
Level 2	-	-
Level 3	-	-

Note 15 Financial Risk Management

(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.

	30/06/2013 (\$'000)	30/06/2012 (\$'000)
Impact of a 10%⁽¹⁾ movement in price of investments:		
- Equity	-	-
- Income statement	-	-
Impact of a 1%⁽¹⁾ movement in interest rates on cash and investments:		
- Equity	919	791
- Income statement	919	791

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.

Note 15 Financial Risk Management

(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.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

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:

	2013		2012	
	Rates & Annual Charges	Other Receivables	Rates & Annual Charges	Other Receivables
(i) Ageing of Receivables				
- Current (not yet overdue)	-	4,339	-	5,020
- Past due	2,184	363	2,288	312
	2,184	4,702	2,288	5,332

	2013	2012
(ii) Movement in Provision for Impairment for Receivables		
Balance at the beginning of the year	218	233
Plus: New provisions recognised during the year	121	5
Less: Amounts already provided for & written off	(154)	(20)
Balance at the end of the year	185	218

Note 15 Financial Risk Management

(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.

2013 (\$'000)	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	14,843	-	-	14,843	14,843
Borrowings	527	2,281	614	3,422	3,422
	15,370	2,281	614	18,265	18,265
2012 (\$'000)					
Payables	16,387	-	-	16,387	16,387
Borrowings	492	2,191	1,221	3,904	3,904
	16,879	2,191	1,221	20,291	20,291

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 2013		30 June 2012	
	Weighted average interest rate (%)	Balance (\$'000)	Weighted average interest rate (%)	Balance (\$'000)
Overdraft	N/A	-	N/A	-
Bank Loans - Variable ⁽¹⁾	3.02%	3,423	3.73%	3,905
		3,423		3,905

Note:

(1) The interest rate risk applicable to Variable Rate Bank Loans is not considered significant.

Note 16 Material Budget Variations

Council's original budget was incorporated as part of the 2012–2016 Delivery Plan adopted by the Council on 26 June 2012.

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

User Charges and Fees \$1,335K 11% (F)

Council received user charges of \$13,294k which was above the original budget by \$1,335k (11%). Council undertakes work on behalf of utility companies such as power, water and telecommunications, where those companies have dug up the Council footpath. The Council undertakes the restoration works, which the utility company pays.

Council received an additional \$1.47 million more in restoration funding than was originally budgeted.

Interest and Investment Revenue \$802K 23% (F)

Council received interest revenue of \$4,328k which was above the original budget by \$802k (23%). Council adopted a conservative approach to its original budget for interest, plus Council received a total of \$11.97 million in additional Sect 94 Contributions throughout the year. This coupled with \$11.71 million on hand has increased the amount of interest received on reserves. This additional interest has been restricted in the Section 94 reserve.

Other Revenues \$1,095K 17% (F)

Council received other revenues of \$7,527k which was above the original budget by \$1,095k (17%). This relates to additional \$1.31 million in parking fines above what was budgeted.

Grants & Contributions provided for operating purposes \$306K 4% (F)

Council received other revenues of \$7,126k which was above the original budget by \$306k (4%). This relates to additional grants from the RMS of \$272K and a grant for the removal of graffiti of \$100k.

Grants & Contributions provided for capital purposes \$16,193K 882% (F)

Council received capital income of \$18,029k which was above the original budget by \$16,193k (882%). This relates to \$11.97 million in Section 94 contributions, \$2.43 million from TfNSW for works, plus \$687K from RMS and \$356K for parks and playgrounds.

Expenses

Employee Benefits and On-costs -\$1,220K -3% (F)

Due to vacancies throughout the year, Council was able to have a saving of \$2.09 million in direct salaries.

Other Expenses -\$1,140K -8% (F)

The savings in other expenses relate to Non-Capital Projects, which are an operating costs, and relate to studies or plans, which were commenced in 2013/2013, but have been delayed and will be completed in 2013/2014.

Net Loss from the disposal of assets \$4,247K 100% (U)

Whilst Council received a net gain on the disposal of some of its investments, being a total of \$1,373k favourable.

Council also had to write off \$5,496k being the costs held in Work in Progress for the redevelopment of the Civic Centre Precinct, which was due to the resolution of Council on 25 September 2013 to discontinue to redevelop the site.

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)	Works Provided to Date (\$'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	1,908	2,381	-	147	25	-	-	4,411	25	46,852	54,958	(3,695)	-
Open Space & Public Domain	2,416	5,550	-	228	828	-	-	7,366	828	124,797	131,699	464	-
Roads, Traffic, Carparks & Cycleways	721	3,203	-	94	713	-	-	3,305	713	29,705	33,615	(605)	-
Stormwater Management	6,181	571	-	291	724	-	-	6,319	724	2,117	7,242	1,194	-
Administration	549	263	-	29	125	-	-	716	125	217	834	99	-
Total Under Plans	11,775	11,968	-	789	2,415	-	-	22,117	2,415	203,688	228,348	(2,543)	-
Planning agreements	793	1,653	-	-	217	-	-	2,229	-	-	-	-	-
Total Contributions	12,568	13,621	-	789	2,632	-	-	24,346	-	-	-	-	-

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.

Rounding Variance (Distributed to s94 Open Space)

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 AASB119 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 2013 was \$1,259,615. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20 February 2013 and covers the period ended 30 June 2013. However the position is monitored annually and the Actuary has estimated that as at 30th June 2013 a deficit still exists. Effective from 1 July 2013, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contributions payable until the deficit is extinguished is \$342,059.

The share of this deficit that can be broadly attributed to City of Ryde was estimated to be in the order of \$1,590,350 as at 30 June 2013.

(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 2013 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.

2 Remediation Works

(i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No liability arises from any potential toxicity or subterranean leakage, but there will be ongoing remediation works that may be required from time to time to reinstate the playing surfaces, due to subsidence following further settling of the waste within the landfill.

Council has not, as yet, been able to reliably determine the quantum of liability for this future works, but has estimated that it could cost approximately \$150,000 per annum.

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.

What this means to Council is that there is a contingent asset that will become Councils at the end of the lease.

(iii) Michael Lardelli Park – Putney (Royal Rehabilitation site)

Council as part of the development of the Royal Rehabilitation site at Putney is to take possession of a detention basin and park within the development. This was official opened in March 2012 by the Mayor, but Council is yet to take possession and ownership of the park, as it is contingent on works being completed.

Until that time the developer is responsible for the maintenance of the park. Council will, when it takes ownership, bring the asset to account, which is estimated at \$4.26 million.

Note 19 Interest in Joint Ventures and Associates

Council has no interests in joint ventures or associates.

Note 20 Revaluation Reserves and Retained earnings

	2013 (\$'000)	2012 (\$'000)
(a) Retained earnings		
Movements in retained earnings were as follows:		
At beginning of year	1,713,135	1,689,889
Adjustment to correct prior years errors (Note 20 (d))	-	-
Net operating result for the year	12,234	23,246
At end of year	1,725,369	1,713,135
(b) Revaluation reserves		
Infrastructure, property, plant and equipment revaluation reserve	260,507	518,376
Total assets	260,507	518,376
Movements:		
Property, plant and equipment revaluation reserve		
At beginning of year	518,376	518,376
Revaluation - gross ⁽¹⁾	(350,362)	-
Depreciation transfer - gross	92,493	-
At end of year	260,507	518,376
Available-for-sale investments revaluation reserve		
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.

(d) Correction of errors in previous years

There are no correction of errors in previous years.

(1) The major adjustment relates to a change in the valuation of Council's infrastructure assets and are affected mainly by Roads and Stormwater Drainage assets.

Note 21 Results by Fund

Council has only one consolidated fund.

Note 22 Non-current Assets Classified as Held for Sale

	2013 (\$'000)	2012 (\$'000)
Operational Land	910	-
Buildings	-	-
Total	910	-

Note 23 Events Occuring After Balance Sheet Date

There have been no events occurring after Balance Sheet Date that require reporting.

Note 24 Discontinued Operations

There were no operations discontinued by Council during the year.

Note 25 Intangible Assets

Council has no Intangible Assets to report.

Note 26 Reinstatement, Rehabilitation and Restoration Liabilities**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.

Council is investigating its liabilities during 2013/2014 in relation to old landfill sites, and this is noted at Note 18 - Contingent Liabilities. Once quantified it will be noted here.

	2013 (\$'000)	2012 (\$'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 Statement of Financial Position as at 30 June 2013, 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.

Assurance Partners

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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 8th day of October 2013

8 October 2013

The Mayor
City of Ryde
1 Devlin Street
RYDE NSW 2112

Mayor,

Audit Report - Year Ended 30 June 2013

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2013 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;

I. RESULTS FOR THE YEAR

1.1 Operating Result

The operating result for the year was a surplus of \$12.234 million as compared with \$23.246 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.

	2013 \$000	% of Total	2012 \$000	% of Total	Increase (Decrease) \$000
Revenues before capital items					
Rates & annual charges	61,079	65%	58,514	64%	2,565
User charges, fees & other revenues	20,821	22%	18,899	21%	1,922
Grants & contributions provided for operating purposes	7,126	8%	8,990	10%	(1,864)
Interest & investment revenue	4,328	5%	4,482	5%	(154)
	93,354	100%	90,885	100%	2,469
Expenses					
Employee benefits & costs	38,005	38%	36,471	40%	1,534
Materials, contracts & other expenses	41,939	42%	35,365	39%	6,574
Depreciation, amortisation & impairment	19,075	19%	18,387	20%	688
Borrowing costs	130	0%	202	0%	(72)
	99,149	100%	90,425	100%	8,724
Surplus/(Deficit) before capital items	(5,795)		460		(6,255)
Grants & contributions provided for capital purposes	18,029		22,786		(4,757)
Net Surplus/(Deficit) for the year	12,234		23,246		(11,012)

The table above shows an overall decrease over the previous year of \$11.012 million and can be attributable to decreased grants and contributions received and the write off of capital works in progress.

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.

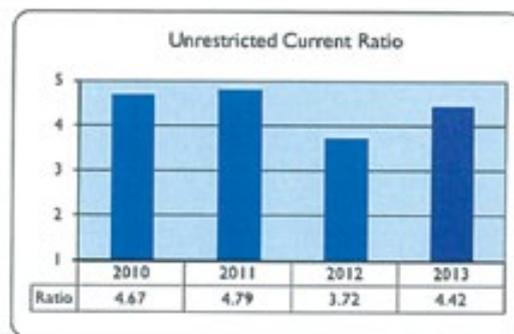
	2013	2012
	\$000	\$000
Funds were provided by:-		
Operating Result (as above)	12,234	23,246
Add back non funding items:-		
- Depreciation, amortisation & impairment	19,075	18,387
- Book value of non-current assets sold	6,794	1,444
- Non-cash Contributions of assets acquired	0	(12,500)
- (Gain)/Loss of fair value to investment properties	(345)	(75)
	37,758	30,502
Transfers from internal reserves (net)	0	10,115
Net Changes in current/non-current assets & liabilities	1,929	2,264
	39,687	42,881
Funds were applied to:-		
Purchase and construction of assets	(24,165)	(22,895)
Increase/Purchase in Non-current Investments	(2,513)	(16,607)
Principal repaid on loans	(482)	(442)
Transfers to externally restricted assets (net)	(3,174)	(1,782)
Transfers to internal reserves (net)	(9,539)	0
	(39,873)	(41,726)
Increase/(Decrease) in Available Working Capital	(186)	1,155

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 \$46.513 million representing a factor of 4.42 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.

At the close of the year the Available Working Capital of Council stood at \$5.174 million as detailed below;

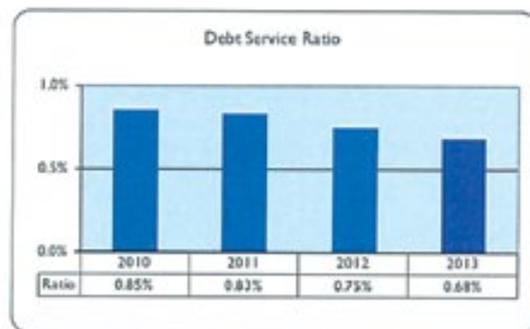
	2013	2012	Change
	\$000	\$000	\$000
Net Current Assets (Working Capital) as per Accounts	44,474	32,904	11,570
Add: Payables, provisions & inventories not expected to be realised in the next 12 months included above	11,520	11,684	(164)
Adjusted Net Current Assets	55,994	44,588	11,406
Add: Budgeted & expected to pay in the next 12 months			
- Borrowings	527	492	35
- Employees leave entitlements	4,472	3,423	1,049
- Deposits & retention moneys	1,811	1,774	37
Less: Externally restricted assets	(9,481)	(6,307)	(3,174)
Less: Internally restricted assets	(48,149)	(38,610)	(9,539)
Available Working Capital as at 30 June	5,174	5,360	(186)

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 2013 was sound.

2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service these repayments was 0.68%.

Total debt at 30 June 2013 amounted to \$3.422 million.



2.4 Summary

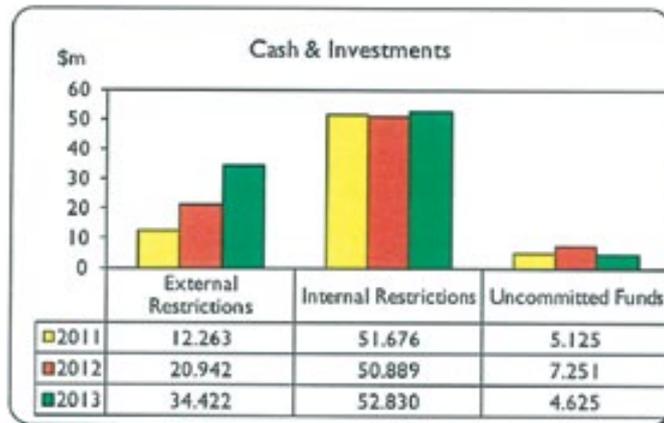
Council's overall financial position as at 30 June 2013, when taking into account the above financial indicators was, in our opinion, sound.

3. CASH ASSETS

3.1 Cash & Investments

Cash and investments held at the close of the year amounted to \$91.877 million as compared with \$79.082 million and \$69.064 million at the close of financial years 2012 and 2011 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 \$22.117 million, domestic waste management charges of \$4.789 million and specific purpose grants, contributions and levies of \$7.516 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 \$52.830 million and their purposes are more fully disclosed in Note 6 of the financial statements.

Unrestricted cash and investments amounted to \$4.625 million, which is 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 increased by \$1.832 million to \$15.805 million at the close of the year.

In addition to operating activities which contributed net cash of \$32.456 million were the proceeds from the sale of investments (\$18.373 million) and other assets (\$1.174 million). Cash outflows other than operating activities were used to purchase investments (\$27.929 million), repay loans (\$482,000) and to purchase and construct assets (\$21.76 million).

4. RECEIVABLES

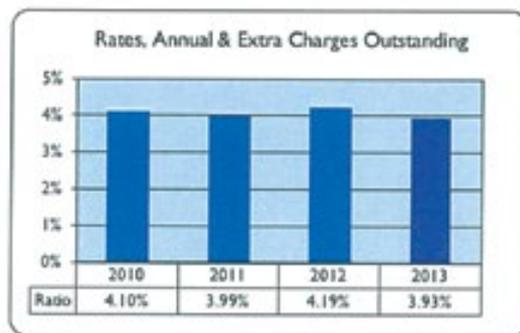
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$61.079 million and represented 55% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$63.367 million of which \$61.183 million (97%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual & extra charges stood at \$2.509 million at the end of the year and represented 3.93% of those receivables.



4.3 Other Receivables

Receivables (other than rates, annual & extra charges) totalled \$4.377 million and mainly consisted of user charges and fees (\$1.246 million), accrued interest on investments (\$893,000) and amounts due from government departments (\$1.172 million).

Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$185,000.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$10.033 million.

A cash reserve of \$3.11 million was held at year end representing 31% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

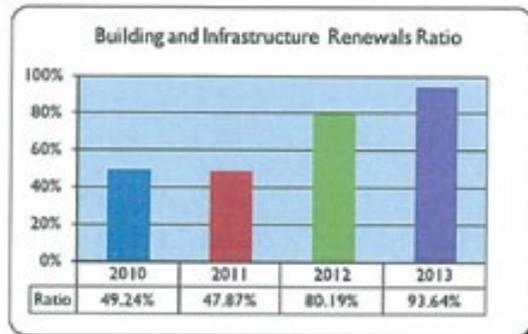
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$8.047 million which were 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 2013 represented 94% of the depreciation charges for these assets. An industry benchmark is considered to be 100%, measured annually over the long term.



7. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 24 April 2013. 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 2013

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Statement by Councillors and Management

for the Year Ended 30 June 2013

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

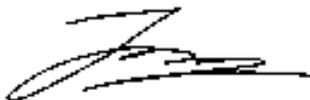
- Presents fairly the Council's operating result and financial position for each of Council's declared Business Activities for the year, and
- Accords with Council's accounting and other records

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 24 September 2013.



Councillor Roy Maggio
Mayor



Councillor Justin Li
Deputy Mayor



Mr Roy Newsome
Acting General Manager



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

Income Statement of Other Business Activities

for the Year Ended 30 June 2013

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2013 (\$'000s)	2012 (\$'000s)	2013 (\$'000s)	2012 (\$'000s)
Income from continuing operations				
Annual Charges	-	-	-	-
User Charges	4,661	4,371	811	787
Fees	-	-	-	-
Interest	-	-	-	-
Other income	120	8	-	-
Grants & Contributions provided for Non-Capital Purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Total Income From Continuing Operations	4,781	4,379	811	787
Expenses from continuing operations				
Employee benefits and on costs	2,703	2,526	-	12
Materials and Contracts	742	742	391	266
Borrowing costs	-	-	-	-
Depreciation and impairment	1,167	877	-	-
Loss on sale of assets	-	40	-	-
Calculated Taxation Equivalents	147	138	-	-
Other expenses	44	41	206	126
Total Expenses From Continuing Operations	4,803	4,364	597	404
Surplus (Deficit) from Continuing Operations before capital amounts	(22)	15	214	383
Grants & Contributions provided for Capital Purposes	-	-	-	-
Surplus (Deficit) from Continuing Operations after capital amounts	(22)	15	214	383
Surplus (Deficit) from Discontinued Operations	-	-	-	-
Surplus (Deficit) from All Operations before Tax	(22)	15	214	383
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	-	5	64	115
Surplus (Deficit) After Tax	(22)	10	150	268
Opening Retained profits *	31,409	31,044	200	200
Adjustments for Amounts Unpaid:				
- Taxation Equivalent Payments	147	138	-	-
- Corporate Taxation Equivalent	-	5	64	115
Plus: Subsidy from Council	-	-	-	-
Plus: Equity Contributions	688	365	-	-
Less: Equity Withdrawals	-	-	-	-
Less: TER Dividend payment (non restricted activities)	(147)	(143)	(64)	(115)
Less: Surplus Dividend payment (non restricted activities)	-	(10)	(150)	(268)
Closing Retained Profits	32,075	31,409	200	200
RETURN ON CAPITAL (%)	-0.1%	0.0%	N/A	N/A
SUBSIDY FROM COUNCIL	-	-	-	-

Balance Sheet of Other Business Activities

for the Year Ended 30 June 2013

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2013 (\$'000s)	2012 (\$'000s)	2013 (\$'000s)	2012 (\$'000s)
CURRENT ASSETS				
Cash Asset and cash equivalents	8,429	1,782	-	-
Investments	-	-	-	-
Receivables	72	79	288	220
Inventories	12	12	-	-
Other	-	-	51	33
TOTAL CURRENT ASSETS	8,513	1,873	339	253
NON-CURRENT ASSETS				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	29,587	43,752	-	-
Other	-	-	-	-
TOTAL NON-CURRENT ASSETS	29,587	43,752	-	-
TOTAL ASSETS	38,100	45,625	339	253
CURRENT LIABILITIES				
Payables	257	254	82	48
Interest Bearing Liabilities	-	-	-	-
Provisions	647	528	-	3
TOTAL CURRENT LIABILITIES	904	782	82	51
NON-CURRENT LIABILITIES				
Payables	-	-	-	-
Interest Bearing Liabilities	-	-	-	-
Provisions	12	12	57	2
TOTAL NON-CURRENT LIABILITIES	12	12	57	2
NET ASSETS	37,184	44,831	200	200
EQUITY				
Retained Earnings	32,075	31,409	200	200
Revaluation Reserves	5,109	13,422	-	-
TOTAL EQUITY	37,184	44,831	200	200

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

Name	Brief Description of Activity
Ryde Aquatic Leisure Centre	Provision of aquatic and dry court sports and leisure facilities

Category 2

Name	Brief Description of Activity
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%.

Note 1 Significant Accounting Policies

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 GPF. 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 Statement of Financial Position as at 30 June 2013, 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.

Assurance Partners

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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.

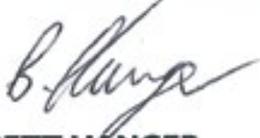
Auditor's Opinion

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 1 and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 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 8th day of October 2013

Special schedules for the year ended 30 June 2013

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Schedule No. 1 Net Cost of Services

for the Year Ended 30 June 2013

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
GOVERNANCE	2,324		7			(2,317)	
		2,324			7		(2,317)
ADMINISTRATION							
Corporate Support	3,312		218			(3,094)	
Engineering & Works	7,243		462			(6,780)	
Other Support Services	13,804		1,329			(12,475)	
		24,358			2,010		(22,349)
PUBLIC ORDER & SAFETY							
Statutory Contribution to Fire							
Service Levy	1,912					(1,912)	
Fire Protection - Other							
Animal Control	302		49			(253)	
Beach Control							
Enforcement of Local Govt Regs	748		1,321			573	
Emergency Services	266		16			(250)	
Other	1,992		3,995			2,004	
		5,220			5,381		161
HEALTH							
Administration & Inspection	359		367			8	
Immunisation	105		35			(70)	
Food Control							
Insect/Vermin Control							
Noxious Plants	5					(5)	
Health Centres	45					(45)	
Other							
		515			402		(112)
COMMUNITY SERVICES & EDUCATION							
Administration	702		26			(675)	
Family Care							
Child Care	17					(17)	
Youth Services	180		29			(151)	
Other Families & Children	143		65			(78)	
Aged & Disabled	563		635			72	
Migrant Services							
Aboriginal Services							
Other Community Services	1,241		237			(1,003)	
Education	14		59			45	
		2,859			1,052		(1,808)

Schedule No. 1 Net Cost of Services

for the Year Ended 30 June 2013

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
HOUSING & COMMUNITY AMENITIES							
Housing							
Town Planning	5,894		2,972	1,792		(1,131)	
Domestic Waste Management	13,491		14,575			1,084	
Other Waste Management	1,611		1,019			(592)	
Street Cleaning	681					(681)	
Other Sanitation & Garbage							
Urban Stormwater Drainage	5,057		1,214	209		(3,633)	
Environmental Protection	703		10			(672)	
Public Cemeteries							
Public Conveniences	413					(413)	
Other Community Amenities							
		27,851			21,791		(6,059)
WATER SUPPLIES							
SEWERAGE SERVICES							
RECREATION & CULTURE							
Public Libraries	5,168		918			(4,250)	
Museums							
Art Galleries							
Community Centres	367		185			(183)	
Public Halls	470		441			(29)	
Other Cultural Services	303		92			(211)	
Swimming Pools	4,849		4,873			24	
Sporting Grounds	2,918		534	463		(1,921)	
Parks & Gardens (Lakes)	7,132		332	35		(6,765)	
Other Sport & Recreation	254		255			1	
		21,461			8,128		(13,334)
FUEL & ENERGY SUPPLIES							
Gas Supplies							
MINING, MANUFACTURING & CONSTRUCTION							
Building Control	631		217			(414)	
Abattoirs							
Quarries & Pits							
Other							
		631			217		(414)

Schedule No. 1 Net Cost of Services

for the Year Ended 30 June 2013

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
TRANSPORT & COMMUNICATION							
Urban Roads : Local	9,798		4,057	13,100		7,359	
Urban Roads : Regional	197		74			(123)	
Sealed Rural Roads : Local							
Bridges on Urban Roads : Local	63					(63)	
Bridges on Urban Roads : Regional							
Bridges on Urban Roads : Other							
Footpaths	401			2,430		2,029	
Aerodromes							
Parking Areas	89					(89)	
Bus Shelters & Services	79					(79)	
Water Transport							
RTA Works (State)							
Street Lighting	2,217		364			(1,853)	
Other	279		261			(18)	
		13,123			20,286		7,163
ECONOMIC AFFAIRS							
Camping Areas							
Caravan Parks							
Tourism & Area Promotion	5					(5)	
Industrial Development & Promotion							
Saleyards & Markets							
Real Estate Development							
Commercial Nurseries							
Other Business Undertakings	801		851			50	
		806			851		45
TOTALS - FUNCTIONS		99,149			60,125		(39,023)
GENERAL PURPOSE REVENUES⁽¹⁾					51,257		51,257
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⁾		99,149			111,383		12,234
EXTRAORDINARY ITEMS⁽²⁾							
SURPLUS/(DEFICIT) FROM ALL ACTIVITIES⁽²⁾		99,149			111,383		12,234

Note:

(1) Includes Rates and Annual Charges (incl. Ex-Gratia), Non-Capital General Purpose Grants and Interest on Investments

(2) As reported on the Income Statement

Schedule No. 2(a) Statement of Long-term Debt (All Purposes)

for the Year Ended 30 June 2013

Classification of Debt	Principal Outstanding at beginning of Year			New Loans Raised during the year (\$'000)	Debt Redemption during the year		Interest Applicable For Year (\$'000)	Principal Outstanding at end of Year		
	Current (\$'000)	Non-Current (\$'000)	Total (\$'000)		From Revenue (\$'000)	Sinking Funds (\$'000)		Current (\$'000)	Non-Current (\$'000)	Total (\$'000)
LOANS (By Source)										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	492	3,412	3,904	-	482	-	130	527	2,895	3,422
Other										
TOTAL LOANS	492	3,412	3,904	-	482	-	130	527	2,895	3,422
OTHER LONG TERM DEBT										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
TOTAL LONG TERM DEBT	492	3,412	3,904	-	482	-	130	527	2,895	3,422

Schedule No. 2(b) Statement of Internal Loans (Section 410(3) LGA 1993)

for the Year Ended 30 June 2013

Summary of Internal Loans

Borrower (by Purpose)	Amount Originally Raised (\$'000)	Total Repaid During the Year Principal & Interest (\$'000)	Principal Outstanding at End of Year (\$'000)
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other	365	-	365
TOTALS	365	-	365

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 (\$'000)	Total Repaid During the Year Principal & Interest (\$'000)	Principal Outstanding at End of Year (\$'000)
RALC Surf Attraction	RALC Reserve					365	-	365
TOTALS						365	-	365

Schedule No. 7 Condition of Public Works

as at 30 June 2013

Asset Class	Asset Category	Depreciation Rate (%)		Depreciation Expense (\$'000)	Cost (\$'000)	Valuation (\$'000)	Accumulated Depreciation (\$'000)	WDV (\$'000)	Asset Condition (weighted by replacement cost)	Estimated Cost to bring to a satisfactory standard (\$'000)	Required Annual Maintenance Expense (\$'000)	Current Annual Maintenance (\$'000)
		Per Note 1	Per Note 4									
Per Section 428(2d)												
*Buildings		1.81%	2,426	133,757	69,678	64,079	97% of buildings are considered to be in a satisfactory condition.	2,082	966	2,391		
**Public Roads		1.23%	5,435	441,685	120,007	321,678	86% of road segments are considered to be in a satisfactory condition.	20,502	1,393	6,054		
Road Pavement/ Rd Ancillaries												
Footpaths/ Cycleways							92% of footpaths are considered to be in a satisfactory condition.	4,249	544	1,242		
Bridges							All bridges are to be considered condition 3 or better.	0	200	201		
Kerb & Gutter							86% of Kerb & Gutter are considered to be in a satisfactory condition.	13,500	240	44		
Drainage Works		1.55%	3,801	244,833	62,485	182,348	95% of conduit assets and 96% of pits and devices assets are considered to be in a satisfactory condition.	14,187	488	1,000		
Other Structures		Various	2,380	96,184	18,027	78,157	All playing fields and 69% of park assets are considered to be in a satisfactory condition.	687	962	0		
Totals			14,042	916,459	270,197	646,262		55,207	4,793	10,932		

Schedule No. 7 Condition of Public Works

as at 30 June 2013

Notes:

Satisfactory condition refers to an asset condition rating of 1, 2 or 3, 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	Visible defects where maintenance is not required and doesn't affect use
3	Visible defects, minor maintenance required for continued service
4	Defects require significant repairs or adjustment or control of use
5	Asset unserviceable or unsafe - Taken out of service or use until repaired or replaced

Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard that are already in satisfactory standard.

Current Annual Maintenance includes operating as differentiation and tracking of costs has not been previously done and there is insufficient information to estimate this.

Council undertook a major review of its Asset Management practices for Buildings, Roads and Drainage Assets in 2006/07, further reviews were undertaken in 2007/08 for Land and Other Structures. A further review was undertaken of Councils footpath network during the 2008/09 financial year. The system for differentiating and tracking activities on the basis of renewal, upgrade, maintenance and operating, is being implemented in 2013/14.

*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 \$281 million.
Footpaths	Council's footpath network has a current replacement value of \$54 million. 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 \$96 million.
Bridges	The current replacement cost of bridges is \$4 million.

Schedule No. 8 Financial Projections

for the Year Ended 30 June 2013

	2013 ⁽¹⁾ (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)	2017 (\$'000)
Operating Budget					
Income From Continuing Operations	91,127	93,197	95,093	97,384	99,417
Expenditure From Continuing Operations	98,461	102,307	104,958	108,356	112,954
Operating Result From Continuing Operations	(7,334)	(9,109)	(9,865)	(10,972)	(13,537)
Capital Budget					
New Capital Works⁽²⁾	20,293	19,687	18,410	17,112	13,642
FUNDED BY:					
Loans	-	1,500	-	-	-
Asset Sales	1,000	1,150	925	1,075	900
Reserves	5,643	12,123	11,063	11,151	7,483
Grants & Contributions	1,836	214	-	60	-
General Revenue	11,814	4,700	6,422	4,826	5,259
Other	-	-	-	-	-
	20,293	19,687	18,410	17,112	13,642

(1) From income statement

(2) New capital works are major non-recurrent projects

2012/13

STATUTORY INFORMATION



1. Council's achievements in implementing the delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed - s428(1)

A Report on Council Performance for 2012/13 using outcomes from the City of Ryde's Four Year Delivery Plan 2012-2016 is presented in 'Our performance against the Delivery Plan' from page 44.

2. Council's achievements in implementing the Community Strategic Plan over the previous four years - s428(2)

The Community Strategic Plan was adopted by the Council in 2011 and as such the City of Ryde is not due to produce an end of term report until 2016. However, we report on the seven outcomes identified in our Community Strategic Plan in our quarterly reports to Council, this annual report and any other communications we have with our community.

3. Copy of council's audited financial reports and notes and information required by the Regulation or the Guidelines - s428(4)(a)

The City of Ryde's audited financial reports for the 2012/13 financial year are presented from page 116 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4. Amount of rates and charges written off during 2012/13 - cl 132

Rates and Charges written off in respect to pensioners, revaluations, postponed and non rateable properties / **\$18,132.62**

Statutory and voluntary pension rebates / **\$1,430,233.17**

Total / **\$1,448,365.79**

5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) s 428 (4)(b), cl 217 (1)(a)

Nil

6. Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions -cl 217(1)(a1)

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. For 2012/13 Mayoral and Councillor Fees, and Expenses were as follows:

- Total amount of money spent on Mayoral and Councillor fees / **\$318,059.52**
- Provision of dedicated office equipment allocated to Councillors / **\$35,656.00**
- Communication costs (including telephone calls) / **\$33,592.02**
- Attendance of Councillors at conferences and seminars (including accommodation, conference registration, transport and meals) / **\$15,509.91**
- Training of Councillors and provision of skill development / **\$11,996.60**
- Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses / **\$7,735.70** - All interstate travel was for conferences and an award presentation
- 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 / **\$1,102.93**
- Expenses involved in the provision of care for a child or an immediate family member of a Councillor / **\$1,899.50**

7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

Contractor Name	Payment Type	Description	2012/13 Actual (incl GST)
AGL	Contract	Supply electricity	\$173,033.02
Air Change Australia Pty Ltd	Contract	Supply air handling units	\$276,609.30
Ausgrid	Contract	Supply electricity	\$1,649,012.24
Barloworld Volkswagen	Contract	Supply motor vehicles	\$367,950.96
Broadlex Services Pty Ltd	Contract	Cleaning	\$284,937.80
Citiguard Protection Services P/L	Contract	Security installation and monitoring	\$523,544.32
City Hino	Contract	Supply of plant	\$172,828.51
Crusher Rentals Pty Ltd	Contract	Crushing of reclaimed concrete and asphalt	\$312,356.16
Dimension Data Australia Pty Ltd	Contract	IT - License and maintenance	\$392,028.43
Earth Exchange Pty Ltd	Contract	Waste disposal	\$216,772.41
Energy Australia	Contract	Supply electricity	\$397,744.17
Freyssinet Australia Pty Ltd	Contract	Culvert remedial work	\$158,911.50
Fuji Xerox Australia Pty Ltd	Contract	Supply and maintenance of MFDs	\$379,397.15
Get Civil Pty Ltd	Contract	Construction services	\$964,415.10
GHD Pty Ltd	Contract	Flood study	\$150,120.19
Hargraves Landscapes Pty Ltd	Contract	Construction services	\$1,310,814.42
Hewlett-packard Australia Limited	Contract	Supply computer equipment	\$256,167.80
Hi-Quality Recycling Services Pty Ltd	Contract	Soil collection/disposal	\$276,023.20
Hunter Holden	Contract	Supply motor vehicles	\$193,947.38
I Love Oz Pty Ltd	Contract	Shuttle services	\$215,782.93
Interactive Pty Ltd	Contract	Disaster recovery backup site	\$165,621.50
Momentum Energy Pty Ltd	Contract	Supply electricity	\$1,936,285.92
NSW Public Works Sydney Region	Contract	Civic works	\$1,807,023.77
Odyssey Interiors Pty Ltd	Contract	Minor works and refurbishment	\$162,556.68
Optus Direct Credit – AUD	Contract	Communication	\$525,424.21
Parsh Power Interiors NSW Pty Ltd	Contract	Civic Centre minor works	\$171,259.90
Performance Concrete Pty Ltd	Contract	Minor works	\$571,805.78
Ryde Toyota	Contract	Supply of motor vehicles	\$424,696.25
Sam the Paving Man Pty Ltd	Contract	Granite paving	\$711,540.73
Sinclair Knight Merz Pty Ltd	Contract	Flood and risk management study	\$189,649.90
Smada Electrical Services Pty Ltd	Contract	Instal park lighting	\$209,929.50
SPM Assets Pty Ltd	Contract	Condition and performance assessment	\$176,316.97
Stillwell Trucks Pty Ltd	Contract	Supply of plant	\$182,206.07
Swimplex Pty Ltd	Contract	Supply surf attraction	\$194,040.00
Sydney City Toyota	Contract	Supply motor vehicles	\$284,333.22
Technology One Ltd	Contract	IT - License and maintenance	\$223,479.40
The Biodiesel Station	Contract	Supply of fuel	\$160,098.84
Tirawley Contracting Pty Ltd	Contract	underground studies	\$225,873.08
Tom Kerr Auto Centre	Contract	Supply motor vehicles	\$410,803.29
Ungaro Projects Pty Ltd	Contract	Building minor alteratons	\$175,521.50
WSN Environmental Solutions	Contract	Waste removal and recycling contract	\$12,259,404.75
A J Paving	Schedule of Rates	Minor works	\$439,345.77
C W Concrete Pty Ltd	Schedule of Rates	Minor works	\$470,667.68

Contractor Name	Payment Type	Description	2012/13 Actual (incl GST)
Clayton Utz Lawyers	Schedule of Rates	Legal services	\$495,603.59
Complete Linemarking Services P/L	Schedule of Rates	Minor works	\$160,224.05
Downer EDi Works Pty Ltd	Schedule of Rates	Minor works	\$2,874,622.32
Hays Specialist Recruitment Aust P/L	Schedule of Rates	Agency staff	\$615,448.22
Leonard Holt Robb	Schedule of Rates	Advertising	\$302,688.18
Maddocks	Schedule of Rates	Legal services	\$306,677.21
Maxwell Fulton Pty Ltd	Schedule of Rates	Agency staff	\$342,004.64
MKA Consulting	Schedule of Rates	Civic Precinct project	\$339,921.06
News Local	Schedule of Rates	Advertising	\$331,432.16
Oxford Funding Pty Ltd	Schedule of Rates	Agency staff	\$433,012.76
Randstad Pty Ltd	Schedule of Rates	Agency staff	\$218,328.30
SRS Roads Pty Ltd	Schedule of Rates	Minor work	\$257,512.18
Sydney Training & Employment Ltd	Schedule of Rates	Apprentices and casual staff	\$300,291.54
Corporation Sole EPA Act	Other	Contribution	\$238,873.00
Department of Planning	Other	Agent payments	\$294,129.00
James Bennett Pty Ltd	Other	Library material	\$318,917.02
Land & Property Information.	Other	Valuation fees	\$168,082.00
LGSS A/C POOL A-RYDE	Other	Employee superannuation	\$2,774,764.51
Local Govt Super Scheme – Div B	Other	Employee superannuation	\$1,631,226.85
Long Service Payments Corporation	Other	Agent payments	\$746,206.43
Macquarie Park TMA Incorporated	Other	Funding agreement	\$275,000.00
Ministry for Police and Emergency Services	Other	Contribution	\$1,609,934.40
National Australia Bank Ltd	Other	Loan repayments	\$612,502.58
NSW Electoral Commission	Other	Local Government Election 2012	\$488,372.50
QBE Insurance(Aust) Ltd	Other	Insurances	\$266,182.54
State Debt Recovery Office	Other	Infringement processing	\$427,617.80
StateCover Mutual Limited	Other	Workers compensation	\$1,620,562.17
Statewide Mutual	Other	Insurances	\$388,212.14
Statewide Mutual	Other	Insurances	\$289,325.49
Sydney Water	Other	Water supply	\$346,899.90

8. Summary of the amounts incurred by council in relation to legal proceedings – cl 217 (1) (a3)

During 2012/13, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

Name of proceedings	Nature of proceedings	Status	Costs paid	Funds received
Council V Petch & Ors	Supreme Court Injunction	Finalised	\$192,272.42	Nil
ICAC v Council	Supreme Court Injunction	Finalised	\$4,826.17	Nil
Hassarati v Council	Class 1 Action Land & Environment Court	Finalised	\$22,658.70	Nil
My Kids Holdings Pty Ltd v Council	Class 1 Action Land & Environment Court	Finalised	\$31,920.39	Nil
Bunnings Properties Pty Ltd v Council	Class 1 Action Land & Environment Court	Finalised	\$6,183.30	Nil
Barbour v Council	Class 1 Action Land & Environment Court	Proceeding	\$18,621.60	Nil
Vartazarian v Council	Class 1 Action Land & Environment Court	Finalised	\$8,679.39	Nil
Council v Trovato	Prosecution in Local Court 'Pollute Waters'	Proceeding	\$9,073.82	Nil
Council v Monteil	Prosecution in Local Court – Undertake Work without Approval	Finalised	\$5,317.29	\$880
Council v Cerreto	Prosecution in Local Court – Development without consent	Proceeding	\$4,869.31	Nil
Council v Alramon Pty Ltd	Prosecution in Local Court – Failure to cease specific building work	Proceeding	\$2,719.21	Nil

9. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)

Works were carried out on private land during a stormwater upgrade at 12 Gwendale Crescent, Eastwood. This project commenced at the end of the 2012/13 financial year and was completed in August 2013. The project required the replacement of a collapsed drainage pipe in the drainage easement across the private property.

Additional works included tree removal, reconstruction of a retaining wall and landscape works. The City of Ryde covered the project costs of \$133,495.

10. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)

As discussed in detail in our City of Wellbeing outcome on page 56, in 2012/13 the City of Ryde gave a total of \$327,840 in community grants and funding and in-kind support to local events and initiatives. A further \$1,955 was contributed to the community in the form of school awards for local students.

11. Statement of all external bodies that exercised functions delegated by council – cl 217(1)(a6)

Nil

12. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest – cl 217(1)(a7)

Nil

13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated – cl 217(1)(a8)

Nil. Refer to Note 19 of financial statements on page 162 for more information.

14. Statement of activities to implement Council's EEO management plan – cl 217(1)(a9)

Our report on our EEO performance for 2012/13 from the City of Ryde's Four Year Delivery Plan 2012-2016 is presented under Equal Employment Opportunity on page 105 in the City of Progressive Leadership outcome.

15. Statement of the total remuneration comprised in the remuneration package of the general manager and senior staff members – cl 217(1)(b) and cl 217(1)(c)

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	\$464,592 ¹	\$10,978.55	\$4,500.00	\$480,070.64	\$ -	\$480,070.64	\$7,859.49	\$497,930.13
Group Manager Community Life/ Acting General Manager	\$244,045 ²	\$16,407.04	\$4,500.00	\$264,952.19	\$ -	\$264,952.19	\$13,788.38	\$278,740.57
Group Manager Environment & Planning	\$222,241	\$16,406.78	\$9,000.00	\$247,647.80	\$ -	\$247,647.80	\$21,954.95	\$269,602.75
Group Manager Corporate Services	\$221,612	\$16,407.04	\$4,500.00	\$242,518.58	\$ -	\$242,518.58	\$7,565.56	\$250,084.14
Group Manager Public Works	\$153,550 ³	\$8,834.55	\$4,500.00	\$166,884.76	\$ -	\$166,884.76	\$ -	\$166,884.76

Note

- 1 The General Manager resigned on 28 February 2013 and the contract payment amount includes payment of accrued entitlements
- 2 The Group Manager Community Life also held the position of Acting General Manager from 1 March 2013
- 3 The Group Manager Public Works resigned on 11 January 2013 and the contract payment amount includes payment of accrued entitlements

ATRP – Annual Total Remuneration Package

16. A statement detailing the stormwater management services provided – cl 217 (1) (e)

The Ryde Local Government Area is comprised of fourteen discrete stormwater drainage catchments, with a total area of more than 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.

The City of Ryde has undertaken a Flood Study and Floodplain Risk Management Study and Plan for Parramatta River – Ryde Sub Catchments and Buffalo and Kitty’s Creek Catchments. This multi-year project has involved extensive stakeholder and community consultation and will result in a comprehensive set of recommended activities and actions to guide the management of stormwater quality throughout the LGA. These plans will detail short, medium and long term actions, which will be progressively incorporated into our Four Year Delivery Plan and capital works programs, and will reduce the risk of flooding problems at various locations.

The City of Ryde has an ongoing water quality monitoring program to assess changes in aquatic health and to guide actions aimed at improving water quality. Our ability 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.

In addition, we have developed draft water sensitive urban design (WSUD) development controls and guidelines and we are progressively implementing WSUD initiatives to assist in conserving potable water, minimising wastewater and improving stormwater quality across the Ryde LGA.

17. A statement detailing coastal protection services provided Clause 217 (1) (e1)

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, a Gross Pollutant Trap was installed at Santa Rosa Park to improve water quality.

During the 2012/13 financial year we also added/repared 80 metres of seawall adjacent to Meadowbank Ferry Wharf. This work was done to protect the shoreline and recovering mangrove forests from the wake of passing ferries. The cost of these works was \$65,000.

18. Particulars of any environmental upgrade agreement entered into in accordance with any requirements imposed under s406 – s54P

The City of Ryde has no policy on Environmental Upgrade Agreements and has not entered into any such agreement with any building owner this year.

19. A report as to the state of the environment in the area in relation to such environmental issues as may be relevant to the objectives established by the Community Strategic Plan (the environmental objectives).

We are no longer required to prepare a separate State of the Environment report this year, so we have discussed how we are addressing environmental issues and the sustainability initiatives we have undertaken in our City of Environmental Sensitivity outcome. Refer to page 70 for more information.

20. Report on special variation expenditure (if required to do so by the instrument made by the Minister)

N/A

21. Report on capital works projects.

Details are included in Special Schedule 7 contained within the 2012/13 Financial Report on page 188.

22. COMPANION ANIMALS ACT 1998 AND COMPANION ANIMALS REGULATION 2008

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) f

Companion animal management has continued to be a key operational program throughout the year, with the level of demand for services provided by Rangers and the Parking Services Unit increasing through the monitoring of nine fulltime leash-free areas, all of which require regular patrols to ensure compliance.

Council continues to receive good feedback from members of the community and staff through social media. This has assisted Council in providing timely community consultation and education on key companion animal matters. After a review of all Community Advisory Committees by Council in 2012 it was determined that the Companion Animal Advisory Committee was no longer required as a majority of the matters brought forward by the committee had been addressed through changes to the animal management program.

Overall in 2012/13 rangers handled 712 complaints regarding companion animal issues from the general public, a 12 percent decrease on the previous year's figures.

Compliance Rangers handled 192 complaints in relation to stray, abandoned or roaming dogs, a 30 percent increase on the previous year's figures, which is attributable to the increased availability of off-leash dog areas.

There was a significant drop in the numbers of animals dumped by members of the public with 96 in 2012/13 representing a drop of 37 percent, however, 31 barking dog complaints were investigated, a 9.4 percent increase from last year.

Overall requests for management of companion animal matters within the City of Ryde decreased during the year. The significant decrease in complaints, particularly relating to feral, found and lost cats has been good news.

16.2(a) One hundred and ninety-six companion animals were impounded by Compliance Rangers, an 18 percent decrease on last year. Seventy cats were seized with three returned to their owners and seven rehomed. One hundred and twenty-five dogs were impounded with 51 returned to their owners. Dog impounds and return rates were down over the past 12-month period at 14 percent. Fifty-nine companion animals or 46 percent of all impounded animals were returned home to their owners:

16.2 (b) There were 36 reported dog attacks, an increase of 3 percent from last year.

16.2 (c) The combined budget for Rangers and Parking Services and Companion Animal Management for 2012/13 was \$366,970.

16.2 (d) We continued to promote Companion Animals legislation through our website, Ryde City View publications, our micro chipping program and participation at community events such as the Granny Smith Festival, and other community events.

16.2 (d) We have a number of strategies in place to promote and assist the desexing of dogs and cats, including the promotion of National Desexing Network Week as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, Cat Protection Society and WLPA).

16.2 (e) We also have strategies in place to comply with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals. Regulatory Services, in consultation with the Community Life Group, reviews and updates Companion Animal information through a direct link to animals on the City of Ryde website. In addition we work alongside some of the 48 not-for-profit organisations that help rehome and rescue animals with NSW.

16.2 (f) A full list of Leash Free Areas, including their addresses and hours of availability, is available on the City of Ryde website (www.ryde.nsw.gov.au/Environment/Animals+and+Plants/Cats+and+Dogs/Off+Leash+Areas)

21. GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 and REGULATION

Information included on GIPA activity - s125(1) cl 7 Schedule 2.

GIPA Annual Report

Agency Name	City of Ryde
Principal Department (if applicable)	Information Records Management
Reporting Period	2012/2013

Appendix 1 - Obligations under the GIPA Act

1. Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, NSW agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The City of Ryde's program for the proactive release of information involves a review of what information is already being provided publically on the City of Ryde website and the types of information requested under both informal and formal requests for information. We also look at current matters that council is involved in or that could be considered of interest to the public.

During the reporting period, we reviewed this program by examining the information publicly available on the City of Ryde website, on public council notice boards and in Local Newspapers. The web site continues to provide timely reporting on current matters. Matters of public interest during the reporting period included the conclusion of the proposed Civic Centre Precinct development, proposed Local Council Amalgamations, the New Planning System for NSW and an imminent ICAC Investigation. City of Ryde website also includes information on the status of development applications with details about new applications and those that have recently been determined. It is noted that certain information protected by Copyright such as building plans is not displayed on our website outside of the notification period covered by the EP&A Act. Applications and the determinations for significant developments are also reported in Local newspapers.

The Media page on the website is regularly updated to include items of interest to the public. The City of Ryde will also launch a number of social media sites in the next reporting period that will provide further mediums for the proactive release of information.

No public requests for information have resulted from details of Formal Access requests being recorded in the City of Ryde Disclosure Log.

We have also continued to monitor trends in informal requests for information to identify requests for similar information that could otherwise be disclosed proactively on our website. Despite the high number of informal requests received each year, the same information is rarely sought by a number of different members of the public resulting in no new avenues to proactively disclose information as a result of informal requests.

While there is continued public interest in information about older development applications, information relating to these applications is often protected by copyright and is unable to be proactively released on our website. Since the last review of proactive release of information a public access computer has been provided to the Information Records Management unit to enable free public viewing access to electronic information such as copyright protected plans and documents.

This review has determined that the proactive release of information to the public by the City of Ryde is growing steadily and includes new initiatives each year.

2. Number of access applications received - Clause 7(b)

During the reporting period, the City of Ryde received a total of seven formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, the City of Ryde refused no formal access applications, either in part or in full, because the information requested was information referred to in Schedule 1 to the GIPA Act.

Table A: Number of applications by type of applicant and outcome¹

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	3	0	3	2	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	0	0	1	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

¹ More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications ²	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	3	0	4	2	0	0	0
Access applications that are partly personal information applications and partly other	2	0	0	0	0	0	0	0

² A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used ³
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

³ More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	8
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	8

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner ⁴	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

4 The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

22. ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

Particulars of compliance with and effect of planning agreements in force during the year - s93G(5)

Property / 3-5 Trelawney Street Eastwood

Local Development Application No / 2011/0611 (amended plans)

Applicant / Morris Bray Martin Ollmann

A voluntary planning agreement (VPA) was lodged on 28 November 2011. The DA was approved and the VPA was accepted by Council on 21 June 2013. The agreement stipulated the provision of \$150,000 subject to Council's quarterly CPI increase.

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 Four Year Delivery Program, service unit planning and the Annual Report.

The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

General Standard Disclosures	Section	Comment
STRATEGY AND ANALYSIS		
G4-1 CEO statement	Year in review	
G4-2 Risk and Opportunities	Civic leadership Outcomes	City of Progressive Leadership
ORGANISATIONAL PROFILE		
G4-3 Name of the organisation	Introduction	
G4-4 Primary brands, products, and/or services.	Introduction Outcomes	Vision and highlights
G4-5 Location of operational headquarters	Introduction Inside back cover	Who we are Contact us
G4-6 Jurisdiction or areas in which the council operates	Introduction	
G4-7 Legal form of the council	Civic leadership	
G4-8 The main target customers of the council's activities	Introduction	Who we are Our stakeholders
G4-9 Scale of the council - number of employees - net revenues - total assets	Introduction Year in review Outcomes Financials	Managing the money City of Progressive Leadership
G4-10 Size and compilation of the workforce	Outcomes	City of Progressive Leadership: Developed our people
G4-11 Workforce covered by collective bargaining agreements	Outcomes	City of Progressive Leadership: Developed our people
G4-12 Council's supply chain	Statutory information	Contracts awarded
G4-13 Significant changes to the council during the reporting period	Introduction Year in review Civic leadership Financials	
G4-15 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Outcomes	About this report City of Environmental Sensitivity
G4-16 Association memberships and national/international advocacy organisations in which the organisation has positions	Civic leadership Outcomes Financials	

General Standard Disclosures	Section	Comment
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17 Entities included in the Council's financial statements	Financials	
G4-20 Aspect boundary and limitations within the organisation	Introduction Financials	About this report
G4-21 Aspect boundary and limitations outside the organisation	Introduction Financials	About this report
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes
STAKEHOLDER ENGAGEMENT		
G4-24 List of stakeholder groups engaged by the organisation	Introduction	Our stakeholders
G4-25 Basis for identification and selection of stakeholders with whom to engage	Introduction	
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	Our stakeholders
G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded	Outcomes	City of Progressive Leadership
REPORT PROFILE		
G4-28 Reporting period for information provided	Introduction Year in review	About this report
G4-29 Date of most recent previous report		City of Ryde's Annual Report 2011/12 was published in November 2012 and is available on www.ryde.nsw.gov.au
G4-30 Reporting cycle	Introduction	Annual Report 1 July 2012 to 30 June 2013
G4-31 Contact point	Inside back cover	Contact us
G4-32 GRI Content Index for Standard disclosures	Statutory Information	
G4-33 Policy and current practice with regard to seeking external assurance for the report.	Introduction	
GOVERNANCE		
G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Civic leadership	The committee set-up
G4-36 Appointment of executive-level positions and reporting lines to highest governance body	Civic leadership	Organisation leadership
G4-37 The process for consultation between stakeholders and highest governance body	Introduction Civic leadership	
G4-38 The composition of the highest governance body and committees	Civic leadership	
G4-39 Indicate whether the chair of the highest governance body is also an executive officer.	Civic leadership	
G4-40 The selection process for the highest governance body	Civic leadership	
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Civic leadership	
G4-44 Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Year in review Outcomes	Managing the money Our performance 2012/13
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Civic leadership	
G4-51 Remuneration policies for the highest governance body and senior executives	Statutory information	
G4-52 The process for determining remuneration	Statutory information	
G4-56 The values, principles and code of conduct	Civic leadership	How we govern our City

General Standard Disclosures	Section	Comment
ECONOMIC PERFORMANCE INDICATORS		
G4-EC1 Economic value generated and distributed	Introduction Financials	Managing the money
G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change	Outcomes	City of Environmental Sensitivity
G4-EC4 Financial assistance received from government	Financials	
G4-EC7 Development and Impact of Infrastructure Investments and Services supported	Outcomes Financials	
G4-EC8 Significant Indirect Economic Impacts	Outcomes Financials	City of Environmental Sensitivity
ENVIRONMENTAL PERFORMANCE INDICATORS		
G4-EN2 Percentage of materials used that are recycled input materials	Statutory information	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.
G4-EN3 Energy consumption within the organisation	Outcomes	City of Environmental Sensitivity
G4-EN6 Reduction of Energy Consumption	Outcomes	
G4-EN13 Habitats protected or restored	Outcomes	City of Environmental Sensitivity
G4-EN16/17 Indirect greenhouse gas emissions	Outcomes	
G4-EN19 Reduction of greenhouse gas emissions	Outcomes	
G4-EN23 Total weight of waste by type and disposal method	Outcomes Statutory information	
SOCIAL PERFORMANCE INDICATORS		
G4-LA1 Total number and rates of new employee hires and employee turnover	Outcomes	City of Progressive Leadership
G4-LA5 Percentage of workforce represented in health and safety committees	Outcomes	City of Progressive Leadership
G4-LA6 Rates of injury and lost days	Outcomes	City of Progressive Leadership
G4-LA9 Hours of training per year	Outcomes	City of Progressive Leadership
G4-LA11 Employees receiving regular performance and career development reviews	Outcomes	City of Progressive Leadership Developed our people
SOCIETY PERFORMANCE INDICATORS		
G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Outcomes	City of Progressive Leadership
G4-SO3 Business units assessed for risks related to corruption	Outcomes	City of Progressive Leadership
G4-SO4 Communication and Training on anti-corruption policies and procedures	Outcomes	Our performance City of Progressive Leadership Risk management
G4-SO5 Confirmed incidents of corruption and actions taken	Civic leadership	How we govern our City Code of conduct
PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS		
G4-PR2 Incidents of non-compliance – health and safety	Outcomes	
G4-PR5 Results of surveys measuring customer satisfaction	Outcomes	

More information about the GRI is available at www.globalreporting.org



Glossary

ABS / Australian Bureau of Statistics

ACIR / Australian Child immunisation Register

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

CoR / City of Ryde

Crown Land / Crown Land is land that is owned and by State Government but managed on its behalf by Council

DA / Development Application

DCP / Development Control Plan

EEO / Equal Employment Opportunity

ET / Executive Management Team, consisting of the General Manager, four Group Managers, Manager Strategy and Organisation Development and Manager

Communications and Media

Financial Year / The financial year we are reporting on in this annual report is the period from 1 July 2012 to 30 June 2013

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

GPIMS / Geospatial Program Integration Management System

HMMS / Home Modification and Maintenance Service

HPSP / Home Power Savings Program

HR / Human Resources

ICAC / Independent Commission Against Corruption

ICLEI / An international association of local governments and their associations that have made a commitment to sustainable development

Performance Indicator / Objective evidence on the extent of, or progress towards, achievement of a desired outcome

LEP / Local Environment Plan

LGA / Local Government Area

LGSA / Local Government and Shires Association

LIRS / NSW Local Infrastructure Renewal Scheme

LOMO / Left Over Make Over workshops that encourage the community to reduce food waste by reusing meal leftovers.

Delivery 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

MOU / Memorandum of Understanding

MRC / Eastwood's Migrant Resource Centre

OEH / Office of Environment and Heritage

Operational Plan / A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. Note: this is a legislative requirement

PAMP / Pedestrian Accessibility and Mobility Plan

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

PoM / Plan of Management. A document which regulates the use and management of community land

PMD / Personal Mobility Device

PMCoR / The City of Ryde's Project Management System

RALC / Ryde Aquatic Leisure Centre

Rate Pegging / The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

REEN / Ryde Environmental Education Network

RHHSO / Ryde Hunters Hill Symphony Orchestra

Risk Management / A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

RMS / Roads and Maritime Services

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

RYT / Ryde Youth Theatre

SEPP / State Environmental Planning Policy

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

Tcorp / NSW Treasury Corporation

TfNSW / Transport for NSW

TRIM / Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files

Urban Activation Precinct / A NSW State Government program, Urban Activation Precincts aim to deliver more homes in places with access to infrastructure, transport, services and jobs by concentrating development around public transport hubs

Vision / A statement that embraces the desired future for the community that the organisation is working towards

VPA / Voluntary Planning Agreement

WSUD / Water Sensitive Urban Design

YEP / Youth Environment Program

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Translation information

ENGLISH

If you do not understand this document, please come to the Ryde Civic Centre, Devlin Street, to discuss it with Council staff, who will arrange an interpreter service. Alternately, you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact Council for you. Our phone number is 9952 8222 and our office hours are 8.30am to 4.30pm Monday to Friday.

ARABIC

إذا كنت لا تفهم محتويات هذه الرسالة، فالرجاء الاتصال بمركز مجلس بلدية رايد Ryde Civic Centre، وعنوانه: Ryde، Devlin Street، لمناقشتها مع العاملين في المجلس عن طريق مترجم، يستعين به العاملون لمساعدتك. أو يمكنك، بدلاً من ذلك، أن تتصل بمكتب خدمات الترجمة TIS على الرقم 131 450 وأن تطلب من أحد المترجمين أن يتصل بالمجلس نيابة عنك. رقم تليفون المجلس 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 հասկնար, խնդրեմ եկե՛ք՝ *Բայր Սիվիլ Ենթոքը, Տեվլին* փողոց, Բայր, խօսակցելու Բաղաքապետարանի պաշտօնեաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանութեան Ապասարկութեան՝ 131 450, եւ խնդրել որ թարգմանիչ մը Բաղաքապետարանին հետ կապ հասարել ձեզի համար: Բաղաքապետարի հեռաձայնի թիւն է՝ 9952 8222: Բաղաքապետարանի գրասենեակի ժամերն են՝ կ.ա. ժամը 8.30 - կ.ե. ժամը 4.30, Երկուշաբթիէն Ուրբաթ:

CHINESE

如果您看不懂這封信，請到位于 Devlin Street, Ryde 的禮特區市府禮堂 (Ryde Civic Centre)與區政廳工作人員討論，他們將會給您安排傳譯員服務。或者您自己打電話給“翻譯及傳譯服務”，電話：131 450，請他們替您與區政廳聯繫。區政廳的電話號碼是：9952 8222。區政廳工作時間是：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 رايد در Devlin Street مراجعه کنید. کارمندان شهرداری ترتیب استفاده از يك مترجم را براي شما خواهند داد. یا میتوانید به سرویس ترجمه کتبی و شفاهی شماره 131 450 تلفن بزنید و بخواهید که يك مترجم از جانب شما با شهرداری تماس بگیرد. شماره تلفن شهرداری 9952 8222 و ساعات کار از 8.30 صبح تا 4.30 بعد از ظهر مي

ITALIAN

Le persone che hanno difficoltà a capire le presente relazione annuale, sono pregate di presentarsi al Ryde Civic Centre in Devlin Street, Ryde, e parlarne con gli impiegati municipali che provvederanno a richiedere l'intervento di un interprete. Oppure possono chiamare il Translating and 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 Ryde의 Devlin Street에 있는 Ryde Civic Centre로 오셔서 카운슬 직원과 상담하여 주십시오. 저희 직원이 통역 서비스를 연결해 드릴 것입니다. 아니면 131 450번으로 통번역 서비스(TIS)에 전화하셔서 통역사에게 대신 카운슬에 연락해 주도록 부탁드립니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

Contact us

CITY OF RYDE CUSTOMER SERVICE CENTRE

In Person

Civic Centre
1 Devlin Street, Ryde NSW 2112

Operating hours /

Monday to Friday, 8.30am–4.30pm
(note: second Thursday of each month hours are 10.00am–4.30pm)

Telephone Enquiries

Customer Service Call Centre

Phone / 9952 8222

Operating hours /

Monday to Friday 8.00am–5.30pm

After Hours Assistance

Phone / 9952 8222

Website

www.ryde.nsw.gov.au

Postal Address

All correspondence should be
address to the General Manager

Locked Bag 2069
North Ryde NSW 1670

Other Contact Details

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CityofRydeCouncil

eNews / www.ryde.nsw.gov.au/eNews

Ryde Planning and Business Centre

1 Pope Street, Ryde NSW 2112

Phone / 9952 8222

Operating hours /

Monday to Friday, 9.00am–5.00pm
(note: second Thursday of each month hours are 10.00am–5.00pm)

MAYOR OF RYDE

Office of the Mayor, Civic Centre
1 Devlin Street, Ryde NSW 2112

Phone / 9952 8332

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COUNCILLORS

Contact details for Councillors are
available at www.ryde.nsw.gov.au

Phone / 9952 8222

CITY OF RYDE LIBRARIES

Ryde Library

1 Pope Street, Ryde NSW 2112

Phone / 9952 8352

Eastwood Library

Cnr Hillview Road and West Parade,
Eastwood NSW 2122

Phone / 9952 8375

Gladesville Library

(Jointly funded by the City of Ryde
and Municipality of Hunters Hill)

6 Pittwater Road, Gladesville NSW 2111

Phone / 9817 1960

North Ryde Library

201 Coxs Road, North Ryde NSW 2113

Phone / 9952 8377

West Ryde Library

2 Graf Avenue, West Ryde NSW 2114

Phone / 9952 8376

RYDE AQUATIC LEISURE CENTRE

504 Victoria Road, Ryde NSW 2112

Phone / 8878 5111

Enter carpark from Karen Moras
Drive Ryde (between Margaret
and Weaver Streets)

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.

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 City of Ryde



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