



# Embracing Challenges

Annual Report 2011/12

 City of Ryde

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 City of Ryde

The City of Ryde Council manages **156** services and more than **\$2.5** billion in assets, including land, roads, footpaths, drains, community buildings, libraries, parks and sporting fields. We earned more than **\$113.6** million in income in 2011/12 including **\$12.5** million in contributed assets, and spent over **\$108.6** million on services and assets that benefit our community.

**OUTCOME:**  
**City of Liveable Neighbourhoods**

Page 37

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	Embracing our Challenges	Looking Ahead
<ul style="list-style-type: none"> <li>• Receiving a Food Surveillance Champion Award</li> <li>• Encouraging compliance with regulations</li> <li>• Upgrading public domain</li> <li>• Taking the community shopping</li> <li>• Managing our Urban Forests</li> <li>• Reducing red tape and approving new dwellings and commercial premises.</li> </ul>	<ul style="list-style-type: none"> <li>• Our Draft Boarding House Policy will be reported to Council once new state government legislation is in place</li> <li>• Compliance Rangers handled 878 illegal dumping reports from members of the public in 2011/12, an increase of 9 percent on the previous year's figures.</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrading Boronia Park and Agincourt Road Neighbourhoods</li> <li>• Upgrading Elouera Reserve</li> <li>• Informing our community about land use planning changes</li> <li>• Inspecting unauthorised boarding houses</li> <li>• Undertaking illegal dumping surveillance.</li> </ul>

**OUTCOME:**  
**City of Wellbeing**

Page 43

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

Highlights	Embracing our Challenges	Looking Ahead
<ul style="list-style-type: none"> <li>• Opening a new Community Hub at West Ryde</li> <li>• Becoming a White Ribbon Campaign Partner</li> <li>• Improving Disability Access</li> <li>• Conducting Seniors Celebrations</li> <li>• Guiding local Home and Community Care Organisations</li> <li>• Modifying homes for the elderly</li> <li>• Holding the Living Communities Forum</li> <li>• Initiating a Community Service Sector Development program</li> <li>• Developing our Play Plan</li> <li>• Awarding Community Grants</li> <li>• Planning our Open Spaces</li> <li>• Upgrading Ryde Aquatic Leisure Centre (RALC)</li> <li>• Encouraging volunteering</li> <li>• Encouraging walking for fitness.</li> </ul>	<ul style="list-style-type: none"> <li>• Over the past year, our Open Space Unit experienced significant staff turnover. In addition, lack of operational policies and procedures as well as resources are still challenging for the Unit</li> <li>• Attendance at the Ryde Aquatic Leisure Centre (RALC) has plateaued in recent years due to various factors including the economic climate as well as an ageing centre and market complacency.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing our Crime Prevention Plan</li> <li>• Developing our non-profit community sector</li> <li>• Providing funding support for the Men's Shed movement</li> <li>• Conducting a feasibility study for a community hub at Eastwood</li> <li>• Renewing community buildings</li> <li>• Implementing our Active in Ryde Program</li> <li>• Implementing our Integrated Open Space Plan</li> <li>• Upgrading and renewing sportsfields</li> <li>• Renewing assets at RALC</li> <li>• Upgrading and renewing sportsground amenities</li> <li>• Constructing and renewing playgrounds</li> <li>• Installing table tennis tables in Eastwood.</li> </ul>

**OUTCOME:**  
**City of Prosperity**

Page 51

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

Highlights	Embracing our Challenges	Looking Ahead
<ul style="list-style-type: none"> <li>• Establishing partnerships with local businesses</li> <li>• Implementing Express DAs</li> <li>• Strengthening communication with local business</li> <li>• Planning town centre upgrades</li> <li>• Supporting Small Business September</li> <li>• Hosting a Crime Prevention Forum for businesses</li> <li>• Developing the Macquarie Park Corridor.</li> </ul>	<ul style="list-style-type: none"> <li>• The Macquarie Park Development Control Plan experienced some delays due to the evolving strategic planning environment in Macquarie Park</li> <li>• Other projects were delayed because of revisions to the scope of several projects in response to business and community feedback and also issues with consultant availability.</li> </ul>	<ul style="list-style-type: none"> <li>• Installing wayfinding signage in Macquarie Park</li> <li>• Upgrading Waterloo Road</li> <li>• Creating an economic development plan</li> <li>• Developing a Macquarie Park-specific website</li> <li>• Implementing our marketing plan</li> <li>• Creating the City of Ryde Food &amp; Festivals Guide</li> <li>• Developing an economic forecasting and profiling module</li> <li>• Finalising the Macquarie Park Development Control Plan.</li> </ul>

**OUTCOME:**  
**City of Environmental Sensitivity**

Page 57

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

Highlights	Embracing our Challenges	Looking Ahead
<ul style="list-style-type: none"> <li>• Establishing NSW's first Transport Management Association (TMA)</li> <li>• Winning an award for stormwater management</li> <li>• Coming runner-up in the Keep Australia Beautiful Award</li> <li>• Reducing our carbon footprint</li> <li>• Reducing waste going to landfill</li> <li>• Inspiring our community with nature walks and talks</li> <li>• Completing the Strangers Creek Rehabilitation and Bioretention Basin</li> <li>• Supporting the Ryde Environmental Education Network (REEN)</li> <li>• Creating the Home, Waste and Sustainability Advisory Service</li> <li>• Developing a Low Carbon Growth Plan for the Macquarie Park Precinct</li> <li>• Creating a community nursery and food garden</li> <li>• Bringing back the bush through the River to River Wildlife Corridors Project</li> <li>• Completing the Waste to Energy study</li> <li>• Helping local businesses go green</li> <li>• Developing a DCP for tree management.</li> </ul>	<ul style="list-style-type: none"> <li>• Awaiting approval from State Government caused the Porters Creek Depot Protection Earthworks to be delayed</li> <li>• Preparing an affordable response to climate change is an ongoing challenge.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing our Water Quality Improvement Plan</li> <li>• Completing the Shrimptons Creek Bioretention Basin</li> <li>• Undertaking stormwater improvement works</li> <li>• Running the Youth Waste &amp; Environment Project (YEP)</li> <li>• Promoting the City Switch Business Sustainability program</li> <li>• Reviewing our Stormwater DCP</li> <li>• Planting trees in parks and open spaces</li> <li>• Delineating our natural areas, including mapping of riparian areas</li> <li>• Renewing irrigation systems at ELS Hall Park and Christie Park</li> <li>• Running the Future Focus Home Waste &amp; Sustainability program</li> <li>• Developing the Waste to Energy Proof of Concept</li> <li>• Beginning the reconfiguration of Porters Creek Depot</li> <li>• Continuing to explore sustainable transport solutions including implementing personal mobility device trials.</li> </ul>

**OUTCOME:**  
**City of Connections**

Page 67

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

Highlights	Embracing our Challenges	Looking Ahead
<ul style="list-style-type: none"> <li>• Responding to thousands of customer enquiries</li> <li>• Extending our cycle and footpath network</li> <li>• Gaining Federal and State approval to trial Personal Mobility Devices in Macquarie University and Macquarie Park</li> <li>• Bringing WiFi to our libraries</li> <li>• Making our streets safer for pedestrians</li> <li>• Lobbying for improved transport connections</li> <li>• Managing our road, cycle and footpaths assets better.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring our people are working to their maximum potential without burning out</li> <li>• Demands for ratepayer services are increasing, however we are unable to charge more to deliver these services.</li> </ul>	<ul style="list-style-type: none"> <li>• Auditing the access arrangements to parks and open space areas</li> <li>• Constructing more footpaths and cycleways</li> <li>• Developing Pedestrian Accessibility and Mobility Plans for Macquarie Park and selected town centres</li> <li>• Undertaking a Public WiFi feasibility study</li> <li>• Implementing the Ryde Car Share program</li> <li>• Providing the Top Ryder community bus service</li> <li>• Constructing new Bus Shelters</li> <li>• Calming traffic</li> <li>• Working at getting the legislative changes for Personal Mobility Electric Vehicles</li> <li>• Renewing the surface of car parks</li> <li>• Repairing roads and kerbs</li> <li>• Upgrading the Hillview Ave bridge</li> <li>• Upgrading transport/parking technology</li> <li>• Upgrading rangers' handheld devices</li> <li>• Implementing ongoing asset condition audits through GPIMS</li> <li>• Developing the Herring Road interchange.</li> </ul>

**OUTCOME:**  
**City of Harmony  
 and Culture**

Page 75

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**

- Raising art's profile
- Supporting great community events
- Starting construction on Livvi's Place, Yamble Reserve
- Growing our library activities
- Hosting the All the Colours of Ryde Festival
- Developing the capacity of young people
- Developing a proposal for a new performing arts space at no cost to rate payers
- Integrating public art with public domain upgrades.

**Embracing our Challenges**

- Public libraries are evolving from book oriented quiet spaces to vibrant hubs that support and enhance the cultural, social, recreational and lifelong learning needs of the community
- Rapidly changing technology also provides both challenges and opportunities for the future of libraries.

**Looking Ahead**

- Hosting the Live Neighbourhood Project
- Supporting Ryde Youth Theatre Group
- Undertaking a Cultural Spaces feasibility study
- Improving Shopfronts in Eastwood
- Providing a Heritage Grant Scheme
- Adding to our collection of electronic and print books.

**OUTCOME:**  
**City of Progressive  
 Leadership**

Page 81

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**

- Commencing internal customer satisfaction surveys
- Creating the "My Place" portal to facilitate community engagement
- Establishing a complaint management function for the organisation.
- Establishing an Memorandum of Understanding (MoU) with Macquarie University
- Establishing a Communications and Media Unit to improve community engagement, utilise social media, and improve our communications
- Upgrading and implementation of key corporate information systems to deliver improved customer service
- Implementing customer satisfaction surveys for our 52 service areas
- Implementing internal customer satisfaction surveys
- Building our Performance Development System
- Commercialising our intellectual property
- Developing a proposal for new staff accommodation at no cost to ratepayers
- Improving our participation ratio for women in management positions.

**Embracing our Challenges**

- We face a number of workforce challenges, including maintaining our workforce in critical service areas and the changing demographics of our city
- Managing great cultural change within our organisation and continuing to strive for improvements leading up to the election
- Maintaining services and providing value for money to our ratepayers, while being unable to raise rates above legislated levels
- Building a financial reporting system that drives improvements in customer service and cost efficiencies in a monopolistic organisation.

**Looking Ahead**

- Purchasing new fleet vehicles
- Reviewing and updating HR policies and processes
- Creating smart forms for electronic lodgement of DAs
- Developing a Performance Review Process Strategy
- Developing and systemising our Project Management (PMCOR) System
- Renewing corporate and commercial buildings
- Automating the procurement process
- Checking the condition of paths and cycleways
- Renewing our aging IT infrastructure
- Implementing our Corporate Capability Plan to manage positive change
- Understanding and improving our value for money by developing unit rates
- Providing a safe and efficient working environment for our staff.



**107%**  
increase in  
attendance at  
library events



**42%**  
of community born  
overseas



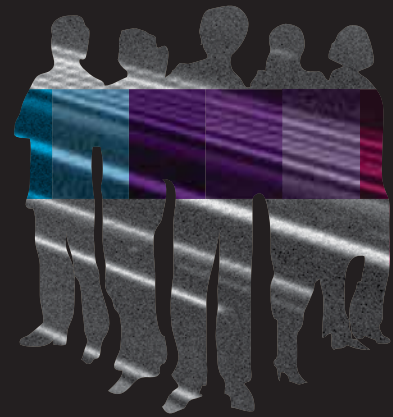
**27,923**  
customer service  
enquiries



**25**  
City View  
newsletters  
produced annually



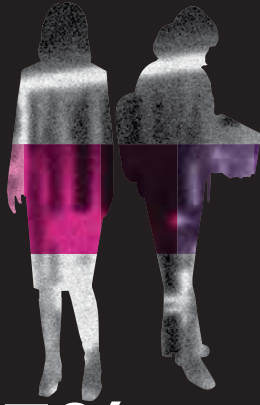
**3012**  
tonnes of  
corporate  
greenhouse gas  
savings



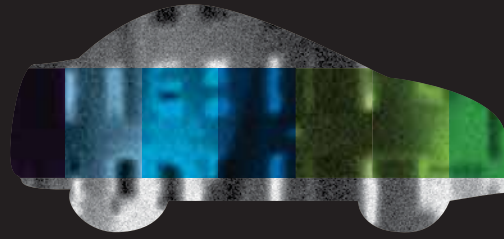
**38**  
staff undertook  
Diploma of  
Management

# Snapshot of Our City

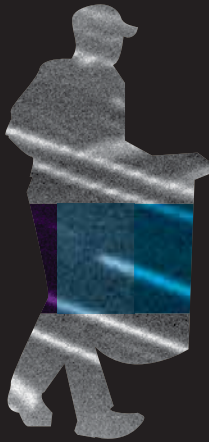
There are **39,157** homes in our **40** square kilometre area, which includes waterways and parklands. Within this sits the Macquarie Park Corridor, our Specialist Macquarie Park Centre, Macquarie University, and Ryde and Meadowbank Colleges of TAFE, which enrol **13,000** students each year, over **33,000** businesses, **5** public libraries, **24** primary schools, **5** high schools and the Ryde and Macquarie Park Hospitals.



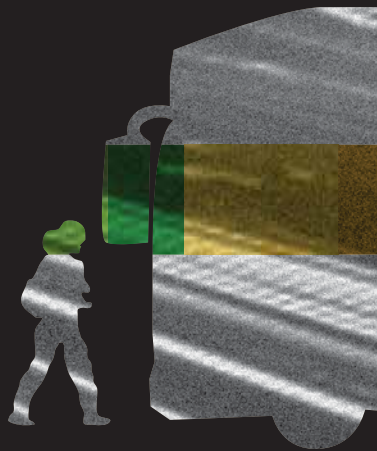
**35%**  
women in  
management roles



**94%**  
4 cylinder and hybrid  
vehicles in council's  
passenger fleet



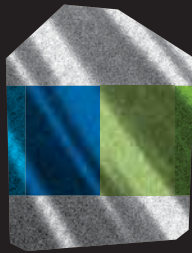
**156**  
services  
managed by  
the City of  
Ryde



**\$108.6**  
million spent each  
year on community  
services



**23,918**  
development  
application  
enquiries  
received



**169**  
waste and recycling  
bin stations in  
shopping centres



## **Professionalism**

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

## **Teamwork**

We work together with respect and support.

## **Leadership**

We promote clear direction and encouragement.

## **Ethics**

We are honest, responsible and accountable for our actions.

## **Pride**

We have satisfaction in our work.

## **Recognition**

We acknowledge our achievements.





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

To deliver on these seven outcomes, 21 goals and 59 strategies were developed by community, partners and council staff. Our refreshed 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 the one-year Operational Plan was also developed and can be seen on our website. [🔗](#)

These plans are our response to the Ryde 2021 Community Strategic Plan and describe how we will deliver on the vision and outcomes.

The development of the long-term Ryde 2021 Community Strategic Plan with its new vision and mission paved the way for our transition into the legislated Integrated Planning and Reporting Framework by June 2012.



## 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.

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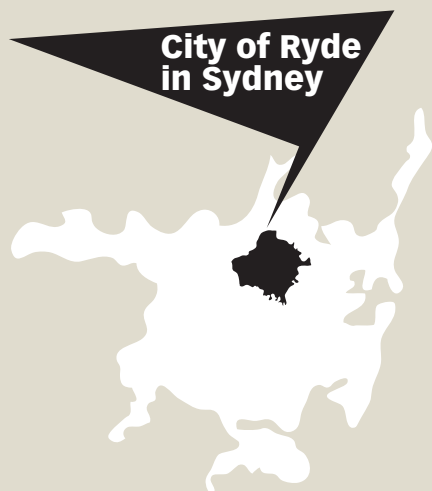
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# Who We Are



City of Ryde  
in Sydney

## Where are we?

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



## What does our City look like?

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

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



## Who lives here?

- 103,038 residents, projected to rise to 117,000 by 2030
- 25 – 49 year olds make up 38.2% of the population
- An ageing population with an increase of residents aged 55 years and older since the 2006 Census
- 42% 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 million people who use our playing fields each year, the high level of workforce participation and we're also proud to be one of the safest cities in New South Wales.



## What is our City's history?

On 3 January 1792, eight former British marines received grants of land on the northern bank of the Parramatta River, midway between Sydney and Parramatta, on land traditionally belonging to the Wallumedegal clan of the Dharug people. The area was named Field of Mars. 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 (above).



## Macquarie Park, Part of NSW's Global Economic Corridor

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

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

As a specialised centre, Macquarie Park provides around 77,000 jobs and student places, making it the third largest concentration in NSW after the Sydney CBD and North Sydney, with over 1,200,000m<sup>2</sup> 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 3,000,000m<sup>2</sup> of commercial floor space, with the potential for 160,000 jobs and student places by 2031.



## 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 over the past four years. All our playground equipment is inspected three times per year for safety.

We also have over 60 hectares of playing fields which are used by over a million people annually for sports such as cricket, hockey, tennis, baseball, athletics, Australian Rules, both codes of rugby, soccer, Ultimate Frisbee, netball, basketball and Oz-Tag.

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

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. They put in over 5,000 hours of bush regeneration work each year.



## Where do we work and learn?

- Macquarie Park Corridor and town centres
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- Over 33,000 businesses
- The City of Ryde operates five public libraries, including a home library lending service
- 24 primary schools
- 5 high schools
- Ryde and Macquarie Hospitals.


# 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.

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

Look out for the logo. 

## Our Stakeholders

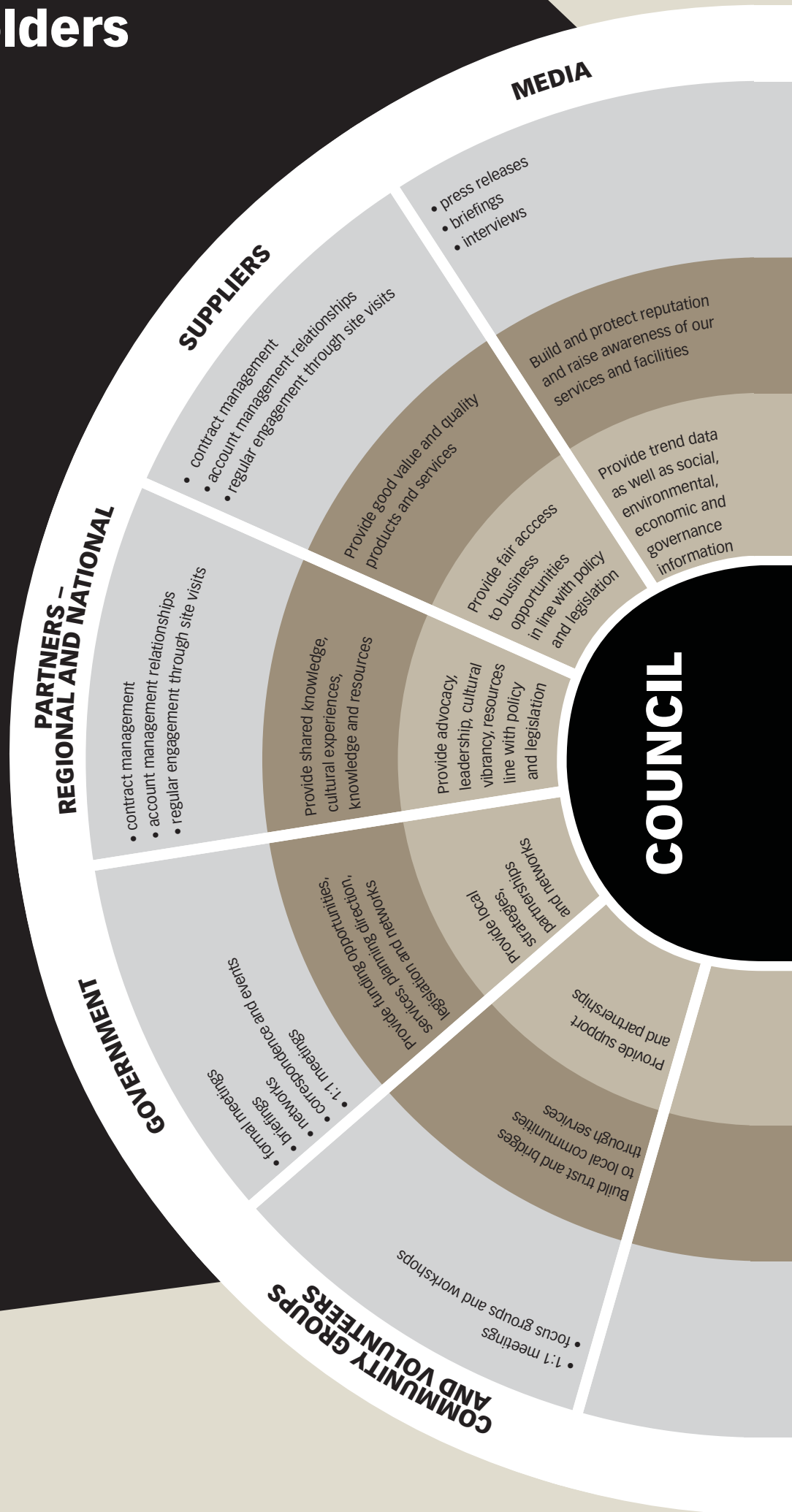
Often organisations assume they know who their stakeholders are and what they want and need from them in the products and services they provide.

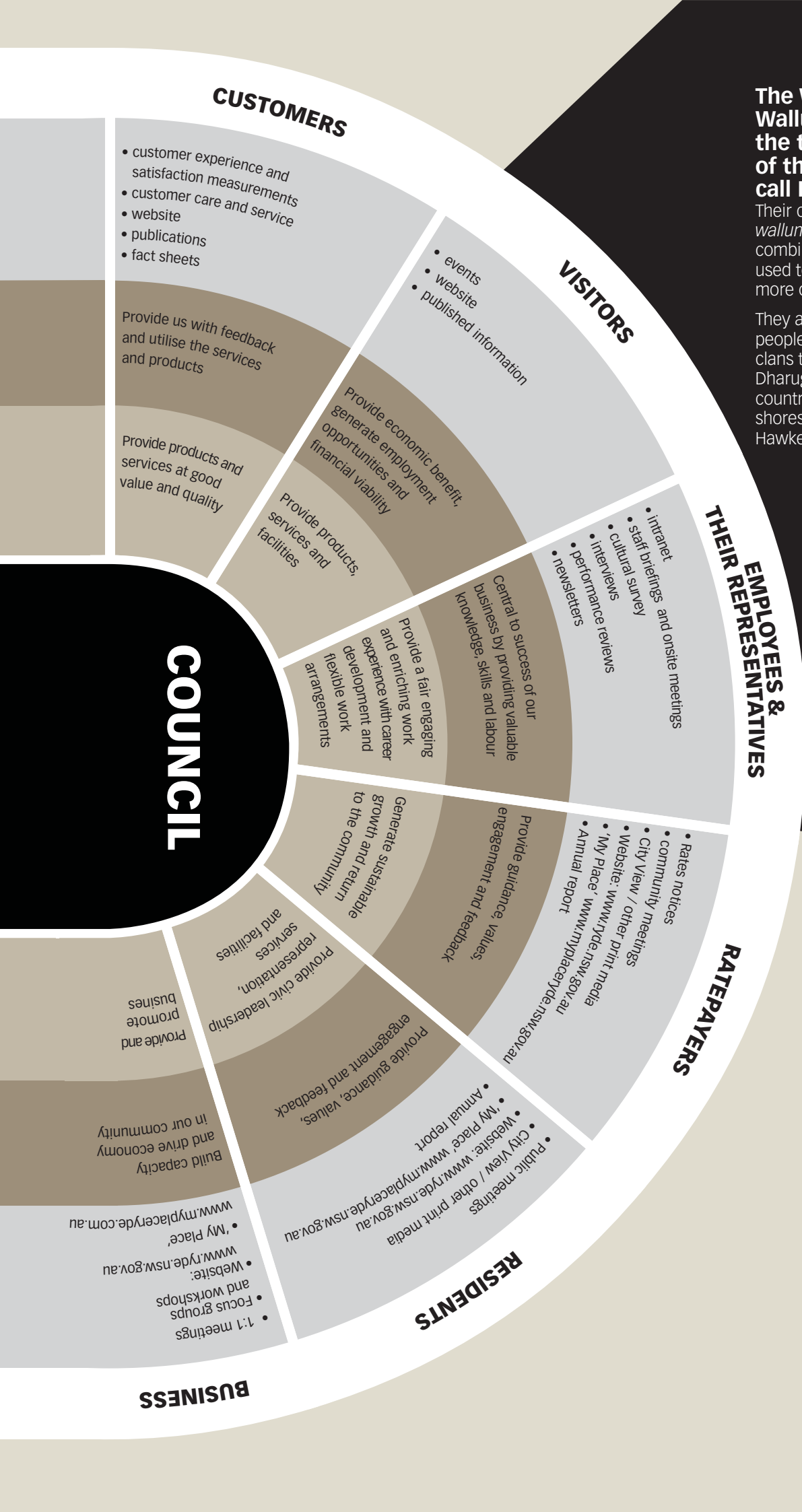
We engage with our stakeholders in three primary ways:

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

At the City of Ryde we have identified who our stakeholder groups are and have considered the diverse nature of these groups.

During 2011/12 we continued to engage with our stakeholders to understand their expectations on the issues most important to them and the best way for us to communicate. In 2012/13 we will build on this relationship through My Place, our new online space that will help us connect with our community, and help members of the community connect with each other.





**The Wallumedegal or Wallumattagal were the traditional owners of the area we now call Ryde.**

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

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

# About This Report

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



**Where partnerships and their related projects are reported**



**On our website**  
[www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)



**Environmental initiatives**

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 2011/12, documenting our performance against 2011/12 Budget, and our progress against our Four Year Delivery Plan 2011-2015. 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.

This is the first year that we have reported on these seven outcome areas, and the new format of this year's Annual Report reflects the transition from our previous approach of reporting on People, Assets, Environment and Governance to a format that reflects our community's information needs. 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.

As part of our move towards integrated reporting that will provide more meaningful information about our long-term viability and the links between our financial, social and environmental performance, we have reported issues relating to risk management and sustainability throughout the document. In reporting this way, rather than in discrete sections, we hope to demonstrate the relationships between planning for and managing economic, environmental and social issues and how together these provide a clearer picture of our organisation and its prospects.

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.

## **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.

CITY OF RYDE

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Locked Bag 2069,  
North Ryde NSW 1670

Telephone 9952 8222  
Facsimile 9952 8070

Website [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)  
Email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

## **About this year's theme**

The theme of this year's Annual Report 'Embracing Challenges' relates to the challenges we face as we transition to our vision of Ryde as a City of Lifestyle and opportunity @ your doorstep. In 2011/12 we have set the stage to improve our business and the services we deliver, and while we are already seeing changes, we still face a number of challenges to ensuring that the City of Ryde lives up to the aspirations of our community.

# Sustainability Reporting

The City of Ryde continues to refine its approach to sustainability reporting. Our State of the Environment Report (SOE) is issued as a regional report with Northern Sydney Regional Organisation of Councils (NSROC). The SOE report describes our plans and performance in managing the environmental dimension of our activities. We have also included some highlights from the SOE report in the City of Environmental Sensitivity outcome of this report.

The 2011/12 report demonstrates that we are coming closer to achieving full integration of sustainability considerations in our strategies and service delivery.

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

projects relating to the environment as well as the environmental impact of council activities.

To view the SOE Report go to [www.ryde.nsw.gov.au/soe](http://www.ryde.nsw.gov.au/soe)

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

The GRI index lists the location within the Annual Report that the indicators and disclosures are reported. Refer to page 180 for further information.

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



For the benefit of our community each year we construct or maintain:

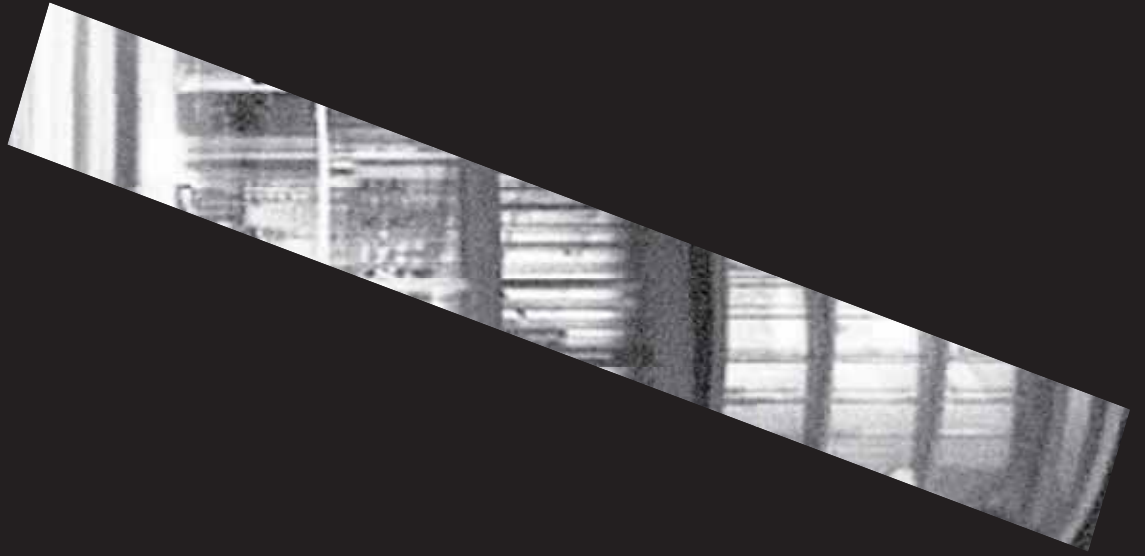
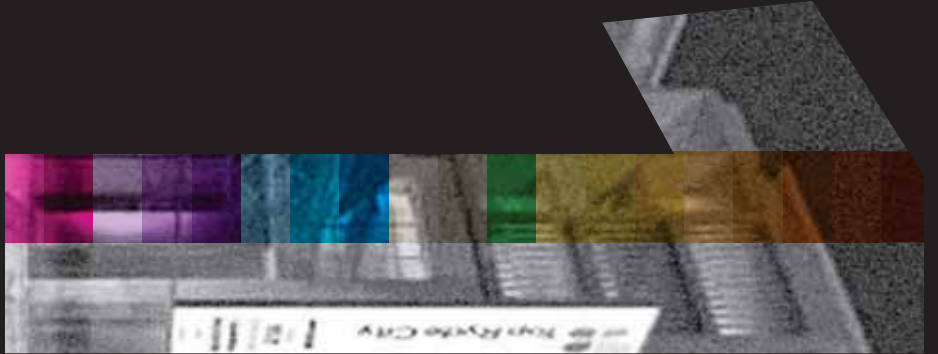
**310**  
km of roads

**250**  
km of drainage

**402**  
km of footpaths

**17.75**  
km of cycleways





# Year in Review



# Our Performance Snapshot



**23,918**

development  
application enquiries  
received



**42%**

reduction in water  
use by organisations  
participating in the  
Sustainable Businesses  
in Ryde program

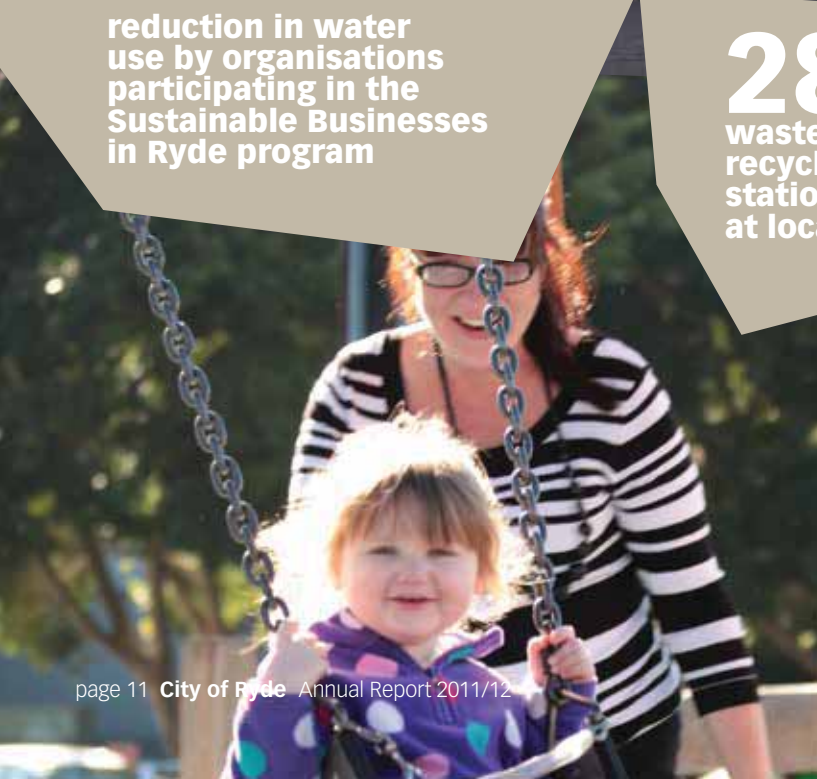


**1108**

food premises  
inspected

**282**

waste and  
recycling bin  
stations serviced  
at local parks





**878**  
illegal dumping  
investigations

**12,500**  
plants planted  
in 16 corridor sites

**120**  
metres of seawall  
construction



**27,923**  
customer service  
enquiries



# Mayor's Message



As Mayor of the City of Ryde, I am delighted to present the 2011/12 Annual Report, reviewing the last 12 months and outlining how our new vision for the City of Ryde as the place to be for lifestyle and opportunity @ your doorstep is being embraced by our community.

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

We are committed to delivering exemplary services for all our diverse and vibrant community, so they can continue to enjoy all the benefits of living in our City, and embrace 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, and 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.

This is why we must continuously seek new and smarter ways to renew our ageing infrastructure and find partnerships to help us do so. However 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.

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

- investing prudently to ensure we keep our charges 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
- listening to our community and working closely on the wellbeing of our residents
- working together towards a better environment, and
- responding to community needs, concerns and expectations.

Engaging with our community is at the heart of good governance and in everything we do 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 summary on behalf of my fellow Councillors and staff for your exploration, in the hope that it will provide you with a greater understanding and appreciation of the exemplary services provided by the City of Ryde.

**Clr Ivan Petch**  
**Mayor – City of Ryde**

# General Manager's Review



Embracing Challenges is our theme for this year, reflecting our journey during the past 12 months. During 2011/12 we set out to implement our ten year City of Ryde 2021 Community Strategic Plan, which outlines how Council will deliver the aspirations of our community in all that we do into the future.

This annual report is the first presented in our new format featuring our seven key outcome areas and reviews the year we began to realign our organisation to focus on our new vision for the City of Ryde - The place to be for Lifestyle and Opportunity @ your Doorstep.

## Our City's Future

The strategic plan collates and articulates our community's hopes and concerns and brings these sentiments together into seven key outcomes for the city.

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

To do so we have embraced the challenge of more contemporary approaches to community engagement and surveying to ensure the community's majority views and priorities are at the forefront of our strategy. The Memorandum of Understanding (MoU) with Macquarie University, West Ryde Community Hub and My Place online community forum are examples of this approach.

Ryde's destiny is not just in the hands of Council. To bring about the vision of the Ryde 2021 Community Strategic

Plan we are collaborating with a range of partners, from business, academia, government and the community. It is only by working together that we will move our City forward.

## Service Delivery

We remain proud to be the fifth lowest residential rating Council in metropolitan Sydney. We aim to provide value for money services to our residents. Although we are still developing clear measures of customer satisfaction and clear unit cost structures for each of our 52 service areas, we are focussed on it as we look ahead. Providing the best value possible is a key element to our service delivery.

A constant thread running through our organisation this year has been on becoming a more customer focused organisation. This year we responded to 27,923 customer requests, with 18,028 customers serviced by Customer Service Centre. Eighty-nine percent of customer requests were actioned within ten working days. To ensure we are meeting the needs of our customers we are introducing customer surveys for both internal and external customers, and are continuing to focus on improving training, culture and systems to improve our approach. Our new Complaints Manager position has also helped with the speedy and satisfactory resolution of any complaints, with 81 percent of complaints resolved within agreed times.

Our compliments outweighed complaints by almost 2:1.

So that we remain in touch with our community, we have developed My Place, an online community like Facebook that allows us to poll users, and ask their opinion about budgets,

priorities, finances and other issues that matter to the people living in the City of Ryde.

To provide opportunity for both the community and businesses to grow and develop we have invested in improvements to the way we manage development applications (DAs). We are continuing to see targeted improvements in our mean gross DA determination times against the Group 3 average, with a total of 1335 dwellings and over 54,000m<sup>2</sup> of commercial floor space, worth \$563 million, approved in 2011/12. Our new Express Development Application Service has helped to reduce red tape and processing for Residential Alterations and Addition applications, which were down 27 percent on 2010/11 figures.

We have also been gearing up the organisation for change, and instilling a culture of doing things smarter. 2011/12 was only the second year of a four-year program, but we are already seeing changes in the way we do business. The majority of our corporate indicators are on track or have exceeded target, with over 90 percent of our project milestones met. Ninety-three percent of internal audit recommendations were implemented on time against our target of 100 percent and satisfaction with Ryde Planning and Business Centre remains high at 86 percent.

Looking ahead, we will continue to focus on improving our performance indicators, particularly in the area of project management. We have developed a new integrated project management system and milestone tracker that will help ensure staff will be able to better plan and track projects.

# General Manager's Review

## *continued*

Some highlights of our capital project delivery included:

- Completion of the West Ryde Community Hub
- Town centre upgrades
- Stormwater management projects
- Ryde Aquatic Leisure Centre renewal

As we look ahead the Boronia Park and Agincourt Road Neighbourhoods will be upgraded as will Elouera Reserve. Our groundbreaking work on developing viable alternatives to car transport through the use of Personal Mobility Devices and other transport management initiatives will also continue in 2012/13.

### **Our Organisation**

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

- Engage with our residents and customers to better understand their expectations and satisfaction with the 52 service areas that we provide.
- Improve the integration of our systems and technology to enable customers to transact with us 24/7.
- Provide effective information to our frontline managers to improve service delivery
- Streamline our budgeting, and performance management processes to better align to our strategic plan delivery
- Align our long-term financial planning to the management of our assets so that they are properly maintained and that risks are managed
- Develop our leadership skills and provide staff with the right skills and training
- Provide staff with a safe and appropriate working environment that is affordable to our residents
- Focus on accountability for service delivery
- Support our workforce to work collaboratively in a project management environment.

Our efforts to address the imbalance in gender equity in our management levels have seen a further increase of women in managerial positions from 32 percent to 35 percent. As we look ahead, our workforce planning will continue to address this issue.

We are not there yet. The journey has begun and will continue to progress as we look forward to the Council of the future.

### **Our Finances**

We have again shown strong financial management this past year. As this report shows, we had an operating surplus of \$23.25 million, which is up \$7.26 million from the previous year.

We earned more than \$113.6 million in income in 2011/12 including \$12.5 million in contributed assets, and spent over \$108.6 million on services and assets that benefit our community.

Our operating result before capital was a surplus of \$0.46 million. We aim to produce an operating surplus before capital so that the regular costs incurred by Council in our normal day-to-day service delivery operations are less than revenue received from providing these services.

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

### **Our Governance**

We remain vigilant to ensure that our audit and reporting functions provide the highest levels of scrutiny to ensure that ethics across the organisation are upheld at the highest levels. In 2011/12 we referred several matters to the ICAC for further investigation.

We are achieving value for money for our ratepayers through fraud and corruption prevention initiatives such as our robust audit program, independent audit committee, and transparent contract administration and procurement procedures.

We have also integrated risk management into all of our business planning and project management activities, with our insurer StateCover noting that our internal risk management approach continues to see us at the forefront of all councils.

As the fifth lowest residential rating Council in Sydney, our rates constitute 51.5 percent of our income. Looking ahead, local government must seek new ways to generate revenue from the full utilisation of lazy assets and take a more entrepreneurial approach to our operations. One example of the way we are doing this is by developing innovative systems, which we are then selling to interested organisations.

After another busy year I would like to close by thanking the Mayor and the Councillors who have worked tirelessly to represent the views of their community.

Our independent research indicates that the heightened political environment leading up to the election and negative attacks on Councillors and staff have created an environment where residents are sceptical about their local council and do not appreciate the many positive results that we are achieving. This provides some very difficult challenges for our governing body.

As we look ahead we will remain focused on working with our community and partners to shape and mould the City of Ryde as the Place to be for Opportunity and Lifestyle @ your doorstep.

**John Neish**

**General Manager – City of Ryde**

# 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.

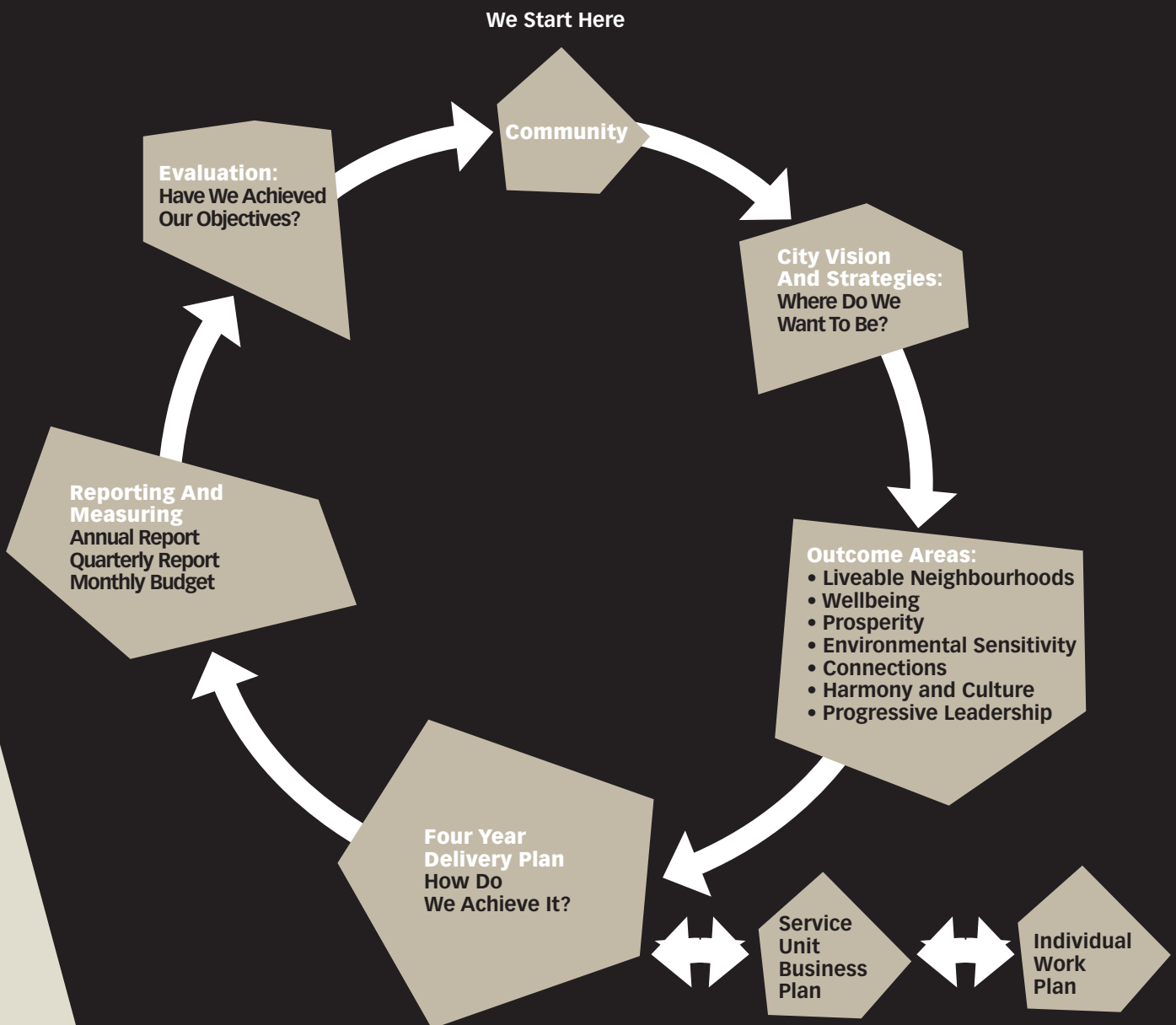
We use the new integrated planning and reporting framework introduced by the Division of Local Government on 1 October 2009.

## Quarterly Reporting

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 Operational Plan. Comments are provided for all initiatives. Where performance is below planned levels, a more detailed comment is provided.

## Annual Report

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



# Our Performance: Managing the Money

The City of Ryde spends around \$94 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 \$2.5 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 2011/12 Financial Statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of Council's Financial Statements are available in the Financial Section, from page 104.

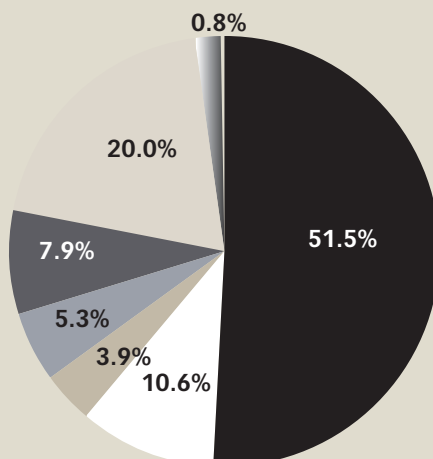
## Where did our money come from? (Income Statement)

This year, our main source of income, other than rates, was from capital grants and contributions of \$22.78 million or 20.0% (2010/11 \$15.54 million or 15.5%). This includes \$12.50 million of contributed public domain infrastructure assets associated with major developments, such as our new West Ryde Community Centre.

Rates income contributed \$58.5 million or 51.5% (2010/11 \$56.3 million or 56.3%). Federal and State Government grants assist in providing facilities and services in the community. User charges and fees (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees) are also an important source of income.

### 2011/2012 Total Income \$113.7 million

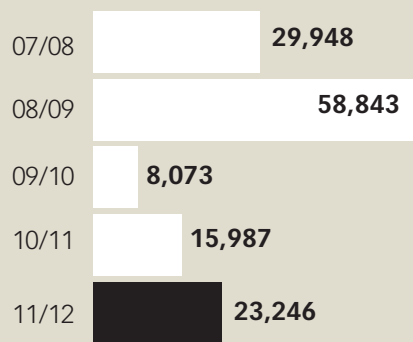
- Rates & Annual Charges
- Interest and Investment Income
- Other Revenue
- Grants & Contributions Provided For Operating Purposes
- Grants & Contributions Provided For Capital Purposes
- Net Gain On Disposal Of Assets
- User Charges & Fees



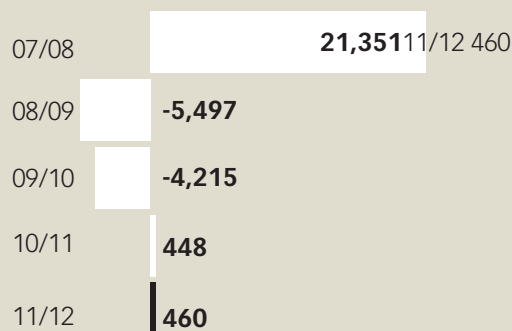
## How does our performance compare with previous years?

We have achieved an operating surplus over the past five years of \$106.0 million including capital income, or \$12.5 million excluding capital income. This indicates that the day-to-day costs incurred by Council are less than the total revenue received, allowing Council to pay for capital works.

### Operating Result \$'000s



### Operating Result Before Capital '000s



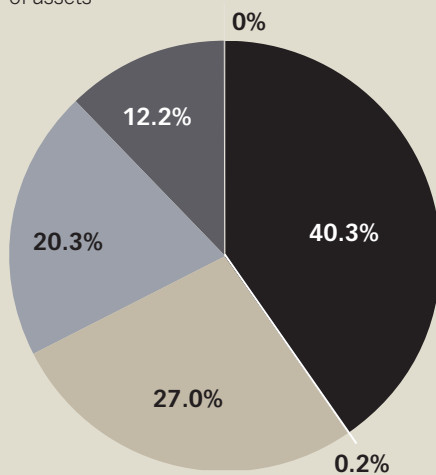


## Where was the money spent? (Income Statement)

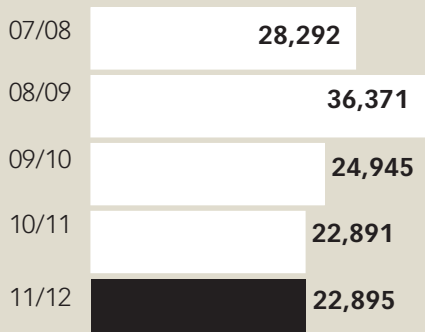
We have maintained the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$22.89 million on capital expenditure (2010/11 \$22.89 million) and received \$12.50 million (2010/11 \$8.34 million) of contributed public domain infrastructure assets associated with major developments within our City.

### 2011/2012 Total Operating Expenses \$90.4 million

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



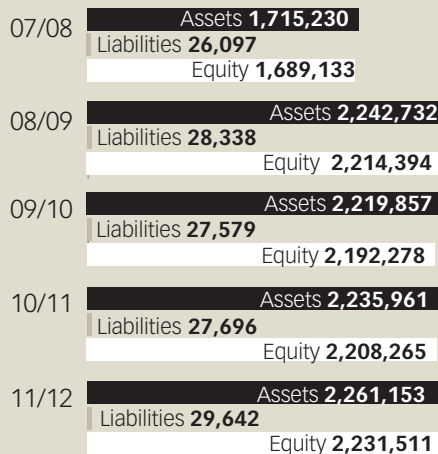
### Capital Expenditure (excluding contributed assets) \$'000s



## 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 2012 to our position over the past four years.

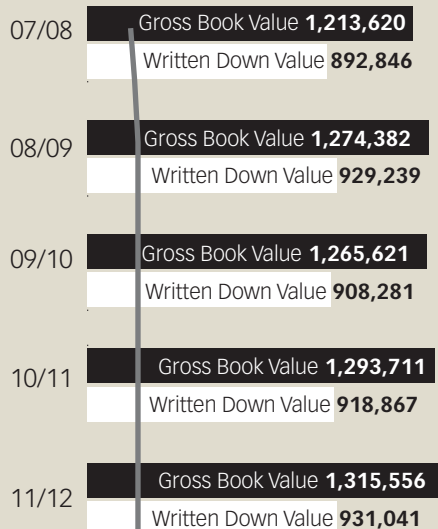
### Net Worth/Equity '000s



## Asset Management (Council's Assets – Infrastructure, Property, Plant and Equipment)

We own and maintain over \$2.56 billion worth of infrastructure including roads, parks, buildings, stormwater drainage, bridges, footpaths, lighting, seawalls and wharves. This includes \$1.24 billion of land, excluding land under roads.

### Infrastructure, Property, Plant & Equipment



— Accumulated depreciation

## How we spend

### Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special rate raised approximately \$1.19 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 2011/2012

	Budget	Actual
Funds brought forward from 2010/2011 Financial Year	\$1,196,493	\$1,437,445
Revenue 2011/2012	\$1,177,328	\$1,190,844
<b>Expenditure</b>		
Road Services	\$1,315,375	\$936,700
Total Expenditure	\$1,315,375	\$936,700
Net Result	\$1,058,446	\$1,691,589

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

See page 54 for details of activities undertaken in the Macquarie Park Corridor.

**Our Performance:  
Managing the Money**  
*continued*

**Stormwater Management Service Charge**

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

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

**Stormwater Management Service Charge 2011/2012**

	Budget	Actual
Funds brought forward from 2010/2011 Financial Year	\$322,550	\$386,354
Revenue 2011/2012	\$970,850	\$983,896
<b>Expenditure</b>		
Stormwater replacements	\$404,703	\$407,174
Total Expenditure	\$404,703	\$407,174
Net Result	\$888,697	\$963,076

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

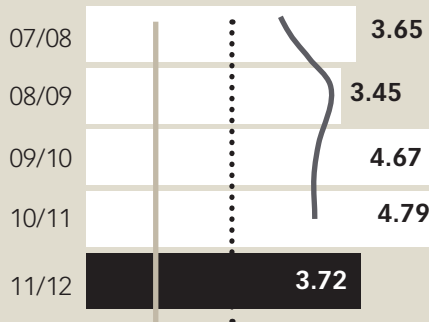
See page 175 for details of stormwater management activities undertaken in 2011/12.

**Performance Measures**

**Unrestricted Current Ratio**

For every \$1 of current liabilities, we have \$3.72 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**

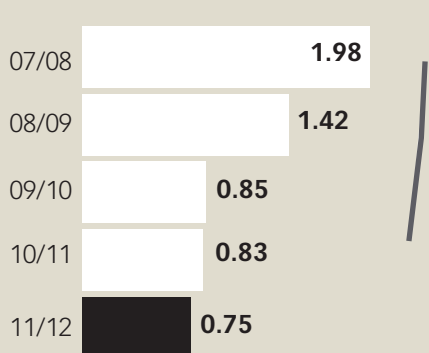


■ City of Ryde  
■ Benchmarks  
●●● LGMA Health Check Benchmark  
— Group 3 Average

**Debt Service Ratio**

Our debt service ratio has been steadily decreasing over the past five years, with only 0.75% of our total revenue being committed to loan repayments for 2011/12.

**Debt Service Ratio**

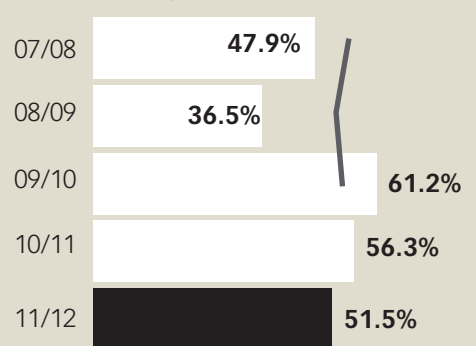


■ Debt Service Ratio  
— Group 3 Average

**Rate Coverage Ratio**

We sourced 51.5% of our revenue from Rates and Annual Charges. Rate pegging limits Council's ability to generate additional rate revenue to cover rising costs and this puts further pressure on our ability to adequately fund services.

**Rate Coverage Ratio (%)**

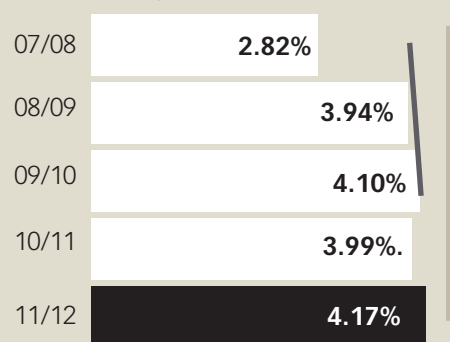


■ Rate Coverage Ratio  
— Group 3 Average

**Rates And Annual Charges Outstanding Percentage**

We maintain a strong recovery rate of 4.17% of outstanding rates and annual charges as at June 2012, which compares favourably with the industry benchmark of 5%. This year saw a slight increase in the level of outstanding rates, due to Council delays in the commencement of a project on implementing a new Debt Recovery System.

**Rates and Annual Charges Outstanding (%)**










■ City of Ryde  
— Industry Benchmarks  
— Group 3 Average



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

# Calendar of Events held in 2011/12

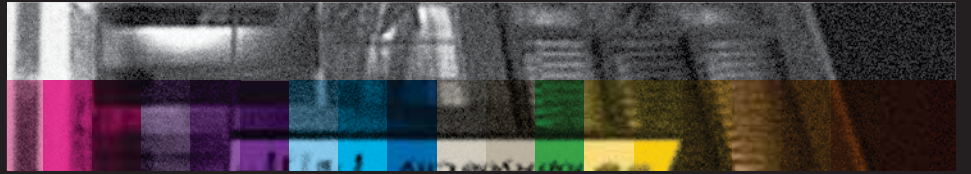
<b>JULY</b>		<b>Winter School Holiday Activities</b>	<b>Lifelong Learning Talk</b>	<b>Guided Walks and Talks</b>
<b>House History Workshop</b>	<b>Seniors Morning Tea</b>		<b>National Tree Day</b>	
<b>AUGUST</b>		<b>Knit-In</b>		<b>Immunisation Clinics</b>
<b>Child Restraint Checking Day</b>	<b>Senior driver workshop</b>	<b>Learner Driver Workshop</b>	<b>Seniors Morning Tea</b>	
<b>SEPTEMBER</b>		<b>History Week Activities</b>		<b>Ryde Rivers Festival</b>
	<b>Food Safety Supervisor Training</b>		<b>Bike Week</b>	<b>Macquarie Ryde Relay for Life</b>
<b>OCTOBER</b>	<b>Spring School Holiday Activities</b>	<b>Guided walks and talks</b>	<b>Author Talk: Maria Venuti</b>	<b>Ryde Art Exhibition</b>
	<b>Granny Smith Festival</b>	<b>Food Waste Challenge</b>	<b>Insights Evening: Orchids</b>	
<b>NOVEMBER</b>		<b>Youth Environment Prize Art Exhibition</b>	<b>Senior Driver Workshop</b>	<b>Guided Walks and Talks</b>
	<b>Follow Your Waste Tour</b>	<b>Remembrance Day</b>		<b>Composting and Worm Farming Workshop</b>
	<b>White Ribbon Day</b>	<b>Child Restraint Checking Day</b>		

<b>DECEMBER</b>	Community Christmas Celebration	Food Waste Challenge		Carols in the Plaza
Immunisation Clinic	<b>JANUARY</b>	Summer school holiday activities	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: Delia Falconer's Sydney	Chinese Market Gardens Talk	
<b>FEBRUARY</b>	Lunar New Year celebrations	Cinema in the Park festival	Author talk: Sandy Brocking	National Year of Reading Launch
Technology Skills for Women seminar	Lifelong Learning Talk: Hollywood meets the ancient world	<b>MARCH</b>		Seniors Celebration
Old and Bold Luncheon	Classes for Men	Opera Singing	Clean Up Australia Day	Community Information Expo
	'All the Colours of Ryde' festival	International Women's Day art exhibition at Brush Farm House	Culture Lovers Discussion Group on Banjo Patterson	Crime Prevention Forum for Business
<b>APRIL</b>	Autumn School Holiday activities	National Youth Week activities	Heritage Week activities	Author talk: Ellen Wilton
ANZAC Day Ceremonies	<b>MAY</b>		Sydney Writer's Festival: Peter Corris at Ryde Library	Free film screening at Eden Gardens: Bag It
Tall Timbers Walk	Mayor's Community Prayer Breakfast with Irene Gleeson	Volunteer Recognition Awards		Breast Screening
Australia's Biggest Morning Tea	<b>JUNE</b>		Brush Farm House Open Day	bushwalks
Green Office and Sustainable Procurement for Businesses	World Environment Day activities		Follow Your Waste Tour	Australian Chinese Painting Society's annual exhibition at See Street Gallery

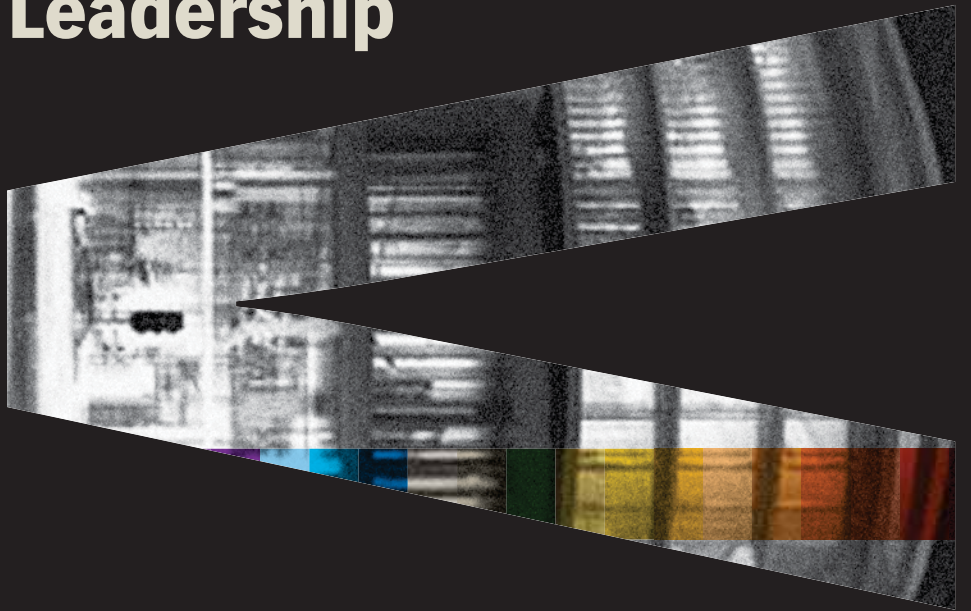
# Key Statistics

	2011		2006		Change
	Number	%	Number	%	2006 To 2011
<b>Population (Excluding Overseas Visitors)</b>					
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
<b>Population Characteristics</b>					
Indigenous Population	352	0.3	268	0.3	+84
Australian Born	54,661	53	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
<b>Age Structure</b>					
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 Ed/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
<b>Total</b>	<b>103,038</b>	<b>100</b>	<b>96,935</b>	<b>100</b>	<b>+6,103</b>
<b>Households and Dwellings</b>					
Owned	12247	31.3	12447	32.9	-200
Purchasing	11607	29.6	10403	27.5	1204
Renting	13026	33.3	11883	31.4	1143
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
<b>Total</b>	<b>39,157</b>	<b>100</b>	<b>37,841</b>	<b>100</b>	<b>1,316</b>
<b>Workers In Ryde</b>					
Live and Work in Ryde	TBC*	TBC*	13,169	22.6	TBC*
Live outside Ryde but work in LGA	TBC*	TBC*	45,145	77.4	TBC*
Total Workers in the Area	TBC*	TBC*	58,314	100	TBC*
<b>Transport To Work</b>					
Catch Public Transport	TBC*	TBC*	9,726	20.9	TBC*
Drive	TBC*	TBC*	27,206	58.1	TBC*
Bike	TBC*	TBC*	209	0.4	TBC*
Walk	TBC*	TBC*	1,723	3.7	TBC*
Other	TBC*	TBC*	1,058	2.3	TBC*

\* Data To Be confirmed (TBC). This data is part of the second release of Census data for 2011 and will be available when released by the Australian Bureau of Statistics (ABS).



# Leadership



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



## 2011/12 Councillors

### East Ward



Clr Ivan Petch – (elected Mayor September 2012)  
3 Jetty Road,  
Putney 2112  
Phone: 9809 1847  
ivanp@ryde.nsw.gov.au

### Central Ward



Clr Nicole Campbell  
Locked Bag 2069,  
North Ryde NSW 1670  
Phone: 0402 132 669  
ncampbell@ryde.nsw.gov.au

### West Ward



Clr Artin Etmekdjian –  
(Mayor until September 2012)  
Locked Bag 2069,  
North Ryde NSW 1670  
Ph: 9952 8332  
aEtmekdjian@ryde.nsw.gov.au



Clr Roy Maggio  
Locked Bag 2069,  
North Ryde NSW 1670  
Mobile: 0418 299 347  
rmaggio@ryde.nsw.gov.au



Clr Bill Pickering  
PO Box 460,  
Gladesville NSW 1675  
Mobile: 0404 074 299  
bpickering@ryde.nsw.gov.au



Clr Michael Butterworth  
Locked Bag 2069,  
North Ryde NSW 1670  
Mobile: 0413 944 475  
mbutterworth@ryde.nsw.gov.au



Clr Gabrielle O'Donnell -  
Deputy Mayor  
(until September 2012)  
3/3-5 Amiens Street,  
Gladesville 2111  
Phone: 9817 2019  
Fax: 9816 1770  
godonnell@ryde.nsw.gov.au



Clr Jeff Salvestro-Martin  
PO Box 4104,  
Denistone East 2112  
Mobile: 0413 043 423  
salvestro-martin@ryde.nsw.gov.au



Clr Justin Li –  
(Deputy Mayor from  
September 2012)  
Locked Bag 2069,  
North Ryde 1670  
Mobile: 0412 614 174  
jli@ryde.nsw.gov.au



Clr Vic Tagg  
Locked Bag 2069,  
North Ryde NSW 1670  
Mobile: 0412 369 510  
victor\_tagg@hotmail.com



Clr Sarkis Yedelian OAM  
PO Box 631,  
Gladesville 2111  
Phone: 8004 5053  
Mobile: 0412 048 330  
sarkis@yedelian.com



Clr Terry Perram  
12 Clanwilliam Street,  
Eastwood 2122  
Phone: 9874 7904  
tperram@ryde.nsw.gov.au



# How Do We Govern Our City?

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## The Role of Council

The Local councils in Australia have no constitutional recognition. 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 Mayor is elected annually by the Councillors. The administration is headed by the General Manager.

Our role is to create liveable places for people who live, visit, study and work 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 can mean balancing the needs of the community against the needs of individuals and taking into account the long and short term implications of decisions.

Together, the Councillors, as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the 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.

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## 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.

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## 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. A smaller number of matters, due to their nature and the need to maintain confidentiality, may be considered by Council in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice. Refer to pages 28-29 for details of councillor involvement in various committees.

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.

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## Code of Conduct

Councillors are bound by a Code of Conduct, which sets a high standard for their ethical behaviour and decision-making. The code states councillors' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the code.

During 2011/12 there were three Code of Conduct complaints made against Councillors and referred to the General Manager, some of which were matters that have been responded to by council and resolved. One of these has been referred to a Code of Conduct reviewer. The council was also served with two warning notices from the Department of Premier and Cabinet's division of local government, after a series of meetings were left without a quorum. ICAC received notification relating to Councillor behaviour that is still to be determined.


### Having your say

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

You can:

- Vote for councillors every four years through the Local Government election for the City of Ryde
- Arrange to speak at a meeting
- Write to or telephone elected members of the Council
- Make a submission on the Council's budget and annual plan when advertised each year or on its 10 year plan published every four years
- Comment on our My Place website
- 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 85.

### Councillors' Fees/Expenses

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

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

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Councillor Expenses Policy. Information relating to these expenses in 2011/12 can be found in Section 7 Statutory Information.

The Mayor's Fee for 2011/12 was \$51,894 plus Councillor Fee of \$21,700.

The Deputy Mayor's Fee for 2011/12 was \$5,766 plus Councillor Fee of \$21,700.

The Councillor's Fee for 2011/12 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 Meetings/ Attendance

Meetings are held from 1 July 2011 to 30 June 2012. The statutory meeting, including election of the Mayor, was held on 13 September 2011.

	work shops	meetings
	No	No
Clr Etmekdjian (Mayor)	32	22
Clr Butterworth	13	27
Clr Campbell	38	31
Clr Li	22	28
Clr Maggio	31	35
Clr O'Donnell (Deputy Mayor)	41	36
Clr Perram	36	37
Clr Petch	25	36
Clr Pickering	35	33
Clr Salvestro-Martin	11	19
Clr Tagg	36	35
Clr Yedelian OAM	32	32

# The Committee Set-up

The Council makes policies on the City's direction, funding expenditure, investment, borrowing, finance, strategic development and growth. In addition the Council has three standing committees: the Planning and Environment Committee, the Works and Community Committee and the Civic Precinct Committee. These committees carry out many of Council's strategic and decision-making functions and generally meet fortnightly. Membership of the standing committees is determined annually. The Chairperson is also elected annually.

## Planning And Environment Committee

**Chairperson: Clr Pickering**

Deputy Chairperson: Clr Yedelian  
OAM

Members: Clr Butterworth, Clr O'Donnell, Clr Pickering, Clr Salvestro-Martin, and Clr Yedelian

Ex Officio: Mayor

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

## Works And Community Committee

**Chairperson: Clr Maggio (to September 2011), Clr Perram (from September 2011)**

Deputy Chairperson: Clr Tagg (to September 2011), Clr Maggio (from September 2011)

Ex Officio: Mayor

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

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

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

## Civic Precinct Committee


**Chairperson: Mayor**

Members: All Councillors

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

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

## Advisory Committees

There are also 17 Council Advisory Committees in 2011/12 operating within the City of Ryde. They provide advice to Council on key issues. Our community committees are an important way of staying connected with the views of our local citizens. Further information on our Council Advisory Committees, including information such as minutes and terms of reference, can be found on our website. 

### **Access Committee - Clr O'Donnell (Chairperson)**

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 Committee - Clr Etmekdjian (Mayor), Clr Butterworth, Clr Tagg (alternate)**

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

### **Bicycle Advisory Committee - Clr Perram (Chairperson), Clr Maggio**

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.

### **Climate Change and Sustainability Advisory Committee - Clr Campbell (Chairperson), Clr Petch**

The Climate Change and Sustainability Advisory Committee guides Council in the development, implementation, review and reporting processes of any climate change mitigation and adaptation strategy and related Sustainability Strategies for the City of Ryde.

### **Crime Prevention Advisory Committee - Clr Maggio (Chairperson), Clr Etmekdjian (Mayor), Clr Campbell, Clr Li**

The Crime Prevention Advisory Committee facilitates a multi-faceted and coordinated approach to the development of crime prevention strategies to address identified crime issues in the City of Ryde.

### **Community Harmony Reference Group- Clr Yedelian OAM (Chairperson), Clr Campbell, Clr Etmekdjian (Mayor), Clr Li, Clr Maggio, Clr O'Donnell, Clr Petch**

The Community Harmony Reference Group advises and provides feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the Ryde community.

### **Companion Animals Advisory Committee - Clr O'Donnell (Chairperson), Clr Maggio, Clr Petch**

The Companion Animals Advisory Committee provides input to Council on the development of companion animals programs for the City of Ryde.

### **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 - Clr Li (Chairperson), Clr Etmekdjian (Mayor), Clr Perram, Clr Tagg**

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

### **Economic Development Advisory Committee - Clr Yedelian OAM (Chairperson), Clr Etmekdjian (Mayor - Deputy Chairperson), Clr Salvestro-Martin, Clr Tagg**

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 - Clr Petch (Chairperson), Clr Perram, Clr Pickering, Clr Salvestro-Martin**

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 - Clr Butterworth (Chairperson), Clr Maggio, Clr Pickering, Clr Tagg, Clr Yedelian OAM**

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 - Clr O'Donnell, Clr Tagg, Clr Pickering (alternate)**

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 - Clr Li, Clr Maggio**

The Ryde Youth Council plans and assists in the implementation of recommendations outlined in Council's Ryde 2021 Community Strategic Plan through its activities and events.

### **Sport and Recreation Advisory Committee - Clr Maggio (Chairperson), Clr Butterworth, Clr Perram, Clr Pickering, Clr Tagg, Clr Yedelian OAM**

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 - Clr Campbell (Chairperson), Clr Maggio, Clr O'Donnell**

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 RTA.

# Organisational Structure

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 23 service units that deliver services and projects across these five groups. The City of Ryde has a headcount of 707 employees including 237 casuals, equating to 471 Full Time Equivalents (FTE). We are also strongly supported by volunteers and community representatives on a number of community committees and working groups.



# Executive Team

The Executive Team consists of four Group Managers and the Service Unit Manager for Strategy and Organisation Development.

## **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 18 years and varied roles in the public sector have provided him with the right experience to deliver high quality planning and sustainability outcomes within an urban context. His current focus is facilitating sustainable development in the City of Ryde, underpinned by modern planning controls and a best-value assessment process.

## **GENERAL MANAGER JOHN NEISH**

**Qualifications: BAppSc  
(Appointed: 2010)**

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

## **MANAGER STRATEGY AND ORGANISATION DEVELOPMENT BEKI BOULET**

**Qualifications: MBA (Appointed: 2010)**

Beki has 11 years experience in organisational development in local government and extensive international experience in strategic development in private industry, IT process solutions and continuous improvement. Her focus at the City of Ryde is to bring about positive cultural change throughout the workforce to improve customer service standards and drive performance. She considers cultural transformation to be integral to improving productivity and attracting and retaining the best possible talent.

**GROUP MANAGER  
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.

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

**GROUP  
MANAGER  
COMMUNITY LIFE  
DANIELLE DICKSON**

**Qualifications: B. Arch (Hons),  
M. Env & Local Govt. Law, Grad.  
Australian Institute of Company  
Directors (Appointed: 2011)**

Danielle's portfolio has a focus on community wellbeing, harmony and culture and includes a diverse range of community and library services, community relations and events, open space and recreation planning, cultural planning and the Ryde Aquatic Leisure Centre.

Danielle has a wealth of experience, including nine years in Local Government with senior management roles in Environment and Planning, Community and Recreation, as well as the delivery of major projects. Coupled with qualifications in Architecture, Law and Company Directorship this has provided the right experience to deliver on the aspirations of our community.

**GROUP MANAGER  
PUBLIC WORKS  
TERRY DODDS**

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

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 leads the Public Works portfolio, which delivers and maintains City of Ryde assets. Public safety, visual amenity and practical yet contemporary designs are three of the main themes that underpin decisions made by this group.



# Awards and Recognition

## Organisational Awards

We received the following awards and commendations in 2011/12.

Award	Association	
<b>Gold Medal</b>	Australasian Reporting Awards (ARA)	2010/11 Annual Report
<b>Food Surveillance Champion Award</b>	NSW Food Authority	Council's food handler education campaign, conducted in partnership with Ryde TAFE
<b>50:50 Vision Silver Accreditation</b>	Councils for Gender Equity	Achieved in three areas: <ul style="list-style-type: none"> <li>• Remuneration, recognition and training</li> <li>• Work and family balance, and</li> <li>• Commitment and leadership</li> </ul>
<b>Environmental Enhancement Project Award</b>	Institute of Public Works Engineering (IPWEA)	Strangers Creek Bio-retention Basin and Creek Rehabilitation stormwater project
<b>Sustainable Cities Awards 2012 Runners Up</b>	Keep Australia Beautiful NSW	Integrated Outcomes Framework of the Ryde 2012 Community Strategic Plan, Ryde - Sustainable Lifestyle and Opportunities at your Doorstep
<b>Macquarie Park Pride of Workmanship Award</b>	Rotary Staff Awards	Presented to Nathan Pratt

## Community Awards

We awarded the following awards to members of our community in 2011/12.



### Australia Day Awards

The City of Ryde Citizen and Young Citizen of the Year 2012 were presented during the City of Ryde Australia Day celebrations at the Civic Hall.

**Citizen of the Year:**  
**SUZANNE WARD OAM**

**Young Citizen of the Year:**  
**GEOFFREY WARD**



### Volunteers of the Year 2012

Winners of the City of Ryde Volunteer Recognition Awards were announced at a special ceremony at the Civic Centre on 17 May 2012.

**Volunteer of the Year:**  
**DIANA ZEYNALI**

**Young Volunteer of the Year:**  
**JAMES CAMILLERI**

**Volunteer Group of the Year:**  
**SALT (Seek justice. Alleviate hunger. Lift the burden today. Transforming lives.)**



### 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). This year's themes were Ecosystems and Biodiversity, Recycling and Resource Recovery.

**Waste to Art 12-15 years:**  
**ANASTASIA GRZYBOWSKI**

**Waste to Art 16-18 years:**  
**REMY MILES and AGIE WIRIHADI**

**Multimedia 12-15 years:**  
**EBONY ORRIN**

**REEN Best Environmental Message:**  
**REMY MILES**



LOVE IS  
THE  
NAME  
OF  
GOD

# Our Performance against the Four Year Delivery Plan 2011-2015

## Key outcome areas

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 key outcome areas represent these interconnections and the importance of a whole community place-based approach to what we do. The key outcome areas 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 2011/12?

Our services and programs are identified and planned in the annual operational plan contained within the Four Year Delivery Plan 2011-2015. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

## Overall performance summary

During 2011/12 we undertook a total of 292\* projects, and completed 85 percent of those against our target of 95 percent.

A total of 79 projects were carried over for completion in 2012/13.

Of the council's 62 performance measures 51 (82 percent) were met with measures achieving or exceeding targets set.

In terms of service delivery and performance, the City of Ryde aims to achieve best practice management principles and is committed to delivering service excellence. This is outlined in our City of Ryde Business model.

The City of Ryde projects, plans and services are developed in an effort to meet our seven outcomes of Liveable Neighbourhoods, Wellbeing, Prosperity, Environmental Sensitivity, Connections, Harmony and Culture, and Progressive Leadership to benefit the community.

## Measuring our progress

The following information addresses the key strategic activities we planned for completion in 2011/12 and includes targets and results. It also includes what is planned for the coming year.

Council's operational planning process begins with a review of our achievements against the Delivery Plan 2011-2015 and the actions contained within Service Unit plans.

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

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

*\* Additional projects were added to the list of those detailed in the One-Year Operational Plan, and this delayed the completion of some scheduled projects.*

# Key performance measures

- On Track
- ⌚ Action Required
- 📄 Complete
- ⊖ Not Started
- ⊘ Cancelled
- ▶▶ Deferred



## City of Liveable Neighbourhoods

The City of Ryde seeks to ensure 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.



## City of Wellbeing

The City of Ryde seeks to ensure that we create a city that supports the physical and emotional health of all of our community.



## City of Prosperity

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



## City of Environmental Sensitivity

The City of Ryde seeks to ensure that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems.



## City of Connections

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



## City of Harmony and Culture

The City of Ryde seeks to ensure that we recognise and celebrate links to our traditional owners and provide cultural and learning opportunities that meet the needs of our diverse population.



## City of Progressive Leadership

The City of Ryde seeks to foster 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.

## Goal One

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

### Strategies

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

## Goal Two

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

### Strategies

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

**1335**  
dwellings  
approved in  
2011/12


**98%**  
of customer  
calls were  
actioned within  
two days

**54,000m<sup>2</sup>**  
of commercial floor  
space approved  
in 2011/12

**31%**  
Express Development  
Applications  
determined in  
Q4 in 30 days  
or less.

**57,434**  
passengers  
on the Top  
Ryder Bus

# **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 alone 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.

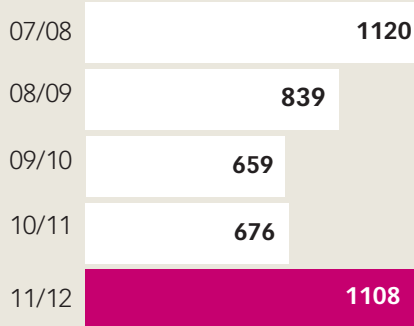
This outcome is supported by four programs: our Centres and Neighbourhood Program, Community and Cultural Program, Open Space, Sport and Recreation Program, and the Regulatory Program.

# In 2011/12 we:

## Received a Food Surveillance Champion Award

Environmental Health and Building staff received a Food Surveillance Champion Award from the NSW Food Authority in recognition of Council's food handler education campaign, conducted in partnership with Ryde TAFE. As part of our continued focus on ensuring the community can purchase food safely, our staff also inspected over 1,100 food shops this year. 📄

### Number of Food Premises Inspected



The City of Ryde has 685 food businesses that are regarded as high or medium health risks. Our Environmental Health team aims to inspect each of these businesses at least once a year (or more often if a complaint has been made). In 2011/12 182 premises were found to be initially unsatisfactory although 120 businesses were found to be satisfactory after re-inspection. This is a slight increase on the 118 requiring re-inspection in 2010/11.

## Encouraged compliance with regulations

Parking and traffic regulation, animal regulation, and illegal dumping remain significant areas of interest for our community with over 3,800 calls received from customers and actioned by parking and compliance rangers. Over 98 percent were actioned by staff within two working days.

2011/12 saw the introduction of the School Safety Banner Program which aimed at educating parents on both Pedestrian Safety and also Ranger Awareness. A total of 10 Banners were distributed to 20 schools throughout the 2011/12 financial year.

The School Safe Banner Program has been heralded as a success with a significant reduction in aggressive behaviour and attacks happening around the schools that have participated in the program to date. There has also been a slight reduction in the number of parents fined at schools, which suggests that the message is working and unsafe behaviour is decreasing.

This Program was presented to the delegates at the 2011 Australian National Parking Steering Group Workshop in Adelaide, where it received very good feedback. A number of interstate councils are now intending to roll out similar programs in their councils over the next two years.

## Upgraded public domain

Upgrades to the Agincourt Road shopping strip and the public toilets on Cox's Road were completed. A Public Art Guideline has also been developed to provide a coherent framework for the provision of public art in the City of Ryde, with five new public artworks installed in 2011/12, improving the richness of art and culture in our community. The Guidelines are available on our website. 📄



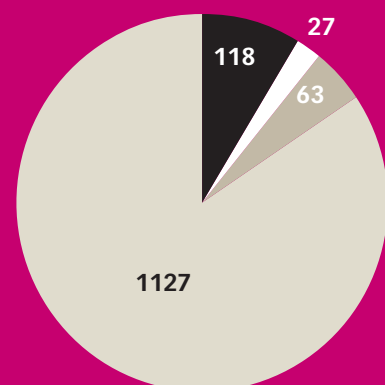
## Reduced red tape and approved new dwellings and commercial premises

A total of 1335 dwellings and over 54,000m<sup>2</sup> of commercial floor space were approved by Council in 2011/12. The total estimated value of development this represents is \$563 million; this is expected to exceed the average value approved by similarly sized Councils in NSW (see chart below for more information). The Group 3 Council statistics for 2011/12 are yet to be released by the Department of Planning and Infrastructure, but early indications suggest that City of Ryde's result will be significantly above average.

The Assessment Unit also implemented a new Express Development Application Service in the final quarter of 2011/12, to help reduce red tape. This saw a significant reduction in the processing time of simpler applications of various types, including residential and commercial. In the final quarter, 31 percent of applications processed were EDAs, determined in 30 days or less.

### Approved Dwellings 11/12

- Single Dwellings
- Dual Occupancies
- Multi-Dwelling Housing (Villa Units)
- Residential Flat Buildings (Units)

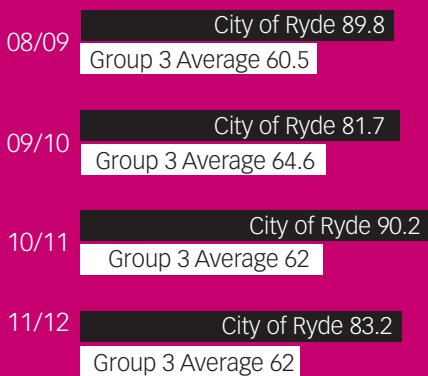


A stronger than anticipated major development sector has resulted in the assessment of a high number of complex, large developments – as can be seen in the significant increase in the value of applications determined (see chart right). The increasing value of determined applications, compared with fluctuating application numbers represents an ongoing trend of increasing complexity. Improvements to processes and policy following last year’s Best Value Review of the Assessment Unit have also seen the determination of a significant backlog of complex applications.

This backlog and the high level of complexity overall has affected our annual determination times, with our Annual Mean Gross Determination Time of 85 days, up 18 percent compared with 2010/11.

However, as displayed in the chart opposite, despite the increased complexity, our staff continue to determine a high volume of applications per officer compared with other Group 3 Councils.

**Applications determined by officer**

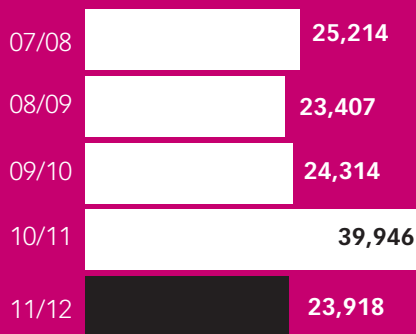


**Number and Value of Development Applications Determined**

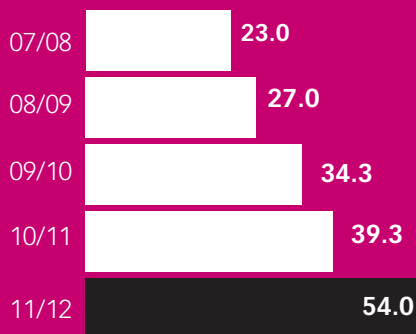
■ City of Ryde Applications Determined  
■ Group 3 Average Applications Determined  
— City of Ryde Value Determined  
●●● Group 3 Average Value Determined



**Number of Development Application Enquiries Received**



**Number of Development Assessment Days (Median)\***



\*We report median processing times as part of the exhaustive reporting sent annually to the Department of Planning, and also as part of our scheduled quarterly reporting. The median result for 2011/12 has increased over 2010/11 due to the alignment of City of Ryde’s reporting to match the Department of Planning and Infrastructure’s methodology.

**Took the community shopping**

The Top Ryder remains popular with the community, with 57,434 passengers for the year. Owing to its popularity the service will be extended until June 2013.

The Local Market Feasibility Study was also completed this year, with local markets scheduled to be held as part of the 2012 Ryde Chamber of Commerce and Rotary Club Community Christmas Celebration and the 2012 All the Colours of Ryde Festival.



**Managed our Urban Forests**

As part of our renewed asset and risk management plans, in 2011/12 we planted fewer street trees than the large numbers of previous years, because of the damage they can cause to footpaths and other infrastructure and the danger this represents to the community. Instead, our focus shifted to urban forests with most tree planting occurring in parks. We have also commenced preparing a strategy to better inform our future street tree plantings

This year we also finalised the Urban Forest Development Control Plan and Technical Manual, and the Urban Forest Plan and Integrated Open Space Plan, which will help ensure that the green leafy character of our City, which is so highly valued by our community, will remain a priority into the future.

## Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Upgrade Boronia Park and Agincourt Road Neighbourhoods
- Upgrade Elouera Reserve
- Inform our community about land use planning changes
- Inspect unauthorised boarding houses
- Undertake illegal dumping surveillance

○ On Track   ✂ Action Required   📁 Complete   ⊖ Not Started   ⓧ Cancelled   ▶▶ Deferred

Program	Status	Comments
<b>Centres and Neighbourhood Program</b>		
Neighbourhood Centre Renewal	✂	The renewal of Agincourt Road Shops has been completed. Boronia Park renewal project has been extended to ensure a public art component can be incorporated into the design; it is now scheduled for completion in 12/13.
<b>Community and Cultural Program</b>		
Local Market Feasibility Study	📁	
Public Art Guideline for Developers	📁	
<b>Open Space, Sport and Recreation Program</b>		
Urban and Street Tree Master Plan	📁	The Master Plan will be considered by Council in November 2012.
<b>Regulatory Program</b>		
Boarding House Project	📁	Project is aligned to State Government Boarding House Sector reform, and will continue through 2012/13.



## Embracing Our Challenges

Following the NSW Parliamentary Inquiry into International Student Accommodation the State Government is expected to pass new Boarding House legislation in November 2012. Our Draft Boarding House Policy will be reported to Council once the legislation is in place. In the meantime, inspections of properties suspected of unauthorised uses continued throughout the year.

Compliance Rangers handled 878 illegal dumping reports from members of the public in 2011/12, an increase of 9 percent on the previous year's figures. A significant factor to the amount of illegal dumping reports is the current policy of five clean ups per area per annum. It is expected the high numbers of illegal dumping complaints will not drop until the new Waste Contract and Policy is adopted in the next two to three years.

THE INCREASED NUMBER  
OF OFF-LEASH AREAS HAS  
RESULTED IN MORE REQUESTS  
FOR ASSISTANCE FROM  
COMPLIANCE RANGERS

## Goal One

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

### Strategies

- To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.
- To provide a variety of activities that encourage social interaction and stimulate every day well being.
- 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.

**100,000**  
people attended  
events we hosted

**674,984**  
visitors to Ryde  
Aquatic Centre


**38,635**  
City View  
newsletter  
subscribers

**9,000**  
children attending  
swimming lessons

**\$139,325**  
given in  
community  
grants

**11**  
swimming pools: the  
equivalent amount  
of water saved by all  
pools due to RALC's  
recycling program

# 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.

The City of Wellbeing is supported by four programs: The Centres and Neighbourhood program; Community and Culture program; Library program; and the Open Space and Recreation program.

# In 2011/12 we:

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## Opened our new Community Hub at West Ryde

Opening in March 2012, the new West Ryde Community Centre is a multipurpose facility created by the City of Ryde to serve the needs of children and families. The Centre provides subsidised tenancies for child and family focused organisations to deliver coordinated services, including:

- Ryde Family Support Services, a community-based organisation that provides free practical and emotional support for children and families experiencing stress or crisis.
- West Ryde Early Childhood Health Centre, providing baby check-ups, parenting support and other specialist child health service.
- West Ryde Neighborhood Children's Centre, a 56-place childcare for children 0 to 6 years.
- Relationships Australia, a new Community Hub with the objective of community capacity building.
- Good Beginnings, community-supported early intervention programs with practical parenting programs and support.
- Korean Lifeline, a lifeline support service for Korean speakers.
- Benevolent Society, an evidence-based early intervention program with a multi-disciplinary team tailoring services to individual clients.

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## Improved Disability Awareness

For two hours in November 2011 several staff in key roles experienced getting about using a wheelchair. They traveled by bus, taxi and along footpaths from Putney to Top Ryde City Shopping Centre under the guidance of skilled trainers from Royal Rehab, Putney and the Australian Spinal Injuries Association. The experience led to a detailed plan to upgrade the taxi rank at Top Ryde City to make it safer for wheel chair users and others.

We also partnered with Side by Side Advocacy (SBSA) to present an evening event at Brush Farm House in December 2011. The event, celebrating International Day of People with Disability, was attended by approximately 120 people, including the Mayor, and protégées of SBSA and Disability Service organisations throughout the region. 📍

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## Conducted Seniors Celebrations

Over three weeks in March, we invited local organisations to publicise the diverse activities they offer for older people through the year as part of extended Seniors Week celebrations. Many organisations, such as the Computer Pals for Seniors Program attracted new members, while others ran classes introducing social media, Pilates, and Feng Shui to seniors. Cooking Classes for Men, Guided Walks in the area, advice on Easy Care Gardening, Chinese Opera Singing. An opportunity to join the Mayor for a movie also proved very popular.

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## Guided Local Home and Community Care Organisations

We supported an Open Day for parents of children with disability to meet and connect with local service providers, often for the first time, with follow-up ensuring that families continue to receive support from appropriate services and further referrals as needed. Bilingual workers for Korean and Chinese languages made the day accessible to speakers from these language groups.

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## Modified homes for the elderly

Our Ryde Hunters Hill Home Modification and Maintenance Service provided continuing support to local frail aged residents and people with disability to enable them to remain living at home through the provision of modifications such as handrails, ramps and repairs. In 2011/12 we processed 840 new referrals for home modifications.

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## Held the Living Communities Forum

On 29 February 2012 we hosted the Living Communities Forum that brought together COTA (Council on the Ageing), local service providers, businesses and clubs with Council staff from a variety of service units. The groups attending this unique event worked on ways to make the City of Ryde more age-friendly now and in the future, and tackled urgent issues relating to life-matters, and planned for our rapidly ageing population in the years to come.

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## Became a White Ribbon Campaign Partner

The City of Ryde has actively supported the White Ribbon campaign since 2009, playing a community leadership role and taking a stand on issues both in terms of the Council's operations and by partnering with businesses, community groups and others to create awareness, support and action at the local level.

On Tuesday 5 June 2012 the City of Ryde signed a Memorandum of Understanding (MOU), formalising our relationship with the White Ribbon Foundation. This action affirmed the Council's and the community's commitment to saying NO to violence against women.

We followed up the signing with a series of organisational and community workshops to plan for further actions and project partnerships. These included a domestic violence forum in partnership with local services and White Ribbon Day breakfast, and will help ensure ongoing Council and community commitment to anti-violence awareness and actions.

## Initiated a Community Service Sector Development program

To support the Not for Profit service sector in Ryde LGA and to create collaborative partnerships with business and government sectors for positive social change in Ryde, in 2012 we initiated a four-year Sector Development program.

The program strengthened the community service sector in Ryde by supporting development activities through:

- Training Workshops: six training workshops that covered grant and submission writing, advocacy, working with men, and engaging with cultural and linguistically diverse (CALD) communities
- Sector Development Partnership Projects: we also made financial contributions to five Sector Development partnership projects in which community organisations worked together and developed resources for children's services and for children with a disability; family services focusing on fathers and children; volunteer organisations and volunteers; health and breast feeding services; and CALD women, youth services and young people.

## Gave School Excellence Awards to Outstanding Students

The School Excellence Awards acknowledge exceptional students residing within the City of Ryde for his or her endeavours in educational pursuits. This year 23 primary schools, eight high schools and two special needs schools participated, with book vouchers presented to outstanding students.

## Developed our Play Plan

Play is a vital ingredient in a child's development. It can be creative, can help children develop problem-solving and motor skills and is also important in the development of social skills. With an eye to the future, the City of Ryde is developing a Children's Play Implementation Plan (Play Plan) to establish the vision, framework and priority of play spaces within our City. As part of the development process,

we consulted local primary and high school students as well as the wider community to help us gauge their values and priorities. Refer to page 85 for a list of other community consultation initiatives undertaken in 2011/12 and page 173 for information about our new MyPlace Community Forum.



## Awarded Community Grants

We recognise the value of community grants in meeting the needs of our residents through programs and activities, community capacity building and opportunities for partnerships. 2011/12 was the second year that community, cultural and sporting organisations were able to apply for funding under our enhanced community grants scheme, building on the success of 2010/11's projects. This year, five projects were funded with a focus on sports development, 12 projects under the Cultural Category and 55 under the community category. Refer to page 174 in the Statutory information section and the chart below for further information about Community Grants.

### Total Value of Community Grants

07/08	\$118,250
08/09	\$180,000
09/10	\$205,000
10/11	\$138,000
11/12	\$139,325

*\*See Page 174 for more information about how Council grants were used.*

## Supported Go Active 2 School

The Go Active 2 School program is growing in popularity with Denistone East (98 percent participation rate), Gladesville (96 percent) and Kent Road Public Schools signing up for the program. Devised in partnership with local schools and state government departments, the walk to school project is helping combat the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. There are currently three schools involved in the program with three more planning to join in 2012/13.

As 80 percent of the students at Eastwood Public School are from multicultural backgrounds, the Go Active 2 School materials have been translated into Chinese and Korean to ensure that all parents understand the importance of this program.



## Planned our Open Spaces

We know that demand for recreation will increase with our growing population, and this year we completed the Integrated Open Space Plan that, in addition to key land use planning documents, will set the course for the way our neighbourhoods will develop. This plan, along with a raft of other planning work done by the team will also help us to know where to allocate resources to provide for the growing community. Open Space staff also attracted over \$600,000 of grant funds and \$140,000 of private funds to help us to provide the best facilities for the community.

## What we did in 2011/12

continued

In addition, in 2011/12 we developed the Putney Park Plan of Management, and the Santa Rosa Park Masterplan. We also conducted a Best Value Review for the allocation and management of sportsgrounds and developed Terms of Reference for a Wheeled Sports Advisory Committee. Unlike past years we didn't conduct a park users' customer satisfaction survey in 2011/12, however we will be conducting a new baseline survey in 2012/13.

### % of Customer Satisfaction by Park Users

07/08	75%
08/09	79%
09/10	81%
10/11	81%
10/11	N/A

Survey not done this year. New baseline survey will commence next year.

## Hosted our Spring Garden Competition

Gardening is an activity that can be enjoyed by young and old. It provides many health benefits, beautifies the spaces where we live and work and gives us flowers, fruit and vegetables to nourish the body and soul. Over 60 keen gardeners entered this year's competition with awards presented in nine categories at a special gala evening held at Eden Gardens, Macquarie Park. Refer to our website for details of the winning gardens. 



## Upgraded Ryde Aquatic Leisure Centre (RALC)

2011/12 saw the competition and leisure pools upgraded as part of a rolling upgrade program which will continue in 2012/13 with upgrades to the program pool change rooms. We also installed new water features at the beach entry end of the Leisure Pool (wave pool), including a series of three arches with spray coming from under each arch for patrons to run through. There are also three tipping buckets that fill with water and periodically dump water onto patrons standing underneath. The features have already proven to be very popular with the young patrons and the young at heart.

While the total number of visits to RALC was 105,016 below our target of 780,000, overall numbers have increased by 4,180 compared to last year's total (see page 50 'Embracing our Challenges' for discussion about falling visitor numbers). Kids attending birthday parties have increased by 14 percent this year, in the midst of increased competition and 9,000 children participated in learn to swim lessons, reducing the risk of childhood drowning. Since 2004/05 staff at the Ryde Aquatic Leisure centre have been working to reduce their tap water usage from a high of 24 percent to a low this year of 2.3 percent. This means we have saved enough water to fill the pool 11 times over.



### Number of Visitors to the Ryde Aquatic Leisure Centre

07/08	805,438
08/09	762,876
09/10	707,801
10/11	670,804
11/12	674,984

"I have found volunteering to be mutually beneficial."

City of Ryde Volunteer

## How we encourage volunteering in Ryde

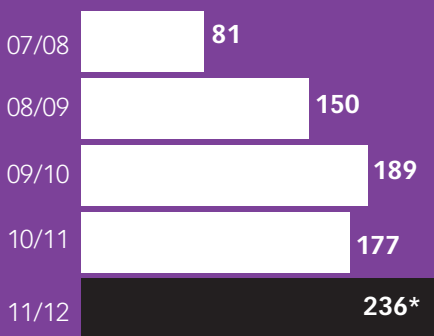
Encouraging a healthy, happy, inclusive and active community is the key to promoting wellbeing and a strong sense of pride in our community. Volunteering is one of the most appreciated and rewarding ways for our community to support each other and connect socially.

Almost 17 percent of our population volunteers in their community. Our volunteering service actively encourages volunteering and partners our volunteers with the more vulnerable members of our community. Funded by the NSW government under its Home and Community Care (HACC) program, it is one of our most essential and valued services. The Volunteer Referral service works closely with local agencies to source and support volunteers to support the HACC program in Ryde.



ONE OF OUR AMAZING VOLUNTEERS IN ACTION

### Number of Volunteer Referrals



*\*There were 302 enquiries relating to volunteering to assist frail, aged and people with disabilities in their homes. Some Macquarie Park organisations also use the referral service.*

We support our culturally and linguistically diverse community volunteers by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers.

In April 2012, the City of Ryde funded Volunteer Training for Culturally and Linguistically Diverse (CALD) Community Project. The aim of the project was to build engagement, participation and integration of new migrants into the community through volunteering. This funding has allowed the development of clear 'volunteering fundamentals' which include the rights and responsibilities of volunteers, working with the elderly, people with cross-cultural competence, communication skills, self esteem and assertiveness and boundaries.

The training modules have also been translated into community languages including Mandarin, Korean and Farsi.

Twenty-five members of the CALD community attended the first three-day Volunteering Fundamentals program. The training also included a one-day bus trip where potential volunteers were taken to community organisations that work with volunteers in the Ryde & Hunters Hill areas. At the end of training, more than 50 percent of attendees signed up to become a volunteer with a community organisation.

In view of this success, three more volunteer fundamentals training sessions were organised in May and June 2012 in partnership with Meadowbank TAFE and Relationships Australia, targeting new migrants and young mothers. A total of 76 potential volunteers from Chinese, Korean, Indian and Iranian background participated in the three-day Volunteering Fundamentals training. 📍

Overall, 2011/12 saw more than 500 volunteers providing essential services in our community and 149 volunteers maintaining our bushlands and open spaces, providing priceless services and helping create an environment where our residents can connect and feel secure, involved and included.

### Encouraged active lives

We encourage our residents to live healthy and active lives, and to achieve this goal we formed a partnership with the Heart Foundation to run a program of free community walks.

The walks are 30-60 minutes long, depending on the preferences of the groups. They are run by volunteers from the community, and include parents with prams, seniors, people from different cultural backgrounds and young people.

Walkers are also enjoying the Parramatta River Walk. The 'missing link' was completed in 2011/12 with the inclusion and mapping of a ten kilometre section between Gladesville Bridge and Ryde Bridge. The newly mapped section, on the northern side of the Parramatta River, is the City of Ryde's contribution to a 275 km continuous network of walking tracks along Sydney's iconic waterways: Sydney Harbour, its tributaries and the coast.

The project is a great example of the City of Ryde partnering with community volunteers and State agencies to develop the route, improve access and produce the map for the Sharing Sydney Harbour program.

The new trail incorporates the popular and award-winning Ryde Riverwalk which, since it opened three years ago, has seen an increasing numbers of walking groups, guided walks and both walking and riding commuters.

The route winds along parts of the foreshore into bays, parks and playgrounds, through bushland, past historic buildings and Aboriginal cultural heritage sites. See [www.ryde.nsw.gov.au/walking](http://www.ryde.nsw.gov.au/walking) for maps and further information. 📍 🗺️ 📱



# Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Continue to implement our Crime Prevention Plan
- Further develop our non-profit community sector
- Provide funding support for the Men's Shed movement
- Conduct a feasibility study for a community hub at Eastwood
- Renew community buildings
- Enhance our libraries' digital collection
- Implement our Active in Ryde Program
- Implement our Integrated Open Space Plan
- Complete Livvi's Place at Yamble Reserve
- Upgrade and renew sportsfields
- Renew assets at RALC
- Upgrade and renew sportsground amenities
- Construct and renew playgrounds
- Expand our sportsfield floodlighting program

○ On Track    ⌘ Action Required    📄 Complete    ⊖ Not Started    ⊗ Cancelled    ▶▶ Deferred

Program	Status	Comments
<b>Centres and Neighbourhood Program</b>		
Toilet Blocks Renewal - excluding sportsfields	📄	
<b>Community and Cultural Program</b>		
Crime Prevention Plan – implementation	📄	
Volunteer Training for the CALD Community	📄	
Community Buildings Renewal	📄	
Community Hubs identification study	○	
Community Garden & Nursery	○	
Non-Profit Community Sector Development	📄	
Youth Engagement Partnership Project	⊗	Initiation of this project was dependant on matching grant funds through Macquarie University. The University was not successful in their research grant.
White Ribbon Community Accreditation	📄	
<b>Library Program</b>		
Library Electronic Books	📄	
<b>Open Space, Sport and Recreation Program</b>		
Michael Lardelli Park in Putney on Royal Rehabilitation Site	📄	
Charity Creek Cascades	⌘	Project due to be completed by the first quarter of 2012/13.
RALC Asset Renewal	○	
Integrated Open Space Forward Plan	○	
Active in Ryde Program Implementation	○	Delayed due to other works.
Sportsfield Floodlighting	⌘	Sporting clubs contributed \$80,000 to the floodlighting project with further \$60,000 contribution expected for projects that are underway.
Sportsfield Renewal & Upgrade	📄	
Sportsground Amenities Upgrades	⌘	Some projects were delayed by wet weather.
Playground Renewal and Construction	○	





## Embracing Our Challenges

Over the past year, Open Space Unit experienced significant staff turnover. In addition, while the recently adopted Integrated Open Space Plan for the City of Ryde provides the Unit with a clear strategic direction, lack of operational policies and procedures as well as resources are still proving challenging for the Unit.

In 2012/13 we are closing this gap by formulating a Sports Ground Allocation Policy and completing the restaffing of the Open Space Unit.

The Ryde Aquatic Leisure Centre (RALC) is a facility that 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). There is also a degree of market complacency amongst consumers where the centre's features, such as the water slide and waves, have lost their newness factor, even though they remain popular with patrons in attendance.

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. The Capital Works program adopted by Council allows the Centre to maintain its position as a leading provider of leisure and recreation to the community as well as maintain the asset in a manner that meets the operational requirements of its programs and services. In 2012/13 we will be designing and installing a new Wave Rider machine, which we hope will attract more visitors to RALC.

## 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.

**6**

**Business Master-class workshops held for small businesses**

**54,000**

**sqm of commercial floorspace approved in Macquarie Park**

**1**

**Crime Prevention Forum held for business**

# 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.

This outcome is supported by three programs: our Centres and Neighbourhood Program, Economic Development Program, and the Land Use Planning Program.

# In 2011/12 we:

## Established partnerships with local businesses

We formed a partnership with Ryde Business Forum, the overarching body for local chambers of commerce.

They now have an office in the Ryde Planning and Business Centre to assist with business development matters in our City. In 2012/13 we will continue to seek opportunities to partner with local businesses and organisations and reduce red tape to make it easier to do business in our city.

We also developed the Ryde Business Forum Website, which is designed to offer local businesses a way of reaching customers and accessing resources and information online. The site includes an education and training section, an online local business directory, and information on local events, workshops and networking opportunities.



## Strengthened Communication with Local Business

We have been working with the local business community to facilitate regular communication and cooperation. The Economic Development Advisory Committee and the local Chambers of Commerce meet regularly, while the Macquarie Park Forum, facilitated by the City of Ryde, meets regularly to bring together key stakeholders involved in the implementation of the Macquarie Park Master Plan.



## Planned Town Centre Upgrades

Careful design work has been undertaken to guide the upgrade of the Church Street and Rowe Street Town Centres. The provision of Public Art, the appropriate consideration of heritage matters, and providing a high quality of finish while achieving value for money have been central to this process. Funds have been carried over to 2012/13 for the completion of works.

## Supported Small Business September

To help local businesses get the edge on the competition, the City of Ryde, in partnership with the Ryde Business Forum and the Northern Institute of TAFE held a number of free workshops and seminars as part of Small Business September. These included the Ryde Business Bootcamp, and six Ryde Business Masterclass Workshops covering topics as diverse as strategic decision-making in business, digital storytelling and social media marketing.

## Hosted a Crime Prevention Forum for Businesses

We are taking an holistic approach to crime prevention in our area. In partnership with key stakeholders, including Eastwood and Gladesville Local Area Commands, Ryde Business Forum and Ryde Macquarie Park Chamber of Commerce, in March 2012 we hosted a breakfast forum to provide information specific to the needs of local business owners. Designed to demonstrate how everyone can play their part in reducing crime in the City of Ryde, topics covered include the process of the criminal justice system, loss prevention, dealing with young offenders, and how and when to report incidents to police.



## Developed the Macquarie Park Corridor

The City of Ryde remains an attractive location for business – as noted in A City of Liveable Neighbourhoods over 54,000m<sup>2</sup> of commercial floor space has been approved in the City of Ryde this year.

A significant proportion of this relates to development in Macquarie Park with pre-committed tenancies. Macquarie Park's vacancy rate is the lowest of comparable Commercial centres in Sydney - Chatswood, Rhodes/ Homebush, Norwest, Parramatta, St Leonards, and Sydney South.

We are seeking to ensure the ongoing development of Macquarie Park delivers the best possible outcome to local businesses and the broader community by establishing the Macquarie Park Development Control Plan (DCP).

Consultation with landowners and other stakeholders on the DCP has been undertaken and work on establishing the required road network is currently underway. Development of this key part of the City's planning framework, including further consultation with the community, will continue in 2012/13.

## Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Install wayfinding signage in Macquarie Park
- Upgrade Waterloo Road
- Install table tennis tables in Eastwood
- Create an economic development plan
- Develop a Macquarie Park-specific website
- Implement our marketing plan
- Create the City of Ryde Food & Festivals Guide
- Develop an economic forecasting and profiling module
- Finalise the Macquarie Park Development Control Plan

○ On Track   ✂ Action Required   ☑ Complete   ⊖ Not Started   ⊘ Cancelled   ▶▶ Deferred

Program	Status	Comments
<b>Centres and Neighbourhood Program</b>		
Town Centre Upgrades Plans	✂	These projects have been extended to allow public art and the heritage of the areas to be incorporated into the upgrade designs.
<b>Economic Development Program</b>		
Feasibility of Macquarie Park Shopfront	☑	The project was expanded to include the development of a Marketing Plan for Macquarie Park. The Marketing Plan has been completed and implementation will begin in 2012/13.
<b>Land Use Planning Program</b>		
Macquarie Park Development Control Plan (DCP)	✂	Community Consultation is critical to the success of this project. Land owner consultation was delayed so that it could incorporate responses to significant developments in Macquarie Park, such as the formation of the Macquarie Park Taskforce. Public Exhibition of the Plan, inviting wider community input, is now scheduled for 2013.
Macquarie University Voluntary Planning Agreement (VPA)	✂	The draft agreement was reported to Council but was not considered.

## Embracing Our Challenges

The Macquarie Park Development Control Plan experienced some delays due to the evolving strategic planning environment in Macquarie Park, particularly the formation of the Macquarie Park Taskforce to advise on the redevelopment of government land in the area. It is anticipated that this project will carry over into 2012/13.

Other projects were delayed because of revisions to their scope in response to business and community feedback and also issues with consultant availability. While Council makes every effort to minimise delays, planning, managing and encouraging the ongoing development of Macquarie Park in an appropriate and sustainable manner is a complex task requiring a considered approach.

## 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.

**6%** reduction  
in electricity  
consumption  
compared with  
2010/11

**6 tonnes**  
of e-waste diverted  
from landfill

**Over 622**  
tonnes of CO2 saved  
from greenhouse gas  
mitigating actions  
across our activities

**7**  
School  
food garden  
workshops

**130**  
attendees at  
green economy  
workshop

**13%**  
Net Total CO2  
reduction in  
emissions from our  
vehicle fleet

**Over 200 kL**  
per day water savings  
by local businesses  
participating in the  
Sustainable Businesses  
in Ryde Initiative



# 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.

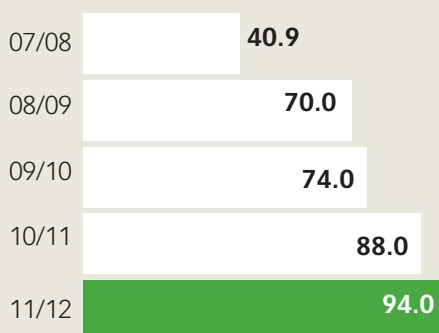
The Environmental Sensitivity Outcome is supported by five programs: our Catchment Program, Environment Program, Foreshore Program, Open Space, Sport and Recreation Program, and the Waste and Recycling Program.

# In 2011/12 we:

## Reduced our Carbon Footprint

As demonstrated by the charts below we are continuing to reduce our energy consumption and the greenhouse gases that would otherwise be emitted. We are achieving this by greening our fleet and choosing vehicles that are kinder to the environment with 94 percent of our vehicles now hybrid or four cylinder.

### % of Council's Vehicle Fleet four cylinder or hybrid vehicles



Refer to page 175 in the Statutory Information section for further discussion of our plant and fleet initiatives.

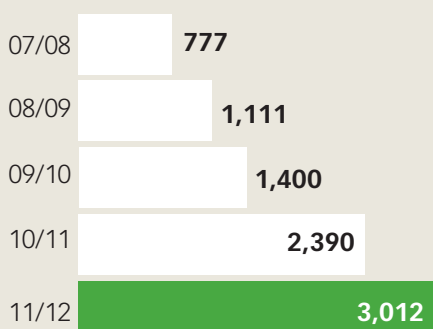
We have completed our diesel retrofit exhaust systems program for existing diesel trucks and plant and utilise biodiesel in Council trucks and plant where permissible to help us further minimise emissions. Due to these programs the City of Ryde has gained membership of the Office of Environment and Heritage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

We have also achieved a 13 percent Net Total CO2 reduction in emissions from our vehicle fleet from the 2009 baseline year.

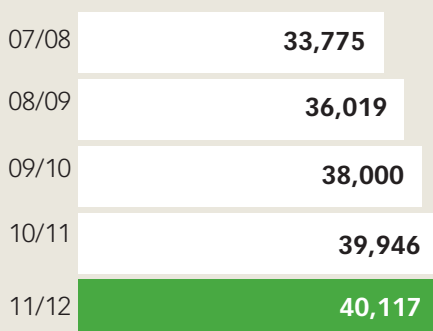
We have also undertaken some other strategic energy saving and efficiency works including some lighting upgrades and some modifications to the indoor operating environment that have all contributed to a further 2 percent

reduction in energy consumption (6 percent reduction in electricity consumption) compared to last year.

### Tonnes of Corporate Greenhouse Gas Savings (ECO2)

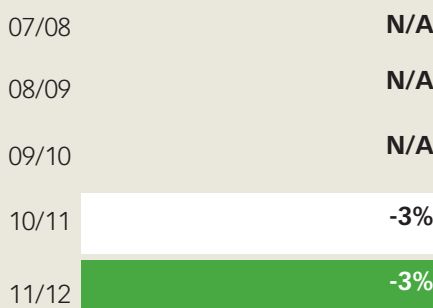


### Tonnes of Community Greenhouse Gas Savings (ECO2)



Note: Based on implemented measures as per Cities for Climate Protection Milestone 5 report and fridge buyback scheme.

### % increase in energy consumption against 2003/04 base year (exc. street lighting)



## 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 meet state government targets for recycling. This also involved the implementation of the waste education and communication plan that during 2011/2012 included the development and rollout of significant waste education materials in local community languages.

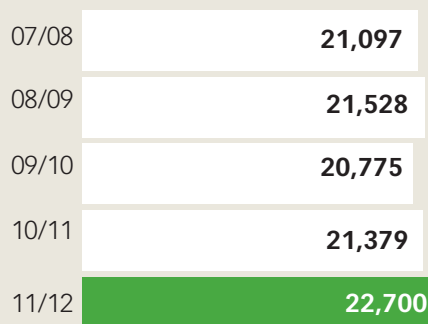
We organised five free waste tours for local residents of the SITA recycling facility at Chullora and the landfill at Eastern Creek, assisting residents to understand what happens with their waste. We also conducted various worm farm demonstrations.

The City of Ryde is a Love Food Hate Waste partner – this is a program run by the Office of Environment and Heritage and is designed to reduce the amount of avoidable food waste that ends up in NSW's landfills. We have undertaken a variety of education activities aimed at reducing the amount of food in resident's red-lidded bins including:

- Macquarie University Community Cooking Demonstration
- Love Food Hate Waste Ambassadors at the Granny Smith Festival
- Food Waste Challenge Workshop Series/Champions
- Various other print promotions

By employing a philosophy of cradle to cradle, instead of cradle to grave, we increased construction recycling operations significantly in 2011/12. This also 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 & E-waste)






## Completed Strangers Creek Rehabilitation and Bioretention Basin

The City of Ryde undertook waterway rehabilitation and improvement works at Strangers Creek, Ryde. It was identified as needing rehabilitation due to retaining walls and other structures adjacent to the creek becoming unstable with a risk of damage to people and property. Rehabilitation works included a rock armoury and riparian zone re-establishment.

In addition to the waterway rehabilitation, our staff identified an opportunity to improve stormwater quality through the construction of a bioretention basin. The basin functions by filtering pollutants out of the stormwater using densely planted surface vegetation to absorb excess nutrients and percolating the water through several layers of filter media. The treated water is then collected in slotted under-drains and diverted back into the creek.

### Held the Youth Environment Prize Art Competition

The Youth Environment Prize (YEP) art competition encourages young artists to create works based on environmental themes, using recycled or reused materials or multimedia. This year our young artists explored the themes of 'ecosystems and biodiversity' and 'recycling and resource recovery'. Awards were presented during National Recycling Week.


For more information about the competition and the winning entries, or to view the online gallery, go to [www.ryde.nsw.gov.au/yep](http://www.ryde.nsw.gov.au/yep). 



# What we did in 2011/12

continued

## Reported on the State of our Environment

More information about our environmental and sustainability initiatives may be found in our annual State of the Environment Report. Each year we report our activities and initiatives as part of the NSROC (Northern Sydney Regional Organisation of Councils) Regional State of the Environment Report and also produce a local State of the Environment Community Newsletter that summarises our achievements. It may be viewed on our website at [ryde.nsw.gov.au/soe](http://ryde.nsw.gov.au/soe). 

## Inspired our community

In 2011/12 we undertook a range of educational initiatives aimed at everyone from schoolchildren to major corporations. Initiatives included workshops, regular nature walks, public lectures and other events.

### No. of community environmental workshops/ information/education sessions delivered

07/08	N/A
08/09	N/A
09/10	N/A
10/11	88
11/12	15

Note: We conducted an unusually high number of workshops in 2010/11 due to grant funding.

We also held seven school food garden workshops and continued our support of the Ryde Environmental Education Network, which supports teachers in our area with networking and professional development opportunities, publications, resources and activities.

These workshops were held in local schools and pre-schools and covered developing School Environmental Management Systems (SEMS), School Sustainability Self-Assessments and building up eco-food gardens.

The workshops were presented to 53 staff, 14 parents and 330 students over two months to encourage an integrated, structured and cooperative approach to improving environmental sustainability in school operations and environmental awareness. This helped set a good example of sustainable living for future generations to learn from and follow.



*"...I would like to pass on our thanks for this wonderful opportunity on behalf of all staff members, educators, children and parents. This was a great opportunity for our Pre-School as our outdoor environment was something on our Quality Improvements Plan we had listed as a high priority. The offer of the workshop came at the right time for us and the educators [were] eager to take the project on!..."*

**- Luisa Lombardo, Director Imaginations Pre-school, Marsfield**

## Established NSW's first Transport Management Association (TMA)

Macquarie Park is considered the northern anchor of the Global Economic Corridor and has been identified in the NSW Government's Metropolitan Strategy as a specialised employment centre. Currently home to some of Australia's largest employers, the Macquarie Park Corridor is expecting to double in size and worker numbers by 2031, bringing increased traffic congestion with it.

To address the traffic and transport issues in the Macquarie Park Corridor, the City of Ryde, in partnership with Transport for NSW and the local business community has established NSW's first Transport Management Association (TMA).

The TMA aims to:

- Build a collaborative platform for local businesses to partner with government agencies and transport providers to improve the efficiency and sustainability of the transport network
- Reduce demand for peak period private vehicle travel by expanding multi-modal access and off-peak access
- Expand the number of businesses and institutions supporting and delivering workplace-based transport programs.



## Contributed to World Environment Day 2011

The City of Ryde celebrated the United Nations World Environment Day (WED)

## Created a Low Carbon Growth Plan for Macquarie Park

Macquarie Park is set to experience unprecedented growth over the next 20 years from 77,000 to 210,000 residents and workers. The demand on resources and space will be significant. In August 2011, Climate Works Australia in collaboration with the City of Ryde, the NSW Office of Environment and Heritage and members of the Sustainability Working Group of the Macquarie Park Business Forum developed a Low Carbon Growth Plan for the Macquarie Park Precinct.

The Plan found that building owners and tenants in the Macquarie Park precinct can significantly reduce their energy use - and hence the amount of money spent on energy bills - between now and 2020 using a range of widely available technology solutions that can be implemented at relatively low cost.

For Macquarie Park's commercial buildings:

- \$24.4 million could be saved per year by fully implementing the opportunities identified by ClimateWorks Australia. This would also reduce the precinct's greenhouse gas emissions from commercial buildings by 42 percent each year.
- Three quarters of all opportunities can save money, even after taking into account upfront costs.
- While the largest overall energy savings can be found by retrofitting buildings in the Offices and Education sectors, all of Macquarie Park's existing buildings can benefit from substantial energy savings of between 21 percent and 42 percent.
- Macquarie Park can also reduce its dependence on grid-supplied electricity by 27,900 MWh each year through the installation of cogeneration and mid-scale solar photovoltaic cells.
- A carbon price associated with Australia's 5 percent emissions reduction target would increase the volume of profitable opportunities available to Macquarie Park's businesses by 28 percent.

The City of Ryde is engaging with local businesses to encourage the Plan's implementation.

**OUTCOME:**  
A City of **Environmental Sensitivity**



## Brought Back the Bush

We are working together as a community to protect and enhance our natural environment for the future. The River to River Wildlife Corridors Project aims to establish new habitats and enhance existing habitats for birds and other fauna in our City by reconnecting fragments of bushland between the Lane Cove and Parramatta Rivers.

We are also inviting the community to connect their own backyards to vegetated bush sites by planting trees and other species preferred by wildlife, and are hosting a series of free events throughout the project, including tree-plantings, family days and wildlife shows. In 2011 trees, shrubs and groundcovers were planted at Bremner Park in Gladesville, in partnership with National Tree Day.

To date the project area has included more than 500 local community volunteers planting over 12,500 plants in 16 corridor sites on community land and at three schools across the City Of Ryde and Hunters Hill local government areas (LGAs), also involving corporate and voluntary organisations.

It is estimated that the project has assisted in the overall enhanced connectivity of over 670,000 square metres across the two LGAs. Over 1,200 households within the corridors have so far been approached and offered free native plants of local provenance, and have been invited to educational planting days, and it is hoped that many more residents will accept native plants in the next and future years to improve their garden wildlife habitats.

The River to River Wildlife Corridors project is funded by the NSW Environmental Trust and is being run by the City of Ryde and Hunter's Hill Council in partnership with the Sydney Metropolitan Catchment Management Authority.

For further information see [www.ryde.nsw.gov.au/rivertoriver](http://www.ryde.nsw.gov.au/rivertoriver)

# What we did in 2011/12

*continued*

on the week commencing Tuesday 5th June. Three free public workshops and a staff initiative based on the 2011 theme of 'Green Economy' were held. This included a partnership 'Careers for the Environment' Seminar with Macquarie University, attended by 130 University, TAFE and senior High School students. The well received event featured talks by inspirational and experienced professionals, from Local and State Government, an NGO, corporations and academia.

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## Created the Home, Waste and Sustainability Advisory Service

The Home, Waste and Sustainability Advisory Service builds on the achievements previously undertaken by the City of Ryde during 2011 to further promote the Home Power Savings Program.

This supplementary program aims to target an additional 500 households including residential units and Culturally and Linguistically Diverse (CALD) Communities over two years, offering a free advisory service to encourage sustainable living, efficient use of resources and improved waste management behavior.


Our staff connect with residents to help design tailor made sustainability solutions to their needs, targeting water and energy efficiency and improved waste management practices. The project will also provide access for residents to Power Savings Kits, to help them measure the energy used by appliances in their home. Residents can borrow kits through their local library or eligible households will be issued with a Power Savings kit to their home as part of the Home Power Savings Program.

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## Created a Community Nursery and Food Garden

The City of Ryde, in conjunction with The

Habitat Network, initiated a Community Nursery and Food Garden, known as The Habitat. It aims to encourage the community to both provide habitat in their local areas and grow their own food.

The Habitat is situated on the Southern end of Santa Rosa Park, Quarry Road, and includes a plant nursery that propagates local native plants for purchase by the general public, encouraging locals to provide habitat in their gardens, primarily for small birds. The Nursery also propagates seedlings to be used in the Community Food Garden. For more information see [www.habitatnetwork.org](http://www.habitatnetwork.org). 

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## Helped local businesses go green

The Sustainable Businesses in Ryde Program has been developed in collaboration with Sydney Water and Office of Environment and Heritage (OEH) to assist businesses reduce water and energy consumption and increase recycling, while remaining profitable. The program encourages businesses to reduce energy and water use and subsequently the associated costs as a sensible financial and business investment.

The program targets small to medium businesses using between 10–80 kilolitres of water a day. There are hundreds of businesses that fit into these criteria, representing a diverse cross section of business types across our city.


The program has over 40 businesses participating. Water savings of over 200,000 litres have been made per day for the participating businesses, with an average 42% reduction in water use,

## Completed the Waste to Energy study

We believe household waste shouldn't be sent to landfill at high cost if it can be reduced on site and potentially converted to energy. The City of Ryde, in partnership with Macquarie University has completed a scoping study of available household-scale waste-to-energy technologies and will now take the investigation a step further.

In 2012/13 we will refine the concepts identified and evaluate the design of a viable household-scale waste reduction/ green energy installation. This may utilise one or more of waste conversion, solar heating and power and other 21st century household energy supply technologies.

Once the testing is completed and is proven successful, from both a practical and economic viewpoint, we will then be considering further opportunities which may arise.

In response to interest generated by the Waste to Energy Study, Macquarie University is also planning to retrofit a home to demonstrate to the public how they can reduce reliance on the grid. 



EASTWOOD'S DEBRIS CONTROL BARRIER

## Won an Award for Stormwater Management

In 2011/12 we received an Environmental Enhancement Project Award from the Institute of Public Works Engineering (IPWEA) for the Strangers Creek Bio-retention Basin and Creek Rehabilitation stormwater project (see page 60). In response to several years of above average rainfall we completed stormwater projects at Goodwin, Waratah and Rowe Streets in addition to the Porters Creek Depot Reconfiguration project.

We are undertaking an ongoing program of works at Eastwood in accordance with the recommendations of the Eastwood and Terrys Creek Floodplain Risk Management Study and Plan. Consultants undertook a feasibility study for the provision of a stormwater retention basin at Jim Walsh Park in Eastwood, while debris control barriers were also installed along Hillview Lane, Eastwood to prevent the stormwater channel becoming blocked by debris during floods.

The debris control barrier is expected to reduce flooding levels in Eastwood Town Centre by 0.3 metres, which would represent a saving in flood damage of \$0.5 million.



## Came Runner-up in the Keep Australia Beautiful Awards

The City of Ryde's strong commitment to the environment was recognised in the prestigious Keep Australia Beautiful NSW Sustainable Cities Awards 2012.

Described as an outstanding submission based on the Council's Four Year Delivery Plan, Ryde – Sustainable Lifestyle and Opportunities @ your Doorstep was the close runner-up in the hotly contested Overall Sustainable Council award.

Praised for its holistic approach and innovation, the plan ensures that sustainability principles are embedded in all Council operations, decisions and actions so that positive environmental outcomes are delivered across the City now and in the future.

The City of Ryde continues to lead by example through practice and policy and by involving the whole community to play an active part in bringing to life this robust environmental strategy.

**OUTCOME:**  
A City of **Environmental Sensitivity**

**22,700**  
**tonnes of**  
**recyclables**  
**collected**

# Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Develop our Water Quality Improvement Plan
- Complete the Shrimptons Creek Bioretention Basin
- Renew and replace stormwater assets
- Undertake stormwater improvement works
- Run the Youth Waste & Environment Project (YEP)
- Promote the City Switch Business Sustainability program
- Review our Stormwater DCP
- Plant trees in parks and open spaces
- Delineate our natural areas, including mapping of riparian areas
- Construct a cogeneration plant at RALC to reduce energy consumption and GHG emissions
- Renew irrigation systems at ELS Hall Park and Christie Park
- Run the Future Focus Home Waste & Sustainability program
- Develop the Waste to Energy Proof of Concept
- Begin preliminary work to reconfigure Porters Creek Depot
- Continue to explore sustainable transport solutions including implementing personal mobility device trials
- Continue to explore alternative energy opportunities to reduce resource consumption

○ On Track   ✕ Action Required   ☑ Complete   ⊖ Not Started   ⊘ Cancelled   ▶▶ Deferred

Program	Status	Comments
<b>Catchment Program</b>		
Stormwater Asset Replacement	○	Reconstructed 12 pits and 3 sections of pipes.
Stormwater Improvement Works	○	Completed 5 projects.
River to River Corridors Project	○	This grant-funded project continues in 2012/13 and is trending on time and budget.
Water Quality Improvement Plan	○	This catchment project continues in stages to 2014/15 and is proceeding on time and budget.
<b>Environment Program</b>		
Business Audit Program	○	This grant-funded project continues in 2012/13 and is trending ahead of targets.
<b>Foreshore Program</b>		
Seawalls/Retaining Walls Refurbishment	○	This is a multi-year project and continues into 2012/13.
<b>Open Space, Sport and Recreation Program</b>		
Delineation of Natural Areas	☑	
Park and Open Space Tree Planting Program	○	Part of the all abilities playground (Livvi's Place) project underway.
<b>Waste and Recycling Program</b>		
Porters Creek Depot Reconfiguration	☑	
Porters Creek Depot Protection Earthwork	▶▶	Awaiting approval from State Government



## Embracing Our Challenges

A key challenge for Ryde is our continued response to the inevitable effects and impacts of Climate Change both from a mitigating and adaptive sense.

In addition, the way we respond to local area transport planning for our key centres and the wider community, and our capacity to influence the NSW Transport Master Plan to improve sustainable transport and traffic movements through and for the LGA, are key to

charting the development of Ryde as functioning and viable city into the future. This has seeded numerous actions at a local level to help build a sustainable, resilient and adaptive community. We will continue working with and engaging with the local community to support its approach to natural and built area management in the face of stated pressures and diminishing resources.

ENVIRONMENTAL WORKSHOPS  
INSPIRE OUR COMMUNITY

## 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.

We responded to

**1000**

customer enquiries  
a month


**17.75**

km of  
cycleways  
built or  
maintained

**70**

projects  
completed in  
2011/12

# **OUTCOME:** A City of **Connections**

A man in a dark suit and a woman in a black coat and patterned scarf are looking at a smartphone together. They are standing in front of a large, arched window with a grid pattern. The background is slightly blurred, showing an indoor setting with a high ceiling and structural beams. The overall color scheme is dominated by yellow and orange tones.

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

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.

# In 2011/12 we:

## Responded to thousands of customer enquiries

Addressing the challenge of providing the level of customer service our community expects has resulted in increasing our customer focus across the entire organisation. Out of a total 27,923 customer service enquiries received by the City of Ryde in 2011/12 we received approximately 1000 customer enquiries per month over concerns relating to waste management, trees, footpaths and roads, equating to one enquiry every 12.5 minutes. We also received more than 33 letters thanking our staff for their help, with only 15 letters of complaint.

## Prepared for change

The City of Ryde is undergoing a four-year program of change that will transition our organisation to meet community expectations of the services their Council should provide and to become a leading employer. This is the second year of the program to improve the business and has set the stage for major changes in years three to four. In 2011/12 we undertook multiple change management processes simultaneously, which has resulted in added workload for our staff, while also responding to increasing demands from our community.

Despite being only part way through our program of change, we are already seeing major improvements in the way we do things.

## Took a precautionary approach

We are increasingly integrating risk management across all of our activities, to ensure not only safe workplaces for our staff and the highest standard of facilities and services for our community, but also that we are providing the best value for money for ratepayers. We have integrated risk management into our project management approach so that throughout the life of a project staff are reminded of the potential for both short- and long-term risks and to proactively respond to these. Refer to page 91 in the Progressive Leadership outcome for more information about our risk management initiatives.

We also ensure that our outdoor staff, many of whom are older, have access to up to date machinery, and that physical work is done using chemical or electrical energy, rather than human energy, helping to ensure their wellbeing and rewarding long-term careers for all of our staff.

## Brought WiFi to our libraries

In 2011/12 we completed delivery of WiFi to our four branch libraries. In 2012/13 we will improve WiFi at Ryde Library. Refer to page 78 for a full report of library activities in 2011/12.

## Made our streets safer for pedestrians

To make our roads easier to navigate, we are continuing to introduce traffic calming measures. In 2011/12 these included constructing pedestrian refuges at the following three intersections:

- Waterloo Road at Waterloo Park, Macquarie Park
- Clive Road at Hillview Road, Eastwood
- See Street at Constitution Road, Ryde.

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

We also installed granite paving on the southern side of Waterloo Road, providing a much-needed pedestrian link from Macquarie Park station to Khartoum Road. This services the business community and commuters by providing the missing link that connects existing footpaths either side.

## Continued rebuilding Meadowbank Sea Wall

We reconstructed 120 metres of sea wall adjacent to the Meadowbank Railway Bridge during 2011/12, as part of an ongoing foreshore program to upgrade sea walls that have been affected by increased wave action created by ferries and other boat traffic.

## Lobbied for improved transport connections

Because our community has said that, despite the increasing demand for housing in Ryde, they don't want the character of their suburbs to change, we continued to lobby State Authorities to improve transport connections in our City. We are also concentrating housing development around transport hubs and shopping centres that appeal to the empty nester demographic that is the primary driving force for housing development in our city.



## Encouraged alternative forms of transport


In 2011/12 we extended our cycleway network. With an additional 2 kilometres of both on-road and off-road cycle paths, bringing the total up to nearly 18 kilometres. A shared user path from Macquarie University to Lane Cove Road was completed in June 2012. This was funded by the Roads and Maritime Services and project managed by the City of Ryde. It completes the final missing link to the university. It is anticipated that a further 250 metres of cycleway (both on-road and off-road) will be constructed during 2012/13.

We also extended the Top Ryder bus route which transported 57,434 passengers this year and have upgraded bus stops that offer new seating and greater protection from the weather.

In conjunction with Macquarie University, we also started investigating other alternatives to car transport, including personal mobility devices (PMDs). Use of PMDs – powered devices that allow the user to travel short distances quickly and to transfer between transport modes. It is emerging as an alternative to car transport and there is solid evidence to suggest “the missing distance” (800 m to 5,000 m), can be covered by PMDs and we can start changing our dependence on cars and their associated problems (parking, pollution, infrastructure costs, social inequity).

This project is aimed at showing that PMDs can fulfil a viable option as an alternative vehicle and be easily used on existing pathways (without any major physical or financial infrastructure requirements) to traverse those distances involving short trips to shops, schools, appointments, recreational and other activities which represent 61 percent of all trips in Sydney.

PMDs are currently not permitted in Australia for use on footpaths and existing pathways and the City of Ryde is lobbying for the introduction of legislation to allow the safe use of PMDs to align the Australian legislation with international standards and regulations.

On completion, the project will be of broader significance in that its findings will shape the development of regulations governing alternative vehicles; including PMDs and provide guidelines for other local governments and/or precincts addressing the question of short journeys in congested locations. This research will continue in 2012/13. 

reconstructed  
**120**  
metres of  
seawall

## What we did in 2011/12

*continued*



## Managed our assets better

The City of Ryde is responsible for assets worth \$2.5 billion. With rate pegging limiting the amount of income we can raise, we are concerned that any resulting underinvestment in maintaining those assets could lead to their failure.

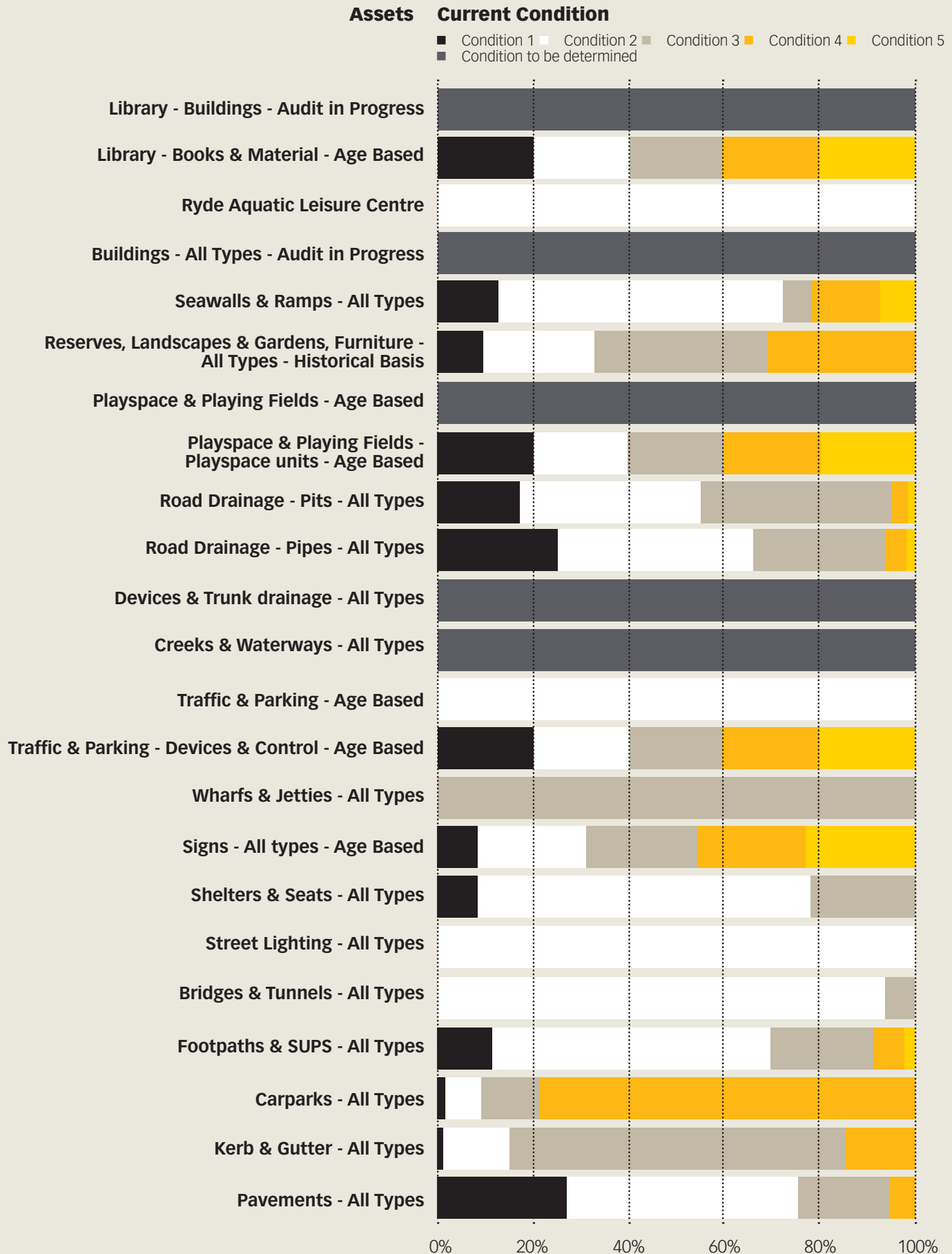
Our demographic is also changing, with an ageing population at one end of the spectrum and a large number of young people at the other, which has caused us to rethink the way we design public places and spaces. This means we need to ensure our spaces are accessible for seniors and comply with disability access standards, while ensuring that footpaths are well maintained to reduce trip hazards for older people and parents with prams and small children alike.

To help us better manage our assets, in 2011/12 we undertook a major restructure of our operations section, so that it is now based on assets, rather than human resource considerations. This means that one unit is responsible for passive recreation areas, another for civil infrastructure, another for sportsfields, public domain and so on. It has resulted in more streamlined service delivery, greater accountability, and a more accessible knowledge base for customers seeking answers about a particular asset.

We also formed a new infrastructure integration unit that looks at public and private infrastructure development over the long term, and will help us leverage opportunities to have infrastructure built or repaired by developers as part of planning agreements.

In addition, we concluded a trial of our GPIMS (Geospatial Program Integration Management System) using a phone app that integrates the location of work crews with the geospatial location of assets needing maintenance to help schedule work efficiently.

The table on the opposite page details the current condition of our asset groups.



# Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Audit the access arrangements to parks and open space areas
- Construct more footpaths and cycleways
- Develop Pedestrian Accessibility and Mobility Plans for Macquarie Park and selected town centres
- Undertake a Public WiFi feasibility study
- Implement the Ryde Car Share Hire program
- Provide the Top Ryder community bus service
- Construct new Bus Shelters
- Calm traffic
- Work at getting the legislative changes for Personal Mobility Electric Vehicles
- Renew the surface of car parks
- Repair roads and kerbs
- Upgrade the Hillview Ave bridge
- Upgrade transport/parking technology
- Upgrade rangers' handheld devices
- Implement ongoing asset condition audits through GPIMS

○ On Track ☒ Action Required ☑ Complete ☐ Not Started ☒ Cancelled ☒ Deferred

Program	Status	Comments
<b>Library Program</b>		
WiFi for Libraries	○	Project scope was changed earlier in the year. See page 69 for more information.
<b>Open Space, Sport and Recreation Program</b>		
Access Audit - Parks and Open Space Area	☐	Delayed due to other works.
<b>Paths and Cycleways Program</b>		
Cycleways Construction	○	Delayed by weather and the completion of externally funded projects before council-funded projects.
Footpath Construction	☑	30 street sections completed
<b>Regulatory Program</b>		
Transport/Parking Technology Services	☒	Tendering done, waiting for acceptance by Council.
<b>Roads Program</b>		
Heavy Patching	☑	8 locations completed
Road Resurfacing Renewal Schedule	☑	18 street sections completed
Road Kerb Renewal	☑	8 street sections completed
Bridge Upgrade / Renewal	○	The smaller bridges were deferred to fund one large project at Hillview Ave
Traffic Calming Devices	☑	
Traffic Facilities Renewal	☑	5 locations completed
<b>Traffic and Transport Program</b>		
Bus Shelters - new	☑	Two shelters from the priority listing completed
Bus Stop DDA compliance	☑	8 upgrades completed so that stops all are done by 2022
Bus Stop Seats - new	☑	Seats installed at 9 new locations



# Embracing Our Challenges

OUTCOME:  
A City of **Connections**

- Following a year of great change and increased workload for our staff, we need to ensure that our people are working to their maximum potential without burning out.
- Demands for ratepayer services are increasing, however we are unable to charge more to deliver all of the services expected by our community. Doing more with less will continue to be a challenge in the future.



## 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.

**909,324**  
visitors to our  
libraries

**4,000**  
eBooks and  
eAudiobooks  
in our libraries

**982,671**  
reading items  
borrowed

**83%**  
of the library  
collection is  
now aged less  
than 10 years

**235**  
attendees at the  
International  
Women's Day  
Art Exhibition

**\$575,000**  
grant funding to  
support Livvi's  
Place playground  
construction

A photograph of a woman with long dark hair and glasses, wearing a black t-shirt with a Led Zeppelin logo and playing a bass guitar with a checkered body. The image is overlaid with a semi-transparent orange shape that contains text. The background is a solid orange color.

# **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 links to its traditional owners and provides cultural and learning opportunities that meet the needs of our diverse population.

The City of Harmony and Culture is supported by four programs: our Land Use Planning Program, Libraries Program, Community and Culture Program and Open Space, Sport and Recreation Program.

# In 2011/12 we:

## Supported Great Community Events

We continued to support longstanding community events and activities, including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, Gladesville Rotary Club - Ryde Rivers Festival (formerly the Ryde Aquatic Festival) and North Ryde Rotary Club Community Christmas Carols.



## Raised Art's profile

In 2011/12 50 local artists registered in our 'Share Your Art' Artist Register. We also launched the Local Creative spaces register and finalised partnerships with local organisations such as the See Street Art Gallery to achieve greater community access.



The International Women's Day Art Exhibition was held on 8 March 2012 at Brush Farm House and showed art works that celebrate the lives of women who live, work, study and play in the City of Ryde. We received over 100 artworks from which 67 were exhibited. Around 115 people visited the exhibition during the two days it was opened to the public, with a further 120 people attending opening night.



## Started construction on Livvi's Place, Yamble Reserve

In 2011/12 the City of Ryde, in partnership with the Touched by Olivia Foundation, started construction on an inclusive playground at Yamble Reserve, Ryde. The playground, to be known as 'Livvi's Place', will enable all children to play together, regardless of their abilities.

Creation and construction of the playground is a truly collaborative project, with funding provided by the City of Ryde, the Federal and State Governments (\$575,000), local businesses and the community. Children visiting the Granny Smith Festival and local events in the community were also invited to paint a tile that will be a permanent part of the structure of the new playground.

For further information about this project go to [www.ryde.nsw.gov.au/livvisplace](http://www.ryde.nsw.gov.au/livvisplace).  



## Developed the Capacity of Young People

With such a large percentage of young people making up our population, supporting youth initiatives was high on the agenda in 2011/12.

### Ryde Youth Theatre

It was a progressive and busy financial year for the Ryde Youth Theatre. The program held its second ever production, Finding Jane at the Lighthouse Theatre. The number of youth performers grew and young people took on even more responsibility for the production liaising with Council staff for the marketing, sets, props, costumes and scriptwriting for the piece. In 2012 the Ryde Youth Theatre also hosted two school holiday programs in April and July, as well as Tuesday night workshops.

### Ryde Youth Council

The Ryde Youth Council (RYC) meets every second month and discusses issues important to young people in the City of Ryde. In October 2011 the Youth Council held a mock Council meeting with City of Ryde staff and Councillors. The Mock Council met and discussed a recent agenda of the City of Ryde council and followed official council proceedings through out the meeting. The RYC also held two successful events: the Battle of the Bands and Core 2011 as part of National Youth week celebrations.

The Core 2011 Youth Zone at the Granny Smith Festival offered our City's youth the chance to hang with their mates and ride a mechanical bull, surf a mechanical surfboard, fight a gladiator duel with blow up weapons, polish their rollerblading skills, listen to local bands; and find all the information they need about youth issues and local youth services.

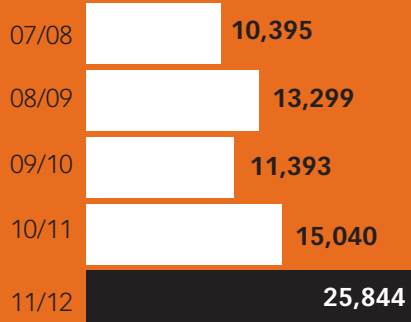


## Grew our library activities

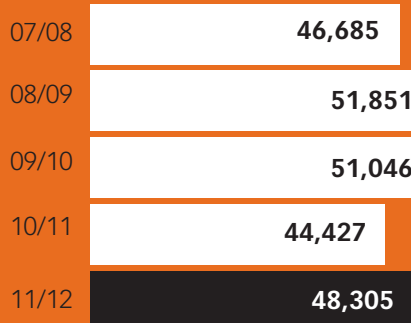
The new Ryde Library opened in May 2011, and in 2011/12 it has developed as an outstanding community facility. The facility provided the opportunity for the Library Service to host a diverse range of activities, and the community responded with enthusiasm. Activities during the year have included author talks, musical events that use the library's grand piano, a broad range of children's events, technology classes, JP services and a community information desk. The library space has also been used by Council to host events and launch services, and has attracted significant interest from library professionals, hosting library conference tours as well as numerous professional visits. Overall, there was a remarkable 107 percent increase in attendance at events and activities across the branches.

The Library Service has also partnered with others to add further diversity to our range of services. Examples include a pilot Homework Help Service with Rotaract, a major event with the Sydney Writers Festival, a special program providing access to English learning resources for asylum seekers in community detention undertaken with the Salvation Army, and technology skills for women with the Northern Sydney Institute of TAFE. The Library Service continues to evolve, and in the year has provided a substantial upgrade to public WiFi at the branches, expanded laptop computer training for the community, and has successfully introduced a new collection of approximately 4,000 eBooks and eAudiobooks as well as adding substantially to our regular book collection. 📖

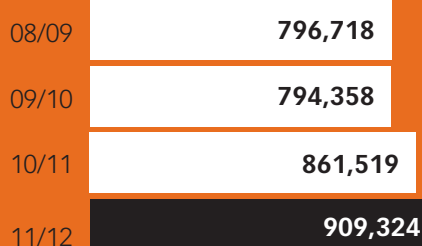
### Total Attendees (parents and children) at Storytime/Rhymetime



### Hours of Computer Use at Our Libraries



### Total Number of Visitors at our Libraries



## Hosted the All the Colours of Ryde Festival

In the City of Ryde we celebrate Harmony Day with the 'All the Colours of Ryde' Festival. It provides a great opportunity for our community to learn more about their neighbours and experience the richness they bring to our City through traditions, food and entertainment. This year focused on sport and the important role it plays in our multicultural nation: involvement in sport – whether as a participant, volunteer, spectator or administrator – unites people of all ages and fosters a sense of belonging, acceptance and an understanding of other cultures.

Representatives from the Sydney Kings, Cricket NSW and the AFL offered tips to festival goers, while a variety of other activities and entertainment, including crafts, cooking demonstrations, performances by local groups and professional artists, free rides and a free sausage sizzle and drinks made sure there was something for everyone.



# Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Host the Live Neighbourhood Project
- Support Ryde Youth Theatre Group
- Undertake a Cultural Spaces feasibility study
- Improve Shopfronts in Eastwood
- Provide a Heritage Grant Scheme
- Add to our collection of electronic and print books

○ On Track    ⌘ Action Required    ☑ Complete    ⊖ Not Started    ⊘ Cancelled    ▶▶ Deferred

Program	Status	Comments
<b>Catchment Program</b>		
Macquarie Park Arts and Culture Plan	⊘	The need for the project was reviewed.
Artist Register	☑	
Live Neighbourhood Project	○	This project has been carried over to 2012/13, with a local arts organisation engaged to deliver an outdoor exhibition project Hungry For Art.
Ryde Youth Music Project	○	
Ryde Youth Theatre (RYT) Group	○	This project has been carried over to 2012/13 with negotiations underway with venues to set up an appropriate space for the Youth Theatre.
<b>Library Program</b>		
Library Laptops for Community Training	☑	
Library Books	☑	
<b>Land Use Planning Program</b>		
Heritage Identification	⌘	Stage 1 is complete with Stage 2 expected to be complete in December 2012.
Bennelong Bicentenary Exhibition	⌘	Delays in recruiting the consultant caused this project to be delayed.
<b>Open Space, Sport and Recreation Program</b>		
Brush Farm Park Archaeological Plan	○	
Aboriginal Heritage - signage	⌘	We are awaiting results and feedback from the community consultation process.

# Embracing Our Challenges

OUTCOME:  
A City of **Harmony**  
and **Culture**

Public libraries of the 21st century are faced with some unique challenges. They are evolving from book oriented quiet spaces to vibrant hubs that provide spaces, resources and services that support and enhance the cultural, social, recreational and lifelong learning needs of the community.

Rapidly changing technology provides both challenges and opportunities for the future, and in the coming year the Library Service will be exploring opportunities for future service delivery and establishing a plan that will guide it's development over the next five to ten years.



## 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.

**27,923**  
Customer requests

**81%**  
of complaints resolved within agreed times

**3,548**  
customers served at Ryde Planning and Business Centre

**176**  
compliments received - 90% from external customers.

**86%**  
satisfaction with Ryde Planning and Business Centre

**18,028**  
customers serviced by Customer Service Centre



# OUTCOME: A City of Progressive Leadership

The outcome of a City of Progressive Leadership fosters 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.

# Progressively Leading Our City

## In 2011/12 we:

### **Streamlined our systems**

We upgraded several major corporate systems to enable improved services to our community and to ensure we are providing the best value for our ratepayers. Our finance and property rating system, TechnologyOne, was upgraded, as were our Asset Management systems. Refer to page 71 for more information about how we are managing our assets better.

We improved our corporate performance reporting to ensure our progress and processes are transparent to the community we serve, and we are increasingly automating business planning processes.

We also introduced a new system to monitor our compliance with legislation, and strengthened our Enterprise Risk Management Plan, with work on our IT Disaster management Plan and Business Continuity Plan continuing to advance in 2011/12. Read more about our approach to managing risk on page 91.

### **Took the final step to complying with IP&R legislation**

As a Category 3 Council the City of Ryde now complies with the new Integrated Planning and Reporting legislation as at 30 June 2012. In 2011/12 we developed our Resourcing Plan to inform the Community Strategic Plan and will continue to refine it in 2012/13.

### **Progressed with the Civic Precinct redevelopment**

In 2011/12 Council resolved to progress with plans to develop the Civic Centre and commenced negotiations with the preferred tenderer Lend Lease. The proposal was designed to provide new community facilities, a public square, additional carparking and a modern office, all designed to high levels of environmental sustainability. The project was to be developed at minimal cost to ratepayers by providing development rights to residential multi-unit development by Lend Lease.

It should be noted that while this project had progressed, the newly elected Council, at its meeting on 25 September 2012 resolved to cease the project. Our challenge will be to refurbish our current office and civic infrastructure in a way that is affordable.

### **Recorded our processes and developed corporate training modules**

To ensure there is consistent and comprehensive understanding of key corporate processes, a number of our processes have been documented and developed into training modules. This is a knowledge management initiative with all information stored and accessible on Council's internal intranet. These manuals, known as The Way We Do Things @ The City of Ryde, will ensure that we are capturing meaningful corporate knowledge that will remain accessible to all staff within our organisation.

## Continued our focus on customers

In response to feedback from our community we are focused on serving our customers better. Since its opening in May 2011 the Ryde Planning and Business Centre has continued to rate well with our community in serving 3548 customers during the year whilst achieving a customer satisfaction rating of 86 percent for 2011/12.

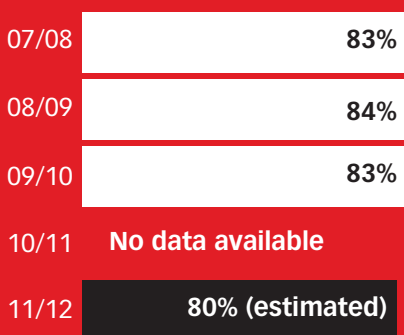
The Ryde Planning and Business Centre operates with customers making a booking by phone or through our website. Staff are then able to allocate an appropriate amount of time and prepare adequately for the appointment. At the end of the session, involving a seated discussion, an automatic survey form is generated and customers asked to respond.

This immediate feedback system is supplemented with a complaints management system and complaints management coordinator whose desk is located in the customer service area. The establishment of the complaints management function was a key achievement in 2011/12. This has been a resounding success, with the City of Ryde approached by the NSW Ombudsman to showcase our new framework

In 2011/12, the City Of Ryde received 176 compliments and 92 complaints, of which 81 percent were resolved in the agreed timeframe (some complaints took longer to resolve because of their complex nature).

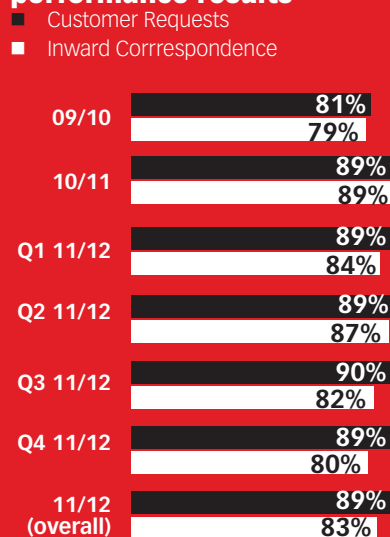
Overall we responded to 27,923 customer requests throughout our organisation, with 22,139 closed within agreed timeframes and 5,790 remaining open within accepted service standards. This represents a success rate of 93 percent.

**Chart: % of calls resolved at first point of contact**



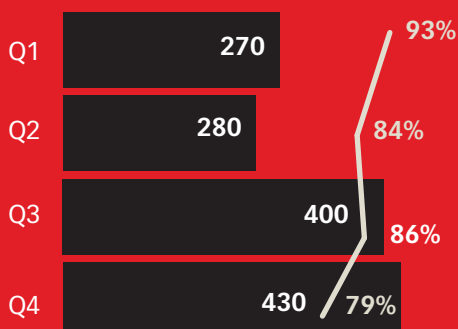
We are continuing to improve our focus on customer service, and we have appointed external organisations to undertake customer satisfaction surveys across all service areas. Internally, three service units completed customer satisfaction surveys and we will continue to roll out this process in 2011/12 as part of our comprehensive approach to overhauling customer service at all levels of the organisation.

**Quarterly trend of Customer Requests performance results**



**Number of Councillor Helpdesk requests responded YTD 2011/12 to within agreed service standards**

■ Total Number of Councillor Requests  
— % of Councillor Requests responded to within agreed service standards



**Won awards for our transparent reporting**

In 2011/12 our Annual Report won a Gold Medal at the Australasian Reporting Awards (ARA) for the second year running, and was one of six finalists in the Annual Report of the Year category.

The judges' commented that "This year the standard of reporting was very high. There was a total of 49 Gold Awards...and six of them were selected for further intensive review for the Report of the Year. This is the largest number of finalists ARA has ever had ... We congratulate the finalists for their coverage of activities, quality of information and overall presentation.

"It is noteworthy that in 2012 eleven councils received a Gold Award and that the Report of the Year finalists included two city councils... This demonstrates that local governments are taking their responsibilities to communicate effectively with the people that live, work and play in their areas very seriously."

## Created our Resourcing Plan

To provide us with accurate decision-making tools that will help the City of Ryde realise its strategic goals, we developed our Resourcing Plan which consists of our Workforce Plan, Assets Management Plan, and Long Term Financial Plan. Together they will allow us to calculate the broader impacts of proposed initiatives in addressing Council's infrastructure backlog and renewal of its assets, attracting and retaining staff, as well as exploring options for raising revenue, and the consequences of not taking the steps necessary to continue to provide services our community expects.

Learn more about our new approach to asset management on page 71, and see the following pages for our achievements in developing our people, Equal Employment Opportunities (EEO), Workplace Health and Safety and Corporate Governance.

### % of actions completed in the management plan

07/08	86%
08/09	90%
09/10	81%
10/11	79%
11/12	90%

Refer to page 95 for progress against strategic objectives that underpin achieving our vision for the City of Ryde

## Planned to engage better with our community

Our community has said they want to have their say and more input into our City's direction and projects. In 2011/12 we formed a new community engagement and social media function. This function aims to specifically coordinate community engagement activities across the organisation, concentrating resources and knowhow within one group that will result in more effective community engagement initiatives. Plans for community engagement are now inbuilt into all projects as part of our Project Management System, PMCoR.

In 2011/12 we also developed My Place. My Place is an online space that will help us connect with our community, and help members of the community connect with each other. It will allow us to canvas everyone's views about proposed activities, and to ask their opinion about budget priorities and feedback on our performance. Through forums for particular interest groups, it will also help interest groups find each other, and will act as a source of information about community activities, and ways to get involved such as volunteering.

We undertook extensive community consultation over the past 12 months through a variety of actions such as customer surveys, feedback forms, workshops, world cafes, online surveys and public exhibitions of the many services, programs and projects that we deliver each year.

In 2011/12 we asked our community about:

- Draft Ryde LEP 2011 & Draft Ryde DCP 2011
- The Cox's Road Shops Preliminary Draft Masterplan Studies
- Our Draft Four Year Delivery Plan 2012 – 2016
- Our Children's Play Implementation Plan (The Play Plan)
- The Ryde Riverwalk: Next Stage
- Draft DCP 2010 Part 9.6 Tree Preservation
- Our Urban Forest Policy
- Our Brush Farm Park and Lambert Park Masterplan
- Our Street Tree Masterplan
- The Parramatta River Ryde Sub Catchments Flood Study and Floodplain Risk Management Study and Plan
- The Ryde Civic Precinct Redevelopment
- DCP 2010 Part 4.4 Ryde Town Centre
- DCP 2010 Part 9.3 Parking
- Our Integrated Open Space Plan
- Our Cultural Spaces and Places Plan

# Progressively Leading Our Organisation

**OUTCOME:**  
A City of  
**Progressive Leadership**

## Developing Our People

We want our workforce to be engaged, capable, safe and highly motivated. People develop and excel in an environment that celebrates the unique perspectives they bring every day to work. 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.

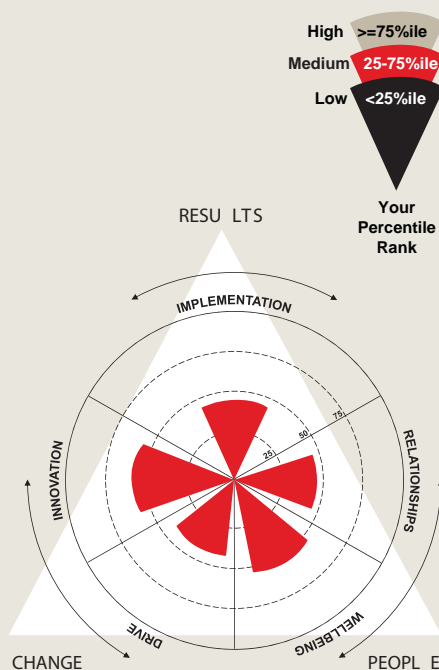
We face a number of challenges, including maintaining our workforce in critical service areas and the changing demographics of our city and broader Australian workforce. To meet these challenges we are working to:

- 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 passion expressed
- Enhance our image within the community.

In 2011/12 we created a self-serve kiosk to streamline the leave application process, and produce access to payroll details reducing the amount of paper flowing through our organisation. We are continuing to automate other processes, such as capturing staff attendance records and accurately recording staff costings.

We conducted our biennial leadership survey to record our progress and identify areas where our management can improve. As shown above, the results of our survey were very positive. Key performance indicators for managers from 2010's leadership survey have been incorporated into management quarterly and annual performance measures indicators for managers.

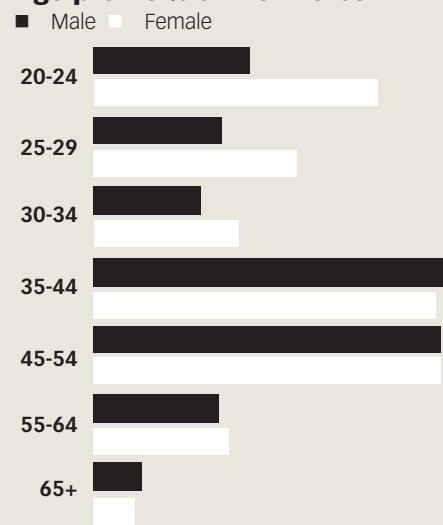
## Result of the City of Ryde Leadership Survey



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

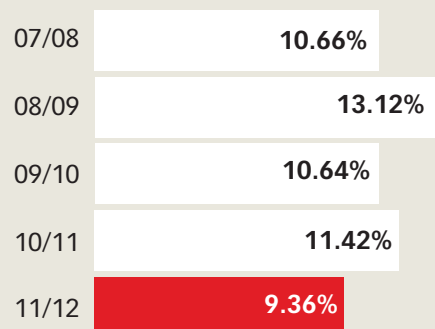
We have adopted flexible work policies and practices that will help us become an attractive employer, and we are also ensuring that there are opportunities to suit the changing needs of employees at different stages in their careers through mentoring programs that match staff from across the organisation with our executive team as mentors. Refer the charts *Age Profile % of our Workforce* to learn more about the make-up of our team. Page 69 in the City of Connections Outcome discusses some of the ways we are helping some of our older workers remain in the workforce.

## Age profile % of workforce



In response to our initiatives, staff turnover at the end of June 2012 was 9.36%, the lowest rate of turnover in five years (see chart below).

## % staff turnover



## Learning and Development

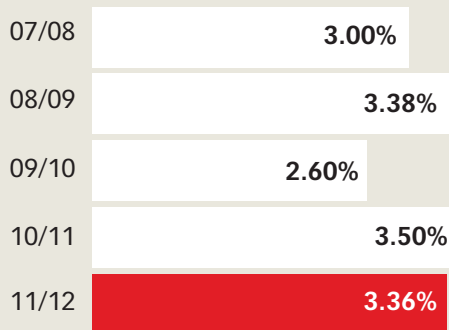
Some of the staff development programs in 2011/12 include:

- Hosting the first of the Workplace Health and Safety seminars about changes to State legislation based on a national model for Work Health and Safety.
- 30 middle/senior managers/staff studying for Diploma of Project Management/ Certificate IV in Frontline 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 mentoring program for aspiring female employees.

In 2011/12 a total of 9,655 labour hours was spent on Training Courses and Conference/Seminar attendances, not including tertiary sponsored studies. Training was undertaken across a wide range of areas, from operational indoor/outdoor staff training, to management/leadership programs, communication

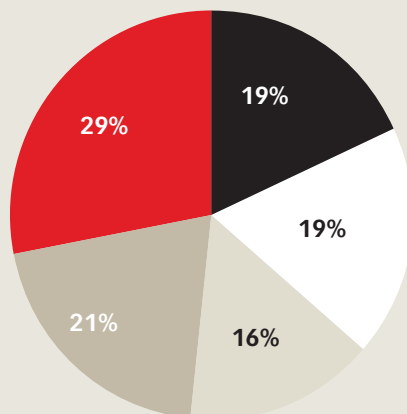
programs, contract management training, corporate systems training, mandatory OHS and Regulatory/Governance training, as well as attendance at conferences and seminars. In addition, personal and professional development programs were conducted including mentoring and coaching for Managers. See the charts below for further insight into how we invested in staff learning and development.

### % of total staff salary and wages spent on training and development



### Course Category

- Computers
- Management
- Occupational Health & Safety
- Operational Indoor
- Seminars/Conference



## 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 women holding managerial positions rose over the year from 32 percent to 35 percent, as shown in the chart below, while the number of internal promotions for female staff decreased from 47 percent to 33 percent over the year. This decrease is attributed to a significant restructure within the Operations Unit of the Public Works Group (see page 69 for more information), which is a predominantly male workforce, and is not indicative of a decrease in the overall number of female promotions across the organisation.

### Women in Management Positions 2011/12



## Achieved 50:50 Vision Councils for Gender Equity Silver Accreditation



In 2012 the City of Ryde became the first council to achieve silver accreditation in the 50:50 Vision Councils for Gender Equity Program. The silver accreditation was achieved in the following areas:

- Remuneration, recognition and training
- Work and family balance, and
- Commitment and leadership.

This follows on the Bronze Award for the Gender Equity Program achieved by the City of Ryde in 2010.

### **Workplace 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 Workplace 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 move**

In February 2012, the reporting line of Coordinator Work Health and Safety and the Coordinator Injury Management moved from Human Resources to Risk and Audit. This line of reporting provides more focus on safety for the organisation.

With Risk and Audit being part of the General Manager's office, the change highlights the importance of health and safety for the executive team and organisation, to reduce costs of workplace injuries both at a personal level and for the organisation as a whole.

#### **Employee consultation**

Our main consultation on health and safety remains the Health and Safety Committee, which continues to meet with the Executive Team each quarter. This enables the General Manager and Group Managers to directly discuss health and safety issues arising from various employee and management representatives.

Committee members were provided with a Health and Safety Representative (HSR) and Health and Safety Committee (HSC) facts sheet regarding changes that affect them under the new Work Health and Safety (WHS) Legislation. Members were also given the opportunity to become an HSR.

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

#### **Annual self-assessment**

We received payment of \$40,000 for completion of the WHS annual self assessment and verification audit conducted by our Workers' Compensation Insurer, StateCover. The StateCover report on the self-assessment audit said "it illustrates that council continues to achieve a high rating in regard to its Work Health and Safety program".

#### **Learning and development**

This year 442 staff participated in various aspects of WHS training and attended related seminars or conferences totalling 2,383 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.

In the second half of the financial year, we developed two projects. The first involved a consultant reviewing our WHS Framework (consisting of the WHS Management System, policies and proformas), while the second project will provide further education on changes arising from the WHS legislation.

### WHS information sessions

In August 2011, the City of Ryde was one of a number of metropolitan and rural councils to host a series of seminars presented by the Local Government and Shires Association (LGSA), our insurer StateCover and WorkCover. The seminar provided the opportunity for our staff and others from surrounding councils to learn about some of the main aspects of the new WHS legislation. In April, a WorkCover representative provided our Leadership Team, comprising our Executive Team and Service Unit Managers, with information on aspects on Due Diligence for Officers.

### Employee assistance program - EAP

When employees experience work-related, personal or health problems, we recognise they may affect the employee's quality of life, other employees' general sense of wellbeing and 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 23 contacts with our EAP provider over the year.

### Contractor management

The Contractor General Induction Pack was updated on our intranet in 2011/12 and provides background on a broad range of health and safety information for contractor and agency hire staff working directly for us. Specific site inductions are conducted by particular sections in various Service Units, such as Building Maintenance, Capital Works for construction sites and Vacation Care.

### Staff recognition for good safety practices

We encourage staff to display their knowledge of good safety practices by rewarding staff initiatives with shopping vouchers. During the year, staff were awarded Safety TA! (Tokens of Appreciation) Awards for:

- correct answers from indoor and outdoor staff to a skin cancer quiz
- the evacuation of our Operations Centre, given to our new Chief Warden.

### Skin cancer checks

In October, we ran skin cancer checks at our Operations Centre for staff from outdoor and indoor work areas. This is the second time we have provided this for staff who may wish to attend. Over two days, the consulting doctor and skin technicians had just over 100 staff visit the clinic. Three information sessions were held for staff on skin cancer and how they can take precautions to reduce the risks of skin cancer both at and away from work.



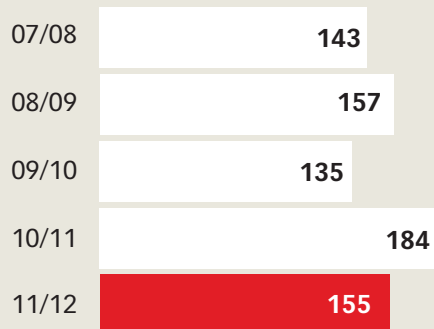
### Workplace incident reporting

As part of our ongoing efforts to improve timely incident reporting, encompassing hazards, near-misses, injuries and property damage, we explored the use of a web-based program in 2011/12. Three programs have been looked at and it is anticipated one of the programs will be implemented to replace our paper-based system during 2012/13. The program will be able to advise respective staff including managers depending on the circumstance of the incident.

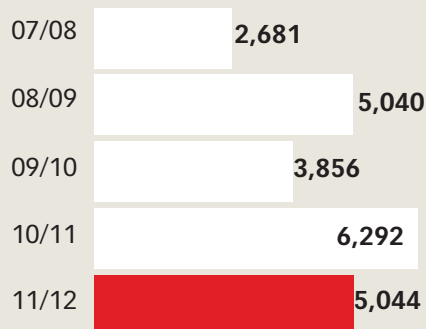
### Incidents 2011/12

The total number of incident reports was 155, compared with 184 the previous year. There was a decrease in hazard/near miss reporting with 22 compared with 37 the previous year, while there was an increase in reported first-aid injuries with 33 reports compared with 29 the previous year. As the chart below demonstrates, we lost a total of 5044 hours due to injury in 2011/12, a 20 percent reduction on 2010/11.

### Incidents and Injury Reports 2007-12



### Lost time in hours due to injury\*



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



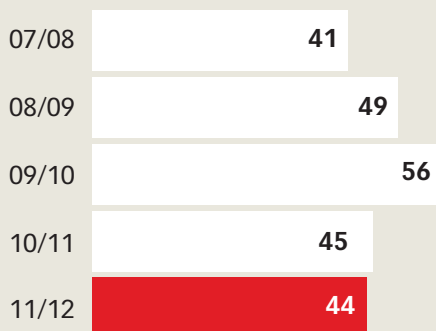
**442**  
staff attended  
WHS training  
programs

**100**  
skin cancer  
checkups

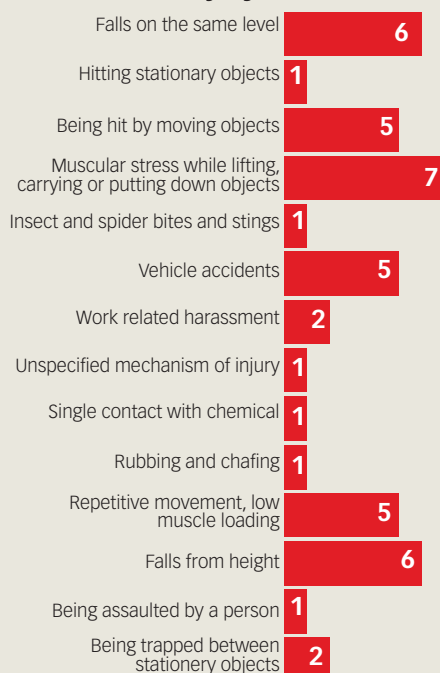
### Workers Compensation Claims

In 2011/12 there were 44 workers compensation claims, one less from 2010/11. This also represents the second lowest number of claims within the past five years, reflecting a continuing trend.

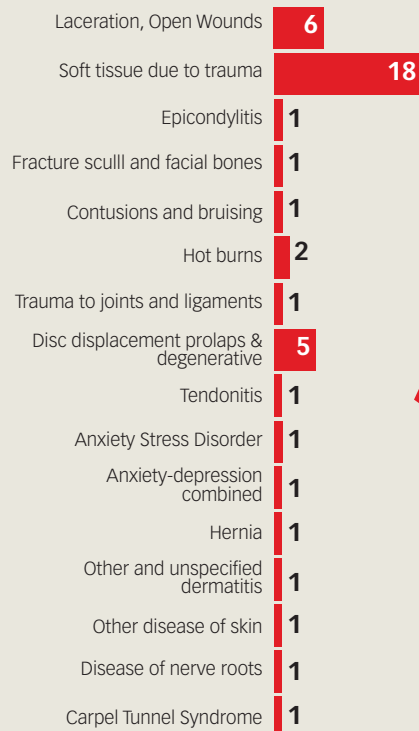
### Workers Compensation Claims 2007-12



### Mechanism of Injury



### Nature of Injury



The chart above shows that muscular injuries tend to account for the highest number of injuries and claims. The City of Ryde is building specific issues that our highest risk staff groups identify as problems for them into manual task training.

With the new WHS regulations in place, we are also placing more focus on the hierarchy of controls to achieve greater safety practices. In relation to manual tasks, this is to identify improved use of mechanical and engineering devices, rather than the use of team lifts, for example, or to break the amount of items down to be lifted or carried at any one time.

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## Corporate Governance

### Managing Risk

Risks are inherent in every business decision, and identifying and managing those risks and opportunities is critical to ensuring our business is robust and sustainable. We are committed to integrating the systematic and proactive management of risks and opportunities to the 'way we do business' at all levels, and clearly communicating how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes too.

Six key functional areas now fall under the area of Risk Management: Internal Audit, Risk and Insurance, Procurement Administration, Work Health and Safety, Workers' Compensation, Return to Work Management. However, 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.

A key element of the Risk Management framework is our overarching Enterprise Risk Management Plan. This has been developed to assist with progressing our risk maturity and meeting the commitment and accountabilities outlined above.

Over the 2011/12 year, our Risk and Audit function focused on the continued implementation of the Enterprise Risk Management Plan. This has included a large amount of consultation with key internal stakeholders to identify and rate strategic, operational and project risks.

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
- input for Council's risk based Internal Audit plan
- the 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
- an integrated information technology framework
- quality analysis and controls of insurable risks
- planned system audits
- movement towards a more risk aware culture
- sustainable environmental management systems; and
- helping to build strong stakeholder relationships and community engagement.

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

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

### Audit and Risk Committee

Our Audit and Risk Committee includes two external independent members (one of whom is the chair), and two Councillor representatives. 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 will continue to provide oversight to the execution of a risk-based Audit Plan to underpin effective governance, focusing on process and control reviews. This plan will be based on Council's risk universe, which will be primarily derived through the Enterprise Risk Management plan and consultation with key stakeholders.

It will include 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 2011/12 our Internal Audit Function undertook the following key reviews:

- Environmental health and development
- Mobile phone governance
- Information technology general controls
- Payroll analytics
- Human resource procedures
- Procurement compliance
- An ongoing/recurrent review of key controls
- Statutory audits (RTA Drives 24 system audit)
- Other investigations as required.

### **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.

Over the 2012/13 year our Risk Management function will focus on the continuing implementation and update of our Enterprise Risk Management Plan and associated documents and systems.

### **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 2011/12 we instigated 62 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 (including procurement and contract templates), a review and implementation of new contract administration procedures and continuing staff education in procurement activities. This has resulted in improvements in compliance with and knowledge of the procurement framework.

In 2012/13 we will continue to refine and automate the procurement framework, and develop procurement and contract administration accreditation.

# Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

## Looking Ahead

### In 2012/13 we will:

- Purchase new fleet vehicles
- Develop GPIMS our Geospatial Program Integration Management System
- Review and update HR policies
- Renew information technology
- Create smart forms for electronic lodgement of DAs
- Automate our Performance Development Review Process
- Develop and systemise our Project Management

○ On Track ☒ Action Required ☑ Complete ☐ Not Started ☒ Cancelled ☐ Deferred

Program	Status	Comments
<b>Customer and Community Relations Program</b>		
Branding & Marketing Plan City of Ryde	☑	
<b>Governance and Civic Program</b>		
Compliance Management System	☑	
<b>Internal Corporate Services Program</b>		
System Administration TechOne	☑	
Information Technology Renewals	☑	
IRM Scanning Project	☑	
Fleet Purchases-Motor Vehicle	☑	
Fleet Purchases-Plant	☑	
Fleet Purchases-Light Commercial	☑	
<b>Strategic City Program</b>		
Council's Corporate Plan	○	
<b>Property Portfolio Program</b>		
Building Security Arrangements	☒	This project in progress, however, will not be completed until the Tender Report is submitted to the new Council.
Civic Precinct Redevelopment	☒	This project has since been cancelled. See page 83 for more information.
Corporate Buildings Renewals	○	
West Ryde Community Facility	○	
Commercial Buildings Renewal	☒	
<b>Risk Management Program</b>		
Enterprise Risk Management Plan	☒	Project is scheduled for completion by end of Q4. However, the final aspect of this project (operational risks) was requested to be deferred by the Management team until Q1 in the 2012/13 year.
Complaint Investigation External	☒	This project has since been cancelled. See page 83 for more information.
<b>Organisational Development Program</b>		
Performance Review Process	☐	Phase 1 delayed, now due to be completed for management in Sept 2012. Phase 2 to continue to Dec 2013.
Best Value Review Methodology	○	

## Embracing Our Challenges

Managing great cultural change within our organisation and continuing to strive for improvements when we have already achieved many is a challenge we face.

We also face the challenge of maintaining services and providing value for money to our ratepayers, while staying within the State Government's rate pegging limit.

A key challenge for the City of Ryde is to address its growing backlog of works in bringing its existing infrastructure up to a satisfactory condition. This includes the Civic Centre, and is estimated at \$20 million.

CIVIC HALL

# Corporate Performance Indicators

○ On track ☒ Action Required ☒ Complete ☒ Not Started ☒ Cancelled ☒ Deferred






Measure	Performance Indicator	2011/12 Target	YTD Progress	Status	Comments
Customers and Partners					
Customer Satisfaction	Improvement in the Customer Satisfaction Index	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
Responsiveness to customer requests	% of customer requests acknowledged within agreed standards (5 working days)	90%	N/A		Time needed to develop work flows so that this measure can be reported
	% of customer requests actioned within agreed standards (10 working days)	90%	89%	○	Within 5% tolerance
	% of inward correspondence acknowledged within agreed standards (5 working days)	90%	N/A		Time needed to develop work flows so that this measure can be reported.
	% inward correspondence actioned within agreed standards (10 working days)	90%	80%	○	This has been affected due to key staff being involved in the TechOne upgrade project during the year.
Effective complaints handling to service standard	% of complaints resolved within agreed standards (as per work flows TBD)	Baseline year	100%	○	
Base Budgets and 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%	2.38%	○	
	% variance of YTD approved base budget Expenditure as at last quarter. (not more than 2% over approved Base Budget Expenditure)	= < +2%	-2.43%	○	
Project Management					
Completion of projects scheduled to finish within the year	% of scheduled projects completed within the year	95%	85%	○	Calculation does not include multi year, deferred or cancelled projects, only projects scheduled for completion this financial year.
Projects are well managed	% project milestones completed on time	90%	92%	○	Within 5% tolerance.
	% of YTD actual projects expenditure against total projects	N/A		○	
Culture, Learning & Development					
Equal Employment Opportunity	% of Women in management positions	35%	35%	○	
Occupational Health and Safety	% reduction in days lost to Lost Time Injuries on prior year	5%	21.31%	○	Exceeded target
Regulatory Risk Management	% of internal audit recommendations implemented within agreed timeframes	100%	93%	○	Outstanding audit recommendations to be implemented by end of Q2 - 2012/13.

## Results by program

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. For details of individual projects in a particular program refer to the outcome area mentioned.



### 1. Open Space, Sport and Recreation Program

Developing, delivering, maintaining and managing all our sports, recreation, outdoor, open spaces and natural areas infrastructure, services and facilities. Refer to the following outcome areas for information about projects undertaken under this program: Connections, Environmental Sensitivity, Harmony and Culture, Liveable Neighbourhoods, and Wellbeing.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	84%		
No. of visitors to RALC	780,000	674,984		See page 50 for discussion.
No. of users of sports grounds and playing fields	N/A	116,000		Figures not reliable, may increase in 2012/13 due to better data collection.
No of visitors to Ryde Community and Sports Centre (ELS Hall)	N/A	50,000		
% compliance with pool water bacteriological criteria	100%	100%		
% community satisfaction survey index for the maintenance and management of our bushland	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% community satisfaction index on parks	Baseline Year	N/A		As above
% customer satisfaction index on playing fields	Baseline Year	N/A		As above
% customer satisfaction index with sportsground and parks access booking service	Baseline Year	N/A		As above


### 2. Roads Program

Managing and maintaining our roads, bridges and retaining walls. Refer to the City of Connections outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	84%		
% of road pavement network with Condition Index (PCI) greater than 80%	80%	80%		See page 69 for discussion of some of the activities in our roads program.

### 3. Property Portfolio Program

Developing, managing and maintaining our portfolio of corporate, commercial and civic properties. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	97%		
% of Nett return on all commercial properties	TBD	N/A		

#### 4. Catchment Program

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

Refer to the City of Environmental Sensitivity outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	89%	○	
% of monitored waterways that meet the Aquatic Stream health index	N/A	N/A		
% of stormwater assets that are condition level 3 or better	85%	95%	📄	The current status of the network is an extrapolated estimate based on approx 20% of the network having had CCTV inspections over the last 5 years. The value is a reflection of past works and funding.

#### 5. Centres and Neighbourhood Program

Developing, delivering, maintaining and managing all our sports, recreation, outdoor, open spaces and natural areas

infrastructure, services and facilities. Refer to the following outcome areas for information about projects undertaken under this program: Liveable Neighbourhoods, Prosperity, and Wellbeing.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	79%	⌚	
% community satisfaction with the cleanliness of public domain in town centres and small centres	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% community satisfaction with maintenance of public domain in town centres and small centres	Baseline Year	N/A		As above

#### 6. Library Program




Delivering all our library services. Refer to the following outcome areas for information about projects undertaken under this program: Connections, Harmony and Culture, and Wellbeing.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	📄	Exceeded target
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.3	8.1	📄	See page 78 for discussion of library activities for 2011/12.
No. of visits to the library annually	840,000	905,114	📄	Exceeded target
% customer satisfaction of library users satisfied with quality of service	Baseline year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.




## 7. Governance and Civic Program

Developing, managing and maintaining our portfolio of corporate, commercial and civic properties. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%		Exceeded target
Number of known breaches of statutory/council policy requirements	0	0		
% of Councillor requests responded to within agreed service standard	95%	70%		Requests continue to be monitored. Increases in volume has also affected the response time.
% of Councillor satisfaction with the quality of responses provided by the helpdesk	80%	70%		100% of respondents said quality was average or better. 70% said quality was good or very good.

## 8. 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. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%		Exceeded target
% of calls to the Customer Call Centre resolved at the first point of contact	85%	N/A		IT investigation underway as data cannot be accessed.
% of the community that recognise CoR as the owner or promoter of certain events, facilities and services	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% customer satisfaction with the service provided at the Customer Service Centre	80%	N/A		As above
% customer satisfaction with the service provided by the Ryde Planning and Business Centre	80%	N/A		As above

## 9. Community and Cultural Program

Engaging with our community, all media and community relations, branding and marketing our city and developing and managing all our customer services. Refer to the following outcome areas for information about projects undertaken under this program: Harmony and Culture, Liveable Neighbourhoods, and Wellbeing.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	96%	☑	Exceeded target
No. of clients using the home modification service	N/A	423	○	See page 45 for discussion of this program.
No. of children immunised	N/A	1,744	○	
No. of attendees at CoR's vacation care programs	N/A	3,561	○	
No. of people attending key events and programs conducted by CoR	100,000	99,640	○	Within 1% tolerance
% customer satisfaction index for halls and meeting room hire service	80%	N/A	○	
% capacity of leased halls and meeting rooms booked (capacity based on 8 hour booking per day)	60%	51%	○	
% customer satisfaction index for CoR's home modification and maintenance service	>= 90%	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% customer satisfaction for CoR's immunisation service	>= 90%	N/A		As above.
% customer satisfaction index for CoR's vacation care service	>= 90%	N/A		As above
% customer satisfaction for volunteer recruitment and placement service	>= 90%	N/A		As above

## 10. Risk Management Program

Managing all legal services, procurement and internal auditing, assessing and managing business continuity, risk and disaster management. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	☑	Exceeded target
% satisfaction of Councillors that Councils exposure to Fraud Risks are minimised through Internal Audit activities	Baseline Year	100%	○	All Councillors who responded to annual survey expressed satisfaction with Internal Audit's efforts in mitigating fraud risk.

## 11. Paths and Cycleways Program

Developing, managing and maintaining our footpaths and cycleways. Refer to the City of Connections outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	98%	☑	Exceeded target
% of paths and cycleways that are condition level 3 or better	85%	92%	○	The current status of the network is based on a network scale audit done circa 2007, and does not fully reflect the subsequent capital works programs, utility restorations, developer contributed works, damage and wear or tree root uplifts.

## 12. Environmental Program

Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact. Refer to the City of Environmental Sensitivity outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	N/A	○	
Equivalent Tonnes (et) CO2 saved across organisation from mitigation actions implemented across the year	400 tonnes	622 tonnes	▣	Exceeded target
% customer satisfaction index with the environmental education service	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	<5%	-11.90%	▣	Our 2011/12 Consumption less than consumption in 2003/04 and is well ahead of target.
% reduction in Council water consumption across all facilities below 2003/04 base year	>15%	25.90%	▣	

## 13. Strategic City Program

Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	▣	Exceeded target

## 14. Land Use Planning Program

Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact. Refer to the following outcome areas for information about projects undertaken under this program: Harmony and Culture and Prosperity.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	73%	▶▶	See page 55 for further explanation.

## 15. Traffic & Transport Program

Managing our transport, traffic and car parking; developing sustainable transport options. Refer to the City of Connections outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	93%	▣	Exceeded target
No. of passengers transported by Top Ryder Community Bus Service	50,000	57,434	▣	Exceeded target
% of Recommendations made to the Ryde local Traffic Committee approved to go to Council works committee without resubmitting	90%	94%	▣	Exceeded target

## 16. Economic Development Program

Business sector and economic development. Refer to the City of Prosperity outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	71%	▶▶	The commencement of the Marketing Plan & Feasibility for Macquarie Park Shopfront delayed. See page 55 for further discussion.

## 17. Organisational Development Program

Addressing workforce planning, driving culture and performance, assessing process efficiency and overseeing all corporate communications. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	📄	Exceeded target

## 18. Foreshore Program

Managing all aspects of our foreshore. Refer to the City of Environmental Sensitivity outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	📄	Exceeded target
% of seawalls that are condition level 3 or better	85%	78%	⌘	The current status is based on the audits done circa 2008, and updated for subsequent capital works programs. It is reflection of the pattern of past funding for capital renewals work.

## 19. Regulatory Program

Delivering all our regulatory assessments and activities, including building regulations, environmental regulations, road, parking and footpath enforcement and animal management. Refer to the following outcome areas for information about projects undertaken under this program: Connections and Liveable Neighbourhoods.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	📄	Exceeded target
Total development value of approved development applications (in \$million - cumulative)	N/A	\$563M	○	
Mean number of DAs processed per person	Greater than 60 annually	74.1	📄	Exceeded target
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time)	69 days (2009-10 Group 3 average)	82	⌘	Performance improved across the year. Further improvement anticipated should Council adopt simplified Dwelling House DCP.
No. of DAs processed within the Group 3 average number of days by category - residential	N/A	33	○	See page 39 for further discussion of improvements in the DA process.
No. of DAs processed within the Group 3 average number of days by category - single new dwelling	N/A	7	○	
No. of DAs processed within the Group 3 average number of days by category - commercial	N/A	13	○	
Mean gross DA determination times: Residential alterations and additions	66 days (2010-11 Group 3 average)	54	📄	This is a significant improvement achieved as a result of the new Express Development Application service.
Mean gross DA determination times: Single new dwelling	71 days (2010-11 Group 3 average)	85	⌘	Improvement anticipated should Council adopt simplified DCP.
Mean gross DA determination times: Commercial, retail, office	67 days (2010-11 Group 3 average)	63	○	
No. of food premises inspections	800	1149	📄	Exceeded target

## 19. Regulatory Program *Continued*

	2011/12 Target	Actual	Status	Comment
% applicants satisfied with CoR's development assessment service	Baseline Year	N/A		
% objectors satisfied with CoR's development assessment service	Baseline Year	N/A		
% customer satisfaction index - building owner's satisfaction with building certification process	90%	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% customer satisfaction index - satisfaction of complainants with Council's process on minimising the impact of pests on public health	80%	N/A		As above
% customer satisfaction index with inspection of regulated premises service	Baseline process	N/A		As above
% customer satisfaction index - with Council's processing of companion animal management complaints	90%	N/A		As above
% customer satisfaction index with Council's processing of illegal dumping complaints	90%	N/A		As above

## 20. Waste and Recycling Program

Managing our domestic and commercial waste services, educating on and facilitating recycling and disposal services. Refer to the City of Environmental Sensitivity outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%	☑	Exceeded target
% tonnes of recycling from all domestic waste services	>48%	48%	☑	
Re-use of Council construction and demolition waste (YTD tonnes per annum)	>10000	18392	☑	Exceeded target
% customer satisfaction with CoR's commercial waste management and recycling service for business	Baseline Year	N/A		Council resolved on 12 June 2012 to accept a tender for the Surveying and Assessment of City of Ryde Services. The preferred provider has been engaged and will commence surveying identified areas across the organisation in the near future.
% community satisfaction with CoR's domestic waste and recycling service	Baseline Year	N/A		As above
% community awareness of recycling and the importance of separating waste materials	Baseline Year	N/A		As above

## 21. 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. Refer to the City of Progressive Leadership outcome area for information about projects undertaken under this program.

	2011/12 Target	Actual	Status	Comment
% of project milestones met on time	90%	100%		Exceeded target
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) - BBSW)	0.85%	1.02%	☑	Exceeded target
% of Council's plant fleet that meet the Euro4 standards (green star rating)	70%	92%	☑	Exceeded target
% Council's fleet cars to be 4 cylinder or hybrid vehicles	91%	94%	☑	Exceeded target
% of annual capital works program completed	90%	77%	▶▶	See page 93 for discussion.

# CFO's Report 2011/12

## Key Features Of The 2011/2012 Result

We invested \$24.07 million in capital expenditure, with major projects including:	
Civic Centre Redevelopment	\$ 2.63 million
Strategy & Organisational Development	\$ 0.10 million
Technology Systems	\$ 0.71 million
Urban Planning	\$ 0.37 million
Asset Renewals/Expansion	\$ 9.28 million
Stormwater	\$ 2.07 million
Parks	\$ 2.49 million
Buildings & Property	\$ 1.73 million
Waste & Fleet	\$ 2.98 million
Libraries	\$ 0.71 million
Ryde Aquatic Leisure Centre	\$ 0.93 million
Other minor capital projects	\$ 0.07 million

## Key Performance Indicators

	2011/ 12	2010/ 11	2009/ 10	2008/ 09	2007/ 08
Unrestricted Current Ratio	3.72:1	4.79:1	4.67:1	3.45:1	3.65:1
Debt Service Ratio	0.75%	0.83%	0.85%	1.42%	1.98%
Rate Coverage Ratio	51.48%	56.29%	61.16%	36.47%	47.90%
Rates & Annual Charges Outstanding	4.19%	3.99%	4.10%	3.94%	2.82%

Other features of the 2011/12 result include:

- We received \$12.50 million of contributed assets associated with major developments within the City, notably the West Ryde Community Centre.
- Working Capital of \$5.36 million, to cover day-to-day operations and provide a buffer for unforeseen expenditures.
- We receive approximately 51.48 percent of our revenue from rates and annual charges and have consistently achieved an excellent recovery rate with only 4.19 percent of rates outstanding.
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained sound and a reasonable 3.72:1
- Our level of internal reserves (funds put aside for specific projects) is \$50.89 million.

Whilst 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.

We are continuing to address our long-term financial sustainability through our Long Term Financial Plan

Our financial result for 2011/2012 of an operating surplus of \$23.25 million reflects our continuing strong financial performance. This result represents an increase of \$7.26 million from the previous year, thanks to the increase in developer contributions, operating grants, user fees and charges and rates.

Our operating result before capital was a surplus of \$0.46 million. We own and maintain over \$1.3 billion worth of infrastructure and \$1.2 billion worth of land, and have revalued our assets to Fair Value. This is the fifth year since Council adopted Fair Value, and the full impact of depreciation has been brought to account in our Financial Report resulting in Council's depreciation expense decreasing slightly by \$0.21 million.

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

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

(LTFP). We have \$1.3 billion in essential infrastructure (roads, footpaths, drains, libraries, community buildings, etc) and it is estimated that the cost to bring these assets up to a satisfactory condition is in the order of \$78.89 million (compared with \$85.94 million in 2010/11). This remains a major challenge for the future.

We originally developed a LTFP in 2006 to obtain a financial projection that quantifies the operation of Council services for the next 20 years. The plan forecasts spending \$20 million on asset renewal each year to bring our infrastructure up to a satisfactory standard. This was reviewed and in June 2012 Council adopted a new Resourcing Plan, which incorporated the LTFP, Workforce Plan and Asset Management Plan. These new plans still show that Council has an issue with infrastructure renewal and has to start addressing this in its Delivery and Operational Plans.

We are 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.

Following the Council elections in September, the new Council will undertake a complete review of the Resourcing Plan to identify ways of addressing the issues within the plan.

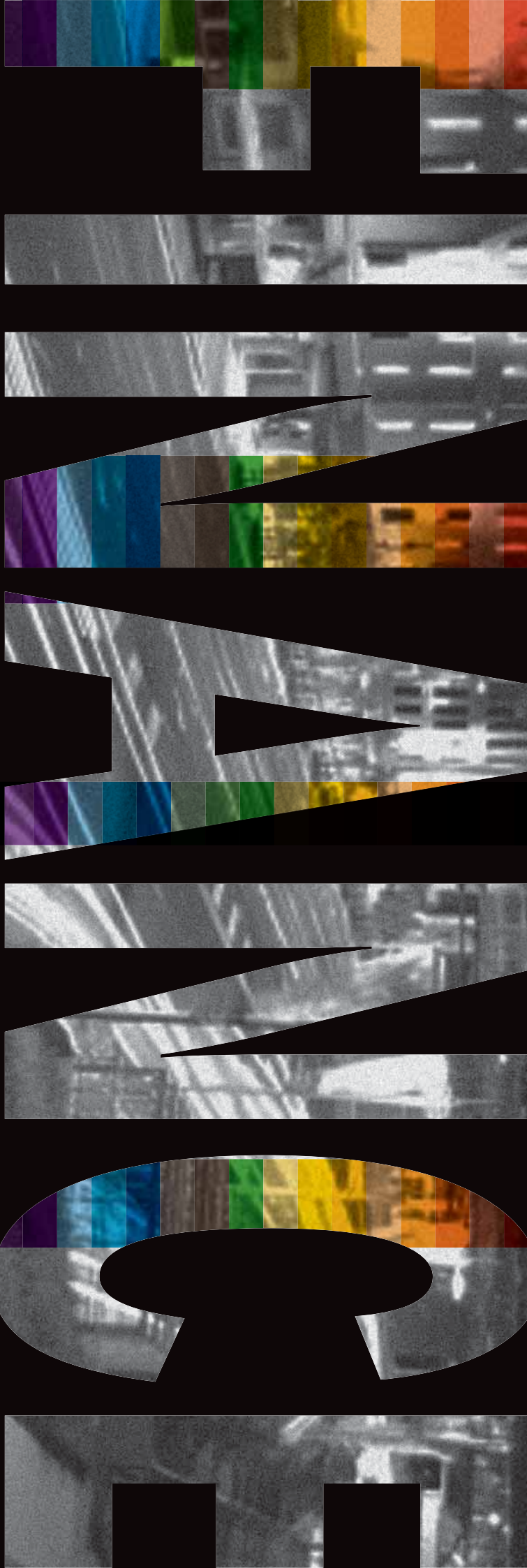
Further information on our financial performance is contained in the Community Financial Report and Financial Report in Section 4 of this report.

# Financial Statements

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Financial Statements

Special Purpose  
Financial Statements

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## GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2012

**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.

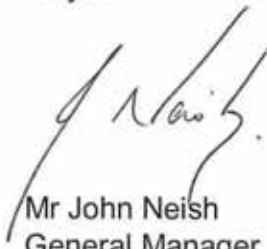
Signed in accordance with a resolution of Council made on 9 October 2012.



Councillor Ivan Petch  
Mayor



Councillor Justin Li  
Deputy Mayor



Mr John Neish  
General Manager



Mr John Todd  
Chief Financial Officer  
(Responsible Accounting Officer)

# Income Statement

## for the Year Ended 30 June 2012

Original Budget ( <sup>(1)</sup> 2012 (\$'000)		Notes	Actual 2012 (\$'000)	Actual 2011 (\$'000)
	<b>INCOME FROM CONTINUING OPERATIONS</b>			
58,134	Rates and Annual Charges	3(a)	58,514	56,338
11,433	User Charges and Fees	3(b)	12,105	10,942
3,082	Interest and Investment Revenue	3(c)	4,482	4,429
5,793	Other Revenues	3(d)	6,023	5,406
6,450	Grants & Contributions provided for operating purposes	3(e&f)	8,990	6,903
23,360	Grants & Contributions provided for capital purposes	3(e&f)	22,786	15,539
	<b>Other Income:</b>			
-	Net gain from the disposal of assets	5	771	531
-	Net share of interests in joint ventures and associates using the equity method	19	-	-
<b>108,252</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>113,671</b>	<b>100,088</b>
	<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
36,262	Employee Benefits and On-costs	4(a)	36,471	33,644
596	Borrowing Costs	4(b)	202	242
24,966	Materials and Contracts	4(c)	24,413	21,185
19,137	Depreciation, Amortisation and Impairment	4(d)	18,387	18,598
9,141	Other Expenses	4(e)	10,952	10,432
-	Interest and Investment Losses	3(c)	-	-
-	Net Loss from the disposal of assets	5	-	-
-	Share of interests in joint ventures and associates using the equity method	19	-	-
<b>90,102</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>90,425</b>	<b>84,101</b>
<b>18,150</b>	<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>		<b>23,246</b>	<b>15,987</b>
-	Operating result from discontinued operations	24	-	-
<b>18,150</b>	<b>NET OPERATING RESULT FOR THE YEAR</b>	2(a)	<b>23,246</b>	<b>15,987</b>
<b>(5,210)</b>	<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</b>		<b>460</b>	<b>448</b>

(1) 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 2012

	Notes	2012 (\$'000)	2011 (\$'000)
<b>Net operating result for the year - from Income Statement</b>		<b>23,246</b>	<b>15,987</b>
<b>Other comprehensive income</b>			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	-	-
Gain (loss) on revaluation of available-for-sale investments	20(b)	-	-
Realised available-for-sale investment gains recognised in revenue	20(b)		
Adjustment to correct prior period errors	20(d)	-	-
<b>Total other comprehensive income for the year</b>		<b>23,246</b>	<b>15,987</b>
<b>Total comprehensive income for the year</b>			
Attributable to:			
- Council		23,246	15,987
- Minority Interests			

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

# Balance Sheet

## As at 30 June 2012

	Notes	2012		2011	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>ASSETS</b>					
Current Assets					
Cash & Cash Equivalents	6(a)	13,973		8,532	
Investments	6(b)	38,000		50,030	
Receivables	7	6,379		5,792	
Inventories	8	330		420	
Other	8	231		969	
Non Current assets classified as held for Sale	22	-		-	
<b>Total Current Assets</b>			<b>58,913</b>		<b>65,743</b>
<b>NON CURRENT ASSETS</b>					
Investments	6(b)	27,109		10,502	
Receivables	7	1,023		938	
Infrastructure, Property, Plant and Equipment	9	2,171,833		2,156,578	
Investments accounted for using equity method	19	-		-	
Investment Property	14	2,275		2,200	
Intangible assets	25	-		-	
Other	8	-		-	
<b>Total Non Current Assets</b>			<b>2,202,240</b>		<b>2,170,218</b>
<b>TOTAL ASSETS</b>			<b>2,261,153</b>		<b>2,235,961</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	10(a)	16,387		15,393	
Borrowings	10(a)	492		775	
Provisions	10(a)	9,130		7,455	
<b>Total Current Liabilities</b>			<b>26,009</b>		<b>23,623</b>
<b>Non Current Liabilities</b>					
Payables	10(a)	-		-	
Borrowings	10(a)	3,412		3,899	
Provisions	10(a)	221		174	
<b>Total Non Current Liabilities</b>			<b>3,633</b>		<b>4,073</b>
<b>TOTAL LIABILITIES</b>			<b>29,642</b>		<b>27,696</b>
<b>NET ASSETS</b>			<b>2,231,511</b>		<b>2,208,265</b>
<b>EQUITY</b>					
Retained Earnings	20	1,713,135		1,689,889	
Revaluation Reserves	20	518,376		518,376	
Council Equity Interest			<b>2,231,511</b>		<b>2,208,265</b>
Minority Equity Interest			-		-
<b>TOTAL EQUITY</b>			<b>2,231,511</b>		<b>2,208,265</b>

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

# Statement of Changes In Equity

As at 30 June 2012

	2012						Total Equity
	(\$'000)						
	Notes	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity/Interest	Minority Interest	
<b>Opening Balance</b>	20	1,689,889	518,376	-	2,208,265	-	2,208,265
Correction of errors							
Changes in Accounting Policies						-	
<b>Restated Opening Balance</b>	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
<b>Closing Balance</b>	20	1,713,135	518,376	-	2,231,511	-	2,231,511

	2011						Total Equity
	(\$'000)						
	Notes	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity/Interest	Minority Interest	
<b>Opening Balance</b>	20	1,712,118	518,376		2,230,494	-	2,230,494
Correction of errors		(38,216)			(38,216)		(38,216)
Changes in Accounting Policies							
<b>Restated Opening Balance</b>	20	1,673,902	518,376	-	2,192,278	-	2,192,278
Net Operating Result for the Year	20	15,987	-	-	15,987	-	15,987
Other Comprehensive Income	20						
Total Comprehensive Income	20	15,987	-	-	15,987	-	15,987
<b>Closing Balance</b>	20	1,689,889	518,376	-	2,208,265	-	2,208,265

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

# Statement Of Cash Flows

## for the Year Ended 30 June 2012

Original Budget <sup>(1)</sup> 2012 (\$'000)		Notes	2012		2011	
			(\$'000)	(\$'000)	(\$'000)	(\$'000)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
	<b>Receipts</b>					
58,135	Rates & Annual Charges		58,290		56,353	
12,379	User Charges & Fees		12,885		12,017	
3,081	Investment Revenue and Interest		4,413		4,388	
6,730	Grants and Contributions		19,761		15,092	
-	Deposits and Retentions		1,752		1,984	
6,050	Other		7,604		7,317	
	<b>Payments</b>					
(36,394)	Employee Benefits and on-costs		(34,864)		(34,043)	
(22,846)	Materials and Contracts		(25,719)		(22,279)	
(596)	Borrowing Costs		(203)		(241)	
-	Deposits and Retentions		(1,510)		(2,395)	
(13,760)	Other		(11,307)		(12,019)	
<b>12,778</b>	<b>Net cash provided (or used) in Operating Activities</b>	11(b)		<b>31,102</b>		<b>26,174</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
	<b>Receipts</b>					
28,250	Sale of Investments		28,545		23,364	
-	Sale of Investment Property		-		-	
-	Sale of Real Estate Assets		-		1,008	
1,958	Sale of Infrastructure, Property, Plant and Equipment		1,200		1,309	
-	Sale of Interests in Joint Ventures/Associates		-		-	
-	Proceeds from Boundary Adjustment		-		-	
-	Other		-		-	
	<b>Payments</b>					
(50,030)	Purchase of Investments		(32,093)		(48,032)	
	Purchase of Investment property		-		-	
(47,473)	Purchase of Property, Plant and Equipment		(22,543)		(22,998)	
-	Purchase of Real Estate		-		-	
-	Purchase of Interests in Joint Ventures/Associates		-		-	
-	Other		-		-	
<b>(67,295)</b>	<b>Net cash provided by (or used in) Investing Activities</b>			<b>(24,891)</b>		<b>(45,349)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
	<b>Receipts</b>					
-	Borrowings and Advances		-		-	
-	Other		-		-	
	<b>Payments</b>					
(381)	Borrowings and Advances		(442)		(427)	
-	Lease Liabilities		-		-	
-	Other		-		-	
<b>(381)</b>	<b>Net cash provided by (or used in) Financing Activities</b>			<b>(442)</b>		<b>(427)</b>
(54,897)	Net Increase (Decrease) in Cash & Cash Equivalents			5,769		(19,602)
8,204	Cash & Cash Equivalents at beginning Reporting Pd	11(a)		8,204		27,806
<b>(46,693)</b>	<b>Cash &amp; Cash Equivalents at end of Reporting Pd</b>	<b>11(a)</b>		<b>13,973</b>		<b>8,204</b>

\* Original Budget as approved by Council - Refer Note 16

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

# Notes To The Financial Statements

## for the Financial Year Ended 30 June 2012

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# 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 Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. NSW Council 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 2011 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

NSW Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2011.

### (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.

### 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.

### 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.

### (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 grants or contributions from prior years that was expended on Council's operations during the current year.

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

### 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 Local Government Act 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

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



# Note 1

## Summary of significant accounting policies

### 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 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.

# Note 1

## Summary of significant accounting policies

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

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

### (k) INVESTMENTS AND OTHER FINANCIAL ASSETS

#### Classification

Council classifies its 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(l).

#### 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 Council 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

# Note 1

## Summary of significant accounting policies

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.

### (i) FAIR VALUE ESTIMATION

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

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

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

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

### (m) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

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

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

For all other assets, Council assesses at each

reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. 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.

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

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

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

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

### (n) INVESTMENT PROPERTY

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

Investment property includes properties that are under construction for future use as investment properties. These are also carried at fair value unless the fair value cannot 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.

# Note 1

## Summary of significant accounting policies

### (s) EMPLOYEE BENEFITS

#### (i) Short-term obligations

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

#### (ii) 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.

##### (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.

# Note 1

## Summary of significant accounting policies

### (x) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2012 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 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 to 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

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 2012	Actual 2012	Actual 2011	Original Budget 2012	Actual 2012	Actual 2011	Original Budget 2012	Actual 2012	Actual 2011	Actual 2012	Actual 2011	Actual 2012	Actual 2011
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>PEOPLE</b>													
Group Manager - Community Life	-	-	84	58	40	108	-	(40)	(24)	-	-	-	-
Community & Culture	897	1,029	905	3,171	2,784	2,467	(2,273)	(1,755)	(1,562)	711	629	28,697	28,697
Community Relations and Events	576	604	623	2,256	2,231	1,999	(1,680)	(1,627)	(1,376)	0	0	12,843	12,845
Library Services	888	892	862	5,351	5,014	4,904	(4,463)	(4,122)	(4,042)	264	259	9,918	9,818
Open Space	5,074	693	709	4,076	2,827	2,390	998	(2,135)	(1,681)	50	456	1,161,874	1,159,990
RALC	4,891	4,637	4,534	6,095	5,092	4,520	(1,203)	(455)	14	0	0	48,491	47,772
	<b>12,328</b>	<b>7,854</b>	<b>7,717</b>	<b>21,006</b>	<b>17,988</b>	<b>16,388</b>	<b>(8,621)</b>	<b>(10,134)</b>	<b>(8,671)</b>	<b>1,025</b>	<b>1,343</b>	<b>1,261,824</b>	<b>1,259,122</b>
<b>GOVERNANCE</b>													
Group Manager - Corporate Services	15	6	3	15	6	3	-	-	-	-	-	-	-
Human Resources	10	52	103	9	52	103	-	-	-	34	82	(2)	(1)
Customer Services	7	8	2	5	8	2	-	-	-	-	-	8	8
Governance	-	1	2	-	1	2	-	-	-	-	-	-	-
Risk and Audit	62	179	(167)	62	179	123	-	-	(290)	40	-	-	-
Financial Services	3,312	5,654	6,383	3,309	5,654	6,383	-	-	-	-	-	9,281	9,282
Information Systems	10	(127)	21	(2,719)	(127)	21	2,729	-	-	-	-	1,910	(247)
General Manager only	-	-	-	(188)	-	-	-	-	-	-	-	2,635	2
Strategy & Organisational Development	5	4	2	5	4	2	-	-	-	-	-	5,292	5,191
	<b>3,421</b>	<b>5,776</b>	<b>6,349</b>	<b>498</b>	<b>5,776</b>	<b>6,639</b>	<b>2,729</b>	<b>-</b>	<b>(290)</b>	<b>74</b>	<b>82</b>	<b>19,124</b>	<b>14,235</b>
<b>ENVIRONMENT</b>													
Assessment	1,157	1,174	1,115	3,279	3,272	2,520	(2,121)	(2,098)	(1,406)	-	-	-	-
Environment	48	232	6	1,039	1,197	1,213	(991)	(965)	(1,208)	79	(3)	40	-
Environmental Health & Building	1,264	975	913	2,179	2,009	1,908	(914)	(1,034)	(995)	-	-	183	188
Regulatory Services	3,654	4,081	4,107	2,109	2,043	1,970	1,545	2,038	2,137	-	2	65	67
Group Manager - Environment & Planning	-	-	-	19	(6)	(6)	-	-	6	-	-	-	-
Urban Planning	262	9,236	4,000	2,111	1,919	1,927	(1,849)	7,317	2,073	-	55	373	-
	<b>6,386</b>	<b>15,698</b>	<b>10,140</b>	<b>10,736</b>	<b>10,434</b>	<b>9,531</b>	<b>(4,330)</b>	<b>5,264</b>	<b>607</b>	<b>79</b>	<b>54</b>	<b>660</b>	<b>255</b>
<b>ASSETS</b>													
Asset Systems	2,464	4,414	4,871	12,214	11,826	8,879	(9,750)	(7,412)	(4,007)	1,128	2,172	562,088	560,442
Building Service Unit	20,237	14,053	9,907	9,288	7,632	14,487	10,949	6,421	(4,581)	-	-	58,972	48,285
Infrastructure Integration	19	257	257	5,145	4,569	5,670	(5,126)	(4,311)	(5,412)	80	134	268,472	270,197
Business Infrastructure	15,427	15,341	14,324	16,764	16,470	14,223	(1,337)	(1,128)	101	197	272	16,330	15,171
Group Manager - Public Works	-	1	-	59	10	-	-	(9)	-	-	-	-	-
Operations	442	586	158	10,988	13,218	7,062	(10,545)	(12,632)	(6,904)	3	59	1,908	1,908
Project Development	60	1,341	-	2,121	1,166	-	(2,061)	175	-	232	-	-	-
Traffic & Governance	-	14	-	145	422	-	-	(408)	-	10	-	-	-
	<b>38,649</b>	<b>36,007</b>	<b>29,516</b>	<b>56,722</b>	<b>55,311</b>	<b>50,321</b>	<b>(17,870)</b>	<b>(19,304)</b>	<b>(20,805)</b>	<b>1,651</b>	<b>2,637</b>	<b>907,770</b>	<b>896,002</b>
<b>Total Functions &amp; Activities</b>	<b>60,783</b>	<b>65,335</b>	<b>53,722</b>	<b>88,963</b>	<b>89,510</b>	<b>82,880</b>	<b>(28,092)</b>	<b>(24,174)</b>	<b>(29,158)</b>	<b>2,829</b>	<b>4,116</b>	<b>2,189,337</b>	<b>2,169,614</b>
<b>General Purpose Revenue</b>	47,468	48,337	46,366	1,139	915	1,223	46,330	47,422	45,143	4,266	3,444	71,776	66,347
<b>Totals</b>	<b>108,252</b>	<b>113,671</b>	<b>100,088</b>	<b>90,102</b>	<b>90,425</b>	<b>84,101</b>	<b>18,150</b>	<b>23,246</b>	<b>15,987</b>	<b>7,095</b>	<b>7,560</b>	<b>2,261,153</b>	<b>2,235,961</b>

## Note 2(b) Components Of Functions Or Activities

The activities relating to the Council's functions and activities reported on in Note 2 (a) are as follows:

### COMMUNITY & CULTURE

Social planning and Policy  
Community development  
Social service delivery

### COMMUNITY RELATIONS & EVENTS

Co-ordination of Community Events  
Publications and Media Releases  
Management & Hire of Community Halls

### LIBRARY SERVICES

Information and lending services  
Community information  
Local studies

### OPEN SPACE

Planning and administration of all the City's sporting and recreational facilities and open space  
Management of trees in public areas and on private land  
Landscape design and recreational planning  
Review and implementation of construction and maintenance works programs for sporting and recreational facilities and open space

### RYDE AQUATIC LEISURE CENTRE

Provide a first-class aquatic and multi-purpose sports facility  
Operate the facility on a commercial basis

### CORPORATE SERVICES

Internal support services. eg. Councillor Services, Customer Services, Financial Services, Human Resources, Information Management, Strategic Unit & Office of the General Manager

### ASSESSMENT

Assessment of development applications

### ENVIRONMENT

Preparation of the State of the Environment Report  
Preparation of Environmental Policy

### HEALTH AND BUILDING

Enforcement of illegal landuses and illegal buildings  
Maintenance of registers  
Issuing planning certificates and building certificates  
Undertaking property searches  
Food shop inspections  
Regulated system (e.g. cooling towers) inspections  
Pollution control  
Construction and compliance certificates issued  
Principal Certifying Authority activities

### REGULATORY SERVICES

Animal control  
Street and Parking control

### SUPPORT SERVICES

Provision of facilitation/mediation services  
Review and development of business processes  
Executive support

### URBAN PLANNING

Heritage planning and conservation  
Preparation of statutory planning instruments  
Preparation of integrated planning strategies including master plans  
Pre-lodgement advice and client management  
Progress building inspections

### ASSET SYSTEMS

Management of the City's road network and other access infrastructure including wharves, boat ramps and bikeways  
Development of the Asset Management Program for access infrastructure  
Review and implementation of the construction and maintenance works programs for access assets

### BUILDINGS SERVICE UNIT

Supply and maintain corporate and community land and buildings used to accommodate Council's operations and to provide facilities and services to the Community  
Commercial management of land and buildings  
Commercial disposal of surplus land and properties  
Property acquisition

### INFRASTRUCTURE INTEGRATION

Management of the City's stormwater network including natural creek systems  
Development of City's Catchment Management Plans  
Development of City's Stormwater Management Program for stormwater infrastructure  
Review and implementation of construction and maintenance works programs for stormwater assets and creek systems

### BUSINESS INFRASTRUCTURE

Regular collection of domestic garbage from all residential premises and collection of commercial waste from commercial premises in the City  
Regular collection of recyclable materials from all residential premises and contracted commercial premises in the City  
Removal of litter and rubbish from public places including public footpaths, roadways, malls, small reserves and pocket parks  
Provide and maintain the organisation's vehicles and equipment

### OPERATIONS

Oversee and implement the Construction and Maintenance Works Programs of Council  
Project management procurement of capital works

### GENERAL PURPOSE REVENUES

Rates and charges collection  
Investments and borrowings

## Note 3

### Income From Continuing Operations

	2012 (\$'000)	2011 (\$'000)
<b>(a) RATES AND ANNUAL CHARGES</b>		
<b>Ordinary Rates</b>		
Residential	24,397	23,588
Business	12,417	12,140
Environmental Management Levy	5,693	5,515
<b>Total Ordinary Rates</b>	<b>42,507</b>	<b>41,243</b>
<b>Special Rates</b>		
Macquarie Park	1,185	1,178
<b>Total Special Rates</b>	<b>1,185</b>	<b>1,178</b>
<b>Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</b>		
Domestic Waste Management Services	13,674	12,845
Stormwater Management Service Charge	981	972
Section 611 Charges	167	100
<b>Total Annual Charges</b>	<b>14,822</b>	<b>13,917</b>
<b>Total Rates and Annual Charges</b>	<b>58,514</b>	<b>56,338</b>
Note: Council has used 2010 valuations provided by the NSW Valuer General in calculating its rates.		
<b>(b) USER CHARGES AND FEES</b>		
<b>User Charges (pursuant to s.502)</b>		
Aquatic Centre	4,480	4,438
Sports Facility Rental	565	251
Hall Hire	455	495
Road Restorations	1,508	835
Gutter Crossings	281	212
Commercial Waste Service	787	700
Other	38	34
<b>Total User Charges</b>	<b>8,114</b>	<b>6,965</b>
<b>Fees</b>		
Regulatory/Statutory Fees	1,699	1,748
s603 Certificates	167	123
Discretionary		
- Parking fees	862	889
- Environmental Planning	794	821
- Private Works	103	49
- Vacation Care	141	139
- Home Maintenance & Modification	106	72
- Other	119	136
<b>Total Fees</b>	<b>3,991</b>	<b>3,977</b>
<b>Total User Charges and Fees</b>	<b>12,105</b>	<b>10,942</b>
<b>(c) INTEREST AND INVESTMENT REVENUE</b>		
Overdue Rates & Charges	174	183
Cash, cash equivalents and investments:		
- Externally restricted	422	380
- Internally restricted	-	-
- Unrestricted	3,872	3,865
Impairment Losses		
- Investments	-	-
Premiums recognised on financial instrument transactions		
Amortisation of discounts and premiums:		
- Investments held to maturity	14	1
<b>Total Interest and Investment Revenue</b>	<b>4,482</b>	<b>4,429</b>



## Note 3

### Income From Continuing Operations (continued)

	2012 (\$'000)	2011 (\$'000)
<b>(d) OTHER REVENUES</b>		
Fair value adjustments - investment properties	75	-
Rental income:		
- Investment Property	211	212
- Other Property	943	901
Parking Fines	3,113	3,060
Other Fines	71	61
Ex Gratia rates	-	-
Materials Recycling	165	48
Lease - Telecommunications	234	237
Legal Fees Recoveries		
- Rates	-	-
- Other	1	3
Insurance Claims	97	4
Staff Vehicle Leases and Other Payments	528	376
Royalties	-	-
Sundry Sales	31	20
Other	554	484
<b>Total Other Revenue</b>	<b>6,023</b>	<b>5,406</b>

	Operating		Capital	
	2012 (\$'000)	2011 (\$'000)	2012 (\$'000)	2011 (\$'000)
<b>(e) GRANTS</b>				
<b>General Purpose (Untied)</b>				
Financial Assistance	3,734	2,908	-	-
Pensioner Rebate Subsidy - Rates	532	536	-	-
<b>Total General Purpose (Untied)</b>	<b>4,266</b>	<b>3,444</b>	-	-
<b>Specific Purpose</b>				
Pensioner Rebate Subsidy - Domestic Waste	216	210	-	-
Vacation Care	56	66	-	-
Master Plans	-	134	-	-
Library	264	259	-	-
Home Maintenance & Modification	394	348	-	-
Child Care Assistance	-	-	-	-
DEEWR - Apprentice Rebate Scheme	34	95	-	-
Community Staff Funding	207	195	-	-
Street & Traffic Lighting	355	347	-	-
Roads To Recovery	-	-	424	424
RTA Transport	-	-	573	1,284
Parks Grants	-	-	50	294
Domestic Waste Management	-	-	-	-
Environment	-	2	-	-
Catchment Management	-	-	-	145
Other	122	136	134	177
<b>Total Specific Purpose</b>	<b>1,648</b>	<b>1,792</b>	<b>1,181</b>	<b>2,324</b>
<b>Total Grants</b>	<b>5,914</b>	<b>5,236</b>	<b>1,181</b>	<b>2,324</b>
<b>Comprising:</b>				
- Commonwealth funding	4,746	3,913	-	-
- State funding	1,168	1,323	1,181	2,324
- Other funding	-	-	-	-
	<b>5,914</b>	<b>5,236</b>	<b>1,181</b>	<b>2,324</b>

## Note 3

### Income From Continuing Operations (continued)

	Operating		Capital	
	2012 (\$'000)	2011 (\$'000)	2012 (\$'000)	2011 (\$'000)
<b>(f) CONTRIBUTIONS</b>				
Developer Contributions (s94)				
- Open Space	-	-	4,985	2,123
- Parking	-	-	-	-
- Drainage	-	-	213	324
- Traffic Facilities	-	-	1,702	262
- Other	-	-	40	25
- Meadowbank	-	-	-	-
- Community Facilities	-	-	1,575	588
Voluntary Planning Agreements	-	-	404	250
Other Councils	532	514	-	-
Community Facilities	-	-	-	1,000
Community Events	-	6	-	-
Other	55	6	86	200
RTA Contributions				
- Roads & Bridges	1,584	341	-	-
- Other	99	68	-	-
Buildings & Property (In Kind)	-	-	12,500	8,340
Buildings & Property (In Kind) - s94	-	-	-	-
Customer/Resident Contributions	-	-	100	103
LSL Contributions from other Councils	211	211	-	-
Macquarie Park Master Plans	-	-	-	-
Bus Shelters	-	-	-	-
Waste Performance Improvement Program	595	521	-	-
<b>Total Contributions</b>	<b>3,076</b>	<b>1,667</b>	<b>21,605</b>	<b>13,215</b>
<b>Total Grants &amp; Contributions</b>	<b>8,990</b>	<b>6,903</b>	<b>22,786</b>	<b>15,539</b>

	2012 (\$'000)	2011 (\$'000)
<b>(g) RESTRICTIONS RELATING TO GRANTS AND CONTRIBUTIONS</b>		
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	9,749	5,224
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	2,573	2,869
<b>Net increase/(decrease) in Restricted Grants and Contributions</b>	<b>7,176</b>	<b>2,355</b>

## Note 4

### Expenses From Continuing Operations

	2012 (\$'000)	2011 (\$'000)
<b>(a) EMPLOYEE BENEFITS &amp; ON COSTS</b>		
Salaries and Wages	25,599	24,723
Employee Leave Entitlements	8,251	5,518
Superannuation	3,290	3,344
Workers' Compensation Insurance	1,152	1,075
Finance Benefits Tax (FBT)	151	267
Training Costs (excluding salaries)	369	298
Other	505	425
Less: Capitalised Costs	(2,846)	(2,006)
<b>Total Employee Costs Expensed</b>	<b>36,471</b>	<b>33,644</b>
<b>Number of FTE Employees</b>	<b>427</b>	<b>490</b>
<b>(b) BORROWING COSTS</b>		
Interest on overdrafts	-	-
Interest on loans	202	242
Charges on finance leases	-	-
Discounts recognised on financial instrument transactions		
Amortisation of discounts and premiums		
- Investments held to maturity	-	-
- Remediation		
Less: Capitalised Costs		
<b>Total Borrowing Costs Expensed</b>	<b>202</b>	<b>242</b>
<b>(c) MATERIALS AND CONTRACTS</b>		
Raw materials and consumables	1,427	852
Contractor and Consultancy Costs	22,634	19,585
Audit Fees:		
- Audit Services	53	53
- Other <sup>(1)</sup>	2	1
Legal Fees:		
- Planning & Development	172	159
- Other	301	94
Operating leases		
- Computers	-	-
Infringement Notice Contract (SEINS)	384	441
Other	-	-
Less: Capitalised Costs	(560)	-
<b>Total Materials &amp; Contracts</b>	<b>24,413</b>	<b>21,185</b>
<sup>(1)</sup> 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		
AASB1054(10)(a) Audit and review of financial statements	53	53
AASB1054(10)(b),(11) Other assurance services:		
- Audit of regulatory returns	-	-
- Due diligence services	-	-
<b>Total remuneration for audit and other assurance services</b>	<b>53</b>	<b>53</b>
(ii) Taxation services		
Tax compliance services	-	-
<b>Total remuneration for taxation services</b>	<b>-</b>	<b>-</b>
(iii) Other Services		
Advice on Financial Projections for projects	2	-
Attendance of Council meetings	1	1
<b>Total remuneration for other services</b>	<b>3</b>	<b>1</b>
<b>Total remuneration of Hills Rogers Spencer Steer</b>	<b>56</b>	<b>54</b>

## Note 4

### Expenses From Continuing Operations (Continued)

	Depreciation/Amortisation		Impairment	
	2012 (\$'000)	2011 (\$'000)	2012 (\$'000)	2011 (\$'000)
<b>(d) DEPRECIATION, AMORTISATION AND IMPAIRMENT</b>				
Plant and Equipment	1,564	1,697		
Office Equipment	1,387	1,509		
Furniture & Fittings	180	193		
Property Plant and Equipment Leased	-	-		
Land Improvements (Depreciable)	928	928		
Buildings - Specialised	1,188	1,188		
- Non-specialised	1,232	1,232		
Other Structures	2,496	2,380		
Infrastructure:				
- Roads, Bridges and Footpaths	5,435	5,435		
- Stormwater Drainage	3,801	3,801		
Other Assets:				
- Heritage Collections	-	-		
- Library Books	484	473		
Total Depreciation Costs	<b>18,695</b>	<b>18,836</b>	-	-
Less: Capitalised Costs/Impairment reversals	(308)	(238)		
<b>Total Depreciation and Total Impairment</b>	<b>18,387</b>	<b>18,598</b>	-	-

	2012 (\$'000)	2011 (\$'000)
<b>(e) OTHER EXPENSES</b>		
Other expenses for the year include the following:		
Fair Value decrements - Investment Properties	-	-
Bad & Doubtful Debts	(8)	108
Mayoral Fee	57	55
Councillors' Fees	254	244
Councillors' (incl. Mayor) Expenses	117	141
Election Costs (excl. Employee Costs)	-	-
Interest on Refundable Deposits	134	448
Insurance	1,062	962
Insurance - Statewide Mutual Provision	-	-
Street Lighting	1,811	1,704
Communications Costs	191	159
Contribution to Fire Control	1,497	1,491
Contribution to Dept of Planning	231	225
Contributions & Donations - Community Grants	482	455
Waste Development Tax	2,280	1,866
Membership Fees	112	111
Valuation Fees	147	132
Electricity & Heating	1,360	1,084
Water Rates	305	344
Bank Fees & Charges	198	187
Property Lease Costs	56	40
Postage & Courier Costs	259	277
Advertising	210	250
Operating Leases	-	-
Parking Infringement Collection	-	-
Remediation	-	-
Green Waste Collection Charges	-	-
Other Expenses	197	149
Less: Capitalised Costs	-	-
<b>Total Other Expenses From Continuing Operations</b>	<b>10,952</b>	<b>10,432</b>

## Note 5

### Gains or Losses on Disposal of Assets

	2012 (\$'000)	2011 (\$'000)
<b>GAIN (OR LOSS) ON DISPOSAL OF STRATUM LAND</b>		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	-	-
<b>Gain (or loss) on disposal</b>	-	-
<b>GAIN (OR LOSS) ON DISPOSAL OF PROPERTY</b>		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	-	-
<b>Gain (or loss) on disposal</b>	-	-
<b>GAIN (OR LOSS) ON DISPOSAL OF INFRASTRUCTURE, PLANT &amp; EQUIPMENT</b>		
Proceeds from disposal	1,200	1,309
Less: Carrying amount of assets sold	1,444	1,433
<b>Gain (or loss) on disposal</b>	<b>(244)</b>	<b>(124)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE</b>		
Proceeds from sales	-	1,008
Less: Cost of sales	-	971
<b>Gain (or loss) on disposal</b>	-	<b>37</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF INVESTMENT PROPERTY</b>		
Proceeds from disposal		
Less: Carrying value of Investment Property		
<b>Gain (or loss) on disposal</b>	-	
<b>GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS</b>		
Proceeds from disposal	2,015	3,864
Less: Carrying value of Financial assets	1,000	3,246
<b>Gain (or loss) on disposal</b>	<b>1,015</b>	<b>618</b>
<b>NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS</b>	<b>771</b>	<b>531</b>

## Note 6(a)

### Cash And Cash Equivalents

	2012 (\$'000)	2011 (\$'000)
Cash at bank and on hand	300	13
Deposits at call	13,673	8,519
	<b>13,973</b>	<b>8,532</b>

## Note 6(b)

### Investments

The following financial assets are held as investments:	2012		2011	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	-	-	500	-
Held to Maturity Investments	38,000	27,109	49,530	10,502
Available for Sale Financial Assets	-	-	-	-
<b>Total</b>	<b>38,000</b>	<b>27,109</b>	<b>50,030</b>	<b>10,502</b>
<b>Financial Assets at Fair Value Through Profit and Loss</b>				
At beginning of year	500	-	750	-
Revaluation to income statement	-	-	-	-
Additions	-	-	-	-
Disposals (Sale/Redemption)	(500)	-	(250)	-
Reclassification	-	-	-	-
<b>At end of year</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>
<b>Held for Trading:</b>				
- Managed funds	-	-	500	-
- CDOs	-	-	-	-
- FRNs	-	-	-	-
- Listed equity securities	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>
<b>Held to Maturity Investments</b>				
At beginning of year	49,530	10,502	27,500	6,995
Amortisation of discounts & premiums	-	14	-	1
Additions	12,000	20,093	39,030	9,002
Disposals	(26,030)	(1,000)	(19,500)	(2,996)
Impairment	-	-	-	-
Transfer to Current	2,500	(2,500)	2,500	(2,500)
<b>At end of year</b>	<b>38,000</b>	<b>27,109</b>	<b>49,530</b>	<b>10,502</b>
<b>Comprising of:</b>				
- CDOs	-	-	-	-
- FRNs	1,000	17,870	-	6,002
- Fixed Bonds	-	1,989	-	-
- Other	37,000	7,250	49,530	4,500
<b>TOTAL</b>	<b>38,000</b>	<b>27,109</b>	<b>49,530</b>	<b>10,502</b>
<b>Total cash, cash equivalents and investments</b>	<b>51,973</b>	<b>27,109</b>	<b>58,562</b>	<b>10,502</b>

## Note 6(c)

### Restricted Cash, Cash Equivalents & Investments

	2012		2011	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Total cash, cash equivalents and investments</b>	<b>51,973</b>	<b>27,109</b>	<b>58,562</b>	<b>10,502</b>
External restrictions	6,112	14,830	4,712	2,951
Internal restrictions	38,610	12,279	48,725	295
Unrestricted	7,251	-	5,125	-
<b>Total</b>	<b>51,973</b>	<b>27,109</b>	<b>58,562</b>	<b>10,502</b>

	Opening Balance 30 June 2011 (\$'000)	Transfers to Restrictions (\$'000)	Transfers from Restrictions (\$'000)	Closing Balance 30 June 2012 (\$'000)
<b>EXTERNAL RESTRICTIONS</b>				
<b>Included in Liabilities</b>	-	-	-	-
<b>Other</b>				
Developer Contributions (A)	4,553	8,937	(1,715)	11,775
Specific Purpose Unexpended Grants (B)	1,988	812	(858)	1,942
Domestic Waste Management (C)	3,782	13,920	(13,347)	4,355
Stormwater Management	386	984	(407)	963
Macquarie Park Special Rate	1,438	1,191	(937)	1,692
External Works Drainage Contributions	116	99	0	215
<b>Total External Restrictions</b>	<b>12,263</b>	<b>25,943</b>	<b>(17,264)</b>	<b>20,942</b>
<b>INTERNAL RESTRICTIONS</b>				
Plant Replacement Reserve	2,244	1,454	(1,829)	1,869
Employee Leave Entitlements	1,971	929	0	2,900
Incompleted/Carry Over Works and Projects	2,980	2,976	(2,685)	3,271
Refundable Deposits	7,960	241	0	8,201
Voluntary Planning Agreements	388	404	0	792
Asset Replacement Reserve	7,889	2,250	(3,131)	7,008
Ryde Aquatic Leisure Centre	3,262	3,261	(3,802)	2,721
Investment Property Reserve	17,288	0	(522)	16,766
Civic Centre Precinct Redevelopment Reserve	4,104	500	(2,633)	1,971
Financial Security Reserve	1,004	1,060	0	2,064
Insurance Fluctuation Reserve	236	64	(18)	282
Other	2,349	1,836	(1,141)	3,044
<b>Total Internal Restrictions</b>	<b>51,675</b>	<b>14,975</b>	<b>(15,761)</b>	<b>50,889</b>
<b>Total Restrictions</b>	<b>63,938</b>	<b>40,918</b>	<b>(33,025)</b>	<b>71,831</b>

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	2012		2011	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and Annual Charges	1,373	915	1,239	825
Rates Interest & Extra Charges	162	108	170	113
User Charges & Fees				
Environmental & Health	283	-	228	-
Restorations	201	-	143	-
Recreational Facilities	94	-	71	-
Property & Infrastructure Works	175	-	109	-
Home Modification Service	12	-	8	-
Ryde Aquatic Leisure Centre	111	-	71	-
Interest on Investments	882	-	827	-
Contributions to Works	248	-	210	-
Government Grants & Subsidies	1,639	-	1,617	-
Commercial Waste	266	-	220	-
GST	852	-	817	-
Asset Sales	-	-	-	-
Workers Compensation	19	-	48	-
Voluntary Planning Agreement	-	-	-	-
Computer Equipment Charges	-	-	-	-
Other	280	-	247	-
<b>Total</b>	<b>6,597</b>	<b>1,023</b>	<b>6,025</b>	<b>938</b>
Less: Provision for Doubtful Debts				
- Rates and Annual Charges	-	-	-	-
- Interest and extra charges				
- User Charges and Fees	218	-	233	-
- Government Grants & Subsidies	-	-	-	-
	<b>6,379</b>	<b>1,023</b>	<b>5,792</b>	<b>938</b>
<b>EXTERNALLY RESTRICTED RECEIVABLES</b> (Included Above)				
Domestic Waste Management	318	212	286	190
<b>TOTAL RESTRICTED RECEIVABLES</b>	<b>318</b>	<b>212</b>	<b>286</b>	<b>190</b>
UNRESTRICTED RECEIVABLES	6,061	811	5,506	748
<b>TOTAL RECEIVABLES</b>	<b>6,379</b>	<b>1,023</b>	<b>5,792</b>	<b>938</b>

#### Rates and Annual Charges

Rates are secured by underlying properties. Interest is charged on overdue rates at 9% (2011 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 \$2,288,000 (2011 \$2,064,000)

#### 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 \$218,000.

#### Government Grants

Government grants and subsidies (subject to terms and conditions of the relevant agreement) have been guaranteed.



## Note 8

### Inventories & Other Assets

	2012		2011	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>INVENTORIES</b>				
Real Estate (refer below)	-	-	-	-
Stores and Materials	330	-	420	-
Other	-	-	-	-
<b>Total Inventories</b>	<b>330</b>	<b>-</b>	<b>420</b>	<b>-</b>
<b>Inventories not expected to be realised within the next 12 months</b>	<b>132</b>	<b>-</b>	<b>208</b>	<b>-</b>
<b>Other Assets</b>				
Prepayments	231	-	969	-
<b>Total Other Assets</b>	<b>231</b>	<b>-</b>	<b>969</b>	<b>-</b>

# Note 9(a)

## Infrastructure, Property, Plant & Equipment

ASSET TYPE	At 30 June 2011					Asset Movements During the Year					At 30 June 2012				
	Cost/Deemed Cost	Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)	Asset Purchases	Transfers From WIP	WDV of Disposals	Transfers and Adjustments	Depreciation and Impairment	Gross book value	Asset Revaluation Accumulated Depreciation	Cost/Deemed Cost	Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)
Plant and Equipment	22,524	11,197	11,327	11,327	3,367	17	1,292	-	1,564	-	-	-	23,432	11,577	11,855
Office Equipment	19,207	15,158	4,049	4,049	893	4	152	-	1,387	-	-	-	12,809	9,402	3,407
Furniture and Fittings	3,792	2,650	1,142	1,142	558	98	-	-	180	-	-	-	4,448	2,830	1,618
Leased Plant & Equipment	209	209	-	-	-	-	-	-	-	-	-	-	209	209	-
Land															
- Operational Land	204,089	-	204,089	204,089	-	-	-	-	-	-	-	-	204,089	-	204,089
- Community Land	1,017,725	-	1,017,725	1,017,725	-	-	-	-	-	-	-	-	1,017,725	-	1,017,725
- Land Improvements (non-depr'n)	4,345	-	4,345	4,345	2,923	158	-	-	-	-	-	-	7,426	-	7,426
- Land Improvements (depr'n)	12,624	9,056	3,568	3,568	28	181	-	-	928	-	-	-	12,833	9,984	2,849
- Land Under Infrastructure	11,552	-	11,552	11,552	-	-	-	-	-	-	-	-	11,552	-	11,552
Buildings															
- Specialised	43,497	13,272	30,225	30,225	-	-	-	-	1,188	-	-	-	43,497	14,460	29,037
- Non-specialised	115,232	48,743	66,489	66,489	9,969	103	-	-	1,232	-	-	-	125,304	49,976	75,328
Other Structures															
- Carports	10,936	2,525	8,411	8,411	-	-	-	-	170	-	-	-	10,936	2,695	8,241
- Foreshore Assets	17,199	3,903	13,296	13,296	-	-	-	-	140	-	-	-	17,199	4,043	13,156
- Parks	60,982	21,770	39,212	39,212	640	497	-	-	1,666	-	-	-	62,119	23,436	38,683
- Road Ancillary	12,030	3,666	8,364	8,364	316	-	-	-	218	-	-	-	12,346	3,884	8,462
- Other	2,636	1,270	1,366	1,366	-	-	-	-	302	-	-	-	2,636	1,573	1,063
Infrastructure															
- Roads, Bridges and Footpaths															
- Road Pavement	391,944	76,581	315,363	315,363	3,336	67	-	-	3,502	-	-	-	395,347	80,082	315,265
- Road Ancillaries	18,285	5,566	12,719	12,719	533	27	-	-	275	-	-	-	18,845	5,841	13,004
- Bridges	20,855	4,452	16,403	16,403	-	9	-	-	170	-	-	-	20,864	4,622	16,242
- Footpaths and Cycleways	64,043	12,544	51,499	51,499	2,640	433	-	-	725	-	-	-	67,116	13,269	53,847
- Kerb & Guttering	93,554	22,466	71,088	71,088	366	11	-	-	763	-	-	-	93,931	23,229	70,702
- Stormwater Drainage	369,542	117,736	251,806	251,806	1,982	745	-	-	3,801	-	-	-	372,269	121,537	250,732
Other Assets															
- Heritage Collections	137	-	137	137	-	-	-	-	-	-	-	-	137	-	137
- Library Books	3,259	2,080	1,179	1,179	698	1	-	-	484	-	-	-	3,260	1,866	1,394
Capital Works in Progress	11,224	-	11,224	11,224	7,146	(2,351)	-	-	-	-	-	16,019	-	-	16,019
<b>TOTALS</b>	<b>11,224</b>	<b>2,520,198</b>	<b>374,844</b>	<b>2,156,578</b>	<b>35,395</b>	<b>-</b>	<b>1,444</b>	<b>-</b>	<b>18,695</b>	<b>-</b>	<b>-</b>	<b>16,019</b>	<b>2,540,329</b>	<b>384,515</b>	<b>2,171,833</b>

## Note 9(b) Restricted Infrastructure, Property, Plant And Equipment

Includes DWM Assets	980	121	859	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 and New Assets. 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 & Provisions

	2012		2011	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>PAYABLES</b>				
Goods and Services	5,280	-	4,963	-
Payments Received in Advance	1,248	-	747	-
Payments received in advance - Rates	184	-	168	-
Accrued Expenses	1,630	-	1,373	-
Advances	-	-	-	-
Interest Expenses	1	-	2	-
Deposits and Retentions	7,883	-	7,641	-
Staff Taxation Payments	-	-	-	-
Staff Salaries & Wages	-	-	-	-
Trust Account Deposits	-	-	-	-
Domestic Waste	123	-	473	-
Other Contributions	-	-	-	-
Other	38	-	26	-
<b>Total Payables</b>	<b>16,387</b>	<b>-</b>	<b>15,393</b>	<b>-</b>
<b>Current Payables not expected to be settled within the next 12 months</b>	<b>6,109</b>	<b>-</b>	<b>5,922</b>	<b>-</b>
<b>BORROWINGS</b>				
Bank Overdraft	-	-	328	-
Loans - secured <sup>(1)</sup>	492	3,412	447	3,899
Loans - unsecured	-	-	-	-
Government Advances	-	-	-	-
Ratepayers advances	-	-	-	-
Finance lease liability	-	-	-	-
Deferred payment liabilities	-	-	-	-
<b>Total Interest Bearing Liabilities</b>	<b>492</b>	<b>3,412</b>	<b>775</b>	<b>3,899</b>
<b>Provisions<sup>(2)(3)</sup></b>				
Annual & Other Accrued Leave	3,048	-	2,513	-
Sick Leave	200	-	216	-
Long Service Leave	5,882	221	4,726	174
Gratuities	-	-	-	-
Employee Leave Entitlements On Costs	-	-	-	-
Site Remediation (see Note 26)	-	-	-	-
Self Insurance Liabilities	-	-	-	-
Other Employee Provisions	-	-	-	-
<b>Total Provisions</b>	<b>9,130</b>	<b>221</b>	<b>7,455</b>	<b>174</b>
<b>Current provisions not expected to be settled within the next 12 months</b>	<b>5,707</b>	<b>-</b>	<b>4,588</b>	<b>-</b>
<b>Liabilities relating to restricted assets</b>				
Domestic Waste Management	123	-	473	-
<b>Total Liabilities relating to restricted assets</b>	<b>123</b>	<b>-</b>	<b>473</b>	<b>-</b>

<sup>(1)</sup> Loans are secured by the rating income of Council. <sup>(2)</sup> Vested ELE is all carried as a current provision. <sup>(3)</sup> Increase in provision due to movement in the Commonwealth Government Securities for 2012

## Note 10(b) Description of and Movement Of Provisions

Class of Provision	Opening Balance (\$'000)	Increase in Provision (\$'000)	Payments (\$'000)	Re-Measurement (\$'000)	Closing Balance (\$'000)
<b>Total</b>	<b>7,629</b>	<b>5,331</b>	<b>3,609</b>	<b>-</b>	<b>9,351</b>

**Note 11****Reconciliation Of Operating Result to Net Cash Movement from Operating Activities**

	Notes	2012 (\$'000)	2011 (\$'000)
<b>(a) RECONCILIATION OF CASH ASSETS</b>			
Total Cash & Cash Equivalent Assets	6a	13,973	8,532
Less Bank Overdraft	10	-	(328)
Balances as per the Statement of Cash Flows		13,973	8,204
<b>(b) RECONCILIATION OF NET OPERATING RESULT TO CASH PROVIDED FROM OPERATING ACTIVITIES</b>			
Net Operating Result from Income Statement		23,246	15,987
Add:			
- Depreciation and Impairment	4	18,387	18,598
- Impairment of investments	3	-	-
- Increase in provision for doubtful debts	7	-	119
- Increase in provision for leave entitlements	10	1,722	260
- Increase in Other Provisions	10	-	-
- Decrease in receivables	7	-	242
- Decrease in inventories	8	90	47
- Decrease in other current assets	8	738	-
- Increase in payables	10	1,032	380
- Increase in accrued interest payable	10	-	1
- Increase in other current liabilities	10	-	-
- Decrements from revaluations	4	-	-
- Loss on sale of assets	5	-	-
- 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	(15)	-
- Decrease in employee leave entitlements	10	-	-
- Decrease in Other Provisions	10	-	-
- Increase in receivables	7	(657)	-
- Increase in inventories	8	-	-
- Increase in other current assets	8	-	(564)
- Decrease in payables	10	-	-
- Decrease in accrued interest payable	10	(1)	-
- Decrease in other current liabilities	10	(80)	(24)
- Reversal of previous revaluation decrements		-	-
- Non cash contributions and dedications			
- Gain on sale of Assets	5	(771)	(531)
- Fair value adjustments to financial assets at fair value through profit and loss	6	-	-
- Fair value adjustments to investment properties	3	(75)	-
- Amortisation of discounts & premiums recognised	3	(14)	(1)
- Non Cash Capital Grants & Contributions	3	(12,500)	(8,340)
<b>Net cash provided by (used in) operating activities</b>		<b>31,102</b>	<b>26,174</b>
<b>(c) NON-CASH FINANCING AND INVESTING ACTIVITIES</b>			
Acquisition of Plant & Equipment by means of finance leases		-	-
S.94 contributions in kind		-	-
Dedications		12,500	8,340
		<b>12,500</b>	<b>8,340</b>
<b>(d) FINANCING ARRANGEMENTS</b>			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdrafts Facility		-	-
Corporate credit cards		45	40
		<b>45</b>	<b>40</b>

## Note 12

### Commitments for Expenditure

	2012 (\$'000)	2011 (\$'000)
<b>(a) CAPITAL COMMITMENTS (EXCLUSIVE OF GST)</b>		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Plant & Equipment	-	-
Buildings	-	-
Parramatta River Flood Study	73	-
Granite Paving	-	-
Gross Pollutant Trap	128	92
<b>Total</b>	<b>200</b>	<b>92</b>
These expenditures are payable:		
- Not later than one year	200	92
- Later than one year and not later than 5 years	-	-
- Later than 5 years	-	-
<b>Total</b>	<b>200</b>	<b>92</b>
<b>(b) FINANCE LEASE COMMITMENTS</b>		
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	-	-
<b>Total</b>	<b>-</b>	<b>-</b>
Minimum lease payments	-	-
Less: future finance charge	-	-
<b>Lease liability</b>	<b>-</b>	<b>-</b>
Representing lease liabilities:		
- Current	-	-
- Non-Current	-	-
<b>Total</b>	<b>-</b>	<b>-</b>
<b>(c) NON-CANCELLABLE OPERATING LEASE COMMITMENTS</b>		
Commitments under non-cancellable operating leases at 30 June 2012 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	-	-
<b>Total</b>	<b>-</b>	<b>-</b>
<b>(d) REPAIRS AND MAINTENANCE: INVESTMENT PROPERTY</b>		
Contractual obligations for future repairs and maintenance	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

**Note 13****Statement of Performance Measure - consolidated results**

	Amounts (\$'000)	Current Year Indicators	2011	2010
<b>1. UNRESTRICTED CURRENT RATIO</b>				
Current Assets Less All External Restrictions <sup>(1)</sup>	\$52,351	3.72:1	4.79:1	4.67:1
Current Liabilities Less Specific Purpose Liabilities <sup>(2)(3)(4)</sup>	\$14,070			
<b>2. DEBT SERVICE RATIO</b>				
Debt Service Cost (Principal & Interest Payments)	\$644	0.75%	0.83%	0.85%
Revenue from continuing operations, excluding capital items and specific purpose grants/contributions	\$86,161			
<b>3. RATE COVERAGE RATIO</b>				
Rates and Annual Charges	\$58,514	51.48%	56.29%	61.16%
Revenue from continuing operations	\$113,671			
<b>4. RATES &amp; ANNUAL CHARGES OUTSTANDING PERCENTAGE</b>				
Rates and Annual Charges Outstanding	\$2,558	4.19%	3.99%	4.10%
Rates and Annual Charges Collectable	\$61,035			
<b>5. BUILDINGS &amp; INFRASTRUCTURE RENEWALS RATIO</b>				
Asset Renewals (building & infrastructure)(5)	\$12,093	80.19%	47.87%	49.24%
Depreciation, amortisation and impairment (building & infrastructure)	\$15,080			

(1) Refer to Notes 6 - 8 Inclusive (2) Refer to Note 10(a) (3) \$5,707K provisions not expected to be settled deducted.  
(4) \$6,109K provisions not expected to be settled deducted. (5) Refer Note 9(a) - Notes

**Note 14****Investment Properties**

	2012 (\$'000)	2011 (\$'000)
<b>AT FAIR VALUE</b>		
Opening balance at July 1 2011	2,200	2,200
Net gain (loss) from fair value adjustment	75	-
<b>Closing Balance at 30 June 2012</b>	<b>2,275</b>	<b>2,200</b>
<b>(a) AMOUNTS RECOGNISED IN PROFIT AND LOSS FOR INVESTMENT PROPERTY</b>		
Rental income	211	212
Net gain (loss) from fair value adjustment	75	-
Direct operating expenses from property that generated rental income	(21)	(22)
<b>Total</b>	<b>265</b>	<b>190</b>
<b>(b) VALUATION BASIS</b>		
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 2012 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.		
<b>(c) CONTRACTUAL OBLIGATIONS</b>		
Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.		
<b>(d) LEASING ARRANGEMENTS</b>		
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	212	134
- Later than one year and not later than 5 years	733	298
- Later than 5 years	121	138
<b>Total</b>	<b>1,066</b>	<b>570</b>

## 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	
	2012	2011	2012	2011
	\$'000	(\$'000)	\$'000	(\$'000)
<b>FINANCIAL ASSETS</b>				
Cash and cash equivalents	13,973	8,532	13,973	8,532
Receivables	7,402	6,730	7,402	6,730
Financial assets at fair value through profit or loss	-	500	-	500
Available-for-sale financial assets	-	-	-	-
Held-to-maturity investments	65,109	60,032	65,174	60,973
<b>Total</b>	<b>86,484</b>	<b>75,794</b>	<b>86,549</b>	<b>76,735</b>
<b>FINANCIAL LIABILITIES</b>				
Payables	16,387	15,393	16,387	15,393
Borrowings	3,904	4,674	3,904	4,674
<b>TOTAL</b>	<b>20,291</b>	<b>20,067</b>	<b>20,291</b>	<b>20,067</b>

Fair value is determined as follows:

- Cash and Cash Equivalents, Receivables, Payables – estimated to be the carrying value which approximates net market value
- Borrowings, Held-to-Maturity Investments – estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.
- Financial Assets at Fair Value through profit and loss, Available for Sale Financial Assets – based on quoted market prices at the reporting date or independent valuation.

#### (a) CASH AND CASH EQUIVALENTS FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS AVAILABLE-FOR-SALE FINANCIAL ASSETS HELD-TO-MATURITY INVESTMENTS

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance Unit manages the cash and investments portfolio with the assistance of independent advisers. Council has an investment policy which complies with the Local Government Act and Minister's Order. The policy is regularly reviewed by Council and an Investment Report provided to Council monthly setting out the make-up and performance of the portfolio.

The major risk associated with investments is price risk – the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or factors affecting similar instruments traded in a market.

Cash and investments are also subject to interest rate risk – the risk that movements in interest rates could affect returns. Another risk associated with cash and investments is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from its independent advisers before placing any cash and investments.

	30/06/2012	30/06/2011
	(\$'000)	(\$'000)
<b>IMPACT OF A 10%<sup>(1)</sup> MOVEMENT IN PRICE OF INVESTMENTS:</b>		
– Equity	-	-
– Income statement	-	-
<b>Impact of a 1%<sup>(1)</sup> movement in interest rates on cash and investments:</b>		
– Equity	791	691
- Income statement	<b>791</b>	<b>691</b>

Notes:

<sup>(1)</sup> 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 (Continued)

#### (b) RECEIVABLES

Council's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing stringent debt recovery policies.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

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:

	2012	2012	2011	2011
	Rates and Annual Charges	Other Receivables	Rates and Annual Charges	Other Receivables
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>(i) Ageing of Receivables</b>				
Current (not yet overdue)	-	5,020	-	4,401
Past due	2,288	312	2,064	498
	<b>2,288</b>	<b>5,332</b>	<b>2,064</b>	<b>4,899</b>

	2012	2011
<b>(ii) Movement in Provision for Impairment of Receivables</b>		
Balance at the beginning of the year	233	114
Plus: new provisions recognised during the year	5	119
Less: amounts already provided for & written off	(20)	-
<b>Balance at the end of the year</b>	<b>218</b>	<b>233</b>

#### (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.

2012 (\$'000)	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	16,387	-	-	16,387	16,387
Borrowings	492	2,191	1,221	3,904	3,904
	<b>16,879</b>	<b>2,191</b>	<b>1,221</b>	<b>20,291</b>	<b>20,291</b>
2011 (\$'000)					
Payables	15,393	-	-	15,393	15,393
Borrowings	775	2,061	1,838	4,674	4,674
	<b>16,168</b>	<b>2,061</b>	<b>1,838</b>	<b>20,067</b>	<b>20,067</b>

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 2012		30 June 2011	
	Weighted average interest rate %	Balance (\$'000)	Weighted average interest rate %	Balance (\$'000)
Overdraft	N/A	-	N/A	-
Bank Loans – Variable <sup>(1)</sup>	3.73%	3,905	5.20%	4,346
		<b>3,905</b>		<b>4,346</b>

Note:

<sup>(1)</sup> 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 2011/2015 Delivery Plan adopted by the Council on 14 June 2011.

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](http://www.ryde.nsw.gov.au)

This Note sets out the details of material variations between the original budget and actual results for the Income Statement. Material favourable (F) and unfavourable (U) variances represent amounts of 10% or more of the budgeted amount.

#### REVENUES

**Interest and Investment Revenue** **\$1,400K 45% (F)**

Council received interest revenue of \$4,482k which was above the original budget by \$1,400k (45%). Council adopted a conservative approach to its original budget for interest, and both official interest rates and the margins offered by financial institutions on deposits were higher than originally anticipated when formulating the budget.

**Grants & Contributions provided for Operating Purposes** **\$2,540K 39% (F)**

The variance was due to the prepayment Financial Assistant Grant \$1,526K, additional Waste and Sustainability Improvement Grant \$194K, additional Long Service Leave Contribution \$211K from other councils and additional Block Grant Regional Roads \$71K

#### EXPENSES

**Borrowing Costs** **-\$394K -66% (F)**

Borrowing costs were \$394K less than originally budgeted. This was due to the budgeted interest on security deposit \$322K was included in the borrowing costs, but the actual interest on security deposit was included in the other expenses.

**Other Expenses** **\$1,811K 20% (U)**

Other Expenses were \$1.81M more than originally budgeted. The variances are due to the additional utilities cost \$250K, additional street lighting \$120K, additional insurance premium \$290K, additional motor vehicle registration \$153K, additional waste development tax \$310K.

# Note 17

## Statement of Developer Contributions

Purpose	Opening Balance	Contributions Received During Year*		Interest & Investment Income Earned During Year	Expended During Year	Internal Borrowings (To/From)***	Expenditure Reclassified	Held As Restricted Asset**	Works provided to date	Projected Future Contributions	Projected Cost Of Works Still Outstanding	Projected Over/(Under) Funding	Cumulative Internal Borrowings Due/(Payable)
		Cash	Non-Cash										
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Community & Culture	277	1,575	-	56	-	-	-	1,908	13,048	49,233	55,023	(3,882)	-
Open Space & Public Domain	-	4,985	-	14	701	(1,882)	-	2,416	3,495	130,347	132,527	236	-
Roads, Traffic, Carparks & Cycleways	-	1,702	-	1	305	(677)	-	721	2,785	32,908	34,328	(699)	-
Stormwater Management	3,794	213	-	324	709	2,559	-	6,181	800	2,688	7,926	(943)	-
Administration	482	40	-	27	-	-	-	549	18,095	480	959	70	-
<b>Total Under Plans</b>	<b>4,553</b>	<b>8,515</b>	-	<b>422</b>	<b>1,715</b>	-	-	<b>11,775</b>	<b>38,223</b>	<b>215,656</b>	<b>230,763</b>	<b>(3,331)</b>	-
Planning Agreements	388	404	12,500	-	12,500	-	-	792	-	-	-	-	-
<b>Total Contributions</b>	<b>4,941</b>	<b>8,919</b>	<b>12,500</b>	<b>422</b>	<b>14,215</b>	-	-	<b>12,567</b>	-	-	-	-	-

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.

## 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 2012 was \$590,131. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16 February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the Actuary has estimated that as at 30th June 2012 a deficit still exists. Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contributions included in the total employer contribution advised above is \$0.

The share of this deficit that can be broadly attributed to City of Ryde was estimated to be in the order of \$2,431,229 as at 30 June 2012.

###### (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 2012 may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

###### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council. Council has a contingent liability to contribute further equity in the event of the erosion of the Company’s capital base as a result of the Company’s past performance and/or claims experience or as a result of any increase prudential requirements of APRA. These future equity contributions would be required to maintain the Company’s level of Net Assets in accordance with its Licence Requirements.

#### ASSETS NOT RECOGNISED

###### (i) Infringement Notices/Fines

Fines & penalty income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau. Council’s Revenue Recognition policy for such income is to account for it as revenue on receipt. Accordingly, at Year End, there is a potential asset due to Council representing issued but updated Infringement Notices. Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to determine the value of outstanding income.

###### (ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Belvista Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council’s Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the Developers, where Council leased the airspace in which a number of assets were to be constructed. The assets consisted of:

Two pedestrian bridges across Devlin Street.

The tunnels into the Top Ryde City Shopping Centre, plus the tunnels towards the Civic Centre site.

What this means to Council is that there is a contingent asset that will become Councils at the end of the lease.

## Note 19

### Interests In Joint Ventures and Associates

The Council has no interests in joint ventures or associates.

## Note 20

### Revaluation Reserves And Retained Earnings

	2012 (\$'000)	2011 (\$'000)
<b>(a) RETAINED EARNINGS</b>		
Movements in retained earnings were as follows:		
At beginning of year	1,689,889	1,712,118
Adjustment to correct prior years errors (Note 20 (d))	-	(38,216)
Net operating result for the year	23,246	15,987
<b>At end of year</b>	<b>1,713,135</b>	<b>1,689,889</b>
<b>(b) REVALUATION RESERVES</b>		
Infrastructure, property, plant and equipment revaluation reserve	518,376	518,376
<b>Total assets</b>	<b>518,376</b>	<b>518,376</b>
Movements:		
<b>Property, plant and equipment revaluation reserve</b>		
At beginning of year	518,376	518,376
Revaluation- gross	-	-
Depreciation transfer - gross	-	-
<b>At end of year</b>	<b>518,376</b>	<b>518,376</b>
<b>Available-for-sale investments revaluation reserve</b>		
At beginning of year	-	-
Revaluation- gross		
Transfer to net profit - gross		
<b>At end of year</b>	<b>-</b>	<b>-</b>

## Note 21

### Financial Result & Financial Position by Fund

Council has only one consolidated fund.

## Note 22

### Non Current Assets Classified As Held For Sale

	2012 (\$'000)	2011 (\$'000)
Operational Land	-	-
Building	-	-
Total	-	-

## Note 23

### Events Occurring After Balance Sheet Date

(a) Council resolved on Tuesday, 25 September 2012 to discontinue with a redevelopment of the Civic Centre Precinct. The costs associated with this project to date, \$4,225,485 have been charged to Work In Progress (WIP).

Due to the decision to discontinue with the redevelopment, these costs will be written off during the 2012/2013 financial year, and will affect the operating result for 2012/2013.

Any costs of the project already incurred for the 2012/2013 year will also need to be written off.

(b) On Friday 21 September 2012 the Federal Court handed down a judgment in relation to the Lehman Brothers (Australia) Limited class action that was taken on behalf of several Councils in NSW who had purchased CDO investments through Lehmans. City of Ryde was one of the parties to this matter. This judgment, which is yet to be finalised and may be subject to appeal, was in favour of the Councils.

At this stage it is too premature to determine what, if any, funds will be paid to Council as a result of the judgment.

Council has previously written off the value of the CDOs purchased through Lehmans.

## 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.

	2012 (\$'000)	2011 (\$'000)
At beginning of the year	-	-
Revised Costs	-	-
Remediation Works	-	-
<b>At end of the Year</b>	<b>-</b>	<b>-</b>



CITY OF RYDE

GENERAL PURPOSE FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

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**REPORT ON THE FINANCIAL STATEMENTS**

We have audited the accompanying *general purpose financial statements* of the *City of Ryde*, which comprises the Balance Sheet as at 30 June 2012, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

***Responsibility of Council for the Financial Statements***

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

***Auditors' Responsibility***

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

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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 15<sup>th</sup> day of October 2012

Hill Rogers  
Spencer Steer

15 October 2012

The Mayor  
City of Ryde  
1 Devlin Street  
**RYDE NSW 2112**

Mayor,

### **Audit Report - Year Ended 30 June 2012**

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2012 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

#### **1. RESULTS FOR THE YEAR**

##### **1.1 Operating Result**

The operating result for the year was a surplus of \$23.246 million as compared with \$15.987 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.

	2012 \$000	% of Total	2011 \$000	% of Total	Increase (Decrease) \$000
<b>Revenues before capital items</b>					
Rates & annual charges	58,514	64%	56,338	67%	2,176
User charges, fees & other revenues	18,899	21%	16,879	20%	2,020
Grants & contributions provided for operating purposes	8,990	10%	6,903	8%	2,087
Interest & investment revenue	4,482	5%	4,429	5%	53
	<b>90,885</b>	<b>100%</b>	<b>84,549</b>	<b>100%</b>	<b>6,336</b>
<b>Expenses</b>					
Employee benefits & costs	36,471	40%	33,644	40%	2,827
Materials, contracts & other expenses	35,365	39%	31,617	38%	3,748
Depreciation, amortisation & impairment	18,387	20%	18,598	22%	(211)
Borrowing costs	202	0%	242	0%	(40)
	<b>90,425</b>	<b>100%</b>	<b>84,101</b>	<b>100%</b>	<b>6,324</b>
<b>Surplus/(Deficit) before capital items</b>	<b>460</b>		<b>448</b>		<b>12</b>
Grants & contributions provided for capital purposes	22,786		15,539		7,247
<b>Net Surplus/(Deficit) for the year</b>	<b>23,246</b>		<b>15,987</b>		<b>7,259</b>

The table above shows an overall increase over the previous year of \$7.259 million and is attributable to the increase in capital grants and contributions received.

## 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.

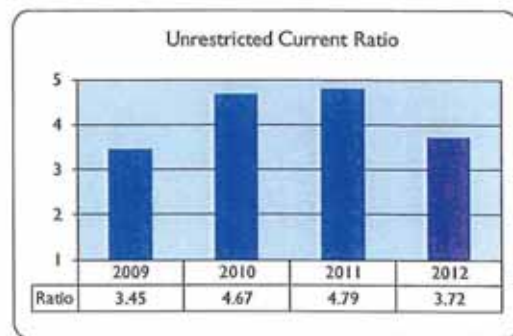
	2012	2011
	\$000	\$000
<b>Funds were provided by:-</b>		
<b>Operating Result (as above)</b>	<b>23,246</b>	<b>15,987</b>
Add back non funding items:-		
- Depreciation, amortisation & impairment	18,387	18,598
- Book value of non-current assets sold	1,444	1,433
- Non-cash Contributions of assets acquired	(12,500)	(8,340)
- (Gain)/Loss of fair value to investment properties	(75)	0
	30,502	27,678
Transfers from internal reserves (net)	10,115	159
Net Changes in current/non-current assets & liabilities	2,264	186
	42,881	28,023
<b>Funds were applied to:-</b>		
Purchase and construction of assets	(22,895)	(22,597)
Increase/Purchase in Non-current Investments	(16,607)	(3,507)
Principal repaid on loans	(442)	(427)
Transfers to externally restricted assets (net)	(1,782)	(1,836)
	(41,726)	(28,367)
<b>Increase/(Decrease) in Available Working Capital</b>	<b>1,155</b>	<b>(344)</b>

## 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 \$38,281 million representing a factor of 3.72 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 \$5.360 million as detailed below;

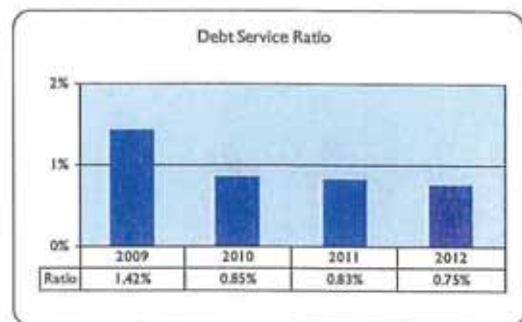
	2012	2011	Change
	\$000	\$000	\$000
<b>Net Current Assets (Working Capital) as per Accounts</b>	<b>32,904</b>	<b>42,120</b>	<b>(9,216)</b>
<b>Add:</b> Payables, provisions & inventories not expected to be realised in the next 12 months included above	11,684	10,302	1,382
<b>Adjusted Net Current Assets</b>	<b>44,588</b>	<b>52,422</b>	<b>(7,834)</b>
<b>Add:</b> Budgeted & expected to pay in the next 12 months			
- Borrowings	492	447	45
- Employees leave entitlements	3,423	2,867	556
- Deposits & retention moneys	1,774	1,719	55
<b>Less:</b> Externally restricted assets	(6,307)	(4,525)	(1,782)
<b>Less:</b> Internally restricted assets	(38,610)	(48,725)	10,115
<b>Available Working Capital as at 30 June</b>	<b>5,360</b>	<b>4,205</b>	<b>1,155</b>

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 2012 was sound.

### 2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service these repayments was 0.75%.

Total debt at 30 June 2012 amounted to \$3.904 million.



### 2.4 Summary

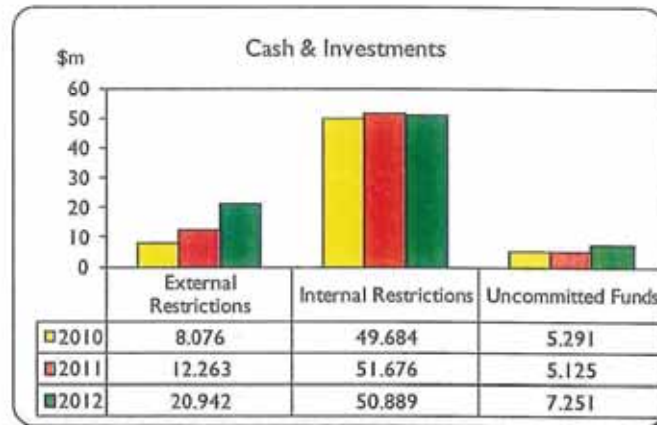
Council's overall financial position, when taking into account the above financial indicators is, in our opinion, sound.

### 3. CASH ASSETS

#### 3.1 Cash & Investments

Cash and investments held at the close of the year amounted to \$79.082 million as compared with \$69.064 million and \$63.051 million at the close of financial years 2011 and 2010 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 \$11.775 million, domestic waste management charges of \$4.220 million and specific purpose grants, contributions and levies of \$4.812 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 \$50.889 million and their purposes are more fully disclosed in Note 6 of the financial statements.

**Unrestricted cash and investments** amounted to \$7.251 million, which are available to provide liquidity for day to day operations.

#### 3.2 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash increased by \$5.769 million to \$13.973 million at the close of the year.

In addition to operating activities which contributed net cash of \$31.102 million were the proceeds from the sale of investments (\$28.545 million) and other assets (\$1.2 million). Cash outflows other than operating activities were used to purchase investments (\$32.093 million), repay loans (\$442,000) and to purchase and construct assets (\$22.543 million).

#### 4. RECEIVABLES

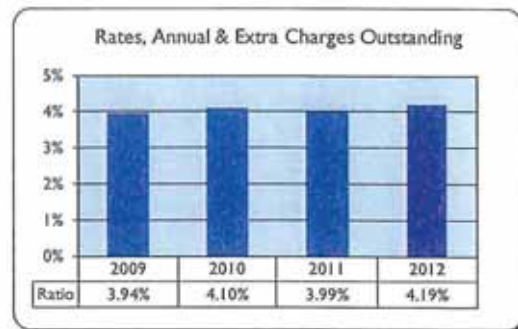
##### 4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$58.514 million and represented 51% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$60.578 million of which \$58.290 million (96%) was collected.

##### 4.2 Rates, Annual & Extra Charges

Arrears of rates, annual & extra charges stood at \$2.558 million at the end of the year and represented 4.19% of those receivables.



##### 4.3 Other Receivables

Receivables (other than rates, annual & extra charges) totalled \$5.062 million and mainly consisted of user charges and fees (\$876,000), accrued interest on investments (\$882,000) and amounts due from government departments (\$2.491 million).

Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$218,000.

#### 5. PAYABLES

##### 5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$9.351 million.

A cash reserve of \$2.9 million was held at year end representing 31% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

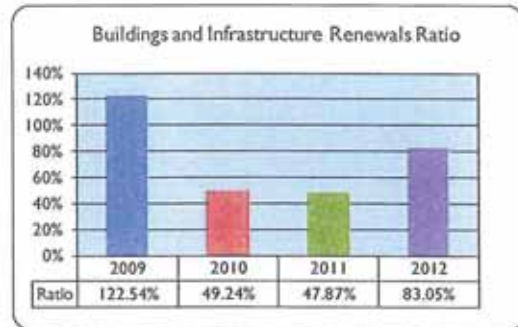
##### 5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$7.883 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 2012 represented 83% 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 14 June 2012. 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 Report

For the Year Ended 30 June 2012

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## SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2012

### 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.

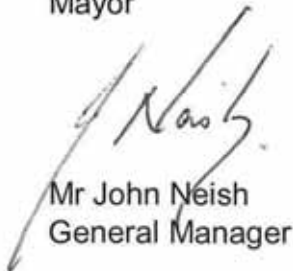
Signed in accordance with a resolution of Council made on 9 October 2012.



Councillor Ivan Petch  
Mayor



Councillor Justin Li  
Deputy Mayor



Mr John Neish  
General Manager



Mr John Todd  
Chief Financial Officer  
(Responsible Accounting Officer)



# Income Statement Of Other Business Activities

## for the Year Ended 30 June 2012

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	(\$'000)		(\$'000)	
	2012	2011	2012	2011
<b>INCOME FROM CONTINUING OPERATIONS</b>				
Annual Charges	-	-	-	-
User Charges	4,371	4,335	787	700
Fees	-	-	-	-
Interest	-	-	-	-
Other income	8	3	-	-
Grants & Contributions provided for Non-Capital Purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
<b>Total Income From Continuing Operations</b>	<b>4,379</b>	<b>4,338</b>	<b>787</b>	<b>700</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee benefits and on costs	2,526	2,505	12	29
Materials and Contracts	742	1,041	266	218
Borrowing costs	-	-	-	-
Depreciation and impairment	877	877	-	-
Loss on sale of assets	40	-	-	-
Calculated Taxation Equivalents	138	137	-	-
Other expenses	41	60	126	109
<b>Total Expenses From Continuing Operations</b>	<b>4,364</b>	<b>4,620</b>	<b>404</b>	<b>356</b>
<b>Surplus (Deficit) from Continuing Operations before capital amounts</b>	<b>15</b>	<b>(282)</b>	<b>383</b>	<b>344</b>
Grants & Contributions provided for Capital Purposes	-	-	-	-
<b>Surplus (Deficit) from Continuing Operations after capital amounts</b>	<b>15</b>	<b>(282)</b>	<b>383</b>	<b>344</b>
Surplus (Deficit) from Discontinued Operations	-	-	-	-
<b>Surplus (Deficit) from All Operations before Tax</b>	<b>15</b>	<b>(282)</b>	<b>383</b>	<b>344</b>
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	5	-	115	103
<b>Surplus (Deficit) After Tax</b>	<b>10</b>	<b>(282)</b>	<b>268</b>	<b>241</b>
<b>OPENING RETAINED PROFITS</b>	31,044	31,285	200	200
Adjustments for Amounts Unpaid:				
Taxation Equivalent Payments	138	137	-	-
Corporate Taxation Equivalent	5	-	115	103
Plus: Subsidy from Council	-	-	-	-
Plus: Equity Contributions	365	41	-	-
Less: Equity Withdrawals	-	-	-	-
Less: TER Dividend payment (non restricted activities)	(143)	(137)	(115)	(103)
Less: Surplus Dividend payment (non restricted activities)	(10)	-	(268)	(241)
<b>Closing Retained Profits</b>	<b>31,409</b>	<b>31,044</b>	<b>200</b>	<b>200</b>
<b>RETURN ON CAPITAL (%)</b>	0.0%	-0.6%	N/A	N/A
<b>SUBSIDY FROM COUNCIL</b>	-	-	-	-

## Balance Sheet Of Other Business Activities

for the Year Ended 30 June 2012

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	(\$'000)		(\$'000)	
	2012	2011	2012	2011
<b>CURRENT ASSETS</b>				
Cash Asset and cash equivalents	1,782	618	-	-
Investments	-	-	-	-
Receivables	79	71	220	220
Inventories	12	12	-	-
Other	-	-	32	23
<b>TOTAL CURRENT ASSETS</b>	<b>1,873</b>	<b>701</b>	<b>252</b>	<b>243</b>
<b>NON-CURRENT ASSETS</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	43,753	44,574	-	-
Other	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>43,753</b>	<b>44,574</b>	<b>-</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>45,626</b>	<b>45,275</b>	<b>252</b>	<b>243</b>
<b>CURRENT LIABILITIES</b>				
Payables	254	273	48	35
Interest Bearing Liabilities	-	-	-	-
Provisions	528	524	3	6
<b>TOTAL CURRENT LIABILITIES</b>	<b>782</b>	<b>797</b>	<b>51</b>	<b>41</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	-	-	-	-
Interest Bearing Liabilities	-	-	-	-
Provisions	12	12	2	2
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>12</b>	<b>12</b>	<b>2</b>	<b>2</b>
<b>NET ASSETS</b>	<b>44,831</b>	<b>44,466</b>	<b>199</b>	<b>200</b>
<b>EQUITY</b>				
Retained Earnings	31,409	31,044	200	200
Revaluation Reserves	13,422	13,422	-	-
<b>TOTAL EQUITY</b>	<b>44,831</b>	<b>44,466</b>	<b>200</b>	<b>200</b>

# 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%.

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional, that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the GPFR. The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

### LOCAL GOVERNMENT RATES & CHARGES

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned or exclusively used by the business activity.

### LOAN AND DEBT GUARANTEE FEES

The debt guarantee fee is designed to ensure that Council business activities face "true" commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

### (i) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statement of Business Activities.

### (ii) Return on Investments (Rate of Return)

The Policy statement requires that Councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field". Funds are subsequently available for meeting commitments or financing future investment strategies. Where a business activity has required the investment of capital assets, the rate of return on investment is disclosed in the Income Statement of Business Activities.

### (iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses or to any external entities.

CITY OF RYDE  
SPECIAL PURPOSE FINANCIAL STATEMENTS  
INDEPENDENT AUDITORS' REPORT

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**REPORT ON THE FINANCIAL STATEMENTS**

We have audited the accompanying *special purpose financial statements* of the *City of Ryde*, which comprises the Balance Sheet as at 30 June 2012, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

***Responsibility of Council for the Financial Statements***

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Division of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

***Auditors' Responsibility***

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

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Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Independence***

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

***Auditor's Opinion***

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note 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 15<sup>th</sup> day of October 2012

# Special Schedules

For the Year Ended 30 June 2012

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- Special Schedule 2(a) Statement of Long Term Debt (All Purpose)
- Special Schedule 2(b) Statement of Internal Loans
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- Special Schedule 8 Financial Projections

# Schedule No. 1 Net Cost Of Services

## For The Year Ended 30 June 2012

Function or Activity	Expenses From Continuing Operations		Revenues From Continuing Operations			Net Cost Of Services	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>GOVERNANCE</b>	1,355		1	-		(1,354)	
		1,355			1		(1,354)
<b>ADMINISTRATION</b>							
Corporate Support	2,717		142	-		(2,575)	
Engineering & Works	7,034		802	-		(6,232)	
Other Support Services	10,104		529	-		(9,575)	
		19,854			1,472		(18,382)
<b>PUBLIC ORDER &amp; SAFETY</b>							
Statutory Contribution to Fire							
Service Levy	1,855		-	-		(1,855)	
Fire Protection - Other	-		-	-		-	
Animal Control	255		22	-		(233)	
Beach Control	-		-	-		-	
Enforcement of Local Govt Regs	630		1,373	-		742	
Emergency Services	225		-	-		(225)	
Other	1,954		3,248	-		1,295	
		4,919			4,643		(276)
<b>HEALTH</b>							
Administration & Inspection	372		333	-		(40)	
Immunisation	117		38	-		(79)	
Food Control	-		-	-		-	
Insect/Vermin Control	-		-	-		-	
Noxious Plants	3		-	-		(3)	
Health Centres	54		-	-		(54)	
Other	-		-	-		-	
		546			370		(176)
<b>COMMUNITY SERVICES &amp; EDUCATION</b>							
Administration	762		27	-		(734)	
Family Care	-		-	-		-	
Child Care	16		-	-		(16)	
Youth Services	203		21	-		(181)	
Other Families & Children	269		209	-		(61)	
Aged & Disabled	547		574	-		28	
Migrant Services	-		-	-		-	
Aboriginal Services	-		-	-		-	
Other Community Services	1,351		206	-		(1,146)	
Education	22		69	-		47	
		3,170			1,107		(2,063)

# Schedule No. 1 Net Cost Of Services

## For The Year Ended 30 June 2012

Function or Activity	Expenses From Continuing Operations		Revenues From Continuing Operations			Net Cost Of Services	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>HOUSING &amp; COMMUNITY AMENITIES</b>							
Housing	-		-	-		-	
Town Planning	5,182		2,681	404		(2,097)	
Domestic Waste Management	13,005		13,824	-		819	
Other Waste Management	1,281		962	-		(320)	
Street Cleaning	698		-	-		(698)	
Other Sanitation & Garbage	-		-	-		-	
Urban Stormwater Drainage	4,662		1,026	234		(3,402)	
Environmental Protection	1,030		156	-		(874)	
Public Cemeteries	-		-	-		-	
Public Conveniences	406		11	-		(395)	
Other Community Amenities	-		-	-		-	
		<b>26,265</b>			<b>19,298</b>		<b>(6,967)</b>
<b>WATER SUPPLIES</b>	-		-	-		-	
		-			-		-
<b>SEWERAGE SERVICES</b>	-		-	-		-	
		-			-		-
<b>RECREATION &amp; CULTURE</b>							
Public Libraries	5,042		901	-		(4,141)	
Museums	-		-	-		-	
Art Galleries	-		-	-		-	
Community Centres	299		19	12,500		12,220	
Public Halls	436		426	-		(10)	
Other Cultural Services	315		87	-		(228)	
Swimming Pools	4,605		4,523	-		(82)	
Sporting Grounds	2,840		534	136		(2,169)	
Parks & Gardens (Lakes)	6,693		278	-		(6,415)	
Other Sport & Recreation	266		236	-		(30)	
		<b>20,495</b>			<b>19,641</b>		<b>(854)</b>
<b>FUEL &amp; ENERGY SUPPLIES</b>							
Gas Supplies	-		-	-		-	
		-			-		-
<b>MINING, MANUFACTURING &amp; CONSTRUCTION</b>							
Building Control	640		176	-		(464)	
Abattoirs	-		-	-		-	
Quarries & Pits	-		-	-		-	
Other	-		-	-		-	
		<b>640</b>			<b>176</b>		<b>(464)</b>



# Schedule No. 1 Net Cost Of Services

## For The Year Ended 30 June 2012

Function or Activity	Expenses From Continuing Operations		Revenues From Continuing Operations			Net Cost Of Services	
	Expenses	Group Totals	Non Capital Revenues	Capital Revenues	Group Totals	Net Cost	Group Totals
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>TRANSPORT &amp; COMMUNICATION</b>							
Urban Roads : Local	9,428		3,440	10,728		4,739	
Urban Roads : Regional	72		137	-		65	
Sealed Rural Roads : Local	-		-	-		-	
Bridges on Urban Roads : Local	15		3	-		(13)	
Bridges on Urban Roads : Regional	-		-	-		-	
Bridges on Urban Roads : Other	-		-	-		-	
Footpaths	590		-	19		(571)	
Aerodromes	-		-	-		-	
Parking Areas	90		-	-		(90)	
Bus Shelters & Services	46		-	-		(46)	
Water Transport	-		-	-		-	
RTA Works (State)	-		-	-		-	
Street Lighting	2,004		355	-		(1,649)	
Other	313		292	-		(21)	
		<b>12,559</b>			<b>14,973</b>		<b>2,415</b>
<b>ECONOMIC AFFAIRS</b>							
Camping Areas	-		-	-		-	
Caravan Parks	-		-	-		-	
Tourism & Area Promotion	1		-	-		(1)	
Industrial Development & Promotion	-		-	-		-	
Saleyards & Markets	-		-	-		-	
Real Estate Development	-		-	-		-	
Commercial Nurseries	-		-	-		-	
Other Business Undertakings	621		637	-		16	
		<b>622</b>			<b>637</b>		<b>15</b>
<b>TOTALS - FUNCTIONS</b>		<b>90,425</b>			<b>62,318</b>		<b>(28,107)</b>
<b>GENERAL PURPOSE REVENUES <sup>(1)</sup></b>					51,353		51,353
<b>SHARE OF GAIN/(DEFICIT) FROM ASSOCIATES AND JOINT VENTURES USING EQUITY METHOD <sup>(2)</sup></b>							
<b>CORRECTION OF FUNDAMENTAL ERROR <sup>(2)</sup></b>							
<b>SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS <sup>(2)</sup></b>		<b>90,425</b>			<b>113,671</b>		<b>23,246</b>
<b>EXTRAORDINARY ITEMS <sup>(2)</sup></b>							
<b>SURPLUS/(DEFICIT) FROM ALL ACTIVITIES <sup>(2)</sup></b>		<b>90,425</b>			<b>113,671</b>		<b>23,246</b>

(1) Includes:

Rates and Annual Charges (incl. Ex-Gratia)

Non-Capital General Purpose Grants

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 2012

Classification of Debt	Principal Outstanding at beginning of Year			New Loans Raised during the year	Debt Redemption during the year		Interest Applicable For Year	Principal Outstanding at end of Year		
	Current	Non-Current	Total		From Revenue	Sinking Funds		Current	Non-Current	Total
	(\$'000)	(\$'000)	(\$'000)		(\$'000)	(\$'000)		(\$'000)	(\$'000)	(\$'000)
<b>LOANS (BY SOURCE)</b>										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	434	4,339	4,773	-	442	-	202	492	3,412	3,904
Other										
<b>TOTAL LOANS</b>	<b>434</b>	<b>4,339</b>	<b>4,773</b>	<b>-</b>	<b>442</b>	<b>-</b>	<b>202</b>	<b>492</b>	<b>3,412</b>	<b>3,904</b>
<b>OTHER LONG TERM DEBT</b>										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
<b>TOTAL LONG TERM DEBT</b>	<b>434</b>	<b>4,339</b>	<b>4,773</b>	<b>-</b>	<b>442</b>	<b>-</b>	<b>202</b>	<b>492</b>	<b>3,412</b>	<b>3,904</b>

## Schedule No. 2(b) Statement Of Internal Loans (Section 410(3) LGA 1993)

For The Year Ended 30 June 2012

### SUMMARY OF INTERNAL LOANS (\$'000)

Borrower (by Purpose)	Amount Originally Raised	Total Repaid During the Year Principal & Interest	Principal Outstanding at End of Year
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other	365	-	365
<b>TOTALS</b>	<b>365</b>	<b>-</b>	<b>365</b>

### DETAILS OF INDIVIDUAL INTERNAL LOANS

Borrower (by purpose)	Lender (by Purpose)	Date of Minister's Approval	Date Raised	Dates of Maturity	Rate of Interest	Amount Originally Raised	Total Repaid During the Year Principal & Interest	Principal Outstanding at End of Year
RALC Surf Attraction Reserve	RALC Reserve					365	-	365
<b>TOTALS</b>						<b>365</b>	<b>-</b>	<b>365</b>

# Schedule No. 7 Condition Of Public Works

## For The Year Ended 30 June 2012

Asset Class	Asset Category	Depreciation Rate (%)		Depreciation Expense (\$'000)	Cost (\$'000)	Valuation (\$'000)	Accumulated Depreciation (\$'000)	WDV (\$'000)	Asset Condition (weighted by replacement cost) (\$'000)	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)												
<b>Buildings*</b>		1.43%	2,420		168,801	64,436	104,365	17% of buildings are considered to be in a satisfactory condition.	31,411	1,385	3,930	
<b>Public Roads**</b>		0.91%	5,435		596,103	127,043	469,060					
Road Pavement/ Road Ancillaries								89% of road segments are considered to be in a satisfactory condition.	13,928	7,162	7,516	
Footpaths/ Cycleways								71% of footpaths are considered to be in a satisfactory condition.	4,392	815	1,191	
Bridges								71.9% of road bridges are considered to be in a satisfactory condition.	878	97	39	
Kerb & Gutter								95.3% of Kerb & Gutter are considered to be in a satisfactory condition.	13,500	951	44	
<b>Drainage Works</b>		1.02%	3,801		372,269	121,537	250,732	67.5% of conduit assets and 51.9% of pits and devices are considered to be in a satisfactory condition.	12,008	6,192	1,000	
<b>Other Structures</b>		Various	2,496		105,236	35,631	69,605	60.5% of park assets are considered to be in a satisfactory condition.	2,770	5,262	1,471	
<b>Totals</b>			<b>14,152</b>	<b>-</b>	<b>1,242,409</b>	<b>348,647</b>	<b>893,762</b>		<b>78,887</b>	<b>21,864</b>	<b>15,191</b>	

# Schedule No. 7 Condition Of Public Works

## For The Year Ended 30 June 2012

### NOTES:

Satisfactory condition refers to an asset condition rating of 1 or 2, where a condition rating scale from 1 (Very Good Condition) to 5 (Asset Unserviceable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset.

Condition Rating	Condition Description
1	Very Good Condition – Only normal maintenance required
2	Minor Defects Only – Minor maintenance required (5%)
3	Maintenance Required to Return to Accepted Level of Service – Significant maintenance required (10%-20%)
4	Requires Renewal – Significant renewal / upgrade required (20%-40%)
5	Asset Unserviceable – Over 50% of asset requires replacement

Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard (asset condition rating 1 or 2). Current Annual Maintenance is what has been spent in the current year to maintain assets.

Council undertook a major review of its Asset Management practices for Buildings, Roads and Drainage Assets in 2006/2007, further reviews were undertaken in 2007/2008 for Land and Other Structures. A further review was undertaken of Councils footpath network during the 2008/2009 financial year.

### \*Buildings

In assessing the condition of the building assets, an overall condition rating is applied to the building. When a building is noted as satisfactory, this should be interpreted that the majority of assets within the building (ie. building components) are in a satisfactory condition. However there may be individual assets within the building that may be in an unsatisfactory condition.

### \*\*Public Roads

Included within the "Public Roads" group of assets is Urban Roads, Footpaths, and Kerb and Gutter.

### Urban Roads

Council has adopted the use of a Pavement Management System (PMS) and condition Rating data has been collected since 1991. Some 20% of the road network is condition rated each year. The current replacement cost of the road assets is \$395M.

### Footpaths

Council's footpath network has a current replacement value of \$67M. Council has designed and implemented a Footpath Management System, where every footpath is inspected and rated on a 1 to 5 rating basis.

### Kerb & Gutter

Council has designed and implemented a Kerb & Gutter Management System with approximately 100% of the network inspected and rated. The current replacement value is \$94M.

### Bridges

The current replacement cost of bridges is \$21M.

# Schedule No. 8 Financial Projection

For The Year Ended 30 June 2012

	2012 <sup>(1)</sup> (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
<b>OPERATING BUDGET</b>					
Income From Continuing Operations	108,252	91,127	95,313	123,633	104,352
Expenditure From Continuing Operations	90,102	98,461	99,597	103,066	105,136
<b>Operating Result From Continuing Operations</b>	<b>18,150</b>	<b>(7,334)</b>	<b>(4,284)</b>	<b>20,567</b>	<b>(784)</b>
<b>CAPITAL BUDGET</b>					
New Capital Works <sup>(2) (3)</sup>	<b>36,181</b>	<b>20,293</b>	<b>25,967</b>	<b>49,096</b>	<b>22,573</b>
<b>FUNDED BY:</b>					
Loans	-	-	-	-	-
Asset Sales	3,215	1,000	1,080	6,208	1,239
Reserves	11,477	5,643	10,713	3,499	3,093
Grants & Contributions	9,901	1,836	198	25,563	-
General Revenue	11,588	11,814	13,976	13,826	18,241
Other	-	-	-	-	-
	<b>36,181</b>	<b>20,293</b>	<b>25,967</b>	<b>49,096</b>	<b>22,573</b>

(1) From income statement

(2) New capital works are major non-recurrent projects

(3) Projections based on the adopted Delivery Plan which includes the new Civic Centre redevelopment.



# STATUTORY INFORMATION

**Statutory  
Information**

### **Financial Statements – S428(2)(A)**

The City of Ryde's audited financial reports for the 2011/12 financial year are presented from page 104 (See General Purpose Financial Statements and Special Purpose Financial Statements).

### **Performance of Principal Activities – S428(2)(B)**

A Report on Council Performance for 2011/12 using key focus areas from the City of Ryde's 2011-2015 Delivery Plan is presented in 'Our Performance' on pages 17 and 35.

### **State of the Environment Report – S428(2)(C)**

Council's supplementary State of the Environment Report 2011/12 is part of the NSROC Regional State of Environment Report and will be available on [www.ryde.nsw.gov.au/soe](http://www.ryde.nsw.gov.au/soe) from 30 November 2012. This report, which includes state of environment reporting for the seven Northern Sydney Councils in the region provides a comprehensive picture of the region built on comparative robust data sets and extensive reporting and analysis so that appropriate responses and understanding can be developed at a regional, catchment and community level. Information relating specifically to the state of the environment in Ryde is available in the same location, while some of the report's highlights are also covered in the City of Environmental Sensitivity Outcome from page 57.

### **Condition of Public Works– S428(2)(D)**

Details are included in Special Schedule 7 contained within the 2011/12 Financial Report on pages 105-167.

### **Legal Proceedings: Expenses and Progress – S428(2)(E)**

During 2011/12, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

<b>Name Of Proceedings</b>	<b>Nature Of Proceedings</b>	<b>Status</b>	<b>Costs</b>
Council v Chen + Kim	Land and Environment Court: Utilities order summons	Utilities order granted	\$61,039
Vozzo v. Council	Land and Environment Court – Class 1	Appeal Upheld	\$24,683
Moscarito v. Council	Land and Environment Court – Class 1	Appeal Upheld	\$28,530
Council v. AMFM Constructions	Supreme Court	Council's Appeal dismissed	\$35,913
Council v. Zhou + Hu	Land and Environment Court – Class 1	Appeal Upheld	\$31,875
Council v. Rocco International	Land and Environment Court – Class 5	Discontinued	\$48,379
Procab Australia v. Council	Local Court	Settled on terms favourable to Council	\$25,830
Fabcot Pty Ltd v. Council	Land and Environment Court – Class 1	Discontinued	\$6,840
Lau v. Council	Land and Environment Court – Class 1	Discontinued	\$1,415



## Mayoral and Councillor Fees, Expenses, Provision of Facilities – S428(2)(F)

The City of Ryde has in place a Councillors' Expense Policy (D11/34174) that governs the expenses paid and facilities provided to the Mayor and Councillors in the discharge of their civic duties. For 2011/12 Mayoral and Councillor Fees, and Expenses were as follows:

- Total amount of money spent on mayoral and councillor fees – \$309,821.25 (2010/11 \$297,820.00)
- Provision of dedicated office equipment allocated to Councillors – \$48,000.00 (2010/11 \$48,000.00)
- Communication costs (including telephone calls) – \$24,795.72 (2010/11 \$25,667.32)
- Attendance of Councillors at conferences and seminars – \$31,958.66 (2010/11 \$14,235.03) (including accommodation, conference registration, transport and meals)
- Training of Councillors and provision of skill development – Nil (2010/11 \$3,300.00)
- Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses – All Interstate travel was for Conference purposes (see above) (2010/11 \$21,576.06)
- Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses – Nil (2010/11 Nil)
- Expenses of any spouse, partner or other person who accompanied a Councillor – \$601 spouse expenses (2010/11 \$706.00)
- Expenses involved in the provision of care for a child or an immediate family member of a councillor – Nil (2010/11 Nil)
- Details of overseas visits by councillors, council staff or other persons representing council – Nil (2010/11 Nil)

## Senior Staff remuneration packages – S428(2)(G)

The City of Ryde has determined five positions within the Organisation Structure as Senior Staff positions under Section 332 of the Local Government Act 1993 as amended.

The total amount of money payable in respect of senior staff employment including salaries, fringe benefits and all other on-costs connected with their employment was \$1,277,627.98.

Senior Officers	Gross (Salary Component) \$	Statutory Superannuation Contributions \$	Non Cash Benefits \$	ATRP Benefits \$	Bonus/ Performance Payments \$	Total Contract Payments \$	FBT Payable by Council \$	Total \$
General Manager	\$281,396	\$15,775.20	\$4,500.00	\$301,671.66	-	\$301,671.66	\$16,342.03	\$318,013.69
Group Manager Environment & Planning	\$214,743	\$15,775.20	\$9,000.00	\$239,518.41	-	\$239,518.41	\$10,662.61	\$250,181.02
Group Manager Corporate	\$206,888	\$15,775.20	\$4,500.00	\$227,163.45	-	\$227,163.45	\$2,648.39	\$229,811.84
Group Manager Public Works	\$229,090	\$15,775.20	\$258.90	\$243,623.89	\$1,500.00	\$245,123.89	\$2,776.82	\$247,900.71
Group Manager Community Life <sup>1</sup>	\$83,196	\$6,814.96	\$690.41	\$90,701.83	-	\$90,701.83	\$3,460.46	\$94,162.29
Group Manager Community Life <sup>2</sup>	\$121,378	\$10,534.10	\$5646.58	\$137,558.43	-	\$137,558.43	-	\$137,558.43
Total	\$1,136,691.92	\$80,449.86	\$25,595.89	\$1,240,237.67	\$1,500.00	\$1,241,737.67	\$35,890.31	\$1,277,627.98

1. The Group Manager Community Life resigned on 26 August 2011 and the contract payment includes payment of accrued entitlements.

2. The Group Manager Community Life commenced employment with City of Ryde on 14 November 2011

**ATRP:** Annual Total Remuneration Package

## Contracts awarded by council – S.428(2)(H)

Contracts Exceeding \$150,000, not including employment contracts.

Payee Name	2011/12 Actual (incl GST)	Payment Type	Description
Architectus Sydney Pty Ltd	210,867.26	Contract	Consultancy Services
Ausgrid	907,405.55	Contract	Supply electricity
Barloworld Volkswagen	220,292.22	Contract	Supply of Motor Vehicles
Bitzios Consulting	160,204.20	Contract	Consultancy Services
Brooks NSW Pty Limited	152,924.83	Contract	Irrigation design & supply
Build Biz Pty Ltd	173,103.34	Contract	Construction Services - various
Caltex Card Centre	691,783.33	Contract	Fuel
Chameleon Technology Pty Ltd	179,351.79	Contract	IT - License and maintenance
Chubb Fire & Security P/L	198,206.29	Contract	Alarm monitoring
Citiguard Protection Services P/L	557,053.60	Contract	Security instal & monitor
Civica Pty Ltd	151,696.33	Contract	IT - License and maintenance
Colorfen Constructions	197,525.54	Contract	Minor Works
Dimension Data Australia Pty Ltd	423,990.18	Contract	IT - License and maintenance
Energy Australia	998,717.46	Contract	Supply electricity
Forbrook Group Pty Ltd	264,332.25	Contract	Project Management Services
Fuji Xerox Australia Pty Ltd	376,427.35	Contract	Supply and maintenance of MFD's
Get Civil Pty Ltd	649,074.70	Contract	Construction Services
Harvey Air Conditioning Pty Ltd	196,350.00	Contract	Air conditioning replacement
Hassell Pty Ltd	534,889.57	Contract	Consultancy Services
Hewlett-packard Australia Limited	161,612.75	Contract	Supply of Computer equipment
Hunter Holden	405,975.45	Contract	Supply of Motor Vehicles
Kathy Jones + Associates Pty Ltd	251,694.50	Contract	Consultancy Services
LG Corporate Solutions Pty Ltd	197,560.00	Contract	IT - License and maintenance
Momentum Energy Pty Ltd	1,424,421.01	Contract	Supply electricity
Northshore Mitsubishi	554,548.91	Contract	Supply of Motor Vehicles
Optimal Stormwater Pty Ltd	247,852.00	Contract	Construction Services
Optus Billing Services Pty Ltd	667,658.18	Contract	Communication
Oztech Intelligent Systems P/L	150,069.70	Contract	Air conditioning replacement
Performance Concrete Pty Ltd	586,883.61	Contract	Construcion Shared user path
Rosmech Sales & Service P/L	168,733.48	Contract	Supply of Plant
Sita Australia Pty Ltd	1,581,493.32	Contract	Waste Removal & Recycling Contract
Smada Electrical Services Pty Ltd	310,660.64	Contract	Instal lighting Meadowbank Park
Stillwell Trucks Pty Ltd	257,787.70	Contract	Supply of Plant
Storm International Pty Ltd	465,072.61	Contract	Cleaning
Sydney City Toyota	350,566.12	Contract	Supply of Motor Vehicles
Technology One Ltd	331,181.44	Contract	IT - License and maintenance
Tom Kerr Auto Centre	268,443.87	Contract	Supply of Motor Vehicles
Ungaro Projects Pty Ltd	217,391.90	Contract	Building Minor alteratons
WSN Environmental Solutions	10,768,884.20	Contract	Waste Removal & Recycling Contract
WT Partnership	324,511.00	Contract	Civic Precinct
A & J Paving	436,115.16	Schedule of Rates	Heavy Patching
Boral Construction Materials Group Ltd	1,030,957.06	Schedule of Rates	Minor Work
C W Concrete Pty Ltd	553,212.44	Schedule of Rates	Minor Work
Clayton Utz Lawyers	465,325.30	Schedule of Rates	Legal Services
Complete Linemarking Services P/L	170,772.39	Schedule of Rates	Minor works
Connor Electrical Services	150,128.11	Schedule of Rates	Electrical
Downer EDi Works Pty Ltd	1,952,413.79	Schedule of Rates	Minor Works
Flash Plumbing Services	184,976.44	Schedule of Rates	Plumbing
Hays Specialist Recruitment Aust P/L	990,481.06	Schedule of Rates	Agency Staff
Leonard Holt Robb	374,011.36	Schedule of Rates	Advertising
Maddocks	374,552.95	Schedule of Rates	Legal Services

**Contracts awarded by council – S.428(2)(H)**

*continued*

<b>Payee Name</b>	<b>2011/12 Actual (incl GST)</b>	<b>Payment Type</b>	<b>Description</b>
MKA Consulting	487,612.31	Schedule of Rates	Civic Precinct project
Sam the Paving Man Pty Ltd	1,615,634.99	Schedule of Rates	Minor works
Spectrum Community Outcomes	564,184.13	Schedule of Rates	Agency Staff
SRS Roads Pty Ltd	213,013.63	Schedule of Rates	Minor Work
Stateline Asphalt Pty Ltd	150,396.95	Schedule of Rates	Minor Works
Sydney Training & Employment Ltd	262,047.25	Schedule of Rates	Apprentices & casual staff
Corporation Sole EPA Act	278,831.49	Other	Contribution
Department of Planning	398,540.00	Other	Agent Payments
J Blackwood & Son Ltd	151,325.78	Other	Supply of material
James Bennett Pty Ltd	408,579.24	Other	Library Material
Local Gov Super Scheme - Div A	2,134,369.70	Other	Employee Superannuation
Local Govt Super Scheme - Div B	614,746.42	Other	Employee Superannuation
Long Service Payments Corporation	442,639.18	Other	Agent Payments
Ministry for Police and Emergency Services	1,590,620.62	Other	Contribution
National Australia Bank Ltd	643,260.54	Other	Loan repayments
Rocla Pipeline Products	181,412.98	Other	Supply of material
State Debt Recovery Office	437,750.00	Other	Infringement Processing
StateCover Mutual Limited	1,097,340.69	Other	Workers Compensation
Statewide Mutual	287,840.49	Other	Insurances
Sydney Water Corporation	277,435.52	Other	Water Supply

**Contract**

Represents a contractual agreement for the supply of one or more products or the supply of services at a lump sum value

**Schedule of Rates**

Represents a contractual agreement whereby the goods and/or services are supplied at agreed rates

**Other**


All other payments greater than \$150K

## **Bushfire hazard reduction – S428 (2) (i1)**

The City of Ryde has undertaken numerous bushfire hazard reduction works within parks and reserves around the City. This has included asset protection and firebreak clearance works at Field of Mars Reserve, Fielder Park, Lucknow Park, Pembroke Park, Somerset Park, Tasman Park and Yurrah Reserve.

Several parks and reserves have also been prepared for broadacre hazard reduction burns (to be undertaken by NSW Fire Brigades) including Aitchandar Reserve, Pryor Park, Somerset Park, Stewart Park and Fielder Park.

## **Accessible Services for people with diverse cultural and linguistic backgrounds – S428(2)(J)**


We are committed to the provision of services and facilities in a fair and equitable manner. Our Ryde 2021 Community Strategic Plan includes strategies to address social and community needs, meaning that issues previously covered by stand-alone social plans are now integrated into a broader plan. We will not be producing a social plan in the future. Further information can be found on our website. 

We have also integrated our Disability Action Plan, Access and Equity Policy and Social Justice Charter into the new Ryde 2021 Community Strategic Plan. This guides planning for services and facilities across the organisation, and also includes strategies to address barriers to access and to proactively improve the accessibility of services, facilities and opportunities.

In 2011/12 our Access Committee continued to be responsible for advising and making recommendations to Council with particular emphasis on issues for people with disabilities. We also have a Community Harmony Reference Committee that provided advice on how we can best engage with and provide services to people from Culturally and Linguistically Diverse (CALD) backgrounds.

Further detail on the direct services and projects can be found under our City of Wellbeing outcome from page 43.

Our Community Engagement Policy and Framework, 'your city, your voice', will continue to ensure that Council's community consultation activities are accessible to and inclusive of our diverse community. Community feedback is an important part of our decision-making process, and in 2011/12 we developed My Place, a website for our local community to meet and interact with Council, local business, community groups and individuals.

Through My Place we will be able to ask our community's opinion on a broad range of activities that we undertake. With this feedback we will be able to shape our approach to many of our services in order to ensure we are meeting the needs of the broader community. Find out more about MyPlace on page 85 and on our website. 

## **Culturally and Linguistically Diverse (CALD) Communities**

We manage the Ryde Hunters Hill Multicultural Network, which meets quarterly. This Network has a wide representation from the service network and its primary aim is to ensure improved access to services by our CALD community.

### **Community Languages**

We have a language panel on all our publications and correspondence in key community languages to facilitate access for our CALD community.

### **Community Information Expo 2012**

This year we held the annual Community Information Expo in celebration of Harmony Day at Eastwood Plaza on Thursday 22 March 2012. The event provided the opportunity for 54 local service providers (25 percent more than last year), government and non government agencies to promote their services to CALD families.

Information available included legal, health, employment, education and training, family support, and settlement services. This event also gave the opportunity for the City of Ryde and service providers to network and develop partnerships. It is also an example of how we are delivering our outcome of a City of Harmony and Culture. More than 1000 people attended the event this year. The evaluation showed that the day was seen as quite useful as it enabled CALD clients to be exposed to and access community organisations and collect information in their own language for themselves, their family and friends.

### **All the Colours of Ryde Festival - Celebrating Harmony Day**

Showcasing our cultural diversity, this annual event is held in Harmony Week and involves food, children's activities and local community groups. It was held on 18 March 2012. Read more on page 78 under our Harmony and Culture outcome. Details are also included in Notes to the Financial Statements contained within the 2011/12 Financial Report from page 104.

### **Work on Private Land – S428(2)(K)**

Works were carried out on private land during a stormwater upgrade on Waratah Street, Eastwood. This project required the replacement and amplification of a section of collapsed pipeline within 23 Waratah Street. The City of Ryde covered the whole amount of \$183,000.

While upgrading the stormwater pipes in Western Crescent, Gladesville to prevent seepage to neighbouring properties, works were undertaken at 95 Western Crescent. This project was completed by the City of Ryde for \$16,000.

## Contributions/Grants to organisations and individuals – S428(2)(L)

We fund a number of projects that meet the needs of and improve access and participation for children, culturally and linguistically diverse communities and people with disabilities. In 2011/12 we provided \$139,325 in community grants which included 19 CALD focused projects, seven children/ young people focused projects and six projects focusing on the needs of people with a disabilities.

Read more on page 46 under our City of Wellbeing outcome. Details are also included in Notes to the Financial Statements contained within the 2011/12 Financial Report from page 104.

## Human Resource Activities – S428(2)(M)

Our report on our human resources performance for 2011/12 from the Delivery Plan 2011-2015 is presented under Developing our People on page 86 in the City of Progressive Leadership outcome.

## Equal Employment Opportunity Activities – S428(2)(N)

Our report on our EEO performance for 2011/12 from the City of Ryde Management Plan 2011-2015 is presented under Equal Employment Opportunity on page 87 in the City of Progressive Leadership Outcome.

## External Bodies exercising delegated functions –S428(2)(O)

Nil return.

## Controlling Interest in Companies – S428(2)(P)

Nil return.

## Partnerships, Co-operatives and other joint ventures – S428(2)(Q)

Details are included in Notes to the Financial Statements contained within the 2011/12 Financial Report from page 104.

## Local Government (General) Regulation 2005

### Rates & Charges

Clause 132

Rates and charges written off 2011/ 12

Rates and Charges in respect of pensioners, revaluations, postponed and non rateable properties \$6,537.56

Statutory and Voluntary Pension rebates \$1,436,953.56

Total \$1,443,491.12

### Children’s Services

(c) Activities to develop and promote services and programs that provide for the needs of children.

The City of Ryde meets the needs of children within the LGA through a combination of direct service delivery and facilitating projects and programs. We have a Child and Family Projects Officer position to work with the service network and to facilitate projects and programs to meet the needs of children.

### Direct Services:

Holiday Programs: We organise a range of school holiday activities for children and young people that cater for the creative, sporty and for those who simply want something to do.

- Our Vacation Care Program targets 5–12 year olds. In 2011/12, 19 weeks of programs were organised with 4,792 attendances. These activities ranged from performances, workshops, picnics, to sessions with the Police on bullying
- Ryde Library Services also run a range of activities including story time for pre-school children and special programs such as rhyme time for babies and bilingual story time.

### Immunisation Service:

The City of Ryde delivers two Immunisation Clinics a month with a total of 1,736 children immunised in 2011/12. This represents an average of 75 children being immunised at each clinic. These figures indicate a slight decline in the number of children using the service since 2010/11, which is attributable to the closure of the Argyle Hall in April 2012 and subsequent relocation of the clinic to West Ryde.

### Ryde Hunters Hills Child and Family Interagency

This interagency is managed by the City of Ryde and met bi-monthly in 2011/12. The interagency is recognised as most successful forum in Northern Sydney Region and is very well attended.

### Membership on the Families NSW Northern Sydney Project Management Group

The City of Ryde is represented on this project group, which monitors funded services under Families NSW and makes recommendation for new projects to meet the needs of families with young children.

### Resident services

(d)(i) Activities to promote services and access to services for residents and other service users

See ‘Our Performance’ against the Four Year Delivery Plan on page 35.


Business activities

- (ii) Category 1 Business Activities
- (iii) Category 2 Business Activities
- (iv) Category 1 Business Activities – Statement of Expenses, Revenues and Assets
- (v) Implementing Principles of Competitive Neutrality
- (vi) Application of Competitive Neutrality Pricing Requirements to Category 1 Businesses
- (vii) Competitive Neutrality Complaints Mechanism
- (viii) Performance of Category 1 Businesses

Details regarding Competitive Neutrality are contained within Note 1 Significant Accounting Policies of the Special Purpose Financial Report from page 104. Council’s Competitive Neutrality Complaints Handling Policy can be obtained by calling the Customer Service Centre on (02) 9952 8222 during normal office hours. It is also available on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au).

The policy details the procedure that Council will follow when dealing with a Competitive Neutrality complaint. Enquiries and complaints in respect of Competitive Neutrality should be directed to the Chief Financial Officer. We did not receive any complaints with respect to Competitive Neutrality during the 2011/12 financial year.

## Council Committees

There are 17 Advisory Committees currently operating within the City of Ryde. They provide advice to Council on key issues. Information relating to these committees, including details of which councillors sit on each committee may be found on page 29. In 2011/12 we also prepared the terms of reference for a new Wheeled Sports Advisory Committee. Information about the committees, including minutes and terms of reference may be found on our website [www.ryde.nsw.gov.au/committees.htm](http://www.ryde.nsw.gov.au/committees.htm) 

### Clause 217 (1) (E) Comparison of actual stormwater, coasts and estuaries and waste management services as proposed in the Management Plan 2011-2015

The Ryde Local Government Area is comprised of fourteen discrete stormwater drainage catchments, with a total area of over 4,000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low to medium density development.

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. The preparation of these reports and plans involves 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. The plans will detail short, medium and long term actions, which will be progressively incorporated into our management 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.

The City of Ryde is a member of the Parramatta River Estuary Management Committee, which is guiding and overseeing the preparation of the Parramatta River Estuary Management Plan, and is also a member of the Parramatta River Catchment Group. The Group is leading efforts to improve the condition of the Parramatta River and its tributaries by improving the environment and environmental management of the Parramatta River Catchment.

As part of this work, water quality improvement devices were installed at various places. Gross pollutant traps were installed at Porters Creek, Portius Park and Lions Park to improve water quality. Debris control structures were

also installed in Eastwood Town Centre and surrounding areas. These are designed to prevent blockages to major stormwater channels, thus reducing the severity of flooding – see page 64 for further information. A further project completed was a stormwater harvesting and re-use system at Meadowbank Park. This has reduced our reliance on potable water for irrigation of sports fields.

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.



## Waste Management

### Plant & Fleet

We are committed to increasing the percentage of 4-cylinder and hybrid vehicles in our passenger fleet. In 2011/12 we achieved a 94 percent uptake. The target for 2012/13 is 95 percent.

We have achieved a 13 percent Net Total CO2 reduction in emissions from our Vehicle Fleet from the 2009 baseline year.

We have fully implemented a successful biodiesel refuelling program to be used with selected diesel trucks and plant. This program will assist us to further reduce carbon emissions and air pollution.

### Waste

During the 2011/12 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
- A recycling drop off station at Civic Centre and libraries for batteries, light bulbs, mobile phones and cartridges
- Medical sharps drop off facility at 10 local pharmacies
- Five Follow your Waste tours annually and regular composting/ worm farming demonstrations
- Love Food Hate Waste and other community educational programs
- 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 169 stainless steel waste and recycling bin stations in and around shopping centres, bus stops, railway stations and other busy street areas, and 293 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 2012/13 Waste Collection Calendar along with 'No advertising' mail stickers to all residents to reduce littering on our streets
- Ongoing multi-unit dwelling recycling and illegal dumping education program
- Conducting a waste audit of 260 waste and 260 recycling bins in accordance with the OEH Waste and Sustainability Improvement Program standards
- Providing the Waste Watchers education programme at ten local schools to increase the awareness of waste and the importance of recycling correctly to our youth.
- Introducing a low level waste education programme 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
- Conducting a free e-waste collection trial to local commercial businesses
- Holding a National Recycling Week e-waste recycling collection challenge for primary schools and within the LGA. More than six tonnes were diverted from landfill.
- Introducing email communication for invoicing and other standard communication to over 65 percent of Commercial waste customers.

### Companion Animals Act 1998 Reporting

Companion Animal Management has continued to be a key operational program throughout the year, with the level of demand for services provided by the Regulatory Services Unit increasing through the introduction of nine fulltime Leash Free Areas, all of which require regular patrols to ensure compliance.

The Companion Animal Advisory Committee continued to provide Council with good feedback from members of the community and staff involved in the Committee, resulting in increased community consultation and education on key companion animal matters.

We continued to promote Companion Animals legislation through our website, Ryde *City View* publications, our microchipping program and participation at community events such as the Granny Smith Festival, Ryde Open Day and Veterinary practice open days.

- Compliance Rangers handled 811 complaints regarding companion animal issues from the general public, a 9 percent increase on the previous year's figures.
- Compliance Rangers handled 135 complaints in relation to stray, abandoned or roaming dogs, a 29 percent increase on the previous year's figures, which is attributable to the increased availability of off-leash dog areas.
- 272 companion animals were impounded by Compliance Rangers, an 8 percent decrease on last year. 122 cats were seized with 13 returned to their owners. 150 dogs were impounded with 83 returned to their owners.

- Dog impounds and return rates were down over the past 12-month period at 55.3 percent.
- 96 companion animals or 35 percent of all impounded animals were returned home to their owners: 11 percent of cats and 55 percent of dogs.
- 31 barking dog complaints were investigated, a 9.4 percent increase from last year.
- There were 35 reported dog attacks, an decrease of 22 percent from last year.
- 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. There has been a very good response from the general public on the new look and updated information they are able to access.

A full list of Leash Free Areas is available on the City of Ryde website. 

There was a significant drop in the numbers of animals dumped by members of the public with 96 in 2011/12 representing a drop of 37 percent.

Overall requests for management of Companion Animal matters within the City of Ryde has increased throughout the year. The increase in complaints, particularly relating to barking dogs, and stray dogs is an area of concern, however the reduction in number of reported dog attacks has been good news.

### Privacy and Personal Information Protection (PIIP) Act 1998

The City of Ryde has adopted the Model Privacy Management Plan and Privacy Code of Practice for Local Government. Through staff education and training and review of files and public reports prior to release, we endeavour to comply with the requirements of the PPIP Act.

There were no applications under the PPIP Act in 2011/12.

### Environmental Planning and Assessment Act 1979 – Section 93G (5)

In 2011/12 the City of Ryde entered into one Planning Agreement pursuant to Section 93G(5) of the Environmental Planning and Assessment Act 10979.

Address: Lot 12 DP 711380 (LDA2011/644) located at 22 Giffnock Avenue Macquarie Park.

Summary of the offer:

- The project entails demolition of part of the existing building and erection of a seven-storey office building.
- The development also includes subdivision to create two road reserves, 928m<sup>2</sup> and 650 m<sup>2</sup> respectively, which the developer will build and dedicate to the City of Ryde. These are valued in total at \$867,900.
- The developer will also make a monetary contribution of \$403,150 to the City of Ryde.

The agreement was approved by Council on 27 March 2012.

## Government Information (Public Access) Act 2009: GIPA annual report

### Appendix 1 – Obligations under the GIPA Act

#### Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, 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 on our 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. It was apparent that the web site provided timely reporting on current matters. The City of Ryde website also includes information on the status of development applications and this has been kept up to date with details about new applications and those that have recently been determined. Applications and the determinations for significant developments are also clearly reported in Local newspapers.

The outcome of the exhibitions of planning instruments has been included on our website.

Of the nine formal requests for information received in this reporting period no further requests from the public has been made for the same information after the details having been noted in our Disclosure log.

Most informal requests for information are in relation to older development applications and rarely do we receive more than one request for the same property. This makes it difficult to include this information on our website or

otherwise mitigate the number of informal requests for information received by council through any proactive release. Despite being unable to reduce the number of informal requests for information by releasing the information proactively we are considering other options to improve the means of access to this information.

Agendas and minutes of council meetings back to 2004 are accessible on our website. Earlier agendas and meeting minutes have now been digitised and will be added to the website in stages as part of our proactive release program.

As a result of this review, there has been no additional information proactively released however there is clearly a mutual benefit from providing improved access to the type of information most often requested by the public. We are considering a number of options to address this including the digitisation of older microfilmed records however we would be unable to include this information on the website due to copyright considerations and that the information is so vast that it would be impractical to include it on a website. To overcome these problems we are evaluating the possibility of introducing public access computers.

#### Number of access applications received - Clause 7(b)

During the reporting period, our agency received a total of 10 formal access applications (including withdrawn applications but not invalid applications). One formal access application was received late in the reporting period and was not due to be decided during this period. (It has been decided within the required timeframe and will be reported on in the 2012/2013 annual report)

#### Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, our agency refused two formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications 0 were refused in full and two applications were refused in part as some of the information falling within the scope of the requests was referred to in Schedule 1 to the GIPA Act.

#### Statistical information about access applications - Clause 7(d) and Schedule 2

**Table A: Number of applications by type of applicant 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
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	3	0	0	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)	1	1	0	0	0	0	0	1
Members of the public (other)	0	1	0	0	0	0	0	0

\*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*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	4	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

\*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).  
The total number of decisions in Table B should be the same as Table A.

**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*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

\*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	3
Business interests of agencies and other persons	1
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)	9
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	9

**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*	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

*\*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

# Global Reporting Initiative Content Index

## Global Reporting Initiative (GRI) Content Index

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation’s contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- provide a balanced and reasonable picture of their economic, environmental and social performance
- facilitate comparability, benchmarking and assessment of performance
- address issues of concern to stakeholders.

The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our new Four Year Delivery Program, service unit planning and the Annual Report.

The areas in the table below are being achieved.

GRI indicators that have been discussed in this report (either wholly or in part), are referenced in the following table.

Indicator	Section	Comment
<b>1 Strategy and analysis</b>		
1.1 CEO statement	Section 1	General Manager’s Message
1.2 Risk and Opportunities	Section 3	Progressive Leadership: Managing Risk
<b>2 Organisational profile</b>		
2.1 Name of the organisation	Cover	
2.2 Primary brands, products, and/or services.	Introduction Section 3	Vision and Highlights Key Outcome Areas
2.3 Operational structure	Section 2	Organisational Leadership
2.4 Operational headquarters	Introduction	Where are we?
2.5 Jurisdiction or area in which the council operates	Introduction	
2.6 Legal form of the council	Section 2	Civic Leadership
2.7 The main target groups of the council’s activities	Introduction	Who are we?
2.8 Scale of the council - number of employees - net revenues - total assets	Introduction Section 1 Section 3 Section 4	Managing the money Progressive Leadership: Who is working for us? Financials
2.9 Significant changes to the council during the reporting period.	Introduction Section 1 Section 2	General Manager’s Message Civic Leadership
2.10 Awards received in the reporting period	Section 2	Awards and Recognition
<b>3 Report profile</b>		
3.1 Reporting period	Introduction Section 1 Section 3	Our Performance against the Delivery Plan 2011-2015
3.2 Date of most recent previous report		City of Ryde’s Annual Report 2010/11 was published in November 2011 and is available on <a href="http://www.ryde.nsw.gov.au">www.ryde.nsw.gov.au</a>
3.3 Reporting cycle	Introduction	1 July 2011 to 30 June 2012

Indicator	Section	Comment
<b>Report scope and boundary</b>		
3.5 Process for defining report content	Introduction	Report prepared across Council service units and reviewed by Executive Team
3.6 Boundary of the report	Introduction	About this Report
3.7 Limitations on the scope of the report	Introduction	About this Report
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other situations.	Section 4	Financials
3.9 Data measurement techniques and the basis of calculations	Section 3 Section 4	Data measures distributed throughout report
3.11 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	Introduction	No significant changes
3.12 Table identifying the location of the standard disclosures in the report	Section 5	
3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s)	Introduction	
<b>4 Governance, commitments and engagement</b>		
<b>Governance</b>		
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Section 2 Section 3	
4.2 Indicate whether the chair of the highest governance body is also an executive officer.	Section 2	
4.3 Number of members of the highest governance body that are independent and/or non-executive members		Not relevant
4.4 Mechanism for shareholders and employees to provide recommendations or direction to the highest governance body	Introduction Section 2 Section 3	Democratic Governance Corporate Governance
4.5 Linkage between compensation for senior executives and the organisation's performance	Section 5	Senior Staff Reporting
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Section 2 Section 5	
4.7 Process for determining required qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social performance	Section 3	
4.8 Internally developed statements of values and codes of conduct	Introduction	
4.9 Procedures of highest governance body for overseeing identification and management of economic, environmental and social performance	Section 2 Section 3	
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Section 3 Section 5	
4.12 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Section 3	About this Report Environmental Sensitivity
4.13 Association memberships and national/international advocacy organisations in which the organisation has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues and strategic memberships	Section 3 Section 4 Section 5	
4.14 List of stakeholder groups engaged by the organisation	Introduction	Stakeholder Map
4.15 Basis for identification and selection of stakeholders with whom to engage	Introduction	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	Stakeholder Map
4.17 Issues and concerns raised through stakeholder engagement and how the organisation has responded	Section 3	Progressive Leadership

Indicator	Section	Comment
<b>EC Economic performance indicators</b>		
EC1 Economic value generated and distributed	Introduction Section 4	Managing our Money Financial Statements
EC4 Financial assistance received from government	Section 4	Financial Statements
EC8 Investments that provide public benefit	Section 4	Financial Statements
<b>EN Environmental Performance Indicators</b>		
EN2 Percentage of materials used that are recycled input materials	Section 5	Purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn't specifically refer to the recycled input materials. The extent to which the policy is applied is not currently measured.
EN3 Direct energy consumption by primary energy source	Section 3 Section 5	Environmental Sensitivity Statutory Information
EN6 Initiatives to provide energy efficient products and services	Section 3 Section 5	Environmental Sensitivity Statutory Information
EN13 Area of habitats protected or restored	Section 3	Environmental Sensitivity
EN14 Programmes for managing impacts on biodiversity	Section 3	Environmental Sensitivity
EN16/17 Greenhouse gas emissions	Section 3	Environmental Sensitivity
EN22 Total weight of waste by type and disposal method	Section 3 Section 5	Environmental Sensitivity Statutory Information
<b>LA Social performance indicators</b>		
LA1 Breakdown of total workforce	Section 3	Progressive Leadership: Developing our People
LA2 Employee turnover	Section 3	Progressive Leadership: Developing our People
LA6 Percentage of workforce represented in health and safety committees	Section 3	Progressive Leadership: Developing our People
LA7 Rates of injury and lost time	Section 3	Progressive Leadership: Developing our People
LA11 Workforce skills management and lifelong learning	Section 3	Progressive Leadership: Developing our People
LA12 Performance review and career development	Section 3	Progressive Leadership: Developing our People
<b>SO Society</b>		
SO1 Impacts of operations on communities	Section 3	Progressive Leadership: Managing Risk
SO2 Business units analysed for risks related to corruption	Section 3	Progressive Leadership: Managing Risk
SO3 Employees trained in anti-corruption policies	Section 3	Progressive Leadership: Managing Risk
<b>Social Performance: product responsibility performance indicators</b>		
PR2 Incidents of non-compliance - health and safety	Section 3	Progressive Leadership
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Section 5	Progressive Leadership

More information about the GRI is available at [www.globalreporting.org](http://www.globalreporting.org)

## Glossary of Terms

### ABS

Australian Bureau of Statistics

### Advocacy

The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City.

### ATRP

Annual Total Remuneration Package

### Benchmarking

A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance.

### Biodiversity

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

### Business continuity plan

A clearly defined and documented plan that provides the guidelines that establish the ground rules for the Critical Operations of the City of Ryde. It contains the guidelines for the business to continue to operate within a defined timeframe utilising a set of predefined resources and workarounds.

### Community Land

Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management which may apply to one or more areas of land.

### Crown Land

Crown Land is land that is owned and by State Government but managed on its behalf by Council.

### DA

Development Application

### DCP

Development Control Plan

### EEO

Equal Employment Opportunity

### ET

Executive Management Team, consisting of the General Manager, four Group Managers and Manager Workforce Culture and Development

### Financial Year

The financial year we are reporting on in this annual report is the period from 1 July 2009 to 30 June 2010

### 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

### HR

Human Resources

### ICLEI

An international association of local governments and their associations that have made a commitment to sustainable development.

### Key Performance Indicator

Objective evidence on the extent of, or progress towards, achievement of a desired outcome.

### LEP

Local Environment Plan.

### LGA

Local Government Area.

### Management Plan

A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. Note: this is a legislative requirement.

### MOU

Memorandum of Understanding.

### OEH

Office of Environment and Heritage.

### Operational Plan

A document with a one-year outlook which outlines the key activities to be undertaken to achieve the desired outcomes set out in the Corporate Plan. Note: this is a legislative requirement

### Partnering

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

### Performance

The results of activities and progress in achieving the desired outcomes over a given period of time.

### Plan of Management (PoM )

A document which regulates the use and management of community land.

### PPIP

Privacy and Personal Information Protection Act 1998.

### PMCoR

The City of Ryde's Project Management System.

### Risk Management

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

### Ryde 2021 Community Strategic Plan

The NSW Division of Local Government (DLG), Department of Premier and Cabinet, has introduced a new planning and reporting framework for local government. The new framework replaces the former Management Plan and Social Plan with an integrated Community Strategic Plan (CSP). The aim of a CSP is to provide clear strategic direction for the long term, and identify the main priorities, aspirations and future vision of the community

### RMS

Roads and Maritime Services

### Scorecard

A visual display of the most important performance information, consolidated so an overall understanding of performance can be viewed at a glance.

**SMCMA**

Sydney Metropolitan Catchment Management Authority.

**Sustainable Development**

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

**Target**

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.

**TRIM**

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

**Vision**

A statement that embraces the desired future that the organisation is working towards.

**VPA**

Voluntary Planning Agreement

**WSUD**

Water Sensitive Urban Design

**YEP**

Youth Environment Program

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### English

If you do not understand this letter, please come to the Ryde Civic Centre, Devlin Street, Ryde, to discuss it with Council staff who will arrange an interpreter service. Or you may ring the Translating & Interpreting Service on 131 450 to ask an interpreter to contact Council for you. Council's phone number is 9952 8222. Council office hours are 8.30am to 4.30pm, Monday to Friday.

### Arabic

إذا كنت لا تفهم محتويات هذه الرسالة، فالرجاء الاتصال بمركز مجلس بلدية رايد Ryde Civic Centre، وعنوانه: Ryde Civic Centre، Devlin Street، رايد، لندس، نيو ساوث ويلز، لتناقشتها مع العاملين في المجلس عن طريق مترجم، ويستعين به العاملون لمساعدتك. أو يمكنك، بدلا 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 صباحا إلى 4.30 بعد الظهر من يوم الاثنين إلى يوم الجمعة.

### Armenian

Եթէ այս նամակը չէք հասկնար, խնդրեմ եկէք՝ Բայր Սիվիլ Ենթրը, Տեվլին փողոց, Բայր, խոսակցելու: Քաղաքապետարանի պաշտօնեաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանության Ապասարկության՝ 131 450, եւ խնդրել որ թարգմանիչ մը Քաղաքապետարանին հետ կսպ հասարակէ: ձեզի համար: Քաղաքապետարանի հեռաձայնի թիւն է՝ 9952 8222: Քաղաքապետարանի գրասենեակի ժամերն են՝ կ.ա. ժամը 8.30 - կ.ե. ժամը 4.30, Երկուշաբթին և Ուրբաթ:

### Chinese

如果您看不懂這封信，請到位於 Devlin Street, Ryde 的禮特區市禮特堂 (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絡。區政廳的電話號碼是：9952 8222。區政廳工作時間是：週一至週五，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 ميتوانيد به سرويس ترجمه کتبی و شفاهی شماره 131 450 تلفن بزنيد و بخواهيد 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 می باشد.

### Italian

Le persone che hanno difficoltà a capire la presente lettera, sono pregate di presentarsi al Ryde Civic Centre in Devlin Street, Ryde, e parlarne con gli impiegati municipali che provvederanno a richiedere l'intervento di un interprete. Oppure possono chiamare il Translating & Interpreting Service al 131 450 e chiedere ad uno dei loro interpreti di mettersi in contatto con il comune di Ryde. Il numero del comune è 9952 8222. Gli uffici comunali sono aperti dalle 8.30 alle 16.30, dal lunedì al venerdì.

### Korean

이 편지를 이해할 수 없으시면 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 부탁하셔도 됩니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

### Contact Us

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways:

### Website

[www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)

### Telephone

Call (61 2) 9952 8222 between 8.30am and 5.30pm, Monday to Friday

### Post

Write to us at:

City of Ryde

Locked Bag 2069

NORTH RYDE NSW 1670

### Fax

Send us a fax on (61 2) 9952 8070

### Email

Send us an email at [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

### Mayor and Councillors

Contact details for the Mayor and Councillors are available on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) or contact the Customer Service Centre on (61 2) 9952 8222.

### In Person

You can visit our Customer Service Centre located at 1 Devlin Street, Ryde or any of our five libraries.

### Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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