


R

A black and white photograph of two children walking away from the camera on a wooden boardwalk. The child in front is taller, wearing a striped t-shirt and dark shorts. The child behind is smaller, wearing a light-colored long-sleeved shirt and shorts. They are holding hands. The boardwalk has a metal railing on the right and a wooden railing on the left. In the background, there are streetlights and a building. The image is overlaid with colorful geometric shapes: a purple triangle at the top left, a blue triangle at the top right, a green triangle at the middle right, and a yellow triangle at the bottom left.

Securing Our Future
Annual Report 2013/14



City of Progressive Leadership

Page 58

Highlights

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

- Taking steps to secure our financial future – page 60
- Responding to calls for local government reform – page 64
- Responding proactively to the ICAC investigation – page 62
- Engaging with our community – page 61
- Listening to our customers – page 60
- Webcasting council meetings – page 61
- Embedding risk management processes across the organisation – page 66
- Providing work experience for university students – page 65
- Implementing our SCOUT e-Recruitment system to make it easier to apply for jobs – page 66.

Our challenges

- Addressing the City of Ryde's financial sustainability
- Awaiting the outcome of the ICAC inquiry – page 73
- Responding to the State Government's reform initiative 'Fit for the Future' for Local Government, to ensure the City of Ryde's community's interests are protected – page 73.

Looking ahead

- Developing outdoor advertising spaces
- Engaging with our community
- Renewing our operational and corporate buildings
- Rolling out more solutions to make ebusiness easier for our community
- Rolling out an electronic incident reporting system to improve WHS management
- Rolling out a corruption prevention system
- Upgrading information technology to improve our customer service and minimise our risk
- Upgrading plant and fleet vehicles.



City of Liveable Neighbourhoods

Page 76

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

- Planting street trees – page 78
- Upgrading public domain – page 78
- Approving new dwellings and commercial premises – page 78
- Inspecting food premises – page 78.

Our challenges

- The State Government is undertaking a number of reviews that will affect Council's regulatory activities and our capacity to deliver our strategic vision for our City – page 79.

Looking ahead

- Planting street trees
- Renewing neighbourhood centres.



City of Wellbeing

Page 82

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

Highlights

- Creating an accessible taxi rank – page 86
- Launching the new surf ryder attraction at RALC – page 87
- Starting to expand the Ryde River Walk – page 85
- Walking against domestic violence – page 85
- Upgrading playgrounds and sportsgrounds – page 84
- Winning awards for Livvi's Place– page 85.

Our challenges

- Balancing community demand with our ability to fund and provide a fair and equitable spread of sporting facilities
- Changing demands for libraries
- Engaging with Culturally and Linguistically Diverse (CALD) communities for Home Modification and Maintenance Services – page 89.

Looking ahead

- Developing the technological capacity of our libraries and services
- Planning for sustainable management of sporting facilities in Ryde
- Renewing community buildings
- Running our community garden and nursery
- Running the Active in Ryde program
- Upgrading playgrounds
- Upgrading sportsground facilities
- Developing a Biodiversity Plan for Ryde.



City of Prosperity

Page 92

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

Highlights

- Engaging with the State Government on North Ryde Station Precinct – page 94
- Satisfying our appetites with the *Flavours of Ryde* guide – page 94
- Supporting Macquarie Park's growth – page 94
- Upgrading town centres – page 95
- Working closely with the business community – page 94.

Our challenges

- We are continuing to work closely with the State Government to ensure the strategic vision for Macquarie Park is upheld – page 97.

Looking ahead

- Implementing our Economic Development Plan
- Implementing the Macquarie Park Marketing Plan
- Installing multi function poles in Macquarie Park
- Supporting Macquarie Park's Transport Management Agency
- Undertaking a parking study in Macquarie Park
- Upgrading town centres
- Upgrading public domain along Waterloo Road and Lane Cove Road.



City of Environmental Sensitivity

Page 98

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

Highlights

- Caring for our bushland – page 104
- Completing a cogeneration plant for RALC – page 105
- Holding community sustainability workshops – page 104
- Hosting a Garage Sale Trail – page 106
- Planting trees – page 105
- Reducing waste going to landfill – page 101.

Our challenges

- Negotiating new waste management contracts – page 107.

Looking ahead

- Auditing and upgrading lighting
- Continuing to develop and upgrade the Porters Creek site
- Delineating our natural areas
- Hosting the Youth Waste and Environment Project
- Managing sportsground subsidence
- Managing termite infestation around Shrimptons Creek
- Planting trees in parks and open spaces
- Protecting biodiversity
- Replacing stormwater assets and undertaking other stormwater improvement works
- Running the Future Focus Home Waste and Sustainability project.



City of Connections

Page 110

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

Highlights

- Extending our cycleways network – page 112
- Extending the Eastwood Plaza WiFi trial – page 112
- Making Macquarie Park pedestrian-friendly – page 112
- Making public transport easier to catch – page 112
- Responding quickly to a burst water main emergency – page 112.

Our challenges

- Managing our assets amidst challenging economic and legislative conditions – page 113.

Looking ahead

- Building new bus shelters
- Constructing and repairing footpaths
- Expanding our cycleways network
- Continuing to improve pedestrian access and mobility in Macquarie Park
- Refurbishing Banjo Paterson Park Wharf
- Repairing and resurfacing damaged roads
- Upgrading bridges.



Go4Fun school
holiday activities

City of Harmony and Culture

Page 116

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

- Conserving our heritage – page 119
- Expanding our library activities – page 118
- Holding our annual *Knit In*, which produced 542 wraps – page 119
- Hosting 114,000 people at our Community events – page 119
- Hosting art exhibitions and events – page 120
- Launching the Youth Services Hub – page 120
- Launching 'Finding Bennelong' – page 120
- Supporting the 'Racism. It stops with me.' Campaign – page 120
- Welcoming 1,200 new citizens – page 119.

Our challenges

- The introduction of ebooks (and other digital library materials) over the past few years have raised many issues for public libraries
- Continual changes in staffing and staff vacancies have also proven challenging – page 123.

Looking ahead

- Hosting Ryde Remembers Centenary of ANZAC events
- Supporting Ryde Youth Theatre Group
- Developing our collection of library books, including our popular collection of ebooks
- Developing heritage walking trails.

About this report

The theme of this year's Annual Report 'Securing our future' relates to our efforts to provide the best possible services to the community while remaining financially sustainable into the future. Securing our future shapes everything we do, and this year has involved a combination of internal belt-tightening measures and ongoing discussions with our community about how we can work together to meet their expectations in both the short and longer terms.

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 2013/14, documenting our performance against the 2013/14 Budget, and our progress against our Four Year Delivery Plan 2013–2017. 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:

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

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

In response to legislative requirements our *Government Information (Public Access) Act 2009* (GIPA) Annual Report is also included in the Statutory Information section of this report. As we are not required to prepare a separate State of the Environment report this year, we have discussed the sustainability initiatives we have undertaken both in our community and in our organisation in our City of Environmental Sensitivity outcome from page 98.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and while we are not yet fully compliant, it includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. The GRI index on page 226 lists the location of relevant indicators within the Annual Report for further information.


Audience for this report

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

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

Acknowledgement

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



Snapshot
of our city in
2013/14

Putney Park

39,157

homes

65,085

passengers carried
on the Top Ryder bus

40km²

our land area

2 TAFE
colleges

24

primary schools

33,000

businesses

3.41 hectares
of dedicated open
space per 1,000
people

3 awards
won for
Livvi's Place

207

parks and open
space areas

14,085

school students

114,000

people hosted at our
community events

103,038

residents

59 entries in
the Spring Garden
Competition

5 public
libraries

43,295

speak a language
other than English
at home

90% of our
annual capital works
program completed
on time

217 job
seekers helped
to connect with
employers

1 university



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Vision

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

Our vision arose from the development of our Original 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 Progressive Leadership
- 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.

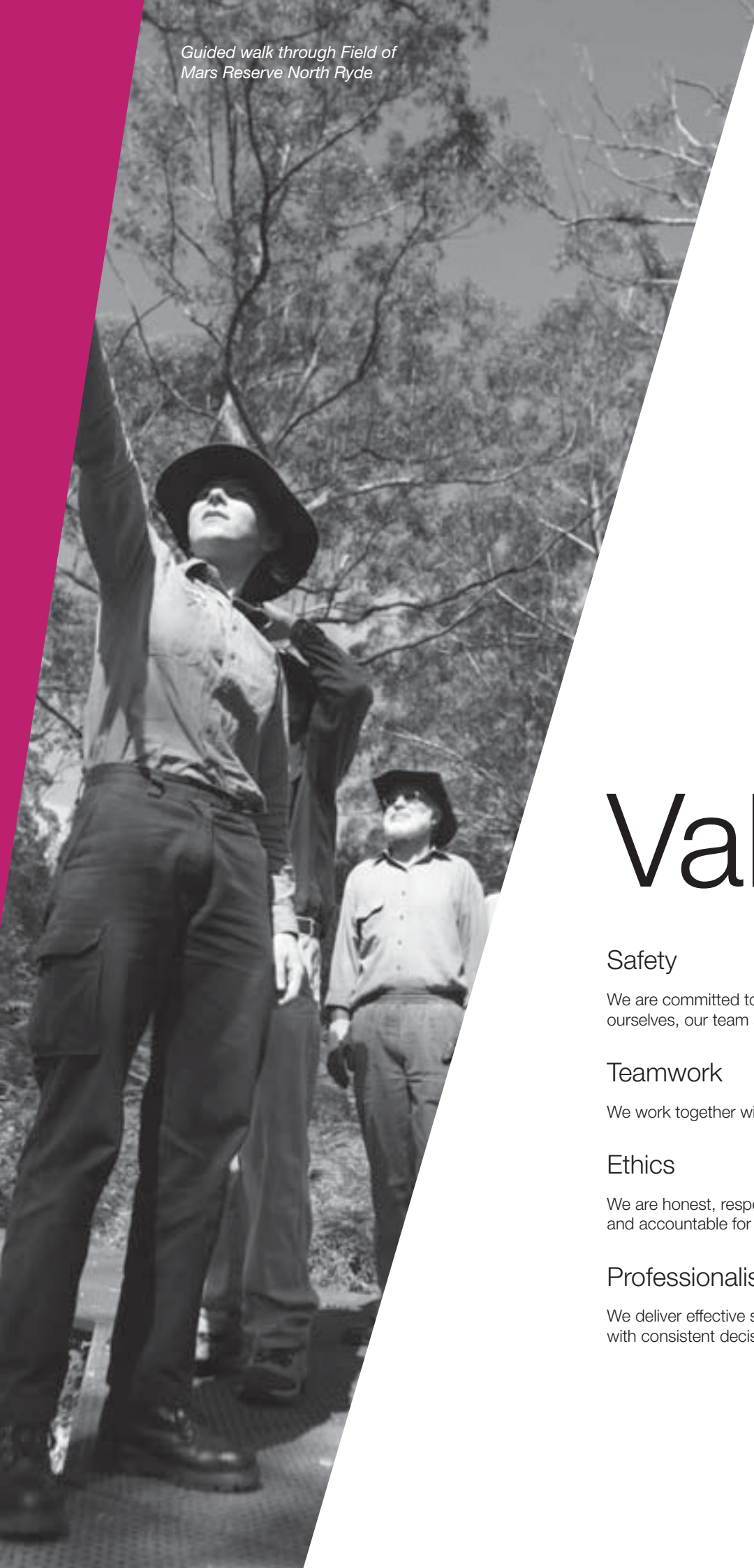
Mission

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

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

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

These plans are our response to the revised Ryde 2025 Community Strategic Plan and describe how we will deliver on the vision and seven outcomes.



Values

Safety

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

Teamwork

We work together with respect and support.

Ethics

We are honest, responsible and accountable for our actions.

Professionalism

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

Who we are

Where is Ryde?

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

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

Who lives here?

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

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

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

Our history

On 3 January 1792, eight former British marines received grants of land on the northern bank of the Parramatta River, midway between Sydney and Parramatta, on land traditionally belonging to the Wallumedegal clan of the Dharug people. The area was named Field of Mars, and two of those grants fall within the boundaries of the modern Ryde LGA.

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

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

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 Willandra House.

Where do we work and learn?

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

Where do we play?

The City of Ryde is well known for its beautiful parks and green open spaces. There are 197 parks in our City and within those parks there are 99 playgrounds. Many of our playgrounds have been revitalised with new designs and equipment during the past few years, with more scheduled for upgrades and renewals each year. All our playground equipment is inspected twice a year for safety, and is inspected routinely on a much more regular basis. We also have more than 60 hectares of playing fields that are used by hundreds of thousands of people annually for a huge variety of sports, as well as 12 off-leash areas for dogs and their owners.

There are three access points to the Parramatta River at Bowden Street Wharf and two launching ramps at Kissing Point and Wharf Road, West Ryde for boating enthusiasts. We have over 200 hectares of natural areas that are an important part of the City of Ryde's 'green' character. The largest is the Field of Mars Reserve, which is linked to seven other parks by a series of footpaths. Almost 150 dedicated and enthusiastic volunteers maintain 21 bushcare sites throughout our City: in 2013/14 our bushcare volunteers spent 4,516 hours rehabilitating our bushland.

Our economic contribution

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney. Our City is part

of an ever-changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Economic Corridor.

Macquarie Park is home to one of Australia's leading research universities as well as global players across the pharmaceutical, technology, electronics and telecommunications industries. It is a nationally significant research and business centre and is the head office location for many of Australia's Top 100 companies.

Two hundred hectares are zoned for commercial landuse, offering over 800,000 square metres of commercial floor space. With the capacity to reach over 2 million square metres, Macquarie Park is well placed to be a key anchor in the global economic corridor that extends from Port Botany to Norwest.

Modelling released by accounting firm Price Waterhouse Coopers in 2014 found Macquarie Park's economic output was \$9.1 billion in the previous

financial year, having doubled in a decade, and ranked Macquarie Park as Australia's tenth biggest location for economic output, behind North Sydney and Adelaide CBD.

The report further identified the Macquarie Park business precinct as a 'powerhouse of employment and economic growth' where last year growth topped 6.8 percent, double the combined efforts of the CBDs of Sydney, North Sydney and Parramatta. It predicted that Macquarie Park will become NSW's second-largest economy and Australia's ninth in the next four to five years.

The Wallumedegal or Wallumattagal are the traditional owners of the area we now call Ryde. Their clan name derived from *wallumai* the snapper fish, combined with *matta*, a word used to describe a place, but more often a water place.

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



Our stakeholders

How to interpret this chart

- Stakeholder group
- Ways of engaging with our stakeholders
- Why are our stakeholders important to us? They...
- Why are we important to our stakeholders? We...

COUNCIL

Partners – regional and national	Community groups and volunteers	Government	Employees And their representatives	Visitors	Suppliers
<ul style="list-style-type: none"> • Contract management • Account management relationships • Regular engagement through site visits. 	<ul style="list-style-type: none"> • 1:1 meetings • Focus groups and workshops. 	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Correspondence and events • 1:1 meetings. 	<ul style="list-style-type: none"> • Intranet • Staff briefings and onsite meetings • Cultural survey • Interviews • Performance reviews • Newsletters. 	<ul style="list-style-type: none"> • Events • Website • Published information. 	<ul style="list-style-type: none"> • Contract management • Account management relationships • Regular engagement through site visits.
Provide shared knowledge, cultural experiences, knowledge and resources.	Build trust and bridges to local communities through services.	Provide funding opportunities, services, planning direction, legislation and networks.	Central to the success of our business by providing valuable knowledge, skills and labour.	Provide economic benefit, generate employment opportunities and financial viability.	Provide good value and quality products and services.
Provide advocacy, leadership, cultural vibrancy, resources in line with policy and legislation.	Provide support and partnerships.	Provide local strategies, partnerships and networks.	Provide a fair, engaging and enriching work experience with career development and flexible work arrangements.	Provide products, services and facilities.	Provide fair Access to business opportunities in line with policy and legislation.

Our partnerships

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

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

Our stakeholders

During 2013/14 we continued to engage with our stakeholders to understand their expectations on the issues most important to them. We have also built community and stakeholder engagement into our project management system so that effective initiatives are integral to all aspects of project delivery.

We engage with our stakeholders in three primary ways:

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

See page 61 in the City of Progressive Leadership outcome for further discussion about some of our community engagement initiatives.

At the City of Ryde we have identified the stakeholder groups in the chart below and how best to communicate and engage with them.

Media	Business	Residents	Ratepayers	Customers
<ul style="list-style-type: none"> • Press releases • Briefings • Interviews. 	<ul style="list-style-type: none"> • 1:1 meetings • Focus groups and workshops • Website: ryde.nsw.gov.au cityofrydebusiness.com.au • Social media. 	<ul style="list-style-type: none"> • Public meetings • Publications • Website: ryde.nsw.gov.au • Social media • Annual report. 	<ul style="list-style-type: none"> • Rates notices • Community meetings • Publications • Website: ryde.nsw.gov.au • Annual report. 	<ul style="list-style-type: none"> • Customer experience and satisfaction measurements • Customer care and service • Website: ryde.nsw.gov.au • Publications • Fact sheets.
Build and protect reputation and raise awareness of our services and facilities.	Build capacity and drive the economy in our community.	Provide guidance, values, engagement and feedback.	Provide guidance, values, engagement and feedback.	<ul style="list-style-type: none"> • Provide us with feedback and utilise the services and products.
Provide trend data as well as social, environmental, economic and governance information.	Provide and promote business.	Provide civic leadership representation, services and facilities.	Generate sustainable growth and return to the community.	Provide products and services at good value and quality.

Year in Review

2013/14

*Ryde n Seek Photo
Competition Winner –
Helene Park by Louis Chan*





Our
performance
snapshot

*Cycleway alongside
Kissing Point Park Putney*

We invested
\$610,000
in our libraries

We invested
\$2.33 million
in making our
neighbourhoods
great places to live

We invested
\$5.8 million
in open space,
sport and recreation

We spent
\$3.55 million
on paths and
cycleways

We invested
\$4.33 million
in making our roads
easier to travel

We invested
\$410,000
in our waste and
recycling program

We spent
\$95 million
on 156 services
to support business
and the community

We earned
\$63.3 million
from rates and
annual charges

We earned
\$19.87 million
in capital grants
and contributions

We managed
\$2.22 billion
worth of land
and infrastructure

We invested
\$1.96 million
improving public
domain in
Macquarie Park

We gave
\$289,843
to our community
as grants and
in-kind support

Integrated Planning and Reporting Framework

Reporting on our progress

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

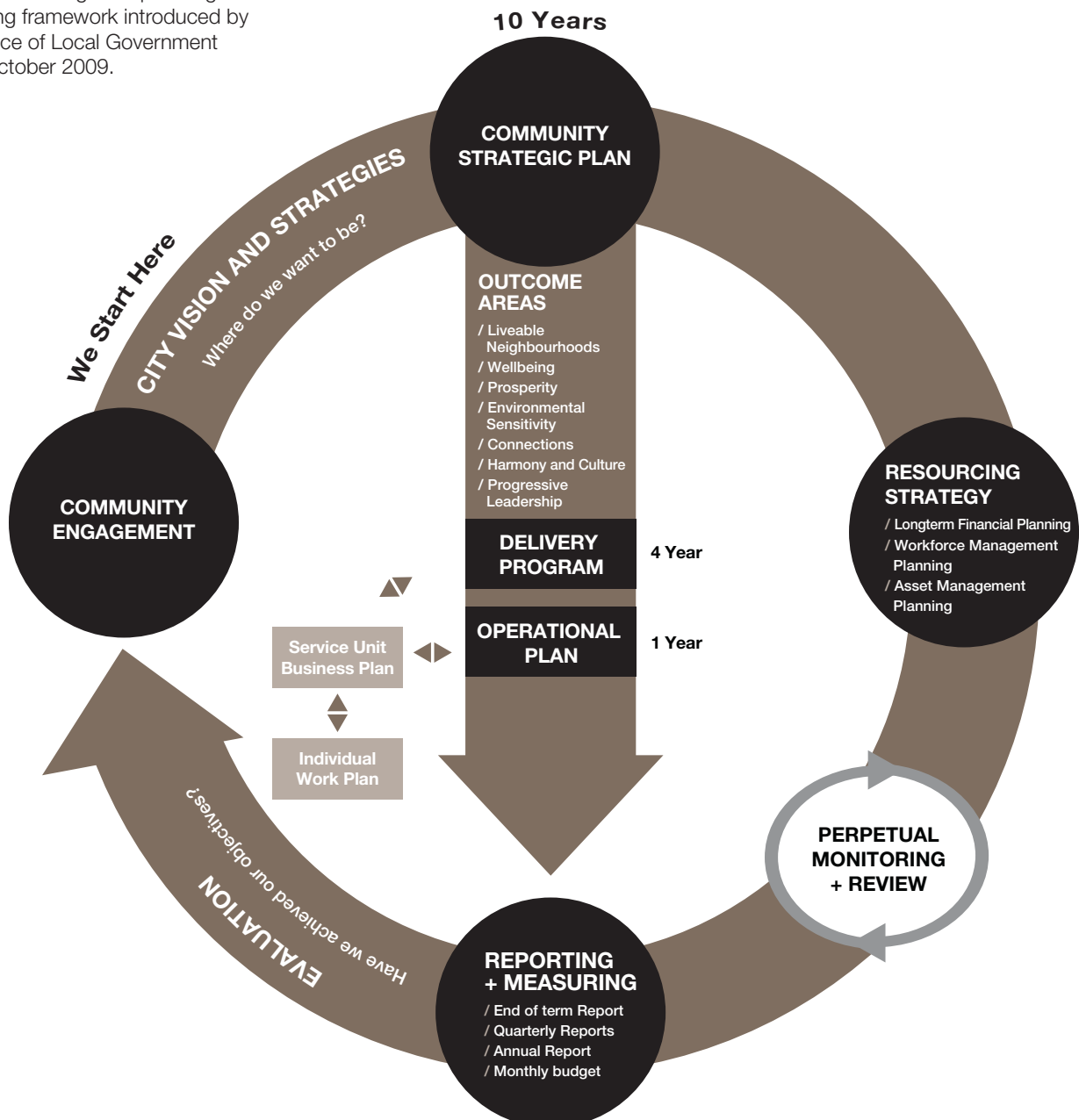
We use the integrated planning and reporting framework introduced by the Office of Local Government on 1 October 2009.

Quarterly reports

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

Annual Report

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



Mayor's message



**Cllr Bill Pickering,
City of Ryde Mayor**

As Mayor of the City of Ryde, I am delighted to present the 2013/14 Annual Report, reviewing the last 12 months.

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

The 2013/14 year was certainly one of many challenges for the City of Ryde. I would like to recognise the former Mayor, Roy Maggio, for his passion, energy and the time he invested in the role as Mayor throughout his term. Equally, I would like to congratulate and thank the Acting General Manager, Roy Newsome, for his commitment and hard work in ensuring our organisation remained focused on continuing to deliver quality services and facilities to our community.

As this report states, although we face mounting financial pressure, we remain committed to delivering high-quality services for our diverse and vibrant community. 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 the changing needs of our community.

To ensure that we can meet our challenges, we are seeking new and smarter ways of renewing our ageing infrastructure and working to establish partnerships to help us achieve this result. We are continuing to carefully utilise our resources and plan for the future to ensure local jobs and innovation flourish and that the welcoming sense of place that characterises the City of Ryde can continue to flourish. This will help us fulfil the vision we share with our community of being able to work close to home and embrace a sustainable, active lifestyle in a lively, attractive city.

The theme of this year's report 'Securing our future' explores some of the ways we are doing this, by talking to our community about their concerns for the future and responding to their needs and expectations, investing prudently to ensure we keep our charges as low as possible and offering the best value for money to our community, and finding innovative and improved ways of working within the City of Ryde itself. One of my priorities as Mayor will be to increase other sources of revenue outside our main source of revenue from rates.

Engaging with our community is at the heart of what we do. We will continue to work to meet the aspirations of our local community, and to ensure that our leadership culture remains focused on delivering on our vision to provide lifestyle and opportunity @ your doorstep.

It is with great honour that I present this year's Annual Report on behalf of my fellow Councillors and staff for your exploration, in the hope that it provides you with a greater insight and understanding of the exemplary services provided by the City of Ryde.

A handwritten signature in black ink, appearing to read 'B. Pickering', written over a horizontal line.

**Cllr Bill Pickering
Mayor – City of Ryde**

General Manager's review



Dominic Johnson
Acting General Manager
– City of Ryde

'Securing our future' is the theme for this year, reflecting our journey during the past 12 months. It relates to our efforts to address our challenging long-term financial outlook while providing the best possible services for the community. In 2013/14 efforts to secure our future have shaped everything we do, from finding savings internally, to developing strategies to maintain our infrastructure against a background of falling revenue, to discussing with our community ways that we can work together to meet their expectations in both the short and longer terms. Further discussion about these initiatives can be found on pages 30 and 61.

Another challenge shaping 2013/14 was awaiting the results of the Independent Commission Against Corruption (ICAC) investigation. In spite of finding that former mayor Ivan Petch had engaged in corrupt conduct, along with findings against three other councillors and a number of individuals, the investigation found that the City of Ryde had no systemic or operational failures. However, during the year we proactively reviewed a number of policies and procedures and made changes to ensure that both councillors and staff operate at the highest standards.

With significant changes being proposed by the NSW State Government for the Local Government sector, we have also been called upon to express our community's concerns about proposed amalgamations with surrounding Councils. Despite their concerns about the proposals, our community also recognises the need to make improvements around strategic planning, program delivery and long-term financial sustainability. We have begun that process by working with other Northern Sydney Councils to negotiate more favourable waste contracts.

Waste management is set to remain a priority for all councils in coming years, with the State Government calling for 70 percent diversion of municipal waste from landfill by 2020. This year the City of Ryde has devoted considerable resources to developing a new waste management strategy and rolling out a range of initiatives aimed at getting our community to think differently about waste.

Following significant efforts over the past few years to improve children's play spaces, City of Ryde staff were delighted to learn that we were the winners of three awards for Livvi's Place, the all-abilities playground at Yamble Reserve. These are some of the many awards won by our organisation this year – see page 54 for details of both the awards we have won and handed out to deserving community members.

Service delivery

Listening and consulting with our community and customers has been a key feature of the past 12 months. We communicate with our community through social media, customer satisfaction surveys, public meetings and other channels and have continued to develop our online profile using Facebook, Twitter, Pinterest, Instagram and YouTube.

Our complaints manager position has continued to ensure the speedy and satisfactory resolution of complaints, and

while our score of 92 percent of all Tier 1 and 2 complaints being resolved within agreed timeframes falls outside our target of 100 percent, customers were kept informed of progress and all complaints have since been satisfactorily resolved. The complaints manager is also able to identify any issues and feed those back into the business, allowing us to make swift improvements where needed.

In 2013/14 we undertook a review of our library service and developed a strategic plan that will help our libraries meet the challenges of changing user demands that have already significantly impacted the way our libraries operate, with many more changes set for the future. The plan reviews the current status of our libraries, explores issues that could impact our future, and discusses alternative approaches to addressing those issues while ensuring that our libraries remain dynamic and reflect our community's needs.

In terms of development in our city, as outlined on page 78, to provide opportunities for both the community and businesses to grow we have continued to improve the way we manage development applications. In 2013/14 we approved a total of 1,033 dwellings and over 17,000 m² of commercial floorspace, worth \$446 million. While the higher volume of applications has seen some increase in processing times, especially around more complex development proposals, our Express Development Application Service has helped to reduce processing times to less than 30 days for 22.7 percent of all applications for development.

This year we also continued our focus on project management. Our Public Works team 'got on with the job' and their efforts have resulted in 90 percent of all capital projects being completed together with a significant reduction in carryover projects. The City of Ryde has for many years had a strong project management focus and culture and this will be further enhanced by the development and implementation of a new project management system.

Some highlights of our capital project delivery included:

At the RALC we completed both the cogeneration plant and the Wave Ryder surf attraction. The cogeneration plant will enable us to save both energy costs and greenhouse gas emissions and the Wave Ryder will help to ensure the RALC remains a self-sustaining business into the future – see page 87

- Upgrading playgrounds and sportsgrounds – see page 84
- Upgrading public domain around Agincourt Road and Boronia Park shopping centre and in Macquarie Park – see pages 78 and 95.

Our organisation

To secure our future we are continuing to strengthen 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, including customer feedback, to our frontline managers to improve service delivery
 - Make it easier for job seekers from the CALD community to apply for jobs with the City of Ryde
- Align our long-term financial planning to the management of our assets so that they are properly maintained and that risks are managed
- Provide staff with a safe and appropriate working environment that is affordable to our residents
- Focus on accountability for service delivery
- Support our workforce to work collaboratively in a project management environment.

We are continuing to progress as a Council that both meets the expectations of our community and is financially secure enough to face whatever challenges and opportunities the future brings.

Our finances

We have again shown strong financial management this past year. As page 28 of this report shows, we had an operating surplus of \$15.57 million, which is an increase of \$3.34 million from last year.

We earned more than \$110.4 million in income in 2013/14 including \$19.76 million in grants and contributions, and spent over \$94.8 million on services and assets that benefit our community.

Our operating result before capital was a surplus of \$1.34 million, representing a significant turnaround from last year's deficit of \$5.79 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.

To secure our future, we have invested time over the past few years assessing the condition of our assets so that we can accurately plan for their maintenance and renewal. Based on the information we have, the City of Ryde needs \$18-20 million each year to keep our infrastructure up to a satisfactory standard, and we are currently experiencing a shortfall of around \$10 million annually on what is needed. In early 2014/15 we will be sending out a report to our community detailing our financial position and seeking their views about how we should respond to our funding shortfall in the future so that the City of Ryde's operations reflect their

expectations for how they want to live. One of these options will be to consider a Special Rate Variation (SRV).

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, and have proactively undertaken a number of policy reviews to ensure that councillors and staff are operating to the highest standards.

We are continuing to work to achieve 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 and are taking a proactive, risk-based approach to tightening our governance framework.

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



Dominic Johnson
Acting General Manager – City of Ryde

Managing the money

At the City of Ryde, money comes in from rates on residential, business and industrial properties, government grants, interest on investments, user charges and fees, and operations from Council's own business.

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 2013/14 financial statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of Council's Financial Statements are available from page 129.

In the graphs following, where available and applicable, we compare our results with other similarly sized metropolitan councils, known as Group 3 Councils. Also where a mandatory benchmark has been set by the Office of Local Government in the Code of Accounting Practice, that benchmark is also included.

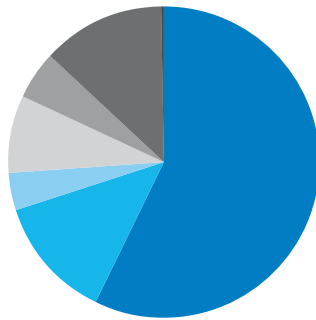
Where did our money come from?

This year, our main source of income, other than rates, was from user charges and fees of \$13.9 million or 12.7 percent (2012/13: \$13.3 million or 11.9 percent).

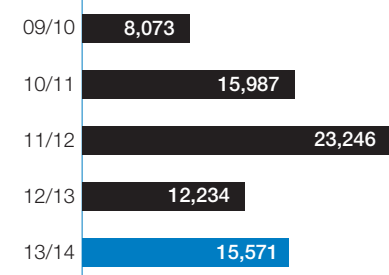
Income from rates and annual charges contributed \$63.3 million or 57.3 percent (2012/13: \$61.1 million or 54.8 percent). Federal and State Government grants assist us to provide facilities and services in the community. Income from the Ryde Aquatic Leisure Centre and regulatory/statutory fees are also an important source of income.

2013/14 Total income \$110.4 million

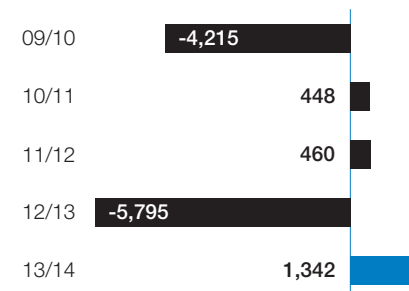
- 57.3% Rates and annual charges
- 12.7% User charges and fees
- 3.9% Interest and investment income
- 8.1% Other revenue
- 5.0% Grants and contributions provided for operating purposes
- 12.9% Grants and contributions provided for capital purposes
- 0.1% Net gain on disposal of assets



Operating result (\$'000s)



Operating result before capital (\$'000s)



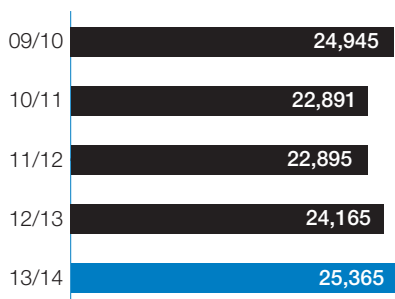
How does our performance compare with previous years?

We have achieved an operating surplus over the past five years of \$75.1 million including contributed assets, or a loss of \$7.7 million excluding capital income. This indicates that the day-to-day costs incurred by Council are more than the total revenue received, which is putting strain on our ability to pay for capital works.

Where was the money spent?

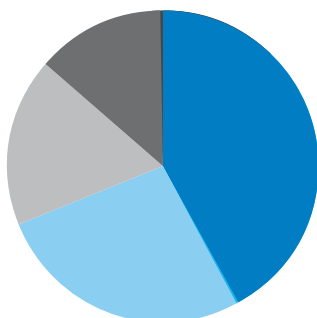
We have maintained the level of capital expenditure (excluding contributed assets) on our assets to ensure our assets' long-term sustainability. We delivered \$25.4 million in capital expenditure (2012/13: \$24.2 million) and received no contributed public domain infrastructure assets associated with major developments within our City (2012/13: Nil).

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



2013/14 Total operating expenses \$94.8 million

- 42% Employee benefits and on costs
- 0.2% Borrowing costs
- 27% Materials and contracts
- 17.5% Depreciation and amortisation and impairment
- 13.4% Other expenses
- 0% Loss from disposal of assets



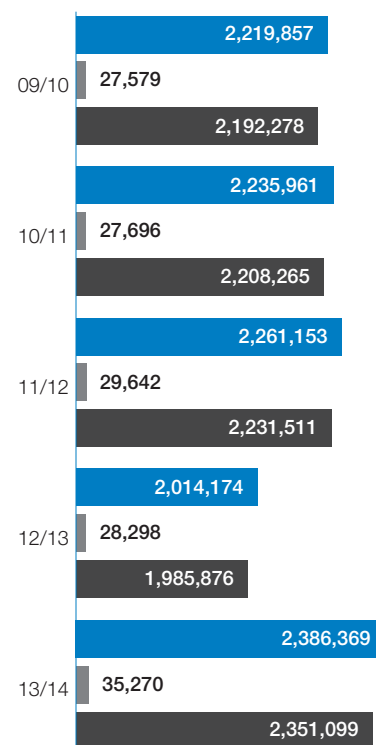
How are we going?

(Statement of changes in equity)

The following graph compares the City of Ryde's net accumulated financial worth as at 30 June 2014 to our position over the past four years.

Net worth/equity (\$'000s)

- Asset
- Liabilities
- Equity



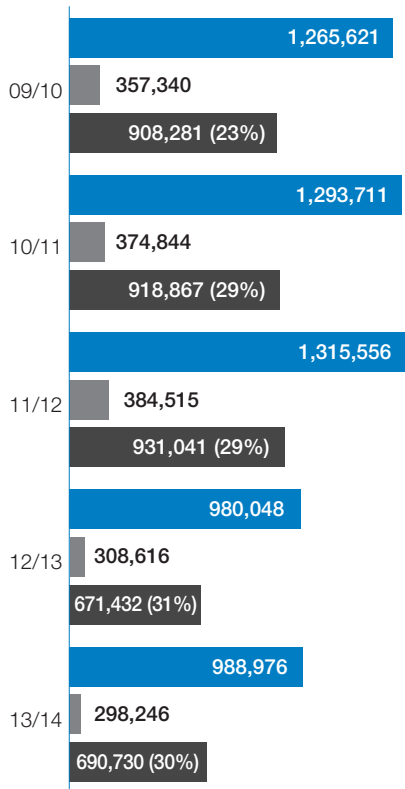
Managing the money (continued)

Asset management (Council's assets – infrastructure, property, plant and equipment)

We own and maintain over \$2.22 billion worth of infrastructure including roads, parks, buildings, stormwater drainage, bridges, footpaths, lighting, seawalls and wharves. This includes \$1.24 billion of land, excluding land under roads. These assets, which are used by the community every day, deteriorate over time and require ongoing maintenance or replacement.

Infrastructure, property, plant and equipment (\$'000s)

- Gross Book Value
- Accumulated depreciation
- Written Down Value



Deteriorating infrastructure is a major issue for all NSW local councils with a report released in June 2014 by the NRMA highlighting a \$3.87 billion funding backlog needed to bring NSW council roads up to a satisfactory condition.

Economic and legislative conditions such as rate pegging, service costs shifting from other levels of government, plus increasing costs for materials and utilities, results in further restricting our ability to meet existing and emerging community priorities.

As our population grows, so does the demand for services and the use and impact on our assets. However, the pool of money available to Council to maintain these assets does not keep pace with increased costs. The result is a funding gap, a backlog of works and deteriorating assets.

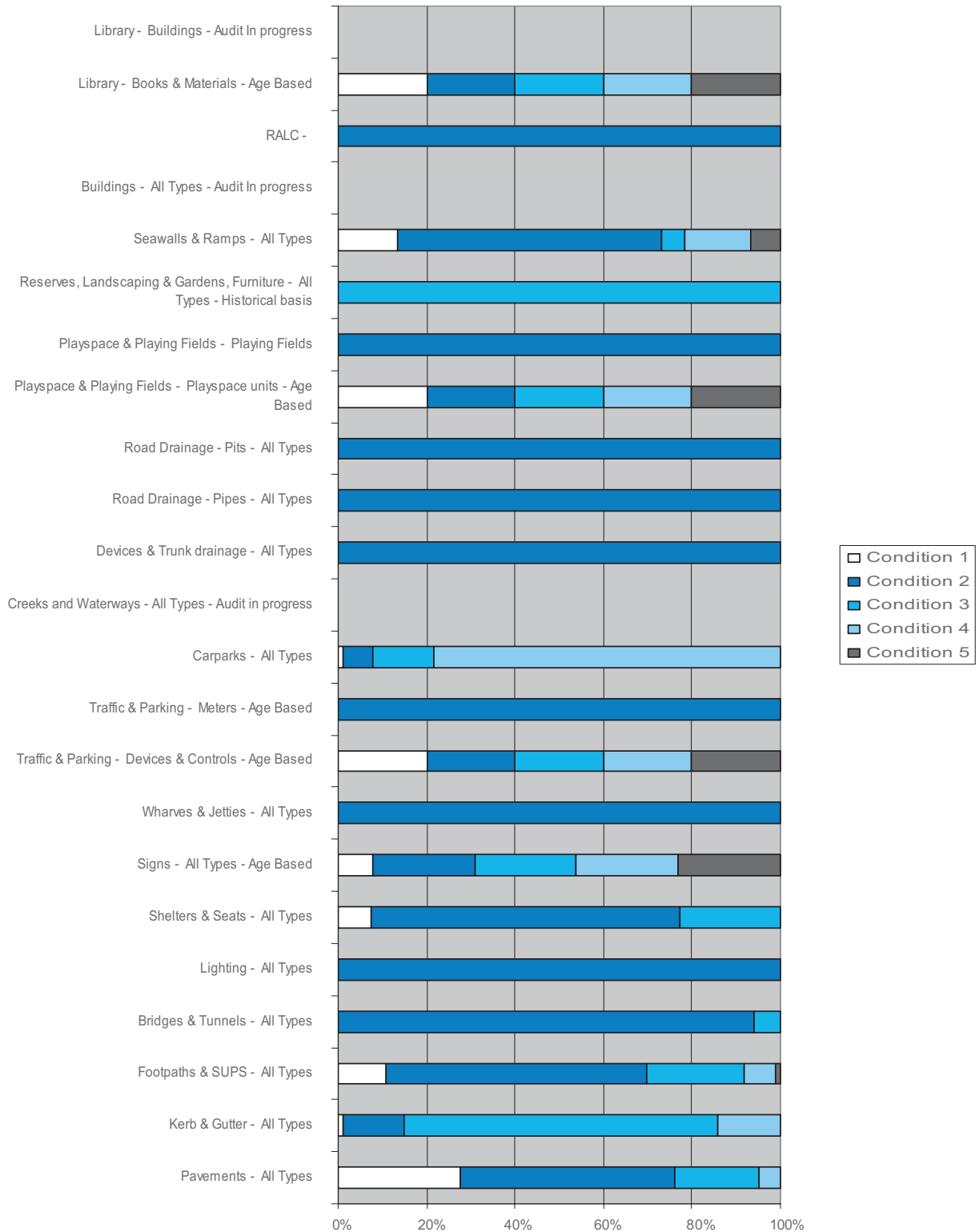
The age of our assets and their regular and growing use means we need to invest in renewal programs to ensure our assets continue to meet community needs and expectations. If the City of Ryde does not spend money on asset renewal now, we will need to invest more money in the future as asset conditions decline. The money spent today on renewing assets will greatly reduce the cost to completely replace our assets in years to come. As shown in the chart opposite Council's assets are graded 1 to 5, with condition definitions below.

- 1 = new or equivalent
- 2 = good condition without visible blemishes or deterioration
- 3 = usable and safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths
- 4 = usable condition with some defects, which do not represent a significant safety hazard and can be managed
- 5 = requires repairs to remain in use

For some asset groups the functional life is determined by age, e.g. library books.

Based on all the information we have, the Council needs \$18 – 20 million per annum to keep our City's infrastructure network at a satisfactory standard. Our budget forecast for next financial year 2014/15 shows an allocation of \$10.38 million for asset renewal works, which is a shortfall of \$8.22 million.

Asset Conditions (Age) used for depreciation reporting



Managing the money (continued)

Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special Rate raised approximately \$1.24 million from business properties located within the Macquarie Park Corridor. These funds assist in implementing the Macquarie Park Corridor Master Plan, which has been developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor, and the construction of the Epping to Chatswood rail link.

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

See page 94 for details of activities undertaken in the Macquarie Park Corridor.

Revenue and expenditure are detailed in the following chart.

Macquarie Park Special Rate 2013/14

	Budget	Actual
Funds brought forward from 2012/13 financial year	\$1,818,318	\$1,818,318
Revenue 2013/14	\$1,276,960	\$1,278,862
Expenditure		
Traffic facilities	\$100,000	\$473,672
Sportsfield renewal and upgrade	\$400,000	\$259,834
Town centre upgrade	\$300,000	\$741,401
Information technology	\$0	\$14,130
Macquarie Park parking scheme	\$0	\$89,203
Macquarie Park DCP	\$0	\$66,397
TMA for Macquarie Park	\$250,000	\$250,114
Macquarie Park website	\$0	\$21,146
Marketing Plan implementation	\$50,000	\$52,483
Total expenditure	\$1,100,000	\$1,968,379
Net result	\$1,995,278	\$1,128,801

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



*Macquarie Park
train station*

Managing the money (continued)

Stormwater Management Service Charge

The Stormwater Management Service Charge raised approximately \$0.99 million from residential and business properties (but not including vacant land or land owned by the Crown or land held under lease for private purposes under the *Housing Act 2001* or the *Aboriginal Housing Act 1998*).

The funds raised are separately accounted for and are used to assist in providing stormwater management services across the City of Ryde.

See page 220 for details of stormwater management activities undertaken in 2013/14.

Revenue and expenditure are as follows:

Stormwater Management Service Charge 2013/14

	Budget	Actual
Funds brought forward from 2012/13 financial year	\$1,401,338	\$1,401,338
Revenue 2013/14	\$992,170	\$993,394
Expenditure		
Stormwater replacements	\$742,630	\$1,057,271
Traffic and Governance management	\$119,950	\$107,416
Stormwater Levy investigations	\$100,340	\$15,799
Total expenditure	\$962,920	\$1,180,485
Net result	\$1,430,588	\$1,214,247

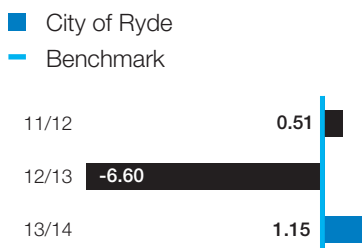
Surplus funds are restricted for use in future years, under the conditions for which they are raised.

Performance measures

Operating performance ratio (0%)

This ratio measures a Council's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded. The benchmark is greater than 0 percent.

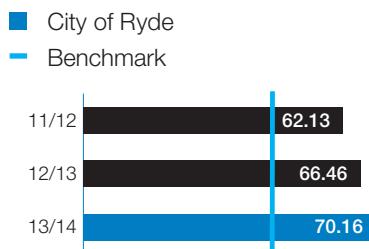
This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only.



Own source operating revenue (0%)

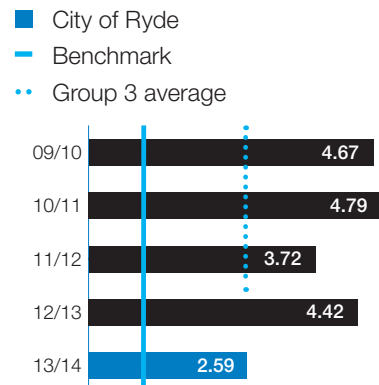
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60 percent.

This new measure has been introduced from 2013/2014 onwards, with comparative data calculated back to 2011/12 only.



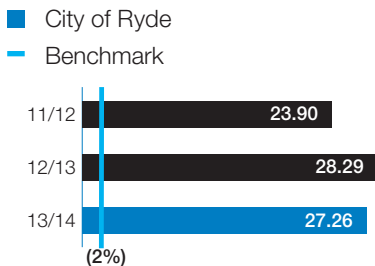
Unrestricted current ratio

For every \$1 of current liabilities, we have \$2.59 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.



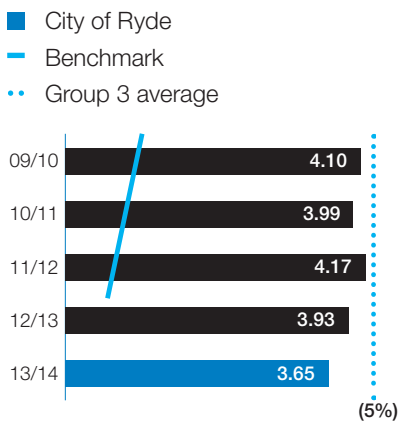
Debt service cover ratio (%)

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. As directed by the Office of Local Government, this measure replaces the debt service ratio. This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only. The benchmark is greater than 2 percent.



Rates and annual charges outstanding (%)

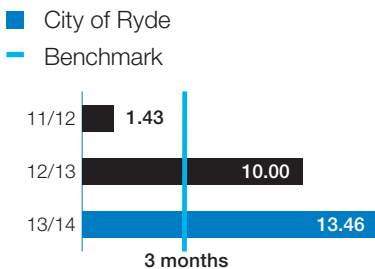
We maintain a strong recovery rate of 3.65 percent of outstanding rates and annual charges as at June 2014, which compares favourably with the industry benchmark of 5 percent. This year saw a slight decrease in the level of outstanding rates due the implementation of a new debt recovery system.



Cash expense ratio (months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark is greater than three months.

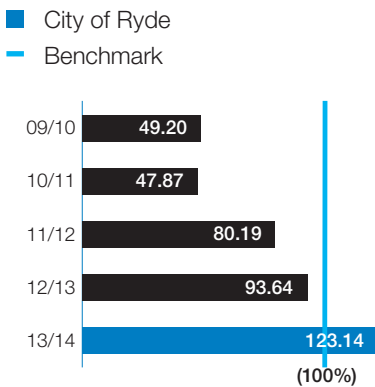
This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only.



Buildings and infrastructure renewal ratio (%)

This ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark is 100 percent.

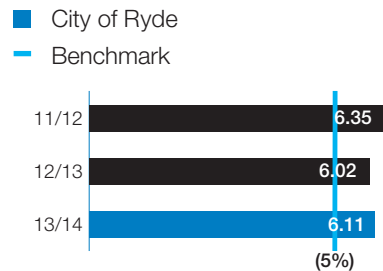
This performance indicator was originally shown at Note 13 of the Financial Statements and has now been moved to Special Schedule 7 (page 204).



Infrastructure backlog ratio (%)

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure. An arbitrary benchmark of 5 percent has been chosen.

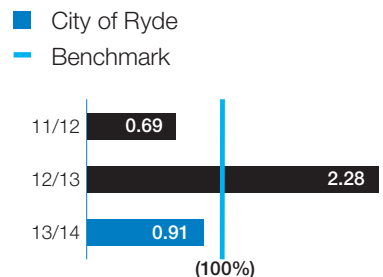
This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only.



Asset maintenance ratio (%)

This ratio compares actual versus required annual asset maintenance. A ratio of above 1.0 indicates that the Council is investing enough funds within the year to stop the infrastructure backlog from growing. The benchmark is greater than 1.0 (100 percent)

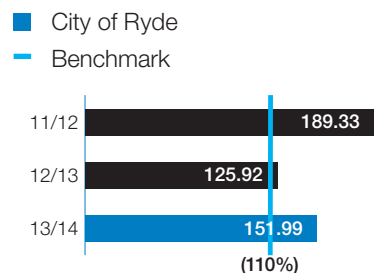
This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only.



Capital expenditure ratio (%)

This indicates the extent to which a Council is forecasting to expand its asset base with capital expenditure on both new assets and the replacement and renewal of existing assets. The benchmark is greater than 1.1 (110 percent).

This new measure has been introduced from 2013/14 onwards, with comparative data calculated back to 2011/12 only.



Calendar of events 2013

July

Culture lovers group: Wedding Traditions

Lifelong Learning: World Heritage-listed Convict Sites in Australia

Lifelong Learning: From the Snowy Mountains Authority to the Snowy Mountains Engineering Corporation

Authors Platform: Hugh Mackay

River to River Corridors Project Tree Planting

SecondHand Saturday Garage Sale

August

City of Ryde Knit In

Musical Morning Tea: Tony Wang

Author's Platform: Mark Tedeschi QC

Leftover Makeover (LOMO) Cooking Workshop

Guided Walk: Field of Mars

Creative Writing For Kids

Lifelong Learning: Parkinson's Disease

Introduction to the Internet

Lifelong Learning: Sunken World War II Vessels

Granny Flat Information Seminar

Hungry for Art – Art PopUp at Top Ryde City

Author's Platform: Banafsheh Serov

Lifelong Learning: How to publish a children's picture book.

International Overdose Awareness Day

Hungry for Art: DrawFest and Open Day

September

Brush Farm House Open Day

Hungry for Art: Art Trail

Musical Morning Tea: Barbershop Quartet – *Impact*

Senior Driver Workshop

Lifelong Learning: Wills and Powers Of Attorney

Ryde Rivers Festival

Bushcare's Major Day Out

Anti-Bullying Workshops

Effects of Underage Drinking Forum

Free Learner Driver Workshop

Lifelong Learning: Stroke Awareness

Guided Walk: Buffalo Creek

Author's Platform: Fred Watson

Author's Platform: Richard Glover

School Holiday Skate Clinics

Go4Fun School Holiday Workshop

Bike Week: Ryde Towards a Healthier Future

Safe Commuting and On-Road Cycling for Adults

Technology at your Library: PC Basics

Lifelong Learning: Gardening in a Changing Climate

Lifelong Learning: SES – What We Do

Free Kitchen Gardening Workshop

Holiday Intensive Swim Program

Get Active in Ryde: Cycling Skills Course

Guided Walk: Putney Park

School Holiday Activities at the Library

Skate Clinic

October

Movies at Macquarie: *Babies*

Musical Morning Tea: Macquarie University Singers

Authors Platform: Ross McMullin

Community Grants Info Session and Workshop

Introduction to the Internet

Granny Smith Festival

Talks: Managing Anxiety

Ryde Youth Theatre Presents: 'The Line Between'

Ride to Work Day: Macquarie Park Breakfast

Ryde Jobs and Skills Expo

iPad Training Workshops

Putney Park Family Fun Day

Family Ferry Ride and Walk along Ryde River Walk

City of Ryde Art Society Annual Exhibition

Authors Platform: Andrew Tink

Child Restraint Check

Surfin' Sunday

Seniors' Morning Tea

Garage Sale Trail

Lifelong Learning: Apply for Probate

November

Children's Writing Workshop

Ryde Rollercoaster Run

Crowdfunding and Time Banking Workshop

Free Film and Tour: 'Trashed'

Lifelong Learning: Seven Wonders of the Ancient World

National Recycling Week activities

Culture Lovers Discussion Group

Adult Essential Cycling Skills Course

White Ribbon Walk

Lifelong Learning — Matriarchs and Moguls: a History of West Ryde

Making Your Home Energy Smart Workshop

Artisan Markets

December

Author's Platform: Caroline Overington

Seminar: Building or Renovating a Home

Christmas Leftover Makeover (LOMO) Workshop

Lifelong Learning: Family Law

Christmas Preschool Story Time

Fright Before Christmas Spooktacular

Luke Kim Solo Exhibition

Rotary Carols on the Common

Community Christmas Celebration



White Ribbon Walk

Calendar of events 2014

January


Australia Day by the Pool
Australia Day Family Concert

February

Kitchen Gardening Workshop
Little Bang Discovery Club
Child Restraint Check
Musical Morning Tea: Rainbow Singers
PC Basics
The Life and Poems of Banjo Paterson
Lunar New Year Celebrations
Infocus: Understanding Retirement Income Streams
Senior Pedestrian Safety Workshop
North Ryde Library Reopening Celebration
Author's Platform: Liz Newton
Author's Platform: Chris Muir
An evening with 'The Banjo'
Guided Walk through Banjo Paterson Park, Looking Glass Bay Park and Bedlam Point.

March

Clean Up Australia Day
LOMO Family Fun Day Challenge
Creative Writing for Adults
Law Talk: Wills and Powers of Attorney
SecondHand Saturday
Musical Morning Tea: Sydneysiders Express
Internet Basics
Safety and Security Awareness Talk for Seniors
Cinema in the Park
Infocus: The 5 Most Common Cancers
Author's Platform: Boyd Anderson
Law Talk: Applying for Probate
International Women's Day Art exhibition
The Art of 'Selfless Acts'
Eat Out at the Tables of Gladesville
Guided Walk: The Habitat and Shrimptons Creek
Racism. 'It Stops With Me Campaign' Launch
Seminar: Setting Up a Home Business
Community Information Expo
Harmony Day
Building a Granny Flat Info session
SecondHand Saturday
Lift for Life
Follow your Waste Free Tour
Seniors' Morning Tea: Walking Married of Mosuo
Indigenous Film Night
Family Fun Day at Fontenoy Park



*Lunar New Year Festival
Eastwood*

April

Our Space Open Day
Cinema in the Plaza: *'Man of Steel'*
'Golden Girls' Autumn Fashion Parade
Cartooning Workshop for Kids
Musical Morning Tea: Andrejs Mednis
School Holiday Activity: Shekere Beats
Game On!
Artisan Ryde Easter Markets
West Ryde Easter Parade and Fair
Guided Walk: Brush Farm
Ryde Remembers: Spirits of Gallipoli
Talk: The International Space Station
West Ryde Easter Parade and Fair
School Holiday Activities: Learn to Swim
Holiday Intensive Program
Let's Get Loud at the Libraries
Guided Walk at Waterloo Park
TEDxSydney (Satellite Event)
Authors Platform: Walter Mason

May

Talk: The Re-Markable roads of Ryde
Talk: Finding Bennelong
Talk: Ryding the Rails
Field of Mars Cemetery Tours
Talk: Vampire Frogs
Ryde Remembers: How to Trace your
Australian WW1 Ancestors
Workshop: Cryptic Crosswords
Sustainable Transport Open Day
Musical Morning Tea: Domenico Sepe
City of Ryde Volunteer Recognition
Awards
Sustainable Waste to Art: 'Paper Cut
and Plastic Animation' Short Course
Household Chemical CleanOut Drop-off
Local Food Lovers Workshop
Football4All-Go4Fun
Heartmoves
Sydney Writers Festival: David Hunt
Sydney Writers Festival: Paul Barry
Home Waste Sustainability Assessments
Livvi's Place Family Funday
Infocus: Scams
[YES] Youth Empowerment Summit

June

Brush Farm House Open Day
Ryde Hunters Hill Symphony Orchestra:
Child's Play 2
Building a Granny Flat Information
Session
Guided Walk: Magdala Park
Technology at your Library: Tablet Basics
Plastic Creative Workshops
Seminar: Sustainable Building Design
and Renovation
Talk: Shipwrecks in Sydney
Ryde Remembers: Ryde's Boys
Australian Hearing Sessions: Free
Hearing Screen
SecondHand Saturday
Our Space Launch
Authors Platform: Lee Holmes
Talk: Property Matters in the
Family Court
Laughter Workshop
2014 Mayoral Prayer Breakfast
School Holiday Fun: Skyworks
Planetarium

Talking
the pledge
against racism

Key statistics

	2011		2006		Change
	Number	%	Number	%	2006-2011
Population (Excluding Overseas Visitors)					
Males	50,060	48.6	47,515	48.2	+2,545
Females	52,978	51.4	51,004	51.8	+1,974
Total population	103,038	100	98,519	100	+4,519
Population Characteristics					
Indigenous population	352	0.3	268	0.3	+84
Australian born	54,661	53	53,747	54.5	914
Speaks a Language other than English at home	43,295	42.0	35,173	35.7	+8,122
Australian citizens	81,059	78.7	77,965	80.4	+3,094
Australian citizens aged 18+	63,354	61.5	61,171	63.1	+2,183
Age Structure					
Babies and preschoolers	6,362	6.2	5,596	5.8	+766
Primary schoolers	7,693	7.5	7,443	7.7	+250
Secondary schoolers	6,124	5.9	6,246	6.4	-122
Tertiary 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
Total	103,038	100	96,935	100	+6,103
Households and Dwellings					
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
Av. household size	2.58	N/A	2.51	N/A	+0.07
Total	39,157	100	37,841	100	1,316
Workers In Ryde					
Live and work in Ryde	13,643	19.6	13,169	22.6	+474
Live outside Ryde but work in LGA	55,837	80.4	45,145	77.4	+10,692
Total workers in the area	69,480	100	58,314	100	11,166
Transport to work					
Catch public Transport	11,923	23.7	9,726	20.9	+2,197
Drive*	29,064	56.5	27,206	58.1	+1,318
Bike	301	0.6	209	0.4	+92
Walk	1,950	3.9	1,723	3.7	+227
Other	449	0.9	1,058	2.3	+72

* This Statistic includes both drivers and passengers
Source ABS Census data 2011

Civic
Centre

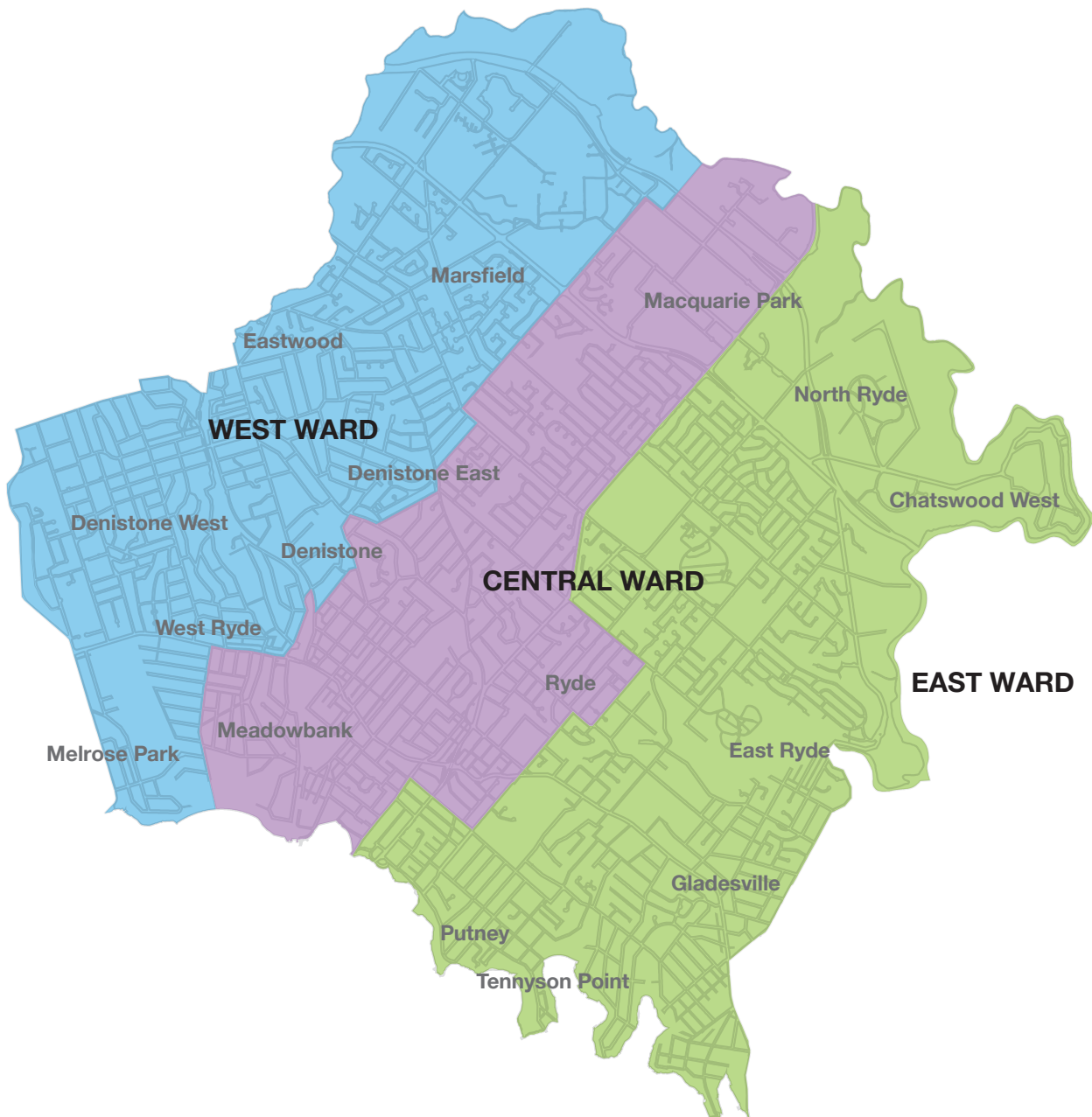
Civic Leadership

Civic leadership

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward. The community elects Councillors

for a four-year term. The most recent local government elections were held on 10 September 2012. The Councillors elect the Mayor annually. Together,

the Councillors make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future.



2013/14 Councillors

East Ward



Clr Craig Chung



Clr Roy Maggio



Clr Ivan Petch
– Currently Suspended



Clr George Simon

CLR CRAIG CHUNG

Locked Bag 2069, North Ryde NSW 1670

Mobile / 0412 605 597

Email / cchung@ryde.nsw.gov.au

Clr Chung was first elected to the City of Ryde Council in 2012. A business owner with a background in law, Clr Chung's focus is on ensuring Ryde's economic prosperity and that it remains both economically viable and responsive to the community's needs. He believes that vibrant, multicultural and diverse communities are key to the City's future and that the development of appropriate community spaces is crucial to making this happen. In 2013/14 Clr Chung was the deputy chair of the Planning and Environment Committee. He chaired the Sport and Recreation Advisory Committee and was also a member on the Economic Development Advisory Committee, Community Harmony Reference Group, Macquarie Park Forum, Ryde Hunters Hill Joint Library Service Advisory Committee and the Ryde Youth Council.

CLR ROY MAGGIO – MAYOR UNTIL SEPTEMBER 2014, DEPUTY MAYOR FROM SEPTEMBER 2014

Locked Bag 2069, North Ryde NSW 1670

Phone / 9952 8332

Email / rmaggio@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008 Clr Maggio has lived in the Ryde area for 48 years. A self-employed consultant to the electrical industry, he is passionate about sports and children's wellbeing, coaching junior sports teams in addition to his numerous volunteer activities. He is committed to improving facilities and service standards particularly in relation to open spaces in the Ryde area, and ensuring there are safe places for children to play. He is also committed to improving community engagement, developing partnerships with external organisations, ensuring financial responsibility, and delivering results that serve the community.

As Mayor in 2013/14 Clr Maggio was ex officio on all committees.

CLR IVAN PETCH – CURRENTLY SUSPENDED

Locked Bag 2069, North Ryde 1670

Phone / 9809 1847

Email / ivanp@ryde.nsw.gov.au

First elected in 1977, Clr Petch has always endeavoured to represent the views and aspirations of local residents both as a City of Ryde councillor and member of State Parliament. He has been responsible for many achievements during his 37-year tenure, including the expansion of Putney Park; the establishment of the 100-year peppercorn lease of North Ryde Common; the installation of many traffic calming devices, pedestrian safety initiatives and traffic lights to allow residents access to main roads; the proclamation of Wallametta Nature Reserve; the retention of Putney Punt; and a grant that established the Gladesville RSL Gymnastics Club. In 2013/14 Clr Petch chaired the Heritage Advisory Committee and sat on the Works and Community Committee.

Councillor Petch was suspended from Civic office by the Minister for Local Government on 30 June 2014 as a result of the ICAC findings of Operation Cavill.

CLR GEORGE SIMON

Locked Bag 2069, North Ryde NSW 1670

Mobile / 0468 478 086

Email / sgsimon@ryde.nsw.gov.au

Clr Simon was first elected in 2012. In 2013/14 he sat on the Status of Women Advisory Committee and on the Works and Community Committee.

2013/14 Councillors

Central Ward



Clr Denise Pendleton



Clr Bill Pickering



Clr Jeff Salvestro-Martin



Clr Sarkis Yedelian OAM

CLR DENISE PENDLETON

Locked Bag 2069, North Ryde NSW 1670

Phone / 9877 6658

Email / dpendleton@ryde.nsw.gov.au

Elected in September 2012, Clr Pendleton has more than 30 years' experience in public service at State and Commonwealth levels in education and organisational development roles and is currently focused on developing disability employment initiatives. As part of the City of Ryde Council she is working to improve community consultation and engagement, ensure strong governance and quality urban development for the City. In 2013/14 she chaired the Citizens' Engagement Advisory Committee and the Status of Women and Access Advisory Committees. She was also a member of the Audit Committee and deputy chair of the Works and Community Committee, and attended the Community Harmony Reference Group and Heritage Advisory Committees.

CLR BILL PICKERING – ELECTED MAYOR IN SEPTEMBER 2014

PO Box 460, Gladesville NSW 1675

Phone / 0404 074 299

Email / bpickering@ryde.nsw.gov.au

Clr Pickering was first elected to the City of Ryde Council in 2008. A former journalist and public affairs specialist for the military, today he runs his own PR and marketing firm in Gladesville. He is passionate about planning matters and appropriate development in the City of Ryde and is concerned about ensuring the financial wellbeing of the City. Focused on putting the City of Ryde on a business footing that makes it less dependent on rates for income, he is working to keep rates affordable for the community in the future. In 2013/14 he chaired the Macquarie Park Forum and was a member of the Planning and Environment Committee.

CLR JEFF SALVESTRO-MARTIN

PO Box 4104, Denistone East 2112

Mobile / 0413 043 423

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

First elected in 2008, in 2013/14 Clr Salvestro-Martin was a member of the Planning and Environment Committee.

CLR SARKIS YEDELIAN OAM

PO Box 631, Gladesville 1675

Phone / 8004 5053

Mobile / 0412 048 330

Email / sarkis@yedelian.com

Clr Yedelian is committed to working with the community to create a clean, green and safe city. First elected to Council in 2004, he is self-employed and has run his IT and communications consulting business since 1985. In Ryde, he actively encourages the integration and interaction of Australians with immigrants and helped the community form the Ryde Multicultural Centre. In 2013/14 he played a key leadership role in Ryde's Community Harmony Reference Group, which advises Council on all multicultural issues. He was also a member of the Planning and Environment Committee.

West Ward



Clr Artin Etmekdjian



Clr Jerome Laxale



Clr Justin Li



Clr Terry Perram

CLR ARTIN ETMEKDJIAN

Locked Bag 2069, North Ryde NSW 1670

Phone / 0418 248 821

Email / artine@ryde.nsw.gov.au

First elected to the City of Ryde Council in September 2008, Clr Etmekdjian is a chartered accountant who is currently the Managing Director of a multi-disciplinary business consultancy practice and regularly maintains contact with all of the local City of Ryde Chambers of Commerce. He is passionate about accountability and transparency and is committed to helping the community achieve financial sustainability. In 2013/14 he chaired the Planning and Environment Committee, and sat on the Audit and Risk Committee, Community Harmony Reference Group and the Macquarie Park Forum. He also chaired the Eastwood Events and Promotions Committee and the Economic Development Advisory Committee.

CLR JEROME LAXALE

PO Box 4187, Denistone East NSW 2112

Phone / 0426 273 289

Email / jlaxale@ryde.nsw.gov.au

First elected to the City of Ryde council in 2012, Clr Laxale has a background in business administration and running a family business. With a wife and two children, Clr Laxale is passionate about achieving the best policy and outcomes for the increasing number of young families in Ryde. He is also passionate about community consultation and is committed to helping the community have direct access to all levels of local government. In 2013/14 he sat on the Planning and Environment Committee and the Centenary of ANZAC and Commemoration of WW1 Advisory Committee. In his free time, Clr Laxale enjoys Ryde's open spaces and taking his family to playgrounds across the City.

CLR JUSTIN LI – DEPUTY MAYOR UNTIL SEPTEMBER 2014

Locked Bag 2069, North Ryde 1670

Mobile / 0412 614 174

Email / jli@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008, Clr Li has lived in the Eastwood area for over 17 years. He was re-elected in 2012 and also became Ryde's first Deputy Mayor from an Asian Australian background. He takes a keen interest in transport, traffic, parking, community facilities, crime prevention, youth, the arts and multiculturalism issues in Ryde and is committed to serving the community with Christian values. In 2013/14 Clr Li was member of the Works and Community Committee and sat on the Eastwood Events and Promotions Committee.

CLR TERRY PERRAM

12 Clanwilliam Street, Eastwood 2122

Phone / 9874 7904

Email / tperram@ryde.nsw.gov.au

A City of Ryde Councillor since 1987, Clr Perram is now semi-retired from his career in engineering and environmental consultancy. In his work for the City of Ryde, he has continued his interest in parks, bushland and outdoor recreation and in 2013/14 was chair of the Works and Community Committee and Council's Bicycle Advisory Committee. He was also a member of the Eastwood Events and Promotions, Sport and Recreation and Heritage Advisory Committees as well as the Macquarie Park Forum. He is firmly focused on ensuring Council's essential services and assets are adequately maintained while keeping costs under control and meeting the needs of the community.

Note: Councillors were members of the advisory committees detailed on pages 48 and page 49 between September 2013 and June 2014. Recently, committee memberships have changed and we advise the community to refer to our website for the most up to date committee make-up.

How we govern our City

The role of Council

The City of Ryde exists as a body politic under the *NSW Local Government Act 1993*. The elected Council consists of 12 Councillors, being the Mayor and 11 Councillors, and must act in accordance with this Act and the associated State and Federal legislation. Its role is to make policies on the City's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

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

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

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

Council decisions

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

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

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

Council meetings

Regular Council and Committee meetings are held at Ryde Civic Centre and since February 2014, Council meetings are also live streamed through our website. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Council may consider a smaller number of matters, due to their nature and the need to maintain confidentiality, in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice. Refer to pages 48 and 49 for details of Councillor involvement in various committees.

In addition to regular Council meetings at the Civic Centre, the Council in the last two years has held a Community Council meeting in each ward at least once a year.

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

The Mayor's role, as chair of Council meetings and the leader of Council, is crucial in managing effective relationships with the General Manager and upholding good governance.

One of the key roles involves presiding at and being responsible for the orderly conduct of Council meetings.

Code of conduct

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

During 2013/14 there were five Code of Conduct complaints made against Councillors.

These have been dealt with through the following means:

- Referred to the various Legislative Authorities where required (i.e. the Office of Local Government or the Independent Commission Against Corruption)
- Resolved in accordance with Council's Complaint Handling procedure.

None of the five complaints resulted in the referral of the matter to a Conduct reviewer.

Having your say

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

You can:

- Vote for Councillors every four years through the Local Government election for the City of Ryde
- Arrange to speak at a meeting
- Write to or telephone elected members of the Council

- Get social and connect with us on our social media channels, including Facebook, Twitter, Instagram, and Pinterest
- Make a submission on Council's Four Year Delivery Plan including One Year Operational Plan when on exhibition each year or on its 10-year Community Strategic Plan when reviewed every four years
- Make submissions on other major projects or notified consents that are consulted or advertised throughout the year.

The City of Ryde is committed to engaging its residents, stakeholders and Council staff in the development of policies, plans and the delivery of services for the community. Council's Engagement 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 61.

Councillors' fees and expenses

The Local Government Remuneration Tribunal is constituted under Sections 239 and 241 of the *Local Government Act 1993* and is responsible for categorising Councils, County Councils and Mayoral Offices to determine the amounts of fees to be paid to Councillors, members of County Councils and Mayors in each category.

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

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 2013/14 can be found in Statutory Information on page 214.

The Mayor's Fee for 2013/14 was \$59,100 plus a Councillor Fee of \$22,240.

The Councillor's Fee for 2013/14 was \$22,240 for each Councillor.

Delegating decision-making

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

Councillor attendance at meetings and workshops

Twenty-two Council meetings were held from 1 July 2013 to 30 June 2014. The statutory meeting, including election of the Mayor, was held on 10 September 2013. The table below lists only meetings and workshops attended during the current term, which began on 10 September 2013. Workshops are held to advise Councillors on topical issues, such as the proposed budget. The Mayor is an ex-officio member of all committees and not required to attend committee meetings.

Councillor attendance at meetings and workshops for the period 10 September 2013 to 30 June 2014 is detailed below.

	Workshops attended		Council meetings attended ¹		Council Committee meetings attended ²	
	Number	%	Number	%	Number	%
Clr Roy Maggio – Mayor ³	29/33	88%	18/18	100%	5/22	23%
Clr Craig Chung	32/33	97%	16/18	89%	9/10	90%
Clr Artin Etmekdjian	29/33	88%	17/18	94%	9/10	90%
Clr Jerome Laxale	23/33	70%	15/18	83%	10/10	100%
Clr Justin Li	21/33	64%	16/18	89%	7/12	58%
Clr Denise Pendleton	23/33	70%	16/18	89%	11/12	92%
Clr Terry Perram	31/33	94%	15/18	83%	12/12	100%
Clr Ivan Petch	8/33	24%	15/18	83%	12/12	100%
Clr Bill Pickering	21/33	64%	16/18	89%	7/10	70%
Clr Jeff Salvestro-Martin	3/33	9%	9/18	50%	2/10	20%
Clr George Simon	14/33	42%	15/18	83%	9/12	75%
Clr Sarkis Yedelian OAM	24/33	73%	16/18	89%	7/10	70%

¹ Includes one Community Council Meeting during the period of 10 September 2013 to 30 June 2014

² 12 Works Committee meetings and 10 Planning and Environment Committee meetings were held during the period of 10 September 2013 to 30 June 2014

³ The Mayor, Clr Maggio was ex-officio for 22 Committee Meetings and as noted was not required to attend committee meetings.

2013/14 Committee set-up

Planning and Environment Committee

Chairperson / Clr Etmekdjian

Deputy Chairperson / Clr Chung

Members / Clr Laxale, Clr Pickering, Clr Salvestro-Martin, Clr Yedelian OAM

Ex Officio / Mayor

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

Works and Community Committee

Chairperson / Clr Perram

Deputy Chairperson / Clr Pendleton

Councillor Representatives / Clr Li, Clr Petch, Clr Simon

Ex Officio / Mayor

The Works and Community (W&C) Committee deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing.

For example, the W&C Committee deals with matters affecting our public libraries, leisure facilities such as the Ryde Aquatic Leisure Centre, community events, and the awarding of community and cultural grants. The W&C Committee also deals with a number of matters that impact on the physical environment such as requests for removal of trees, redevelopment of parks, and capital works projects such as roads, footpaths and drainage.

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

General Purposes Committee

The General Purposes Committee of Council, otherwise known as community council meetings, deals with public interest items relating to the business of Council and makes recommendations based on its findings.

Advisory Committees

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

For 2013/14 there were 16 Council Advisory Committees and Reference Groups operating within the City of Ryde. Further information on these committees, including information such as minutes and terms of reference, can be found on our website.

Access Committee

Chairperson / Clr Pendleton

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 UN Convention on the Rights of Persons with Disabilities.

Audit And Risk Committee

Chairperson / Ms Elizabeth Gavey (external independent member)

External Independent Member / Mr John Gordon (external independent member)

Councillor Representatives / Clr Etmekdjian, Clr Pendleton, Alternates Clr Chung, Clr Salvestro-Martin

Provides a forum for communication between all stakeholders i.e. the Council, General Manager, Senior Management and Internal and External Auditor. It ensures and supports the independence of the internal audit function.

Bicycle Advisory Committee

Chairperson / Clr Perram

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.

Centenary of ANZAC and World War 1 Committee

Chairperson / Clr Jerome Laxale

The Centenary of ANZAC and World War 1 Committee provides advice, feedback and recommendations to Council on appropriate promotion of the spirit of ANZAC and in particular, the activities to commemorate the centenary of ANZAC and World War I.

Citizen Engagement Advisory Committee

Chairperson / Clr Pendleton

The Citizen Engagement Advisory Committee provides advice, feedback and recommendations to Council on appropriate community engagement frameworks to shape the City of Ryde's Communication and Engagement Strategy which was endorsed at Council in March 2014.

Advisory
Committee
Forum

Community Harmony Reference Group

Chairperson / Clr Sarkis Yedellian OAM

Councillor representatives /

Clr Craig Chung, Clr Artin Etmekdjian, Clr Pendleton

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

Country Council Partnership Advisory Committee

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

The Country Council Partnership Advisory Committee considers and reviews partnership initiatives submitted by either Council or the community in relation to Council's relationship with the Central Darling Shire.

Eastwood Events and Promotions Committee

Chairperson / Clr Etmekdjian

Councillor representatives / Clr Li, Clr Perram

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

Economic Development Advisory Committee

Chairperson / Clr Etmekdjian

Councillor representative / Clr Chung

Provides direction and support to assist and guide Council in the implementation of the City of Ryde Economic Development Strategy (EDS).

Heritage Advisory Committee

Chairperson / Clr Petch

Councillor representative / Clr Perram, Clr Pendleton

The Heritage Advisory Committee advises Council about the preservation and enhancement of items and places within the City of Ryde that are of natural, indigenous, cultural, social, aesthetic or historic significance.

Macquarie Park Forum

Chairperson / Clr Pickering

Councillor representatives / Clr Chung, Clr Etmekdjian, Clr Perram

The Macquarie Park Forum assists Council to refine and implement the Macquarie Park Master Plan vision and objectives to achieve sustainable growth in Macquarie Park.

Ryde Hunters Hill Joint Library Service Advisory Committee

Chairperson / Clr Quinn (Hunters Hill)

Councillor representative / Clr Chung

The Ryde Hunters Hill Joint Library Service Advisory Committee advises on services for Gladesville Library and services such as Local Studies, Home Library Services, the Toy Library and Outreach Services that are available to residents of Hunters Hill and adjoining areas.

Ryde Youth Council

Chairperson / Carla Kassab – Community youth member

Councillor representative / Clr Chung

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

Sport and Recreation Advisory Committee

Chairperson / Clr Chung

Councillor representative / Clr Perram

The Sport and Recreation Advisory Committee represents the sporting clubs and associations in consultation with the City of Ryde and provides advice and feedback to Council on agreed programs and strategies.

Status of Women Advisory Committee

Chairperson / Clr Pendleton

Councillor representative / Clr Simon

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

Traffic Committee

This is a Technical Advisory Committee with no formal Councillor representatives.

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

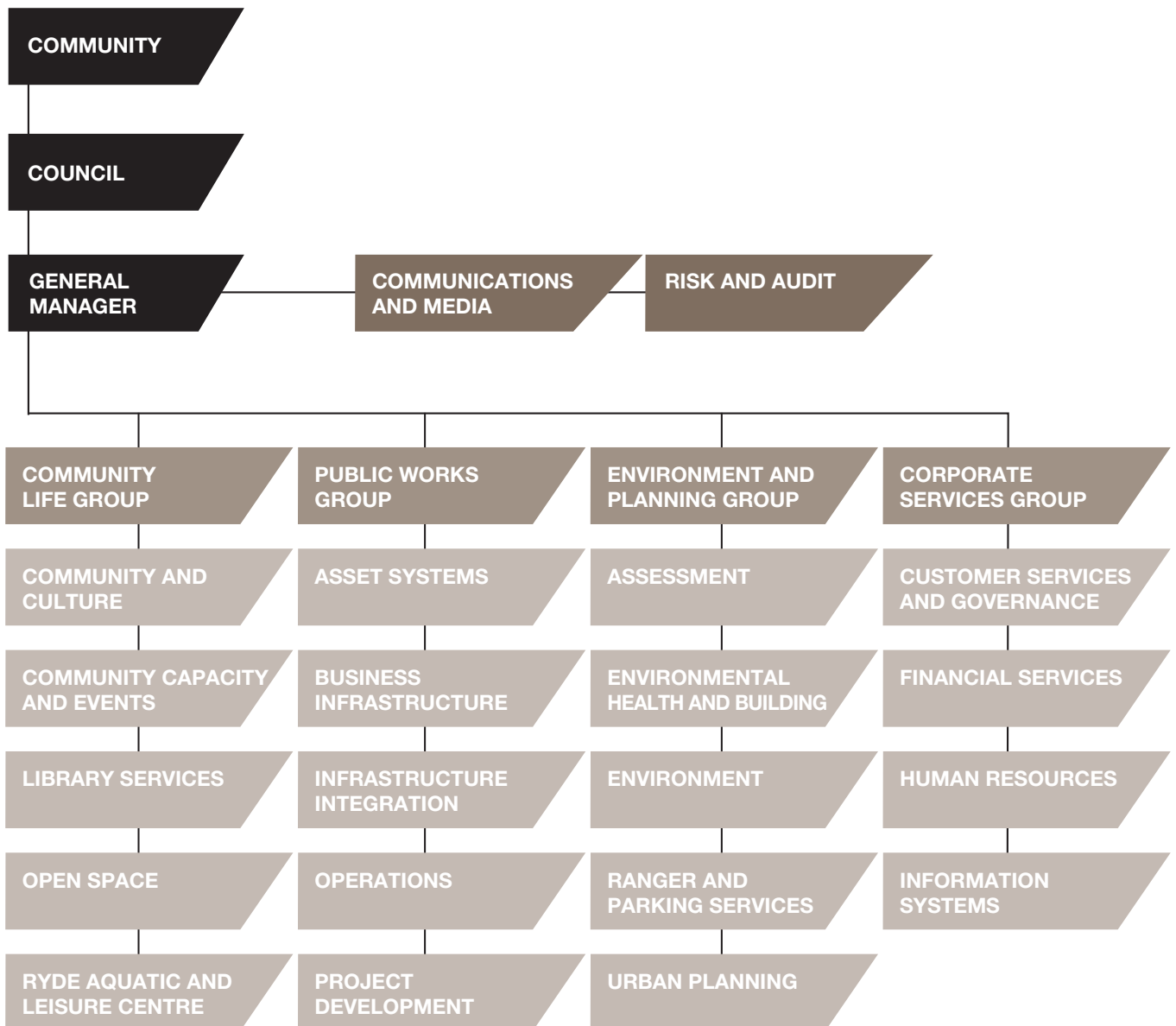
Organisational leadership

The City of Ryde's 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 21 service units that deliver services and projects across these five groups. The City of Ryde has a headcount of 644 employees including 195 casuals, equating to 449 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

In 2013/14, the Executive team consisted of the General Manager, four Group Managers and the Service Unit Manager for Communications and Media.

GROUP MANAGER CORPORATE SERVICES, ACTING GENERAL MANAGER

ROY NEWSOME

Qualifications / Assoc. LG Admin GACID
Appointed / 2001

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

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

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

As Acting General Manager throughout 2013/14 year, Roy's key outcomes were:

- Managing Council's response to the ICAC public inquiry
- Driving the 'Securing our Future' initiative that evaluated all options for Council to address its financial future. This resulted in Council agreeing

to undertake a comprehensive community consultation program for a possible Special Rate Variation (SRV) application

- Driving financial efficiencies throughout the organisation, by not replacing key positions and restructuring and reducing the number of management positions
- Achieving a significant improvement in Council's financial position for 2013/14
- Ensured the impact on Council's delivery of quality services and facilities was minimised
- Initiating the review and adoption of Council's property investment portfolio
- Enhancing the Community Engagement framework, with Council adopting its Communication and Engagement Strategy 'Let's Talk'
- Maintaining strong communications with Councillors and the community
- Maintaining a very focused organisation to continue delivering excellent outcomes, services and facilities to the community.

In late August 2014, Roy returned to his substantive role as Group Manager Corporate Services due to completing 12 months in the Acting General Manager's role.

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 20 years and varied roles in the public sector have provided him with the right experience to deliver high quality planning and sustainability outcomes within an urban context.

He remains focused on ensuring Council's regulatory activities keep pace with the needs of the community, facilitating sustainable development in the City of Ryde underpinned by modern planning controls and a best-value assessment process, and ensuring that Council's operations are undertaken in an environmentally responsible manner.

In 2013/14 Dominic's team oversaw the development of the first new citywide Local Environmental Planning controls in 30 years and the team continues to work to ensure the planning framework for Macquarie Park cements its place as one of the premier commercial precincts in Australia.

Dominic was appointed to the role of Acting General Manager in August 2014.

Executive Team (continued)

GROUP MANAGER PUBLIC WORKS

GEORGE DEDES

Qualifications / Adv Dip. Project Management., Dip. Management, B.A., Dip. Ed., Grad. Cert. Workplace Relations

Appointed / 2013

George has spent over 26 years delivering and maintaining public works assets and services for local and state government. He manages a portfolio including the delivery and maintenance of infrastructure assets, project delivery, and traffic and business infrastructure management, which includes waste, plant and fleet, properties, and construction materials recycling.

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

The breadth of experience George brings to the role is allowing the development of key systems while strengthening the commercial and customer focus across the Public Works Group. In 2013/14 George's team was the National and NSW winner for Project Management of Yamble Reserve's All Abilities Playground. They also completed over 90 percent of planned capital projects allocated to Public Works, implemented a commercially managed property investment portfolio, and developed and implemented a new geospatial asset program integration management system for Council works.

ACTING GROUP MANAGER COMMUNITY LIFE

BAHARAK SAHEBEKHTIARI

Qualifications / B.Ec. Soc. Sci.

Appointed / 2013

With 19 years' experience in the not-for-profit and local government sectors, Baharak's specialist skills and proven track record in community sector engagement equip her to deliver quality social and wellbeing outcomes for the community.

She came to the City of Ryde in 2008 as Manager Community and Culture and was appointed Acting Group Manager Community Life in June 2013.

Her portfolio spans the management of libraries; parks and bushland; the Ryde Aquatic Leisure Centre, sporting fields and playgrounds; events, culture, youth and community capacity building, sector development and engagement; family, aged and disability services, and Council community and recreational buildings.

In 2013/14 she focused on maximising the value of the City of Ryde's assets; developing and managing a \$3.6 million Parks and Open Space capital works plan, finalising the Community Buildings Licensing Policy and Council Community Hubs model, which saw the opening of the *Our Space* youth hub. Baharak and her team were also responsible for negotiating and finalising the Ryde Hunters Hill Joint Library agreement and adopting and publishing the *Libraries for Ryde* ten-year strategic plan.



MANAGER COMMUNICATIONS AND MEDIA

ANGELA JONES-BLAYNEY

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

Appointed / 2012

Throughout Angela's extensive 24-year career in local government she has a proven track record of fostering a culture in which excellence in service is pursued by all staff and is front of mind when dealing with our customers.

Angela has held roles in local government in communications and media, human resources, organisational development and customer service as well as roles in regulatory areas of Council. She has been directly responsible for the implementation of a

broad range of management initiatives including public relations, media management, branding, community and customer engagement, social media, market research, corporate communications and complaints management, negotiation and dispute resolution and the development and implementation of organisational change and workplace strategies.

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

GROUP MANAGER CORPORATE SERVICES (ACTING)

SHANE SULLIVAN

Qualifications / B.A., GradCert Local Government, Dip. Project Management

Appointed / 2009

Shane has over ten years experience in local government specialising in governance, administration and customer service. She has worked at a number of NSW Councils and has a strong track record in policy development and implementation.

Shane's focus at the City of Ryde was the review of Council's governance framework and implementing best practice in this area, which includes the Code of Conduct, Code of Meeting Practice and Gifts and Benefits. She is committed to local government and the empowerment of staff to achieve the best outcomes for the community they serve.

At Ryde, Shane took on additional roles, including the management and delivery of Council's customer services. She was appointed acting Group Manager Corporate Services in September 2013.

Shane was a driving force behind the City of Ryde's recognition and awards in gender equity.

Shane is an active member of the local government industry through the Local Government Professionals Association and has been a member of their Governance Executive for the past few years. She is currently working toward the completion of a law degree.

Shane resigned from the City of Ryde in July 2014.



Left to right: Angela Jones-Blayney, George Dedes, Roy Newsome, Dominic Johnson, Baharak Sahebkhari, Shane Sullivan

Awards and recognition

Organisational awards

We received the following awards and commendations in 2013/14.

Award	Association	Received for
AIPM NSW (Community Service and Development) Project Management Team Award	Australian Institute of Project Management (AIPM)	The successful delivery of the all-inclusive playground Livvi's Place at Yamble Reserve
Australian Institute of Project Management (Community Service and Development) award	Australian Institute of Project Management	Livvi's Place Inclusive Playground Project
Gold Medal	Australasian Reporting Awards (ARA)	2012/13 Annual Report
MobileMuster's Working with Schools Award	2014 Local Government Awards	Outstanding effort in promoting and collecting mobile phone components for recycling
NSW Austswim Award of Excellence	Teaching Aquatics to People with a Disability	Jason Smylie
The Premier's People's Choice Award	NSW Premier	Livvi's Place
Sydney Green Space Award	NSW Minister for Planning and Infrastructure	Livvi's Place

Community awards

We awarded the following prizes to members of our community in 2013/14.

Australia Day awards

The City of Ryde Citizen and Young Citizen of the Year 2014 were presented during the City of Ryde Australia Day citizenship ceremony.

Citizen of the Year / Russell Emery

Young Citizen of the Year / Carla Kassab

Volunteers of the Year 2013

Twenty-nine nominees for the annual Volunteer Recognition Awards were recognised for their outstanding contribution to the community at a celebration held in their honour at the Civic Centre on 15 May 2014.

Volunteer of the Year / Dawn Nettheim

Young Volunteer of the Year / Aidan Fisher

Volunteer Group of the Year / Don and Dorothy Davidson

Read more on the winners at: ryde.nsw.gov.au/volunteerawards

Outcomes

2013/14



*Mock Council
Meeting Ryde*

Our performance against the Four Year Delivery Plan 2013–2017

Our outcomes

We understand the importance of considering the social, environmental and economic factors that together build quality of life for a community.

Civic leadership and a supporting corporate strategy ensure that we deliver lifestyle and opportunities to our community in an open and accountable way.

Our seven outcomes represent these interconnections and the importance of a whole community approach to what we do. The outcomes are drawn from the key themes in the vision outlined in the Ryde 2025 Community Strategic Plan.

How did we perform in 2013/14?

Our services and programs are identified and planned in the annual Operational Plan contained within the Four Year Delivery Plan 2013–2017. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

Overall project performance summary

During 2013/14 we undertook a total of 135 capital and non capital projects, which includes our 2013/14 planned projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2012/13. Of those projects 91 were complete with a further 22 on track for completion in the first quarter of 2014/15. In total we completed 67 percent of those against our target of 90 percent. However, 90 percent of our Capital Works Projects were completed against our target of 90 percent. Also pleasing was a reduction of 30 carry over projects than the previous financial year.

Measuring our progress

The following pages address the key strategic activities we planned for completion in 2013/14 and include targets and results. They also include what is planned for the coming year.

Our operational planning process begins with a review of our achievements against the Four Year Delivery Plan 2013–2017 and the actions contained within Service Unit business plans.

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

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

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

Ryde n Seek June Photo
Competition Macquarie Park
by Krissa Pamela Diamante

Our corporate performance indicators


🔄 Within reasonable limits **3**

⚠️ Action required **3**

● Target met **7**

Measure	Performance Indicator	2012/13 Result	2013/14 Target	2013/14 Result	Status/Comment
Customers and Partners					
Customer satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers (internal and external)	78%	78%	84%	●
Responsiveness to customer requests	% of customer requests actioned within agreed standards (10 working days)	87%	90%	92%	●
	% inward correspondence actioned within agreed standards (10 working days)	86%	90%	89%	🔄
Effective complaints handling	% of tier one and two complaints resolved within agreed standards	99%	100%	92%	🔄
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)	3.37%	>= -2%	2.25%	●
	% variance of YTD approved base budget expenditure as at last quarter (not more than 2% over approved Base Budget Expenditure)	-9.56%	<= 2%	-8.15%	●
Project Management					
Projects are well managed	% project milestones completed on time	73%	90%	90%	●
	% of scheduled projects completed within the year ¹	78%	90%	67%	⚠️ 91 of 135 projects complete in 2013/14. Numbers include approved, new and carryover projects.
	% scheduled projects completed on or under budget ¹	81%	85%	77%	⚠️ This indicator is below our target, however the report indicates the reasons why some projects were not completed within budget. No overall financial impact
People and Culture					
Workplace Health and Safety	Number of LTI days per year (reduction from previous year)	362	362	518	⚠️ Overall a 43 percent increase on previous year. This indicator can fluctuate significantly and Council's staff have worked responsively to have staff returned to work as soon as practicable
Management of annual leave balances in excess of 40 days	Number of staff with annual leave balances of >40 days	N/A	Baseline year	66	🔄
Risk management	% of internal audit recommendations implemented within agreed time frames	94%	100%	100%	● This result demonstrates our commitment to implementing internal audit recommendations

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



Outcome: **A City of Progressive Leadership**



Civic Centre

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

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

Our goals

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.

In 2013/14 we took consultative action with our community to secure our future

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.

89 percent of customer requests were actioned within agreed timeframes

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.

2,000 community members contributed to the development of our Let's Talk community engagement strategy

Our highlights

In 2013/14 we engaged in a number of activities to help us become a City of Progressive Leadership. We:

Took steps to secure our future

In response to the pressures on the City of Ryde's overall financial position, Councillors and staff worked together to understand and consider options and solutions to address the City's long-term financial position. This process has involved careful and detailed consideration of our services and assets, and identified cost savings where possible.

From August 2013 to June 2014 Councillors participated six workshops from staff on every aspect of Council's financial position. These included a total review of current operations and options for raising additional revenue, and to reducing current services. The Council, like many others across NSW, resolved in June 2014 to undertake a comprehensive community consultation process on the proposal to apply for a special rate variation.

In the first quarter of 2014/15 we will be further consulting with the community about how they believe we should respond to the issues facing us (whether to increase services and maintain infrastructure through a rate increase, or to keep rates on hold and accept reductions in services and declining maintenance standards).

In the meantime, internally we have looked critically at our business and undertaken a number of efficiency savings including restructuring at the management level by not replacing key management positions and broadening portfolios. All vacancies were reviewed to determine if departing staff should

be replaced. All decisions to date have been mindful of minimising the impact on our ability to continue to deliver the services our community expects.

While the City of Ryde continued to deliver quality services and facilities to our community throughout 2013/14 we are under pressure to maintain these services at the current standards into the future.

While our investments still continue to exceed the investment benchmark, our annual income from interest on investments has declined by \$1.4 million when compared with income achieved two to three years ago. This is as a result of historic low interest rates. As discussed on page 30, when coupled with increasing demand for services, a backlog of infrastructure repairs and the impact of falling revenues has meant that we have had to carefully consider our financial future. This is why we will be undertaking extensive consultations with our community on the City's financial future throughout August/September 2014.

The outcomes following this section highlight the increased demands on the services we provide and the assets we maintain. They also show how under diminishing resources and declining access to finances we have continued to deliver quality outcomes and customer service in meeting our community's expectations.

Listened to our customers

Listening and consulting with our community has been a key priority for Council over the past 12 months, through social media, customer requests and satisfaction surveys, public meetings and other feedback received from the community.

Overall, our customer service centre responded to 95,382 calls and 24,227 pieces of inward correspondence, with 32,704 requests for service taken.

To further enhance our customer service capabilities we launched an online customer enquiry submission service, which will be further expanded in 2014/15, along with better mobile access to online payments, requests and submitting forms.

As the chart below demonstrates, despite growing volumes of inward correspondence, our responsiveness has been maintained, with 89 percent of correspondence actioned within agreed timeframes.

Response to customer requests within agreed timeframes

Year	Customer requests	Inward correspondence
09/10	81%	79%
10/11	89%	89%
11/12	89%	83%
12/13	87%	86%
13/14	92%	89%

We have continued our high response to customer requests, with 92 percent of requests actioned within agreed timeframes, highlighting our continued commitment to excellent customer service.

This is reflected in Council receiving an overall 84 percent satisfaction rating for the services provided by the City of Ryde.

The Customer Service Centre achieved 89 percent satisfaction; 83 percent of customers were satisfied with the service provided at the Ryde Planning and Business Centre. Across other parts of the business:

- 97 percent of customers were happy with our library service
- 94 percent of customers were satisfied with our home modification and maintenance service
- 94 percent were happy with our immunisation service
- 81 percent were happy with our halls and meeting room hire service, and
- 95 percent were happy with our environmental education service.

To further improve our customer service capabilities we have developed a Customer Service Charter that will be rolled out across the organisation in 2014/15.

Responded to complaints proactively

We set ourselves the target of resolving all Tier 1 and 2 complaints (able to be resolved by frontline staff or by internal review or investigation, respectively) within agreed timeframes, and while our annual score of 92 percent falls outside the limits of our target of 100 percent, in each instance where the performance indicator was not met our customers were kept informed.

All matters have since been resolved, and it is positive to note that the number of compliments (206, including 33 formal compliments received for the high quality of service delivery offered by our outdoor staff) continue to be more than double the 84 complaints we received.

Our full-time complaints manager is able to identify issues as they arise and feed them directly back into the business, which allows us to make swift improvements where they are needed and further enhances the service we offer our community.

Livestream Council meetings

To reinforce our commitment to community engagement and to add a new level of transparency to the decision-making process, since July 2013 we have been 'live' tweeting Council meetings to improve accessibility and insight into how Council meetings are run. The initiative is proving extremely popular with our community, with 573 views during live streaming of council meetings, and a total of 1,340 views of past broadcasts.

Engaged with the community

The City of Ryde Council unanimously endorsed our new Communications and Engagement Strategy, 'Let's Talk', in March this year.

The new strategy was developed following feedback from almost 2,000 community members over a 12-month period. They shared with us key insights that identified the overall sentiment "having input into Council's decision making process" as one of the top 5 core priorities in community satisfaction.

The strategy seeks to better understand our demographics, including what people are interested in being engaged on, and their preferred methods of communication.

As part of the strategy development, seven initiatives were identified as key to our communication and engagement activities in the next two years. These include:

- **A new online engagement platform** that provides the community with a clear line of sight to all Council projects, including an avenue to participate in conversations and receive updates on relevant progress so that the community can feel informed about, and involved in, Council's projects.

- **New website functionality** that will improve the stability and overall user experience of the website.
- **Developing a new Community Engagement Framework**, by reviewing and revising our community engagement policy, framework and toolbox to ensure we work towards best practice standards and further embed engagement initiatives into our project management.
- **Developing a digital communications plan** to grow our online community and increase engagement through social media and email channels.
- **Providing access to communications** for CALD community members and community members with a disability to ensure they have adequate access to information and services.
- **Developing a Corporate Information Communications Plan** to assist our organisation in better informing the community of our financial management and long-term planning decisions.
- **Undertaking a branding audit** to ensure branding consistency across the City.

During the last 12 months we have also spoken to our community about a number of Council initiatives and projects including:

- Planning proposal amendments to Ryde Local Environmental Plan (LEP) 2011
- Macquarie Park Corridor Planning Proposal
- Customer satisfaction surveys
- Amalgamations proposal by State government
- Boarding Houses policy
- A planning proposal and draft DCP for Ryde Civic Precinct
- The Bunnings planning proposal
- The Gladesville Pedestrian Access Mobility Plan

Our highlights (continued)

- A proposal to reestablish alcohol free zones
- Sports lighting at Morrison Bay Park
- The swimming pool barrier inspection program
- Changes to the Yamble Reserve Draft Plan of Management
- Playground upgrades at Community Park, Fontenoy Park and Jordan Park playgrounds, and fitness equipment at Waterloo Park
- Upgrading the Waterloo Road entry to Elouera Reserve
- Residential development at Whiteside Street and David Avenue, North Ryde
- Proposed no left turn at Meriton Street
- Proposed one-way in Eltham Street.

around **3,500**
community
members shared
their views in
2013/14

Responded proactively to the ICAC investigation

In the report of Operation Cavill made public on 30 June 2014, the ICAC found that the former Mayor of Ryde, Cllr Ivan Petch engaged in corrupt conduct in 2012. Matters relating to Cllr Petch have been subsequently referred to both the Office of Local Government and the Director of Public Prosecutions. The ICAC also made findings against three current councillors and a number of other individuals. These matters have been referred to the Director of Public Prosecutions.

In spite of these findings against individual councillors, the ICAC report found that the City of Ryde had no

systemic or operational failure and had very strong systems in place. This finding is unusual and demonstrates the comprehensive governance framework in place at the City of Ryde. While this Inquiry did not result in any recommendations for system or control improvements, we took the opportunity to proactively review a number of policies and procedures as well as some initiatives to further strengthen our robust governance framework.

They include adopting a revised Code of Conduct for Councillors and staff that sets the highest standards of behaviour and the introduction of a no-gifts policy known as 'Thanks is enough'. The no-gifts policy demonstrates clearly that council officials, both councillors and staff, neither need nor expect rewards for the job they do, with a simple 'thank you' from satisfied customers or suppliers being all that is required.

An internal and external 'Thanks is Enough' education and communication campaign was implemented to inform Councillors, staff, customers and suppliers of the no-gift policy, with any gifts received up to 31 December 2013 collected for donation to a local charity

Other initiatives included:

- Providing training to key personnel in investigating misconduct delivered through the Office of the Ombudsman
- Promoting the City of Ryde's internal reporting policy and the protection offered through the Public Interest Disclosures Act
- Renewing all Pecuniary Interest Returns required under section 449 of the Local Government Act pertaining to Councillors and selected staff

Reviewing and updating a number of policies and procedures, such as the Expenses and Facilities for the Mayor and Other Councillors Policy, Code of Meeting Practice and an ongoing review of delegations.

Completed important public works projects

Despite a challenging year, our Public Works team continued to produce results and their efforts have resulted in 90 percent of all capital projects being completed together with a significant reduction in carryover projects. The City of Ryde has for many years had a strong project management focus and culture and this will be further enhanced by the development and implementation of a new project management system.

Upgraded technology to improve efficiency

Our IT renewals project has continued with around 360 new desktop computers and 70 laptops rolled out across the organisation. We also started exploring options for delivering some online services via smartphones and tablets. We are continuing on our multi-year program to upgrade our financial system with three more modules brought online. This has allowed us to move to fully automated invoice processing, ensuring a more streamlined process for suppliers seeking payment, and additional functionality within the system.

Commenced refurbishing the Civic Centre

Following a council resolution to look at the possibility of refurbishing the Civic Centre rather than redevelop the site, plans have progressed. A building structure and services condition report was completed and a project plan drawn up. Draft interior plans have been completed, including plans for staff accommodation during the refurbishment period. The refurbishment program is set to commence in 2014/15, following further consideration of this matter by Council.



Won gold for our 2012/13 Annual Report

The City of Ryde was awarded a gold medal by the Australasian Reporting Awards (ARA) for the 2013/14 Annual Report. This was the fourth year in a row that we have been awarded the gold. The award recognises excellence and best practice in annual reporting and highlights our commitment to openness and transparency in reporting to the community. With each year we have further improved our reporting to the community and adopted the ARA's recommendations to increase our honest representation on the status of our City.

Our highlights (continued)

Responded to calls for local government reform

The State government is currently exploring the idea of amalgamating local councils. Through surveys and a public forum attended by 140 people, our local community has told us that they want the City of Ryde to retain its identity and boundaries.

The community also told us that they:

- Rejected a proposed amalgamation with Parramatta, Auburn and Holroyd City Councils
- Were concerned about inadequate consultation given to the significant impact the recommendations could have on local communities
- Were concerned that the value placed by residents on adequate local representation was not fully recognised
- Recognised a need for significant, tangible improvements for Council with regard to strategic planning, delivery of programs and long-term financial sustainability.

This community feedback was passed on to the Department of Local Government. While discussions continue at State level we are working with surrounding councils on strategic planning, efficiency measures and shared services delivery to gain economies of scale. Together, these will allow us to help secure both our financial future and our community's future by collaborating to deliver services such as waste management at a better price while retaining our local character.

140 attendees at local government reform forum

Expressed our community's concern over Urban Activation Precincts

Another significant regional issue facing Council is the gazettal of the Urban Activation Precincts (UAPs). The NSW State Government has announced that two UAPs will be developed in the City of Ryde, one around North Ryde station and one around Herring Road in Macquarie Park. These Precincts will bring thousands of new residents into the area.

The City of Ryde is working with the State Government to ensure the precincts are serviced by the appropriate infrastructure such as roads, schools and adequate active and passive open spaces.

Developed our people

As discussed on page 50, the City of Ryde Executive Team is led by the General Manager and comprises five groups – Community Life, Public Works, Environment and Planning, Corporate Services and the Office of the General Manager. Within these groups in 2013/14 there were 21 service units that delivered services and projects made up of 644 employees.

We want our workforce to be engaged, capable, safe and highly motivated. Our people develop and excel in an environment that celebrates the unique perspectives they bring every day to work. Our Workforce Plan outlines our organisation's commitment to delivering the best value services to our community and structuring our workforce in a way that ensures we are continuously reviewing work practices and organisation structures to identify and implement any possible efficiencies or gains.

We continue to face a number of challenges, including maintaining our workforce in critical service areas and the changing demographics of Ryde and broader Australian workforce.

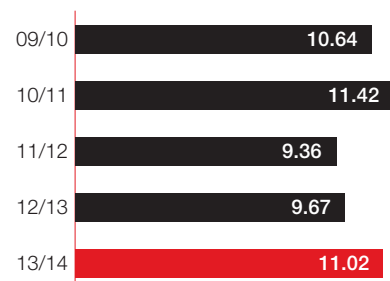
To meet these challenges we are working to:

- 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
- Enhance our image within our community.

In 2013/14 we conducted our 'Celebrate Success Day', where all employees were invited to celebrate the achievements of the past year. During this gathering we also recognised employees who had reached significant milestones in terms of length of service to the organisation and who were role models with respect to our values of Safety, Teamwork, Ethics and Professionalism.

Staff turnover at the end of June 2014 was 11.02 percent, an increase in turnover from the 2012/13 financial year (see chart below). Significantly, a number of key staff left the organisation.

Staff turnover (%)



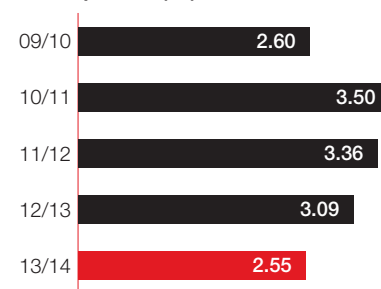
Learning and development

Some highlights of our staff development programs for 2013/14 include:

- Fourteen middle and senior managers and staff studying for a Diploma of Project Management to improve project delivery and leadership qualities
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study
- Running a mentoring program for aspiring employees.

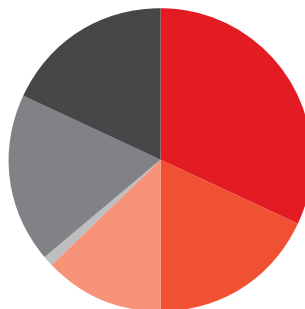
In 2013/14 a total of 12,092 labour hours were spent on training courses and attending conferences and seminars, not including tertiary sponsored studies. Training was undertaken across a wide range of areas, from operational indoor and outdoor staff training, to management and leadership programs, communication programs, contract management training, corporate systems training, mandatory WHS and regulatory/governance training, as well as attendance at conferences and seminars. In addition, personal and professional development programs were conducted, including mentoring and coaching for employees. The charts following offer further insights into how we invested in staff learning and development.

Percentage of total staff salary and wages spent on training and development (%)



Course category

- 32% Management/leadership
- 18% Work health and safety
- 13% Operational – indoor
- 1% Operational – outdoor
- 18% Seminars/conferences
- 18% Computers/IT Systems



Engaged our employees

To engage our employees we offer the best parental leave entitlement in the State as well as flexible working provisions and development opportunities. We also provide a variety of health and wellbeing initiatives including Weight Watchers at Work and health checks for employees as well as immunisations (flu shots) and skin cancer checks (see pages 70 and 88 for more information).

Provided work experience placements

This year 2013/14 saw the City of Ryde provided practical work experience across the organisation for 14 university students from a number of institutions, including Macquarie University. This program has been extremely successful in assisting students to expand their knowledge and has given them the opportunity to better understand and pursue a career in their chosen field of study.

Our highlights (continued)

Improved recruitment practices

In a best value review of recruitment and selection practices at City of Ryde, the use of an online recruitment system was identified as imperative for improving service delivery. After a competitive evaluation process, the Scout e-Recruitment system was introduced on 1 May 2014.

The selection of Scout was based on its ability to make multiple job postings from a single advertisement, provide a streamlined shortlisting facility and allow email communication with candidates to be undertaken in bulk, greatly reducing the time spent by staff and managers in the recruitment process. Using this system has already resulted in improved turnaround times for shortlisting and subsequent interviews of candidates and also improved communication with applicants. Through the efficiencies gained from this system, our Human Resources staff have been able to provide further value-adding services to the organisation.

Regular reporting of which sources are producing the most job applications and the time it takes to make appointments can now be tracked as a result of introducing the online system. Using the above information, together with changes to recruitment procedures, will assist in reducing the cost per job filled over the next 12 months.

Provided 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 match our community's demographics and thereby meet their needs.

Managed risk proactively

As part of our ongoing efforts to secure our future we continued to proactively manage risk throughout our business. We remain committed to integrating the systematic and proactive management of risks and opportunities into the way we do business at all levels, clearly communicating how managing these risks benefits not only economic outcomes, but also how this approach contributes to environmental and social outcomes.

We recognise that all of our employees and Councillors are responsible for managing risk. To meet these responsibilities, we provide a framework, resources and support that are regularly reviewed and enhanced in line with continuous improvement and sustainability principles. Accordingly the following six key functional areas are maintained under the Risk and Audit function:

- Internal Audit
- Risk and Insurance
- Procurement Administration
- Work Health and Safety
- Workers' Compensation
- Return to Work Management.

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

Our activities in 2013/14 included a continued focus on the development of key components of the ERM model. This involved considerable work alongside key internal stakeholders to identify and rate operational risks with a view to developing operational risk registers for each of our service units.



Outdoor Staff

Our highlights (continued)

Another key ongoing activity is Council's Business Continuity Plan (BCP). The BCP was reviewed in line with ERM Plan requirements with scenario testing scheduled for 2014/15.

We also continued reviewing our Work Health and Safety framework following the introduction of the Work Health and Safety harmonisation legislation. See page 69 for more information about initiatives undertaken.

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

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

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

- Improving our reputation and providing a competitive edge
- Encouraging individuals to be proactive and plan their decisions to ensure successful outcomes for the enterprise
- Encouraging individuals to take responsibility for their decisions
- Improving employee satisfaction and wellbeing

- Providing evidence of our commitment to and practical risk management approach across the organisation
- Enhancing compliance and sustainability in a complex legislative environment
- Building a culture that values the importance of risk management and incorporating it into the way we do business.

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 2013/14 the Audit and Risk Committee continued to provide oversight in the execution of our risk-based Audit Plan, focusing on process and control reviews.

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

- Risks identified through Council's Enterprise Risk Management framework
- Contemporary issues identified through external agencies, industry trends or internally
- Operational oversight and analytical review.

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.

The Audit and Risk Committee's work, which will continue in 2014/15, includes key reviews of project outcomes, revenue generation activities, procurement compliance and an ongoing review of key controls and statutory audits.

Under the Audit Plan, unscheduled reviews of industry significance that may arise through a request by an external agency, the General Manager or the Audit and Risk 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.

In 2013/14 our internal audit function focused on the conduct of audit reviews in the following key areas:

- Porters Creek operations
- Operation of our inhouse milestone tracker software
- Follow-up of the Independent Commission Against Corruption's 'Operation Jarek' (a 2011/12 investigation into procurement activities at local councils across NSW)
- Tender process compliance review
- Major and minor plant verification
- An ongoing/recurrent review of key controls in the procurement and payroll functions
- Statutory audits as required by government authorities (including the RMS Drives 24 system audit).

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 confirmation 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.

As discussed on page 66, in 2013/14 we continued implementing and updating our Enterprise Risk Management Plan and associated documents and systems, including the implementation of Corporate Risk Registers and training of key staff in the administration and use of new software. The work will continue in 2014/15.

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 2013/14 we instigated 72 formal procurement processes. This involved a combination of quotation and tender processes designed to test the market, provide value for money, and ensure open and equitable competition. E-tendering is used to enhance both the efficiency and probity of our tender administration procedures.

We also further improved our approach to procurement and contract management via a continued review and update of the procurement framework. As part of this work, in 2013/14 external consultants undertook a procurement health check and then developed a roadmap to address identified improvements to our procurement framework.

During 2014/15, we will be working to further improve the efficiency and effectiveness of our procurement systems.

Work Health and Safety (WHS)

Our commitment

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

Our purpose

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

WHS and injury management

The cost of the workers compensation premium for the year 2014/15 is more than that of 2013/14. This is mainly due to a rise in declined claims by the workers compensation insurer.

Our leadership team remains focused in developing a positive work environment and a safety conscious culture in the organisation, with the health and safety of all persons working for the City of Ryde being the highest priority.

Employee consultation

Our main consultative mechanism on health and safety remains the Health and Safety Committee (HSC).

During 2013/14, there were two new employee representatives to the HSC. Both have undertaken the Health and Safety Representative (HSR) course. Of all the ten employee representatives on the HSC, five have undertaken the HSR course.

Our highlights (continued)

Annual self-assessment

The annual 2013/14 assessment was completed in July 2014. It is anticipated that a \$60,000 rebate from our workers compensation insurer will be paid for completing this assessment and the report that recognises the City of Ryde's strong focus on WHS.

\$60,000 rebate
from workers
compensation
insurer

Learning and development

This year 577 staff participated in various aspects of WHS training or related seminars and conferences totalling 3,176 hours for the year.

WHS framework review

The WHS Framework has continued to evolve over this year. New and updated documents have been developed and placed on our internal intranet site, with some documents awaiting finalisation by the end of the 2014 calendar year. This will complete the review of the WHS Framework.

Contractor management

A suite of new and revised documentation has substantially updated our current level of WHS management of contractors. This consists of a Contractor WHS Management Plan and includes:

- induction information for indoor and outdoor contractors
- a contractor WHS Management Plan evaluation tool (for use in tender and high risk work RFQ assessments)
- a risk assessment/work method evaluation tool (for use in high and low risk work RFQ assessments)
- contractor worksites audit (for outdoor/trades contractor worksites).

An education program has been organised to be rolled out for staff and key stakeholders, during September 2014.

WHS information sessions

In October 2013, the Leadership Team, comprising our Executive Team and Service Unit Managers was provided with a presentation from Risk and Audit to increase reporting on near misses. A low-key promotional campaign poster, *It's Okay to Report*, to increase near miss reporting was provided for staff and placed around our workplaces. In response to the campaign, there were 26 near miss reports for this year compared with 17 in 2012/13.

Employee assistance program

When employees experience work-related, personal or health problems, we recognise that this may affect the employee's quality of life, other employees' general sense of wellbeing and may have possible adverse impacts on work performance. Our Employee Assistance Program (EAP) is available for employees and their immediate family. There have been around 19 contacts with our EAP provider over the year.

26 near miss
reports

Skin cancer checks

Skin cancer checks have been organised for October 2014, where both indoor and outdoor staff can volunteer to attend the clinic over a two-day period. Past clinics have been popular with an average of 100 consultations over the two days.

WorkCover correspondence

In January 2014, correspondence was received from WorkCover NSW about a public complaint regarding the removal of stop lines at a pedestrian crossing, which doubled as a school crossing. It was noted this had the potential to injure students and a Roads and Maritime Services worker. Immediate action was taken to address this oversight in time for the start of the school year.



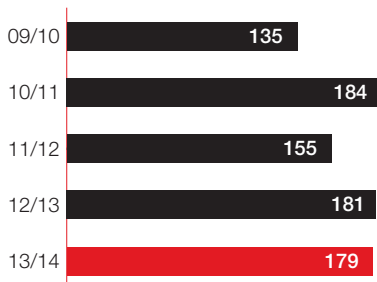
City of Ryde staff

In 2013/14 we:

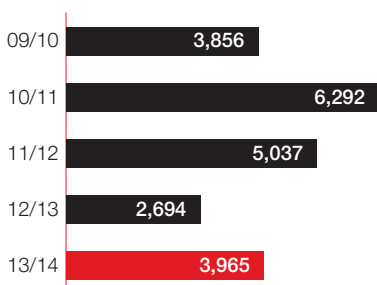
Workplace incident reporting

As shown in the following chart, the total number of incident reports in 2013/14 was 179, compared with 181 in 2012/13. There was an increase in hazard/near miss reporting with a total of 33 reported compared with 27 the previous year. We see this as a positive indicator that we will continue to reduce the likelihood of potential injuries if hazards and near-misses are rectified. It also reflects the campaign on reporting near-misses. Additionally, there was a decrease in reported first-aid injuries with 26 reports compared with 29 the previous year.

Incident and injury reports 2009–2014



Lost time in hours due to injury 2009–2014



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

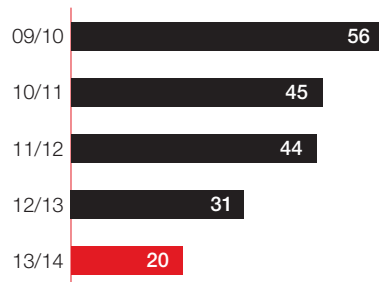
The above chart indicates that lost time hours have increased from 2012/13 by 1,274 hours although the amount remains lower compared with previous years.

Workers compensation claims

The chart below shows that in 2013/14 there were 20 workers compensation claims, a drop of 11 claims from 2012/13.

This figure represents the lowest number of claims in the past five years, and reflects a continuing trend.

Workers compensation claims 2009–2014

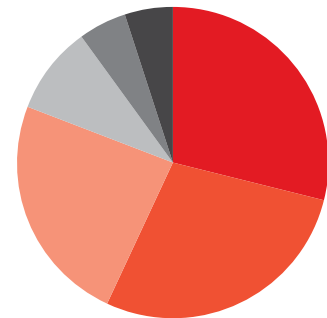


The charts following show the mechanism of injuries and nature of injuries recorded by the City of Ryde in 2013/14.

Body stressing (manual handling and repetitive movement) accounts for the largest number of claims, although there has been a decrease from 45 percent in 2012/13 to 29 percent in 2013/14. This may be due to the roll out of manual handling training in 2013/14. There has been an increase in slips, trips, falls and being hit by moving objects. In terms of the nature of Injuries received, soft tissue injuries account for 50 percent of claims, although this is a decrease of 17 percent from the previous year.

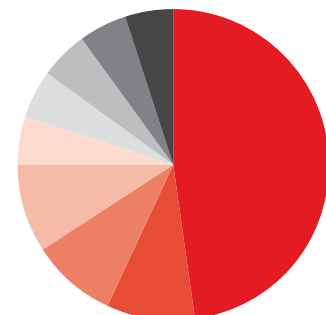
Mechanism of injury

- 29% Body stressing
- 28% Falls, trips and slips of a person
- 24% Being hit by moving objects
- 9% Chemical and other substances
- 5% Hitting objects with a part of the body
- 5% Sound and pressure



Nature of injury

- 48% Soft tissue injuries
- 9% Trauma to joints and ligaments
- 9% Contusion, bruising and superficial crushing
- 9% Hernia
- 5% Deafness
- 5% Fractured skull and facial bones
- 5% Superficial injuries
- 5% Poisoning and toxic effect of substances
- 5% Foreign body





*Mobile Muster
Local Government
Awards*

Our challenges

In 2013/14 the greatest challenges have been addressing the City of Ryde's financial position and awaiting the findings of the ICAC Inquiry. Through this period in addressing the challenges, the City of Ryde has remained very focused in continuing to deliver quality services and facilities to its community.

We have also implemented a number of new systems and processes, to improve our service delivery to our community.

Securing our future

As discussed on page 60, the financial measures we have undertaken combined with the support of our community, will ensure that we are able to continue to meet community expectations in the future.

Council has identified \$2.5 million of efficiency savings to complement a proposed SRV to address the annual funding shortfall of \$10 million for the renewal and maintenance of Council's infrastructure assets.

The City of Ryde is also working in collaboration with other northern Sydney councils in preparing its response to the State government's 'Fit for the Future' initiative, which is proposing the merger of councils in the Sydney metropolitan area.

Looking ahead

In 2014/15 we have scheduled the following projects:







- Determining the outcome of the community consultation relating to a possible Special Rate Variation Application
- Gaining Council's endorsement for the works to be undertaken on the Civic Centre
- Exploring other opportunities, outside rate income, like the creation of outdoor advertising spaces and the development of properties in the property investment portfolio
- Developing and implementing the new online engagement platform
- Continuing to strengthen our relationship with the community through a variety of engagement channels
- Rolling out an electronic incident reporting system to improve WHS management
- Continuing to enhance our governance framework, including reviewing our corruption prevention policy
- Upgrading our e-services delivery to improve services that are available to the community online

























We'll also be talking to our community about:

- A roadmap for the City of Ryde's future that will respond to the Office of Local Government's 'Fit for the Future' initiative

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

 On track	6	 Complete	12	 Cancelled	1
 Action required	-	 Not started	2	 Deferred	2









Program/projects	Status	Comment
Property Portfolio program		
Civic Centre refurbishment		The building structure and services condition reporting was completed, and unexpended funds carried over to the 2014/15 financial year.
Commercial buildings renewal		Design and DA completed in 2013/14 for 6 Reserve Street. Construction phase carried over to 2014/15.
Corporate buildings renewals		This project is linked to Civic Centre works.
Land Register & CT system review		
Customer and Community Relations Program		
Community Council meetings		We held successful meetings in all wards.
eBusiness – smart forms		
Let's Talk Community Engagement		
Market Segmentation Study (City View Review/Communications Plan)		
Web content management system		Procurement of contractors is in progress, with funds carried over into 2014/15 for implementation.
Community and Cultural Program		
Grants management software		
Risk Management Program		
Automating the procurement process		Stage two review completed by year end.
Corruption prevention system		The Audit and Risk Committee endorsed the deferral of this project to 2014/15.
Strategic City Program		
CPR system enhancements and dashboard		Further integration with project and performance management systems was completed this year.
Review of the Community Strategic Plan		Project approved to be cancelled in the March quarterly review.
Land Use Planning Program		
Electronic development assessment project		The project was re-scoped to consolidate all projects relating to the DA process to deliver economies of scale and ensure software and system development is appropriately staged.
Electronic Housing Code		
Electronic VPA & S94 system		This project and the associated funds were transferred to the TechOne Enhancements project.
Internal Corporate Services Program		
GPIMS system development		Project carried over to complete the implementation phase as scheduled.
Information technology renewals		
Kiosk online timesheets		The project was cancelled once it was determined that the planned system wouldn't be cost effective.
Plant and fleet purchases		
Policy framework for WHS		
TechOne enhancements		The overall project is not due to be finished until 30 June 2016, with three of four scheduled sub projects completed.
Upgrade of telephony system		Rolled out this year with minimal impact on the business.

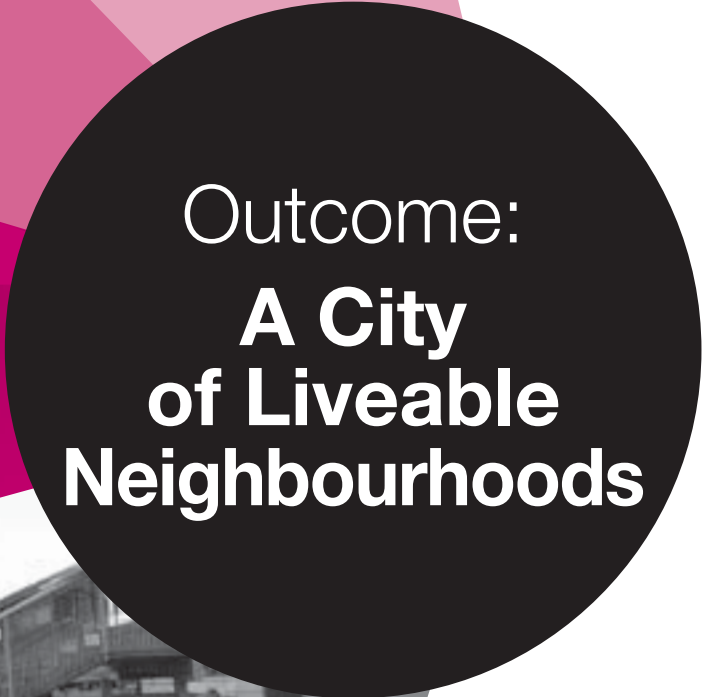
Measuring our performance

 Within reasonable limits **1**

 Action required **2**

 Target met **5**

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status
Governance and Civic Program				
Number of known breaches of statutory/ council policy requirements	0	0	2	 Both matters were referred to the appropriate bodies and reported to Council.
% of Councillor requests responded to within agreed service standard	82%	95%	83%	 Councillor requests are required to be responded to within five days. Although this target was only met for 83% of requests, the average response time during the fourth quarter was 3.9 days for 330 requests received. HelpDesk requests continue to be monitored.
% of Councillor satisfaction with the quality of responses provided by the helpdesk	39%	80%	83%	
Customer and Community Relations Program				
% customer satisfaction with the service provided at the Customer Service Centre	80%	80%	89%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	87%	80%	83%	
% of calls to the Customer Call Centre resolved at the first point of contact	84%	85%	83%	
Internal Corporate Services Program				
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) – BBSW)	1.68%	0.85%	1.48%	
% of annual capital works program completed	89%	90%	90%	



Outcome: A City of Liveable Neighbourhoods



Meadowbank Station

Liveable Neighbourhoods are well-planned, clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place.

As our City grows, pressure will be placed on our existing neighbourhoods to adapt to the increasing number of residents, as well as meet the changing needs of those who already live here.

Our population is ageing and more of our residents are choosing to live in villas and apartments rather than freestanding homes.

At the same time, research by Housing NSW has put the City of Ryde in the highest category of need for affordable housing, which we must address by encouraging a range of affordable housing choices through appropriate development in appropriate locations.

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

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

Our goals

Goal one

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

Strategies

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

Goal two

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

Strategies

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

Goal three

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

Strategies

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

We planted more than **175** new street trees

We **talked** to our community about boarding houses

We inspected **757** food businesses

Our highlights

In 2013/14 we undertook a number of projects to enhance our streetscapes and neighbourhoods and make our neighbourhood safer. We:

Planted street trees

As part of our annual street tree planting program, we planted more than 175 new street trees throughout the City of Ryde. Street trees play an important role in the greening of our City and are an invaluable asset for our community: they provide relief from summer's heat and reduce glare from the pavement, reduce runoff, improve air quality and increase the value of real estate. Trees were planted on Coronation Avenue, Henry Street, and Morrison Road, and various other sites in consultation with residents. Our street tree planting program will continue in 2014/15.

Upgraded public domain

Upgrades to the public domain around Agincourt Road shops and Boronia Park shopping centre saw the installation of new paving, street furnishings, landscaping, signage and other infrastructure upgrades. The concept designs for upgrades to Quarry Road and Sager Place were also completed and adopted by Council to be scheduled as part of our ongoing program of neighbourhood centre renewals.

Talked to our community about boarding houses

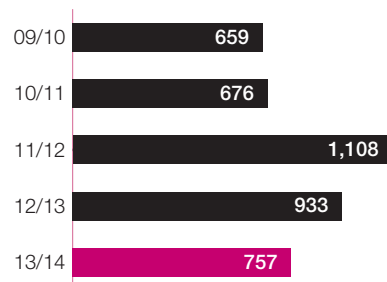
As part of our ongoing response to the proliferation of unlicensed boarding houses in recent years, in 2013/14 we conducted a workshop with our community and from that we developed a series of boarding house community information and education documents.

These were translated into various languages, and distributed across the community.

Inspected food premises

As part of our continued focus on ensuring the community can purchase food safely, our staff inspected 757 food businesses this year.

Number of food premises inspected



The City of Ryde had approximately 795 registered food premises in the 2013/14 financial year; 761 of these were considered to be either high or medium risk premises. Our environmental health team aims to inspect each of these businesses at least once a year (or more often where necessary).

In 2013/14, 65 businesses were found to require reinspection as the initial inspection of the premises was not satisfactory. This is a significant decrease on the number of businesses found to be initially unsatisfactory compared with the previous financial year.

Approved new dwellings and commercial premises

As the charts on these pages demonstrate, a strong development sector has also seen an increase in the number of development applications lodged for the first time since 2006/07. The Assessment Unit determined 14.75 percent more applications than last year – a total of 739 compared with 644 in 2012/13.

Despite this, the City of Ryde has continued to provide strong value to the community; we have consistently determined more applications per officer than the average for similarly sized councils, and expect that this year's result will be even further above the average.

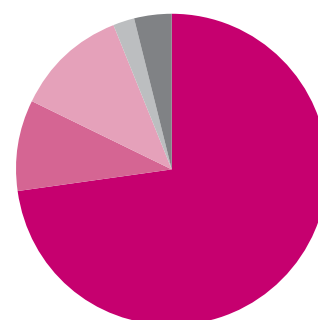
While the higher volume of applications has seen some increase in processing times, particularly in relation to more complex development proposals, the Express Development Application Service has continued to ensure DA processing times for simple developments remains competitive.

Under this initiative, simpler applications of various types, including residential and commercial applications are identified at lodgement and are targeted for processing in 30 days or less. In 2013/14, 168 Applications were processed under the Express Development Application service. This represents 22.7 percent of all applications for development.

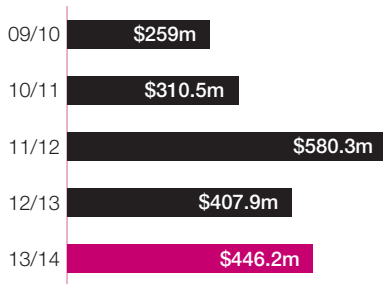
A total of 1,033 dwellings (see chart below) and over 17,000m² of commercial floor space were approved by the City of Ryde in 2013/14. This equates to an estimated \$446 million of development and is expected to be well above the average for similarly sized councils in NSW.

New dwellings approved 2013/14 (1,033 total)

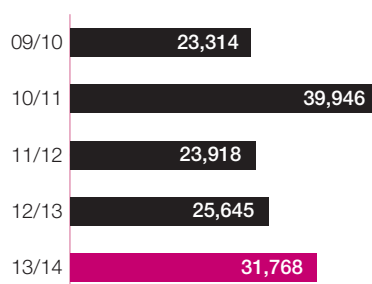
- 754 Residential flat / building unit
- 96 House
- 121 Dual occupancy
- 24 Secondary dwelling (granny flat)
- 38 Villa unit



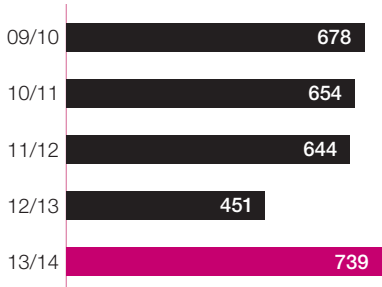
Value of development applications determined



Number of DA-related enquiries received



Number of applications



Note: From 2013/14 onwards the figure above includes both DAS and Section 96 applications.



Street tree planting
Blenheim Road

Our challenges

The State Government is undertaking a number of reviews that will affect Council's regulatory activities and our capacity to deliver our strategic vision for our City. In particular, the reforms to the State's planning system and the Independent Pricing and Regulatory Tribunal's Regulation Review could see significant changes to Council's planning and regulatory roles.

We have been engaging with the State Government during these processes, and as the nature of any changes becomes clearer, we will investigate our options to ensure our ongoing capacity to regulate and manage our city's built form and neighbourhoods.

Wet weather saw a revision of the schedule of works to upgrade Elouera Reserve; this upgrade will now be completed in early 2014/15.

Securing our future

The project schedule for 2013/14 was revised by Council to ensure funds were focused on projects delivering lasting benefits to the community. The Street Tree Planting Program was delivered under-budget, allowing funds to be re-allocated for future planting works.

Looking ahead

In 2014/15 the following projects are scheduled:

- Planting street trees
- Renewing Quarry Road and Sager Place neighbourhood centres

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

🔄 On track	-	● Complete	3	⊗ Cancelled	1
⚠️ Action required	1	○ Not started	-	⏸️ Deferred	-

Program/projects	Status	Comment
Centres and Neighbourhood Program		
Elouera Reserve upgrade	⚠️	Construction commenced in Q4 and practical completion is expected in Q1 2014/15.
Neighbourhood centre renewal	●	Upgrades to Agincourt Road and Boronia Park were completed.
Land Use Planning Program		
Meadowbank Station Precinct Master Plan	⊗	Council resolved to discontinue this project at its meeting on 13 May 2014.
Open Space, Sport and Recreation Program		
Street tree planting program	●	The original planting program for the year was delivered under budget and unexpended funds will be carried over and allocated to the 2014/15 program.
Regulatory Program		
Boarding House Project	●	A suite of community information documents was created in various languages to complement our ongoing boarding house regulation program.

West Ryde origami horses sculpture



Measuring our performance

🔄 Within reasonable limits 7

⚠️ Action required 2

● Target met 4

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status/Comment
Centres and Neighbourhood Program				
% community satisfaction with the cleanliness of town centres	N/A	Baseline Year		
Regulatory Program				
% applicants satisfied with CoR's development assessment service	N/A	Baseline Year	73%	🔄
Total development value of approved development applications (in \$million – cumulative)	\$408 million	N/A	\$446 million	🔄
Mean number of DAs processed per person	62	60	75	●
DA assessment time (days) – against the Group 3 benchmark (Mean Gross Assessment Time)	70	78	76	●
Mean gross DA determination times: residential alterations and additions (against Group 3 Average)	53	70	60	●
No. of DAs processed within the Group 3 average number of days by category – residential	164	N/A	231	🔄
Mean gross DA determination times: single new dwelling (against Group 3 Average)	88	73	98	⚠️ Staff vacancies contributed to longer determination times in the first three quarters. The target was met in Q4.
No. of DAs processed within the Group 3 average number of days by category – single new dwelling	75	N/A	131	🔄
Mean gross DA determination times: commercial, retail, office (against Group 3 Average)	60	74	60	●
No. of DAs processed within the Group 3 average number of days by category – commercial	124	N/A	144	🔄
% external customers satisfied with requests/reports investigated (Building Compliance)	78%	Baseline year	72%	🔄
% external customers satisfied with requests/reports investigated (Rangers and Parking)	81%	Baseline year	82%	🔄
No. of food premises inspections	933	>= 1000	822	⚠️ Due to staff vacancies the number of inspections decreased in 2013/14. They are expected to return to normal levels in 2014/15. *Note - 822 includes reinspections.

*Go4Fun school
holiday activities*

Outcome: **A City of Wellbeing**



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

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

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

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

Our goals

Goal one

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

Strategies

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

574 children, mostly from CALD communities participated in the Active in Ryde school holiday program

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 meet 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.

We won **3** awards for Livvi's Place playground

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.

We removed **3,790** graffiti hits

Our highlights

In 2013/14 we undertook a range of projects to enhance the wellbeing of our community. We:

Upgraded sportsgrounds

With increasing demand from our community for access to sportsgrounds, we are undertaking a program of sportsground upgrades, including drainage improvements at Magdala and Gannan Parks, returfing at Waterloo Park and Morrison Bay Park field #6 and improving irrigation at Westminster Park. This program will continue into 2014/15, and is part of a broader program to ensure our assets are able to meet both current and future demands.

Lighting has been identified as a priority to extend the use of existing sports fields for night training and matches and spread the wear on fields across the LGA, with proposals for floodlighting projects at Waterloo Park and Morrison Bay Park in development. Following extensive community consultation lights will be installed in Waterloo Park by October 2014.

Other sportsground improvements included the installation of cricket nets at Gannan and Marsfield Parks, and amenities upgrades at Santa Rosa, Meadowbank and Brush Farm Parks. The extension of ELS Hall Park's upper amenity was the subject of a tender process and will be constructed during the first quarter of 2014/15.

The City of Ryde has also developed a feasibility study for synthetic sports surfaces, which nominated ELS Hall Park field #1 as a priority site for the Ryde area.

Upgraded playgrounds

Following the development of our comprehensive Children's Play Implementation Plan (known as the Play Plan), the City of Ryde has been engaged in an ongoing program of playground upgrades to ensure there are sufficient and suitable spaces and facilities for children to play freely across the City. The upgrades provide new play and landscaped areas for families and ensure access to safe, accessible and high quality playgrounds.

The following playgrounds were upgraded in 2013/14:

- Putney Park, Putney
- Holt Park, North Ryde
- Jordan Park, Marsfield
- Fontenoy Park, Macquarie Park
- Community Park, Denistone East.

The City of Ryde also received a subsidised loan under the Local Infrastructure Renewal Scheme to upgrade the following parks:

- Monash Park, Gladesville
- Memorial Park, Meadowbank
- Gannan Park, Ryde
- Lions Park, West Ryde
- Granny Smith Park, Marsfield.

Community consultation and design stages were completed during 2013/14 for these playgrounds with construction scheduled to commence from September 2014.

Stamped out graffiti

During 2013/14, the City of Ryde removed over 3,900 graffiti hits from private and Council-owned properties. Rapid removal is a vital element in our strategy to combat graffiti and we are committed to removing offensive and highly visible graffiti within 24-72 hours of it being reported. All other reported graffiti is removed within five days.

We are also in the process of revamping our Graffiti Action Plan, which will focus on building stronger partnerships between key organisations including the local police, community organisations and the Ryde Youth Council, as well as more education programs, better use of technology and a refined tracking and reporting system.

Family Fun Day celebrating the playground upgrade at Fontenoy park



Hosted transition to school seminars

During the year, a series of Transition to School Seminars were held for families from the Korean, Chinese and Indian Subcontinent communities at the West Ryde Community Hub. These seminars are aimed at helping their children prepare for school, and learn how the Australian schooling system differs from their own country of origin. Free childcare and interpreters and translated material ensured that parents were fully informed and freely able to ask questions. The sessions were at capacity and generated extremely positive feedback from the attendees.

Won awards for Livvi's Place

The City of Ryde received the Australian Institute of Project Management (AIPM) NSW (Community Service and Development) Project Management Team Award for the successful delivery of the all-inclusive playground Livvi's Place at Yamble Reserve. Livvi's Place also won the Premier's People's Choice Award and the NSW Minister for Planning and Infrastructure's Sydney Green Space Award.

We worked in partnership with the Touched by Olivia Foundation to bring together stakeholders from all levels of government, community groups, local business and individuals for the successful completion of this unique project.

The high level of integrated creative design, including public art, is a benchmark in playground design and its creation has been much appreciated by our wider community, attracting an estimated 3,000 visitors per week.

Started expanding the Ryde River Walk

The Australian Government announced it will provide \$1.1 million for the construction of the next stage of Ryde River Walk. We were also successful in getting a Metro Green space grant to the value of \$87,000.

When complete, the River Walk will provide residents with a recreational trail between Morrison Bay Park to Looking Glass Bay Park via Bill Mitchell Park and Glades Bay Park, connecting existing foreshore parks along the Parramatta River.

The trail provides an important link in a regional system of recreation trails and encourages walking and cycling within the City of Ryde by connecting existing foreshore parks with recreational trails, community facilities, natural environments, urban centres and public transport hubs.

Walked against domestic violence

Community members joined the Mayor's White Ribbon Walk from Waterview Street to Ryde Wharf Reserve in support of The International Day for the Elimination of Violence Against Women. The event was a public expression of support for the male-led No Violence campaign and an opportunity for all members of the community to take the White Ribbon Pledge.

Connected community members with service organisations

The Community Information Expo brought information about services available to people from diverse backgrounds. Held in Eastwood Plaza as part of Harmony Week celebrations the event provided information in community languages including English, Korean, Cantonese, Mandarin, Armenian, Dari and Farsi.

More than 55 stall holders attended the event and provided information about aged care, health, housing, immigration, education, legal and other community services available in the City of Ryde. Community members were assisted by interpreters to receive the information in their own languages. Feedback from residents, service providers and staff was extremely positive.

Hosted school holiday activities

Back due to popular demand, the Active in Ryde school holiday skate clinic program held school holiday sessions for all levels of skaters, including Learn to Skate clinics for beginners and a special Twilight Clinic for intermediate skaters at Meadowbank Park. A 'Game of Skate' session was also held, giving skaters the chance to show their skills, learn some new tricks and develop their technical skills with the help of qualified and experienced skate instructors from Skateboarding Australia.

Also popular with local kids were the Go4Fun School Holiday sessions, with 87 percent of participants coming from Culturally and Linguistically Diverse (CALD) communities.

Altogether 574 children participated in Active in Ryde school holiday programs.

Our highlights (continued)

Celebrated and supported our senior citizens

With a significant percentage of our community aged over 65, the City of Ryde runs a popular program of activities for older residents throughout the year, including Active in Ryde and Lift for Life, which were attended by 579 people in 2013/14.

A number of events celebrated Seniors Week. They included a guided walk of The Habitat and Shrimptons Creek, a home safety information session, a lunch with Noeline Brown, a talk on managing probate issues and a seniors' morning tea.

In response to a number of incidents in recent years, in April a City of Ryde Road Safety Officer and a Korean translator presented a 'Walking Safely for Seniors' talk to more than 30 Korean seniors, with tips on staying safe as a pedestrian and minimising risk when crossing roads.

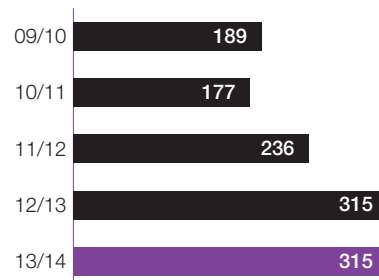
As part of ongoing efforts to make our City age-friendly, an Age Friendly Communities Workshop and Networking Event was held at West Ryde Community Centre with more than 40 attendees. The Forum was attended by the Mayor and focused on understanding the needs and aspirations of service organisations and community members in making Ryde an age friendly city. Seniors were also invited to participate in a survey to assist the City of Ryde and Hunters Hill Councils make Gladesville a better place for older people to live and visit.

Finally, the Ryde/Hunters Hill Home Modification and Maintenance Service assisted people with access, safety and independence in daily living activities so that they can remain living in their own home or with their carer.

Supported volunteers

Volunteering remains popular with members of the community. In 2013/14 we referred 315 enquiries to volunteer organisations. Some Macquarie Park businesses also use the referral service to support volunteers in their organisations, including Johnson & Johnson Medical, Novartis, Canon and Optus.

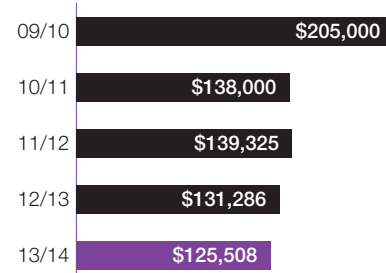
Number of volunteer referrals



Helped community organisations

We allocated more than \$125,000 worth of community, sport and cultural grants to 44 local community organisations and projects in our annual Community Grants program. This year, ten projects were funded with a focus on sports development (totalling \$25,211), nine projects were funded under the Cultural Grant category (totalling \$15,405), and 35 under the Community Grants category (totalling \$84,892).

Total value of community grants



In addition to these grants, we contributed an extra \$164,335 to our community including \$47,000 in in-kind support, such as free hall hire.

Created an accessible taxi rank

A new accessible taxi rank was installed in Pope Street, Ryde for wheelchair users and people with a walking difficulty. The new bay is clearly identified with a wheelchair access refuge and kerb ramp, a dedicated disabled parking spot, galvanised steel grate, signage and line markings.

The need for an accessible taxi rank was identified when Ryde Council staff experienced the hardship wheelchair users face when taking part in a simulation travel/taxi exercise between the nearby Royal Rehabilitation Centre and Top Ryde City shopping centre. This was coordinated by Spinal Cord Injuries Australia (SCIA) personnel.

Made waves at Ryde Aquatic Leisure Centre

The Ryde Aquatic Leisure Centre is one of a handful of council-owned pools to operate at a surplus for the community.

2013/14 saw the construction of a new open-air surf simulator, making the Ryde Aquatic Leisure Centre the first community aquatic centre in New South Wales to offer the thrill of riding a surfboard all year.

The surf simulator, which can accommodate up to 48 riders an hour of all ages and skill levels, is expected to greatly enhance the RALC's appeal.

The surf attraction was built on underutilised land at the Victoria Road side of the aquatic centre and is open-air but undercover for year-round surfing, enhanced by landscaped surrounds.

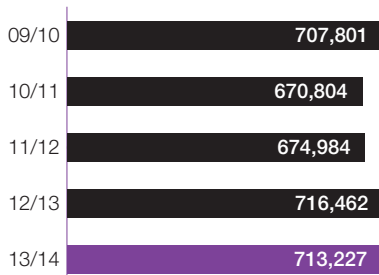
The total number of visits to RALC in 2013/14 was 33,227 above our target of 680,000, bolstered again by increased enrolments in the Swim School program.

Since 2004/05 staff at RALC have been working to reduce their tap water usage from a high of 111.5KL per day to 62.5KL this year – a reduction of 57.4 percent through water recycling and rainwater harvesting initiatives.



Surf athlete Georga Miller on the Surf Ryder

Number of visitors to the Ryde Aquatic Leisure Centre



Our highlights (continued)

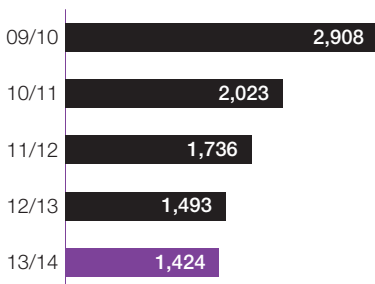
1,424 children immunised

Immunised our community

The City of Ryde holds two Immunisation Clinics a month with a total of 1,424 children immunised in 2013/14, as well as 250 flu shots administered to City of Ryde staff. This represents an average of 62 children being immunised at each clinic.

A customer satisfaction survey directed at parents and carers of children using the immunisation service is located on the City of Ryde's website and responses continue to indicate high levels of confidence and satisfaction with the service provided by the immunisation team. Currently 100 percent of respondents have indicated that 'giving injections to children simultaneously' as one of the main reasons for attending the service.

Children immunised using Ryde's immunisation service



We are undertaking a number of measures to increase awareness and utilisation of the service, especially among CALD groups, including: using the NSW Health Save the Date smartphone app, making NSW Health material available in a variety of community languages, developing catch-up schedules for overseas born

children and making information about the Immunisation Clinic readily available on the City of Ryde's website, among other initiatives.

Took our community walking

The City of Ryde conducted 14 free guided walk sessions throughout the year in a variety of parks, open spaces and along catchment areas in the City. Where possible walks have an environmental and historical theme and are scheduled during February to November to link in with other awareness events (such as NAIDOC Week, Seniors Week, Heritage Week, and the Banjo Paterson Festival).

The following guided walks were conducted as part of the Active In Ryde program:

- Glades Bay Reserve – celebrating NAIDOC week, this walk included an Indigenous afternoon tea
- Field of Mars Reserve
- Buffalo Creek
- Putney Park and Meet the Wildlife
- Family Ferry and Ryde Riverwalk
- Banjo Paterson Park and Looking Glass Bay – celebrating the 150th birthday of Banjo Paterson
- The Habitat and Shrimptons Creek – celebrating Senior's Week
- Brush Farm Park – celebrating Heritage Week
- Waterloo Park and tree planting
- Terrys Creek to Browns Waterhole
- Magdala Park

A total of 410 registrations were received, with demand for the Guided Walks program continuing to increase, many of the guided walks now reaching full capacity (30 people) well in advance of the scheduled date. The City of Ryde has increased the number of guided walks to meet the higher demand.

The Active In Ryde program has been working in consultation with the Bushcare program to support these guided walks and to provide a direct promotion of the valuable contribution the Bushcare program is providing to the community.

In addition, around 30 members of the Meadowbank Area Walking Group attended weekly walks from Meadowbank Ferry Wharf through picturesque natural surrounds along the Ryde River Walk.

1,150 Active in Ryde participants

Our challenges

Balancing community demand with our ability to fund and provide a fair and equitable spread of sporting facilities for all sports, ages and abilities is an ongoing challenge as are changes to the state legislation that will impact on urban forest in Ryde.

Libraries are evolving from quiet places for books and study to vibrant community spaces that offer spaces for noise and activity whilst retaining quiet areas for those who wish to study. In recent years we have successfully refurbished the libraries at Eastwood and North Ryde in line with this community expectation, and in the coming year we will be planning for refurbishment of further branch libraries.

Technological change impacts strongly on community expectation for library services. Change is rapid, and creates a challenge for the Library Service to fund and deliver suitable technological innovation.

Engagement with the Culturally and Linguistically Diverse (CALD) communities remains a challenge for Home Modification and Maintenance Services. Specific promotions are planned to ensure that the information is equally available and accessible to these groups.

Securing our future

To secure our future and ensure that we continue to meet the goals of this outcome we are undertaking a number of initiatives.

RALC will continue to focus on the Learn to Swim program that, over the years, has proven to be a significant factor in ensuring that the RALC operates at a surplus, thereby operating at no cost to ratepayers. The opening of the Surf Ryder provides a wonderful opportunity for RALC to broaden its market appeal and further enhance the economic viability of the Centre.


Day to day procedures to ensure that utilities (gas, electricity and water) are used in the most economical fashion will continue, along with ensuring that staffing levels are appropriate to ensure service delivery is maintained at an optimum level.

In terms of open space management, we are actively engaging with the local sporting community regarding funding for sporting facilities, and are working with them to identify funding and partnership opportunities.

Looking ahead

In 2014/15 we have the following projects planned:







- Developing the technological capacity of our libraries and services
- Planning for sustainable management of sporting facilities in Ryde
- Renewing community buildings, and ongoing development of the library asset management plan.
- Resurfacing ELS Hall Park #1 with synthetic sports surface (subject to Council's approval)
- Running our community garden and nursery
- Running the Active in Ryde program
- Upgrading playgrounds
- Upgrading sportsground facilities
- Developing a Biodiversity Plan for Ryde
















*Surf athletes
Georga Miller and
Jack Entwistle on
the Surf Ryder*

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

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

Program/projects	Status	Comment
Open Space, Sport and Recreation Program		
Active in Ryde program implementation		The program attracted over 1,150 people across seven programs.
Implementation of the Children's Play Plan		Approval for funding was received in November 2013 with projects due for completion by December 2014; designs and community consultation have been completed.
Playground construction – renewal		All five projects were completed during 2013/14 in this program.
RALC asset renewal		
Sportsfield floodlighting		Delays were experienced due to extensive community consultation and planning assessment process.
Sportsfield Renewal and Upgrade		All projects were completed within this program.
Sportsground amenities renewal and Upgrade		All renewal projects were completed within the program, while an expansion project was delayed due to complexity of the design and tender process.
Library Program		
Community buildings renewals – libraries		Renewal projects at Eastwood and North Ryde libraries were completed.
Digital enhancement for libraries		A sub-project to purchase Chinese catalogue records has been completed below budget due to limited availability of Chinese records. Savings were also made due to use of Library Management System upgrade rather than purchase of standalone system. A sub project for a print payment system has been carried over to 2014/15 due to its link with the public PC project.
Community and Cultural Program		
Addington House – renovation		
Community buildings renewal		Project will be carried over into 2014/15. We are awaiting grant approval for the Willandra upgrade.
Community garden and nursery		The project is subject to planning assessment process, however the design has been completed.
Temporary employment of P/T officer		

Measuring our performance

🔄 Within reasonable limits 1

⚠️ Action required 2

● Target met 8

Our performance indicators

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status
Open Space, Sport and Recreation Program				
% community satisfaction of users of our parks	N/A	Baseline Year	80%	🔄
% customer satisfaction with our sportsground and parks access booking service	65%	65%	65%	●
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	●
No. of visitors to RALC	716,462	690,000	713,227	●
Community and Cultural Program				
% customer satisfaction for CoR's home modification and maintenance service	95%	90%	94%	●
No. of new clients using the home modification service	331	250	190	⚠️ Fewer promotions over the year resulted in fewer new clients
% customer satisfaction for CoR's immunisation service	90%	90%	94%	●
No. of children immunised	1,493	1,600	1,424	⚠️ Fewer children using Council's immunisation service.
No. of people attending key events and programs conducted by CoR	101,390	100,000	114,220	●
% capacity of leased halls booked (capacity based on 8 hour booking per day)	61%	60%	65%	●
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	48%	40%	49%	●



Outcome: **A City of Prosperity**

*Macquarie
University Library*

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.

Our goals

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, and provide facilities and services that attract and retain local business in our City
- To share growth, prosperity and opportunities across the whole community.

We **created** the *Flavours of Ryde* Guide highlighting our town centres

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.

217 job seekers attended our inaugural Jobs and Skills Expo

Goal three

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

Strategies

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

Macquarie Park is a **top ten** contributor to Australian economic growth

Our highlights

In 2013/14 we undertook a number of projects to enhance our City's prosperity. We:

Supported Macquarie Park's growth

Macquarie Park continues to bring jobs and business to the City of Ryde. An independent report published by PriceWaterhouseCoopers identified the commercial and education precinct as a 'powerhouse of employment and economic growth' and placed it in the top 10 contributors to the national economic output in 2012/13.

This year, we have been working with the State Government to ensure the continued success of the precinct and to protect the employment opportunities it provides to the community.

We also produced and distributed *Meet Macquarie Park*, a guide to local activities, sporting groups, and businesses for staff working in the business precinct. An associated video was also developed and uploaded to our YouTube page and the Macquarie Park website. An e-newsletter was also launched, and the Macquarie Park Marketing Group was established to further market the area to prospective commercial investors.

Engaged with the State Government on North Ryde Station Precinct

On 21 September 2013, the North Ryde Station Precinct was gazetted as an Urban Activation Precinct by the NSW State Government. This represents a key step towards the re-development of the area surrounding North Ryde Station. The State Government is proposing a series of mixed-use and residential developments including approximately 3,000 homes and 2.4 hectares of open space.

The City of Ryde has been actively engaged in seeking the best possible outcome for local residents, providing extensive and detailed submissions to the State Government on behalf of Council and the community to ensure housing density is kept to acceptable levels and also to ensure that appropriate infrastructure, such as schools, community facilities and public transport services are provided to support the precinct.

Satisfied our appetites with *Flavours of Ryde*

The *Flavours of Ryde* guide was developed to give our community and visitors to our City a taste of the top ten Ryde experiences – from interesting places to see to community events, eating spots, and insiders' tips on where to shop and what to watch, as well as a fold-out map and festival liftout. It has proven very popular with people collecting copies of the pocket guide from our libraries or downloading it from our website.

Worked with local businesses

We continued to deliver a range of initiatives and events to support and empower local businesses and to facilitate stronger links with the local community. The annual *Small Business September* continues to be a highlight of the business calendar.

The Ryde Business Bootcamp, held in conjunction with Meadowbank TAFE, remains particularly popular, including workshops on topics such as Business Planning, Legals and Insurance, Accounting and Finance, Small Business Marketing, and Business Websites.







This year also saw the inaugural Ryde Jobs and Skills Expo connect job seekers with local employment and training opportunities. The Expo was the first of its kind in Ryde and provided a one-stop-shop for job seekers, offering face-to-face time with skill providers and job service agencies. Attracting over 217 job seekers, exhibitors included Macquarie Community College; Ryde TAFE; Meadowbank TAFE; Salvation Army Employment Plus; ORS Group; Achieve Employment; Adult Migrant English Services (AMES); Ryde Human Services; State Training; Ryde Business Forum and the City of Ryde.









Upgraded town centres

The City of Ryde has an ongoing program designed to enhance our town centres to provide active and attractive spaces for local commerce. This year a range of works were undertaken along Church Street, including the undergrounding of electricity cables, granite paving, new street furniture, and landscaping. Concept designs for the next round of works were also completed and adopted by Council, with detailed designs and construction for an upgrade of the Rowe Street Town Centre scheduled for 2014/15.

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

 On track	2	 Complete	6	 Cancelled	-
 Action required	-	 Not started	-	 Deferred	-

Program/projects	Status	Comment
Centres and Neighbourhood Program		
Macquarie Park wayfinding signage		
Public domain upgrade Waterloo Rd – Stage 2		The project commenced in Q4 and will be completed in 2014/15. The works are linked to renewal works in Elouera Reserve.
Public domain upgrade Waterloo Rd – Stage 1		
Town centre upgrade renewal		
Land Use Planning Program		
Development contributions position		
Transport Management Association for Macquarie Park		We launched the Connect Macquarie Park + North Ryde website and regular newsletters – see page 94.
Economic Development Program		
Economic Development Plan Implementation		The plan will be presented to Council in late 2014.
Implementation of Marketing Plan		

Measuring our performance

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

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

A number of these figures can be accessed via the 'About Ryde' section of Council's website: follow the links to view Council's Economic Profile.

Our challenges

We are continuing to work closely with the State Government to ensure the strategic vision for Macquarie Park is upheld. In April 2014 Council rejected two proposals to rezone land in Macquarie Park as they were inconsistent with the vision for the business corridor as a specialist employment and economic precinct.

Securing our future

With businesses drawn to Macquarie Park because of its central location, quality transport connections and innovative businesses, the business precinct has grown rapidly and is set to become the fourth largest CBD in Australia behind Sydney, Melbourne and Brisbane.

To secure the precinct's future, the City of Ryde is master-planning Macquarie Park's development to ensure local jobs and innovation continue to flourish. Strong urban design, a reduction in red tape, a commitment to listening to businesses and working with our partners as well as new land use controls will regenerate the business precinct with smaller block sizes and additional height controls, and attract exciting new businesses.

Looking ahead

In 2014/15 we have the following projects scheduled:

- Implementing our Economic Development Plan
- Implementing the Macquarie Park Marketing Plan
- Installing multi function poles in Macquarie Park
- Supporting Macquarie Park's Transport Management Association
- Undertaking a parking study in Macquarie Park
- Upgrading Rowe Street (East)
- Upgrading public domain along Waterloo Road and Lane Cove Road (East)



Outcome: A City of Environmental Sensitivity



*Field of Mars
Discovery Day*

Our outcome of Environmental Sensitivity seeks to 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.

Our goals

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.

1.8 tonnes of e-waste was collected from our primary schools' e-waste challenge

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.

We advertised more than **130** garage sales for our community including **41** garage sale trail registrations

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.

We installed solar hot water systems in **9** Council buildings

Our highlights

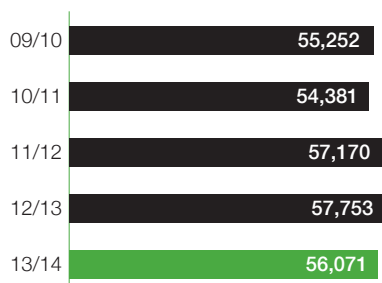
In 2013/14 we undertook a number of projects to enhance our cultural, economic and environmental sustainability. We:

Managed our carbon footprint

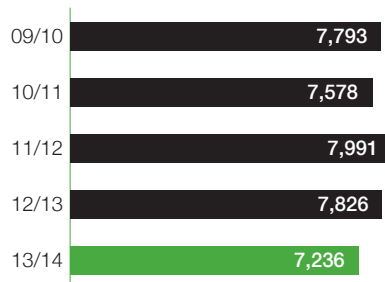
We have continued our program of identifying strategic energy saving opportunities. This year we completed the installation of a cogeneration plant at the Ryde Aquatic Leisure Centre, and with support from the Local Government Energy Efficiency Program we installed solar hot water systems in nine council buildings and heat pumps on another two. We also upgraded to LED lighting in our Gladesville and North Ryde Libraries.

Together these measures reduced energy consumption by 1,682 GJ or three percent compared with 2012/13, and helped ensure we remain below our yearly energy use target of 59,000 GJ (which represents a less than five percent increase from the 2003/04 baseline consumption of 56,258 GJ).

Energy consumed (GJ) (excluding streetlighting) ¹



Greenhouse gas emissions tCO₂-e (excluding streetlighting)^{1,2}



This financial year our scope 1* and 2 greenhouse gas emissions were six percent below the 2012/13 financial year. This decrease was mainly due to the installation of our co-generation plant at the Ryde Aquatic Leisure Centre.

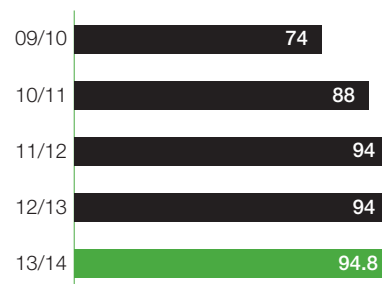
871 metres of stormwater pipe replaced

The diesel retrofit program ensures that most of the machinery and trucks in our fleet meet stringent Euro IV and V emissions standards. During 2013/14, 95.7 percent of our machinery met Euro IV emission standards and 75 percent of all trucks met Euro V standards. Any new machinery and trucks purchased will be required to meet these standards; meanwhile this year 94.8 percent of our vehicle fleet were four cylinder or hybrid vehicles.

We have also saved 141.25 tonnes of carbon dioxide emissions (CO₂e) since embarking on bio-diesel usage for trucks and machinery in April 2011

including savings of 38.3 tonnes of CO₂e. However, bio-diesel usage will be discontinued in 2014/15 due to ongoing related maintenance issues.

Percentage of four cylinder or hybrid vehicles in our vehicle fleet



Note: In future years the percentage of four cylinder vehicles in our vehicle target will be replaced by 4 green star rating for vehicles. Euro IV plant and Euro V truck targets are still valid.

Planned for floods

We developed a number of flood risk studies and plans in 2013/14, including an Eastwood Town Centre Flood Options Feasibility Study, a draft Buffalo and Kittys Creek Risk Management Plan, and a draft Parramatta River Floodplain Risk Management Plan. We were also successful in obtaining grant funding from the Office of Environment and Heritage for a floodplain management program that will enable Council to undertake flood studies in our LGA. An additional grant application has been made to fund the design of the Waterloo Park detention basin.

¹ We have replaced the measures of corporate and community greenhouse gas savings as these are no longer relevant due to changes in the program, and can potentially be seen by the public as greenwashing. Energy consumed and greenhouse gas emissions provide greater insight into our energy consumption patterns.

² Energy emissions from electricity, mains gas and fleet

³ Scope 1 emissions relate to primary sources of emissions, such as the emissions coming from cars we own. Scope 2 emissions refer to secondary sources of emissions, such as electricity. Scope 3 emissions are those that are influenced by Ryde but are difficult to quantify, for example paper used or flights taken.

Managed stormwater

We continued work on our stormwater management plan and neared completion of the Shrimptons Creek bioretention basin. We also obtained grant funding from Greater Sydney Local Land Services for a bioretention basin at Santa Rosa Park. Together these bioretention initiatives will help purify stormwater entering the creek.

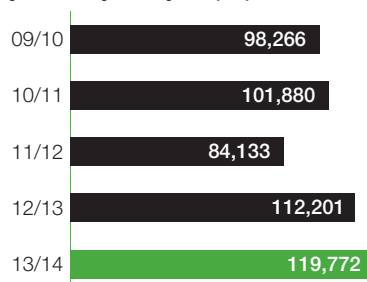
Our stormwater asset replacement and improvement works programs resulted in 871 metres of stormwater pipe replacement in the City of Ryde during 2013/14.

Monitored water quality and consumption

We monitored water quality in the City of Ryde's five key waterways – Porters, Shrimptons, Buffalo, Terrys and Archers Creeks, at 13 sampling sites on two occasions (spring and autumn) in 2013/14. The waterways were tested for a range of biological and chemical indicators of stream health such as pH, nutrients and faecal coliforms. A range of heavy metals was also monitored this year for the first time. This data will help us plan waterway improvement projects and is being made accessible to the public via our website to help them better understand the impact of pollutants on our waterways and water quality.

With regard to water consumption, we exceeded our Council facilities water target by 14 percent in 2013/14, due to dry conditions throughout spring and early summer and a very dry and warm autumn. In addition, capital works involved the laying of 20,000 square metres of turf that required increased irrigation during the establishment period. Also, new irrigation systems allowed watering at three new sites that had previously not been irrigated or were limited in their coverage.

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



Note: There has been a change in the historical water data, as we have not captured the water data correctly in previous years.

Reduced waste going to landfill

Sydney metropolitan and NSW landfill capacities are limited. In its *Waste Less, Recycle More Strategy*, the NSW State Government has set a target of 70 percent diversion of municipal waste from landfill by 2020. We are continuing to work with residents and businesses to deliver environmentally responsible and sustainable waste management solutions. Our challenge is to educate and influence the community to take on long-term changes to reduce unnecessary waste at its source, and offer opportunities to reuse and renew valuable resources that would otherwise be sent to landfill.

As part of this work, we reviewed and updated our waste strategy to ensure that we are taking all possible steps to reduce waste both internally and in our community. Our new waste strategy outlines the steps our City is taking to better manage our waste streams, focusing on the key areas of waste avoidance, resource recovery, and advanced waste treatment methods. We will also be implementing a Waste Minimisation Plan to reach the City's desired outcomes as identified in our Community Strategic Plan.

During 2013/14, 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 TV and computer collection service
- Free Secondhand Saturday advertising for more than 130 households
- A recycling drop-off station at the Civic Centre for batteries, light bulbs, mobile phones and cartridges
- Medical sharps drop-off facility at 10 local pharmacies
- Subsidised compost bins and worm farms
- 39 clothing bins for textile recycling
- Commercial waste and recycling collection service
- Event waste collection service by application
- Annual household chemical clean out coordinated in conjunction with the EPA
- Public recycling stations in parks and city centres.

This year additional initiatives were conducted to increase the levels of recycling throughout the City of Ryde including:

- The development and distribution of a comprehensive 2013/14 Waste Collection Calendar
- The Living on the Block Project, which focuses on maximising recycling in multi-unit dwellings and minimises illegal dumping and contamination

Our highlights (continued)

- Providing free waste education workshops to local primary and high schools within the City of Ryde. Take 3 and Keep Australia Beautiful were both employed to deliver workshops and increase awareness of waste-related issues
- Providing local preschools with waste education materials to assist them in educating students on the four Rs (Refuse, Reduce, Reuse and Recycle)
- Promoting the benefits of additional recycling and green waste services at reduced rates
- Holding a National Recycling Week e-waste recycling collection challenge for primary schools with approximately 1.8 tonnes collected
- Holding a screening of the film 'Trashed', during National Recycling Week to encourage people to think about the waste they generate and recycling options. The community screening of the global plastic pollution documentary was attended by around 80 community members
- A new waste mapping system was uploaded onto our website to help residents identify their Clean-up zone and collection dates
- The Sustainable Waste to Art Prize (SWAP) invited artists and members of the community to enter the competition with recycled functional art, made from recycled material or works with a sustainable living theme.

Our **new** waste mapping system was uploaded to our website to help residents identify their clean-up zone

In addition, we organised four free waste tours for local residents, to the SITA recycling facility at Chullora and the landfill at Eastern Creek, assisting them to better understand what happens to their waste. We also conducted two compost/worm farm demonstrations to help divert food waste from landfill, and fertilise gardens with the end product.

The City of Ryde received a 'Love Food Hate Waste' EPA grant and initiated a project called 'Too Good to Waste'. This project helped families with younger children develop skills to reduce unnecessary food waste in NSW landfills.

A series of kitchen garden workshops was held to help residents lead a sustainable lifestyle. As an extension of the previous project, we conducted a number of additional workshops and events to help promote the importance of food waste avoidance, including:

- Four community Left Over Make Over (LOMO) workshops
- Three LOMO workshops at local schools
- Two kitchen garden workshops
- A stall at the Granny Smith Festival to promote a food waste avoidance message tailored to specific ethnic groups
- Three mini LOMO workshops at a community Christmas celebration
- A LOMO family fun day challenge.

Pre and post workshop surveys revealed that 75 percent of participants expect to permanently change their behaviour as a result of the workshops.

Capacity at Council's Porters ECoMRF construction waste recycling site increased over the 2013/14 period due to the development of local government and private markets and the acquisition of a high capacity soil and gravel screen. Beneficial re-use of material has subsequently increased, which will result in further savings from the ECoMRF facility, while the resulting income contributes to Council's general funds for use in a variety of other projects.

Finally, the City of Ryde re-joined the Bower Reuse Cooperative which aims to reduce the amount of waste from the kerbside clean-up going to landfill. We continued to participate in the Fridge Buyback scheme and as of February 2014, a total of 1,268 fridges had been collected from Ryde for recycling since July 2008. This saved more than 10,355 tonnes eCO₂ of greenhouse gases, recovering over 101.3kg of CFCs, recycling 113.3kg of metal and saving Ryde residents around \$380,400.

Challenged REEN schools

In 2013/14, over 23 educational institutions from Ryde took part in the Ryde Environmental Education Network (REEN) to learn skills, share knowledge, participate in workshops and network with each other to help green their school. Ryde schools were also provided the opportunity to participate in the Keep Australia Beautiful – EnviroMentors program to learn about catchment education and sustainability. An Indigenous climate, land use and practises talk was also held for schools as part of Lane Cove River Catchment Day.

Meetings held each term invited educators to listen to specialist guest speakers providing advice and education in the areas of energy use and management, using social media to become sustainable, sustainable gardening, bushcare, native wildlife, plastic pollution and waste to art.

In 2014, we launched the REEN Schools Challenge, which challenged primary and high schools to complete sustainable actions for reward points. This challenge focuses on community engagement, on-the-ground works and environmental education. In its first year, the challenge saw 10 schools enter to complete a series of up to 30 different challenges ranging from school food gardens, worm farms, composting, water tanks, recycling stations, classroom audits and more. Challenge winners receive environmentally friendly services and products to further green their school.

*Take 3
workshops*



Our highlights (continued)

Helped our community live sustainably

We hosted a range of sustainability programs and workshops for the community during 2013/14. These included:

- Making Your Home Energy Smart community workshop to assist the community in understanding how energy works and is consumed within the home, so they are best positioned to reduce, to save money on their energy bills
- The Field of Mars Catchment Discovery Day, combining water and catchment education displays, workshops and guided bush walks, in a family day out at the Field of Mars Reserve
- An Eco Choices for Home Renovators seminar assisting residents to consider ecologically sensitive options when renovating or designing their homes
- A Local Food Lovers Sustainable Food workshop, held at the Habitat Community Native Plant Nursery and garden, for the community to learn about the history of Ryde as an original Sydney food bowl and how easy it is to grow sustainable food at home
- Partnering with Ryde TAFE to host a Sustainable Transport Open Day for the community, showcasing a diverse range of alternative transport options through workshops, demonstrations and displays
- Hosting six community Waste to Art workshops for both adult community members and school students to educate them about waste and alternatives for its end of life purpose as part of the SWAP (Sustainable Waste to Art) project

- Participating in environmental events including the Granny Smith Festival, Harmony Day, Macquarie University Open Day, West Ryde Community Information Event, Ryde Business Expo and Ryde TAFE expos, the Home Waste Sustainability Advisory service, the Top Ryder community bus, The Habitat Community Nursery and bushcare volunteering.

Continued promotion and development of the Sustainable Living Guide was also undertaken.

Cared for our bushland

The City of Ryde manages 205 hectares of natural area with 130 hectares (63 percent) of natural area being actively regenerated at 43 bush regeneration sites. There are 3.4 hectares of dedicated open space per 1000 people (including National Parks land in the City of Ryde).

In 2013/14, more than 4,516 hours of volunteer bushcare work was undertaken to support a further 9,840 hours of bush regeneration contractor work. The City of Ryde's Bushcare Program has expanded to 23 groups and 174 active volunteers, and we are currently working to further expand the program while continuing to provide an adequate level of support to existing groups. In May we surveyed bushcare volunteers to improve the way the program is managed and to help us plan for the future and provide better support.

Our volunteers said they are motivated by helping to improve bushland in the local area, with 93 percent saying they were well informed about bushcare activities and ways to be involved. While 83 percent thought the program adequately recognised the efforts of volunteers, 83 percent of respondents also expressed concerns that the program was under-resourced in terms of volunteer numbers and 63 percent felt it was financially under-resourced.

Eighty-seven percent of respondents also said they were interested in further training, and since the survey, the Bushcare program has hosted a grass identification workshop, advanced Bushcare workshop and a native plant identification course.

We will also continue to look at ways to add value to the program, through ongoing promotion, use of corporate volunteer groups and joint ventures with nearby councils. Using social media to provide more information to those interested in volunteering will be explored as we develop our community engagement and promotion plan.

Improved leachate collection at Porters Creek

Leachates (toxins that leach into soil and waterways) from the former dump site at Porters Creek include environmental toxins such as ammonia. Repairs to secondary leachate collection pipework at our Porters ECoMRF site were conducted in May 2014 by specialist confined spaces contractors. The works were conducted as part of ongoing efforts to minimise losses of leachate from the site to downstream environments. Works included unblocking leachate drainage pipework, clearing secondary collector structures and replacing a damaged section of pipework, which has resulted in additional leachates being diverted from Porters Creek.

23 bushcare groups with **174** active volunteers undertook **4,516** hours of work

Upgraded Shrimptons Creek

To encourage workers to use more sustainable forms of transport, we are expanding and enhancing our footpath network. An upgrade to Shrimptons Creek features improved signage, bicycle racks and tree planting, while new seating and tree plantings nearby have created an urban space for workers and local residents to enjoy.

Helped Macquarie Park Corridor businesses show their green thumbs

The City of Ryde Bushcare Program has engaged with local businesses since 2001, providing opportunities for their staff to become involved with Bushcare activities during community partnership days. The program, which focuses on long-term strategic projects that improve bushland areas and enhance biodiversity, has enabled strong partnerships to be formed, with many businesses returning each year to assist with restoring our bushland areas.

Recently, a number of businesses in the Macquarie Park Corridor have been actively involved with projects along Shrimptons Creek. In the last 12 months, staff from CA Technologies, Toshiba, Chep and members of Morling Theological College's 'Plunge' Program have helped to remove noxious weeds that have been choking the native bushland.

In April, staff from Toshiba cleared privet and lantana at a site along Waterloo Road, opposite Macquarie Centre. A few weeks later staff from Novartis spread 30 cubic metres of mulch and planted 600 plants to help improve the Shrimptons Creek wildlife corridor and enhance biodiversity in their local area.

Planted trees on National Tree Day

Our 2013 National Tree Day community planting event was hailed a huge success. Council organisers were delighted to welcome more than 90 men, women and children who turned up at Morrison Bay Park to help create a habitat haven for native wildlife.

Council crews had spread a whopping 50m³ of mulch on the site in preparation for the community dig-in. Everyone was proud of their efforts, with some 340 shrubs, 335 grasses and groundcovers planted.

National Tree Day is Australia's largest tree-planting and nature care event. During National Tree Day and Schools Tree Day events 12,950 native trees, shrubs and groundcovers have been planted in our local parks, all by volunteers over the last 10 years.

Completed a cogeneration plant at the Ryde Aquatic Leisure Centre (RALC)

RALC is the highest energy-consuming asset of all Council-owned facilities. During this financial year we installed a cogeneration plant at the Ryde Aquatic Leisure Centre (RALC), after it was assessed as the most financially viable solution to reducing energy use, greenhouse gas emissions and costs.

Cogeneration is the combined generation of electricity and thermal energy from the same energy source (gas in this instance). It has been fully operational since February 2014 and saved \$151,000 in the cost of electricity compared with 2012/13. Excess heat produced by the system is also re-used to power the new Surf Ryder attraction.



Novartis planting day

Our highlights (continued)

Hosted a Garage Sale Trail

The Garage Sale Trail (GST) is a national program that started in 2010 to promote local reuse, enable community connections, provide a platform for fundraising, stimulate local economies and reduce waste going to landfill. In October 2013, the City of Ryde joined the growing movement, partnering with 1st East Ryde Scouts to hold a car boot sale, with approximately 80 car boot bookings on the day. An additional 41 independent Garage Sale Trail bookings were registered within the LGA.

Supported The Habitat community nursery

The Habitat is a community food garden and nursery that specialises in growing plants native to the Ryde area. Located at the City of Ryde's Santa Rosa Park, The Habitat has been generously assisted by a grant from the NSW State Government Community Building Partnerships program. It is run by volunteers from The Habitat Network.

In 2013/14 a total of 2,921 volunteer hours were spent at The Habitat, with 6,883 plants produced by the nursery. There were 34 regular volunteers and 32 casual volunteers with 1,520 recorded visitors.

Advised on home waste and sustainability

Now entering its third year, the Home Waste and Sustainability Advisory Service continues to assist residents to reduce their environmental footprint. Available to all residents within Ryde, this project has assessed hundreds of residents to find ways they can reduce their living costs through reducing water, waste and energy consumption. To date residents have implemented well over 75 percent of all recommended actions, significantly reducing carbon generated by homes and saving residents money.

"I thank the City of Ryde for providing me [with] an opportunity to learn how to reduce my carbon footprint and save money at the same time..."

– Miriam Varga

Enjoyed the 2013 Spring Garden Competition

Our Spring Garden Competition is a well-established annual community event that promotes the environment, sustainability and green living principles whilst building stronger communities and a sense of civic pride. The Spring Garden Competition is free to enter and draws entries from young aspiring green thumbs to older, more seasoned garden enthusiasts from all cultural and community groups.

The competition continued to grow in 2013, with 59 high-quality entries from individuals, families, schools, community groups and local businesses in the local government area. Creative entries were received from a wide variety of city landscapes including traditional back gardens, courtyards and balconies, river-frontages, corporate green-spaces, community gardens, school yards and large tracks of natural bushland. Category winners and place getters were officially announced at a gala presentation evening on 24 October 2013.

Helped the community discover the Field of Mars

We held the Field of Mars Discovery on Sunday 30 March 2014. This free community event included a series of short, guided bushwalks, Indigenous and catchment education workshops, biodiversity information stalls and family-friendly activities including native animal shows, storytime and face painting.

As well as staff from across the City of Ryde, the event also involved a number of local community groups and stakeholders including the Field of Mars Environment Education Centre, Aboriginal Heritage Office, The Habitat Community Garden and Native Plant Nursery, Sydney Wildlife and Ryde-Hunters Hill Flora and Fauna Society.

Feedback from the community was extremely positive: 52 percent of respondents were first-time visitors to the Field of Mars and 93 percent said they would like to return. More than 88 percent of visitors said they were either satisfied or very satisfied with the parks and bushland areas across the whole City of Ryde.

Our challenges

As demonstrated on pages 101 to 102, we have focused intensively on waste management in 2013/14, however, the development of a new Northern Regional Council's combined waste disposal contract has proved a challenge this year, as has the development of a new domestic waste collection contract.

Securing our future

All of the activities in this outcome centre around improving sustainability – environmental, cultural and economic – throughout the City of Ryde, for the benefit of both the current local community and for future generations.

With increasing population growth and demand for services, balancing these pressures with cultural and economic sustainability needs will become imperative. By laying the groundwork now we hope to be able to adequately address future challenges.

Looking ahead

In 2014/15 we've got the following projects planned:







- Hosting the Youth Waste and Environment Project
- Auditing and upgrading lighting
- Running the Future Focus Home Waste and Sustainability project
- Replacing stormwater assets and undertaking other stormwater improvement works
- Protecting biodiversity
- Planting trees in parks and open spaces
- Managing sportsground subsidence
- Managing termite infestation around Shrimptons Creek
- Delineating our natural areas
- Continuing to develop and upgrade the Porters Creek site


















Spring Garden
Competition
Kent Road
Public School

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.


 On track	3	 Complete	11	 Cancelled	-
 Action required	1	 Not started	-	 Deferred	-











Program/projects	Status	Comment
Open Space, Sport and Recreation Program		
Delineation of natural areas		
Park and open space tree planting program		The original planting program for the year was delivered under budget and unexpended funds were carried over and allocated to the 2014/15 program.
Protecting Biodiversity in Ryde		This is a two-year project, due for completion in 2014/15.
Catchment Program		
Buffalo and Kitty's Creek study		
Shrimptons Creek stormwater work stage 2		Final stages involve the construction of a bioretention deck with an expanded scope, which is due to be completed before the end of September 2014.
Stormwater asset replacement		Out of a total of 12 projects, nine were completed. Two projects were deferred to the 2014/15 financial year; however the design was completed this year. One project required extensive consultation and was also carried over to 2014/15.
Stormwater improvement works		Out of a total of 11 projects, seven were completed and two (Waterloo Park Detention Basin and Santa Rosa Park Water Harvesting) were deferred due to extensive design and consultation.
Water quality improvement plan		This is an ongoing regional project hosted by Local Land Service and scheduled for completion in June 2015.
Environmental Program		
Business Sustainability – City Switch		
Hot Water efficiency in community buildings		We installed solar hot water on nine community buildings – see page 100.
Youth Waste and Environment Project (YEP)		The Sustainable Waste to Art (SWAP) Project was carried over to 30 August 2014 to avoid competition with the Hornsby Art Exhibition.
Waste and Recycling Program		
Home Waste and sustainability project		Project extended for a further three years – see page 106.
No littering campaign – Eastwood		Carried over due to the delay in EPA approval.
Porters creek protection earthworks and reconfiguration		
Too Good To Waste projects		


Measuring our performance

 Within reasonable limits **3**

 Action required **2**

 Target met **5**

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status
Catchment Program				
% of stormwater assets that are condition level 3 or better	96%	85%	N/A	 We are currently reviewing asset condition data and asset management plans.
Environmental Program				
Equivalent Tonne (et) CO ₂ saved across organisation from mitigation actions implemented	640 tonnes	400 tonnes	656 tonnes	
% customer satisfaction with the environmental education service	100%	N/A	95%	
% change in energy consumption for all Council facilities measured against 2003/04 baseline year	3.7%	< 5%	-12%	 Substantial savings from new RALC cogeneration plant, new solar hot water systems across nine Council facilities and lighting upgrades to two libraries.
% reduction in Council water consumption across all facilities below 2003/04 base year	7%	15%	8%	 Affected by weather conditions and number of new irrigation systems installed at various parks. To be reviewed in 2014/15.
State of Environment Report completed and compliant with legislation	N/A	1	1	
Waste and Recycling Program				
% tonnes of recycling from all domestic waste services	47%	48%	44%	 Recycling percentages were impacted by re-use message and reduced print media
% community satisfaction with CoR's domestic waste and recycling service	82%	80%	86%	
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	93%	95%	96%	
% Council's fleet cars that meet 3.5 green star rating	94%	95%	98%	



*Marist Brothers
Eastwood
students using
the free WiFi*

Outcome: **A City of Connections**

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

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.

Our goals

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.

We transported **65,085** people on the free 'Top Ryder' community bus service

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.

We replaced approximately **70** damaged footpaths around our City

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 were one of the first Sydney councils to provide **free** outdoor WiFi – at Eastwood Plaza

Our highlights

In 2013/14 we undertook a number of projects to improve the connections in our City. We:

Improved footpaths

We continued to provide new paved footpaths to improve pedestrian access throughout the city. This included the completion of major granite footpath upgrades in Macquarie Park on Lane Cove, Waterloo, and Delhi Roads, which were funded by Transport for New South Wales.

To further help our community walk around their local area safely, approximately 70 damaged footpath sections were replaced. They included works at Berryman Street, Culloden Road, Fairyland Avenue, Jeanette Street, Spencer Street, Teemer Street and Gaza Road.

Made Macquarie Park pedestrian friendly

With people increasingly leaving the car at home, and appreciating the health benefits of walking, there are growing numbers of pedestrians moving around Macquarie Park. In response we are developing a network of safer, better-connected footpaths to help walkers get to their destinations more easily.

The improvement program emerged from a comprehensive study into how pedestrians use the area. Known as a Pedestrian Access and Mobility Plan (PAMP), the study identified priority pedestrian routes that will not only make walking around Macquarie Park easier for current workers, but will also cater for increasing demand in the future.

The program of works needed to bring Macquarie Park's pedestrian routes up to expectations will be undertaken over several years, and can be adapted to respond to new issues as they emerge.

Designed to make the pedestrian network both useable and attractive, the program will include repairs to damaged paths and kerbs, the development of new street crossings and footpath connections, as well as improved lighting, wayfinding signage and additional bus stop shelters to protect users from weather extremes.

Responded to emergencies

In March 2014, the community applauded the response of City of Ryde maintenance crews who were on the scene of a burst water main in Carrara Park, Ryde within ten minutes of being advised by police. The torrent of water flooded nearby properties and brought traffic on Parkes and Goodwin Streets to a halt.

Our staff arrived to find distressed residents and impassable roads and footpaths. They quickly cleared mud, bitumen and debris from roads and footpaths to allow cars and pedestrians through before assisting Sydney Water crews with sandbagging and securing the area. They also assisted some residents to recover possessions that had been washed away during the emergency.

Provided a community bus service

The City of Ryde is promoting a more sustainable transport solution with the free Top Ryde service transporting 65,085 people around the area in 2013/14. The community bus travels between major shopping centres and transport hubs to reduce the number of cars on the road making small trips. The route has 10 stops, including Meadowbank, West Ryde, Top Ryde and Eastwood Stations. The service encourages the use of public transport, reducing greenhouse emissions and increasing community mobility. However, in response to growing operational costs and need to secure sponsors to help

subsidise the service the service will be scaled back in 2014/15 from six days to four days per week.

Extended the Eastwood Plaza WiFi trial

Free WiFi was first installed in the five local libraries at Ryde, Eastwood, West Ryde, North Ryde and Gladesville to make access to the internet more convenient for our community. In 2013 the City of Ryde became one of the first Sydney councils to also offer this public service outdoors, allowing any laptop with wireless access, smart phone or tablet to connect to the internet. It was so successful that Council has decided to continue the trial for a further 12 months.

Made it easier to catch public transport

To make taking the bus a more comfortable ride for our community, we installed 13 new seats at bus stops, updated 14 stops to ensure they comply with the Disability Discrimination Act (DDA) and installed a new bus shelter on the west side of Badajoz Road, opposite a retirement village. Traffic signals were also installed at the intersection of Balaclava and Agincourt Roads on behalf of the RMS as part of the Balaclava Road bus lane.

Extended our cyclepath network

Our cyclepath network was extended by 440 metres with the construction of four new shared user sections along Blaxland Road from the Ryde Motor Registry office towards Eastwood. This brings the City of Ryde's cyclepath network to almost 20 kilometres.

Renewed road pavements

Over 20 different road sections were resurfaced to make it easier for vehicles to move around our City. In addition, we continued our integrated program for combined Road and Kerb renewal at several locations including works in Wolger Road (Kuppa Road to Lane Cove Road), Collins Street (Ryrie Street to Wicks Road), Quarry Road and Moncrieff Drive (Bluett Avenue to Cressy Road).



Macquarie Park footpath upgrade

Our challenges

As discussed on pages 28 and 126, the City of Ryde is responsible for an extensive range of assets, including roads, footpaths, drains, cycleways, buildings, parks, playgrounds, sporting and leisure facilities and natural areas. These assets deteriorate over time and require ongoing maintenance or replacement.

However, economic and legislative conditions and increasing costs for materials and utilities restrict our ability to meet existing and emerging community priorities, resulting in a funding gap, a backlog of works and deteriorating assets.

Council's annual funding shortfall for the renewal and maintenance of its infrastructure assets is currently \$10 million.

Securing our future

We have been undertaking a review of our asset inventory to assess the capacity to manage the information, to determine the condition and status of our assets, to identify what needs to be done to ensure they meet community expectations, and develop a program of works that prioritises projects from both a financial and community perspective.

By making fiscally responsible decisions today, we hope to ensure that our assets continue to serve the community in the future.

Council is considering a Special Rate Variation (SRV) to address the current funding shortfall for the ongoing renewal and maintenance of Council's infrastructure assets.







Looking ahead


















In 2014/15, we will be continuing with the following programs:

- Building new bus shelters, ensuring DDA compliance for bus stops, and installing new bus stop seats
- Constructing and repairing footpaths
- Expanding our cycleways network
- Improving pedestrian access and mobility in Macquarie Park
- Installing traffic calming devices
- Refurbishing Banjo Paterson Park Wharf
- Reconstructing Meadowbank Park seawall
- Renewing traffic facilities
- Repairing and resurfacing deteriorated roads
- Running the Top Ryder Community Bus Service
- Replacing pedestrian bridges

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

 On track	-	 Complete	14	 Cancelled	-
 Action required	3	 Not started	-	 Deferred	-

Program/projects	Status	Comment
Roads Program		
Bridge upgrade / renewal		The project was delayed but is now due for completion in 2014/15.
Heavy patching		
Road kerb renewal		
Road resurfacing		See page 113.
Centres and Neighbourhood Program		
Pedestrian Accessibility and Mobility Plan		
Library Program		
Renewal of Public computers at libraries		Project carried over to 2014/15 due to resourcing issues. It has been scheduled for completion in September/October.
Paths and Cycleways Program		
Cycleways construction		Our network is now almost 20km – see page 112.
Footpath construction		We added approximately 440 metres to the network – see page 112.
Footpath renewal		Approximately 70 footpath sections replaced – see page 112.
Traffic and Transport Program		
Bus shelters – new		
Bus stop DDA compliance		
Bus stop seats – new		
Car park renewal		Glen Street car park works carried over to 2014/15.
Top Ryder community bus service		The service will be downsized to four days per week in 2014/15 – see page 112.
Traffic committee capital works		
Traffic facilities renewal		
Foreshore Program		
Refurbishment of seawalls/retaining walls		

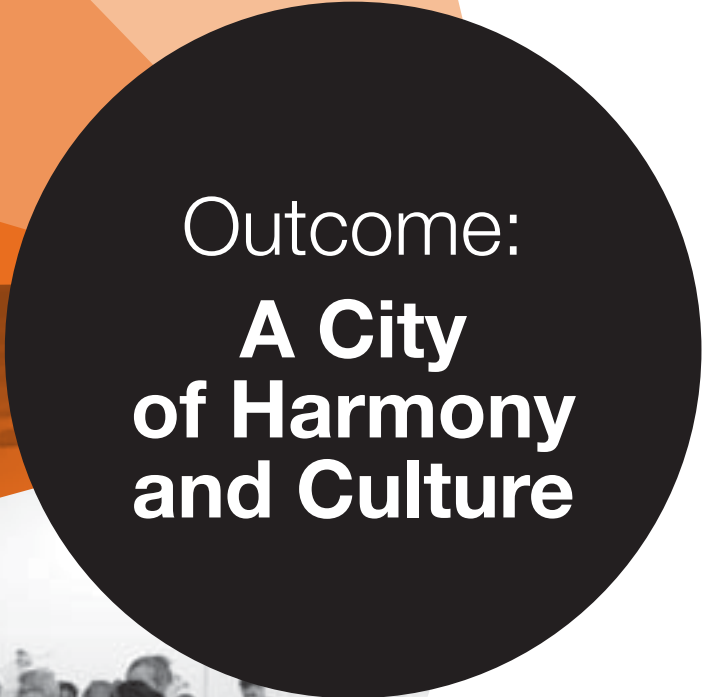
Measuring our performance

↻ Within reasonable limits -

⚠ Action required 3

● Target met 1

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status
Roads Program				
% of road pavement network with Condition Index (PCI) greater than 80%	80%	85%	Results will be available late 2014	⚠ Currently reviewing asset condition data and asset management plans.
Paths and Cycleways Program				
% of paths and cycleways that are condition level 3 or better	93%	85%	Results will be available late 2014	⚠ Currently reviewing asset condition data and asset management plans.
Traffic and Transport Program				
No. of passengers transported by Top Ryder Community Bus Service	65,300	>50,000	65,085	●
Foreshore Program				
% of seawalls that are condition level 3 or better	78%	85%	Results will be available late 2014	⚠ Currently reviewing asset condition data and asset management plans.



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



*Hungry for
Art Exhibition*

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

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

Our goals

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.

We **joined** the 'Racism. It stops with me campaign'

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 our community's capacity to deliver and enjoy cultural activities.

We **opened** our first youth hub in Eastwood

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.

We **held** the Hungry for Art Festival

Our highlights

In 2013/14 we undertook a range of activities to enhance culture and harmony in our City. We:

Expanded our library activities

Ryde Library continues to attract a growing number of visitors. Its first year of operation saw growth of 121 percent, this increased by a further 11 percent in its second year of operation, and a further 8 percent in its third year of operation.

Following on from the development of Ryde Library in 2011 we reorganised and refurbished Eastwood Library in 2012/13, and North Ryde Library in 2013/14. Both libraries now feature open and inviting spaces, a fresh clean look and the community have responded with increased visits.

Use of our library WiFi service is growing strongly with **258,000** logins – an increase of **112 percent** from 2012/13

Our libraries have continued to develop as hubs of community activities, and have allowed the Library Service to host a diverse range of activities, with an enthusiastic response from the community. Activities during the

year have included a broad range of children's events, technology classes, JP services and a developing range of adult events such as authors' talks, musical events and talks on a diverse range of general interest subjects, from space stations to Sydney's shipwrecks.

Ryde Library continues to be used to host events and launch services. It attracts ongoing interest from library professionals, hosting library conference tours as well as numerous professional visits. Events for the community are increasingly popular, with a 23 percent increase in attendance at events across the five branch locations this year.

The Library Service has continued to develop partnerships with other organisations. Another successful Sydney Writers Festival event was held. A new partnership has been developed with Relationships Australia to deliver beginner's English conversational classes at West Ryde Library. The State Library of NSW has provided assistance with the rollout of upgraded WiFi to all library locations: Use of this service is growing strongly, with over 258,000 logins recorded during the year, an increase of 112 percent on the previous year.

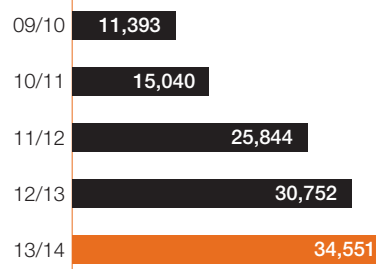
The library collection continued to develop, with a highlight being the growth of our collections of e-books, e-audiobooks and e-magazines. The community has enthusiastically supported these with e-loans of over 72,000 loans in the year, an increase of 69 percent on the first year of e-loans.

E-loans now make up over 7 percent of total loans, however, the physical collections continue to be very popular, with total loans for the year reaching close to a million items. The most popular collections include children's picture books and bestsellers. Non-fiction is popular as well, with lots of interest in a range of subjects from computers to cooking.

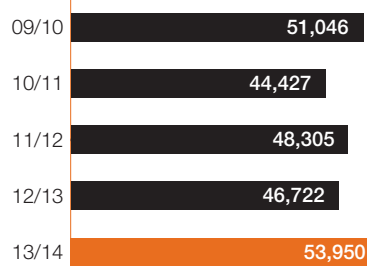
Many issues will shape libraries in the future, from their design to the way

services are delivered and collections are developed, and 2013/14 saw the development of the *Libraries for Ryde* strategic plan. It reviews the current status of our libraries, explores issues that could impact our future, and discusses alternative approaches to addressing those issues while ensuring that our libraries remain dynamic and reflect our community's needs.

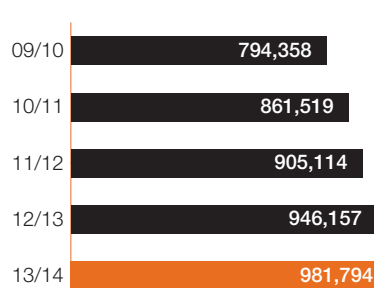
Total attendees (parents and children) at Storytime/Rhymetime



Hours of computer use at our libraries



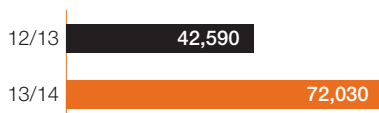
Total number of visitors at our libraries



WiFi logins at the libraries



Number of e-loans



Held our annual Knit-in

In August we held our annual Knit-In at Ryde Library, the culmination of a year's knitting, sewing and crocheting across our community. Every year keen craftspeople in our community meet regularly in our libraries to create hundreds of superb knitted rugs for the charity Wrap with Love, which are then distributed all over the world to those in need of colour and warmth. This year our community completed a massive 542 wraps. Over tea, chat and the rhythmic clicking of needles in our libraries our community has:

- Donated approximately \$40,000 worth of wool to make the wraps
- Spent time equivalent to a year's worth of output for 22 full-time workers, and
- Knitted over 1,500 kilometres in length of wool – further than the distance from Sydney to Adelaide!

Welcomed 1,200 new citizens

In 2013/14, we welcomed 1,200 new citizens into our community through nine citizenship ceremonies. The grantees came from 70 different countries, highlighting the diversity of our community.

Hosted 114,000 people at our community events

Each year, we host a range of events for our residents, with their diversity ensuring there is something for everyone throughout the year. Our flagship event, the Granny Smith Festival, saw over 80,000 people flock to Eastwood. It featured six stages of entertainment with over 50 acts, providing the community with opportunities to showcase their talents.

Other events that cater for our diverse community include the Harmony Day Festival, our Cinema in the Park series, including screenings for the hearing impaired, Lunar New Year Celebrations, our Australia Day celebrations, Christmas celebrations and Citizen of the Year and volunteer recognition awards.

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

Altogether, approximately 114,000 people attended City of Ryde events.

Conserved our heritage

The City of Ryde is home to many unique heritage properties, ranging from impressive colonial buildings, to smaller, privately-owned residences as well as monuments and stone survey markers. These precious heritage items contribute significantly to our City's character and appeal.

Under the provisions of Ryde Local Environmental Plan there are 179 Heritage Items, one Archaeological Item and five Heritage Conservation Areas listed within the City of Ryde. There are

also 57 Aboriginal Heritage Sites listed under the provisions of the National Parks and Wildlife Act.

We are promoting the conservation and care of heritage in our City through a number of avenues. The heritage grants scheme, for example, successfully distributed \$20,000 between six completed heritage conservation projects on listed buildings by local homeowners*.

The City of Ryde is an active participant in the National Trust Heritage Festival and in 2013/14 ran a series of talks in Ryde Library during the month-long festival. These focused on the theme of journeys and on the distinctive and rare survey markers found within our city, as well as the Finding Bennelong project and rail transport history.

We continue to fund a heritage adviser three days per week and provide a free pre-Development Application advice service for non-institutional owners of heritage items.

The City of Ryde is also a member of a partnership between eight North Shore metropolitan councils, which aims to identify and protect Aboriginal Heritage sites in the Ryde local government area and promote Aboriginal cultural awareness within the local community and among staff managing Aboriginal heritage sites.

Finally, we have commenced a Heritage Walking Trails project in partnership with the Ryde Heritage Advisory Committee. The project aims to promote our heritage and to illustrate Ryde's history through the concept of an open air museum. This project is a collaboration between council staff and the volunteer efforts of the Ryde Heritage Advisory Committee.

* During 2014/15 Heritage Grants Scheme funding will be redirected to the 'Ryde Remembers' Centenary of ANZAC project and will be suspended for at least the duration of that project.

Our highlights (continued)

Supported the 'Racism. It stops with me' campaign

The City of Ryde is committed to preventing racism and in 2013/14 joined forces with some of Australia's leading businesses, local sporting bodies and NGOs to support the 'Racism. It stops with me' campaign.

By being part of this campaign, we will lead by example and help ensure the City of Ryde, one of the most culturally and linguistically diverse local government areas in Greater Sydney, is a place where everyone feels equal, safe and included.

Launched the Refugee Welcome Guide

The City of Ryde was declared a Refugee Welcome Zone in 2013, and in 2013/14 we partnered with the Intercultural Network Ryde Area to produce a multi-lingual Welcome Guide for asylum seekers and refugees living in our City.

The Guide is designed to help asylum seekers and refugees enjoy and participate in what the City of Ryde has to offer and includes sections on community and information centres, libraries, free services and language assistance as well as advice on meeting new people, where to seek help and assistance with health and wellbeing.

Launched the Youth Services Hub

'Our Space', the City of Ryde's first youth hub, opened its doors in April 2014, turning a vacant Council-owned property in Eastwood into a much needed youth facility. Consisting of a classroom/workspaces, chill-out room/kitchen and community garden, Our Space brings together a network of services to improve the wellbeing of local young people, including educational assistance, career advice, sexual health information, counselling and lifestyle activities.

The name 'Our Space' was chosen by the young people who will access the facility, and service providers include The Salvation Army's Oasis Youth Support Network, Christian Community Aid and Ryde Family Services.

Helped our community 'find' Bennelong

During the past three years, the City of Ryde's Heritage Advisory Committee has been dedicated to raising local and national awareness of Woollarawarre Bennelong, one of the most significant figures in Australian history. He died and was buried at Kissing Point on land owned by his friend, James Squire, in 1813.

The Finding Bennelong project was based on research by Dr Keith Vincent Smith, and consultation with the Indigenous community. It tells the most up to date and comprehensive story of the man who played such a significant role in the nation's history. The City of Ryde developed findingbennelong.com, an online education resource, in Bennelong's honour. It sheds new light on the story of the man, his motivations and the role he played in the world of the new arrivals.

Conducted the Youth Summit

The Ryde Youth Summit was held in May 2014 to create a sense of leadership among the youth in Ryde. The Summit was organised by the young members of Ryde Youth Council and attended by more than 250 young people.

It featured keynote speakers from Batyr, The Black Dog Institute and Global Citizen Leaders. There were also interactive workshops delivered by Ryde Local Area Command, and a marketplace expo that included youth mental health services such as Headspace and KYDS, youth centres Our Space and Synergy, youth work organisations Streetworks, Phoenix House, Young life Ryde, Rock 180 Church and No 47 (Salvation Army), and health organisations NS Youth Health Promotion and Medicare Local.

Launched an artisans market at West Ryde

To further support local artists and craftspeople to take their art to a wider community the City of Ryde partnered with the Artisans Ryde Co Op at the West Ryde Community Hall. The market offers unique, handmade goods by local artists for sale, along with demonstrations and workshops.

Youth
Empowerment
Summit



Our highlights (continued)

Showcased Selfless Acts at the International Women's Day Art prize and Exhibition

"Rich" ... "visually exciting" ... "impressive!" were comments from some of the more than 250 people who attended the opening of 'Selfless Acts', the City of Ryde International Women's Day Art Prize and Exhibition, at See Street Gallery, Meadowbank.

Of the 103 exhibits, the judges said the works had captured examples of the unique multi-faceted nature of women and were impressed by the strong conceptual responses to the theme 'Selfless Acts' as well as the diversity of techniques and media.

International Women's Day Art Exhibition

Winners

OPEN CATEGORY

Winner:
Rhonda Pryor – *The Weeping Letter*

COMMUNITY CATEGORY

Winner:
Selina Springett – *Domesticity 1.0*

YOUTH CATEGORY

Winner:
Tiarn Moscaritolo – *Beautification*

PEOPLE'S CHOICE AWARD

Winner:
Diana Tahiji – *Rally*

Hungred for art

Each August and September, the City of Ryde comes to life with the Hungry for Art festival transforming the region into a vibrant hub of creative activity and connecting people to place.

300 entries in our Art Never Sleeps competition

Hundreds of eager fans tried their hands at painting, clay sculpting, photography and print-making at Draw Fest at the Sydney Gallery School, while the mobile phone photo competition exceeded all expectations and attracted over 300 entries responding to the theme 'Art Never Sleeps'.

The winners of the Hungry for Art Photo Competition were Bethany Tay's *A is for Art* for the Under 18 category and Sonya Hunter's *Emily Loves Sunflowers* for the Over 18 category.

Other events included:

- *Animalised*, a curated, themed exhibition that explored the use of the animal motif in contemporary Australian Art
- Hungry for Art satellite exhibitions around the City of Ryde
- An Art Trail where local artists, galleries and art businesses opened their doors and revealed what really happens inside a studio
- Art PopUp, a series of cutting edge and community art events at Eden Gardens and Top Ryde City.

Our challenges

The introduction of e-books (and other digital library materials) over the past few years has raised many issues for public libraries. The processes to provide digital library materials are evolving, and the availability of e-books differs with different publishers as do the conditions for loans. The Library Service has made a significant and ongoing investment in its collection of e-books, which is popular with the community, and as loans grow, so too does the collection size. Finding the balance between the numbers of physical and digital items in the library collection is a significant challenge and is managed by careful monitoring of available publishers, titles and community interest, as indicated by loan statistics.

Continual changes in staffing and staff vacancies were a significant challenge for the Community and Culture service unit in 2013/14. The unit overcame these challenges through the redistribution of work among the existing team, leading to many successful outcomes overall.

Securing our future

In June 2014 the Library Service completed a two-year planning project, *Libraries for Ryde* that included thorough examination of our existing libraries as well as research into the future of public libraries. It also identified strategies that will assist the Library Service to deliver community-focused library services into the future. Future strategies may include the use of volunteers in our libraries and the development of partnerships with community organisations and local businesses that will supplement the financial support provided by Council.

For projects in the Community and Culture service unit, budgets are being assessed to enhance efficiencies while maintaining the current momentum of activities within the unit. Opportunities for external grants have also been explored to fund some of the existing programs and for innovative new programs.

We are also undertaking a review of community grants to further streamline our approach to the grants program by instilling into it principles of transparency, equity, access and efficiency.

Finally, we are undertaking a review of procurement for events and looking to streamline purchasing for the supply of equipment for events to ensure these will continue to be available to our community at a sustainable price.

Looking ahead

In 2014/15 we have the following projects scheduled:

- Hosting Ryde Remembers ANZAC events
- Showcasing local art at Hungry for Art
- Supporting Ryde Youth Theatre Group
- Developing our collection of library books, including our popular collection of e-books
- Developing heritage walking trails
- Evaluating grants
- Reviewing event procurement

How our planned projects progressed in 2013/14

The table below highlights how each project in our One Year Operational Plan 2013/14 progressed throughout the year.

🔄 On track	1	● Complete	3	⊗ Cancelled	-
⚠️ Action required	-	○ Not started	-	⏸️ Deferred	-

Program/projects	Status	Comment
Library Program		
Library books	●	
Community and Cultural Program		
Ryde Youth Theatre Group	🔄	This is a four-year project. The program of workshops and performances is complete, and business planning is in progress for future activities.
Live Neighbourhood project	●	
Land Use Planning Program		
Heritage Grants Scheme	●	

Cinema in the park



Measuring our performance

🔄 Within reasonable limits -

⚠️ Action required 1

● Target met 3

Measure	2012/13 Result	2013/14 Target	2013/14 Result	Status
Centres and Neighbourhood Program				
% customer satisfaction of library users satisfied with quality of service	N/A	Baseline year	97%	●
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.6	8.1	8.7	●
No. of visits to the library annually	946,157	900,000	981,794	●



Chief Financial Officer's report

Our financial result for 2013/14 of an operating surplus of \$15.57 million reflects our continuing strong financial performance. This result represents an increase of \$3.34 million from the previous year, due to an increase in developer contributions, operating grants, user fees and charges and rates.

Our operating result before capital was a surplus of \$1.34 million. We own and maintain over \$0.98 billion worth of infrastructure and \$1.58 billion worth of land and have revalued our assets to Fair Value. This is the sixth year since Council adopted Fair Value, and the full impact of depreciation has been brought to account in Council's Financial Report. This has resulted in the City of Ryde's depreciation expense decreasing slightly by \$4.69 million, which is due to a review of the useful lives of infrastructure assets, to reflect the true intervention point for renewal of those assets.

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

By doing this, it allows the City of Ryde to generate sufficient funds to replace assets and deliver strategic projects. It is one of the keys to our long-term financial sustainability.

Other features of the 2013/14 result include:

- Working capital of \$4.06 million, to cover day-to-day operations and provide a buffer for unforeseen expenditures
- We receive approximately 57.3 percent of our revenue from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.65 percent of rates outstanding
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained sound and is a reasonable 2.59:1

- Our level of internal reserves (funds put aside for specific projects) is \$55.80 million.

While our financial indicators, as attested to by our auditors, Pricewaterhouse Coopers, reflect that we are in a sound financial position, similar to all local governments across Australia, the City of Ryde will continue to face a number of challenges in the years ahead. One of the key challenges will be developing new sources of revenue, other than rates, to maintain and develop infrastructure.

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

We are continuing to address our long-term financial sustainability through our Long Term Financial Plan (LTFFP). It is estimated that the cost of bringing our essential infrastructure assets (roads, footpaths, drains, libraries, community buildings etc) up to a satisfactory condition is in the order of \$56.42 million (compared with \$55.21 million in 2012/13). This remains a major challenge for securing our future.

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

This has since been reviewed and the new LTFFP updated in June 2013. Council is currently working on a review of our Resourcing Plan, which incorporates the LTFFP, Workforce Plan and Asset Management Plans. These new plans still show that the City of Ryde has an issue with infrastructure renewal and has to start addressing this in our 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.

The City of Ryde is undertaking a community consultation process to determine whether Council should make an application during the 2014/15 financial year for a Special Rating Variation (SRV). The proposed increases, on which Council is consulting, are a 7 percent increase and a 12 percent increase, each year, for four years, including rate pegging.

Further information on our financial performance is contained in Managing the Money on page 28 and the Financial Report from page 131 of this report.

Key features of the 2013/14 result:

We invested \$24.56 million in capital expenditure, with major projects including:

Catchment program	\$ 2.49 million
Centres and Neighbourhood program	\$ 2.33 million
Community and Cultural program	\$ 0.10 million
Foreshore program	\$ 0.06 million
Internal Corporate Services program	\$ 3.90 million
Library program	\$ 0.61 million
Open Space, Sport and Recreation program	\$ 5.58 million
Paths and Cycleways program	\$ 3.55 million
Property Portfolio program	\$ 0.67 million
Regulatory program	\$ 0.01 million
Risk Management program	\$ 0.00 million
Roads program	\$ 4.33 million
Strategic City program	\$ 0.01 million
Traffic and Transport program	\$ 0.51 million
Waste and Recycling program	\$ 0.41 million

Key performance indicators

Note 13 Performance Indicators	2012	2013	2014
Operating performance	0.51%	-6.60%	1.15%
Own source operating revenue	62.13%	66.46%	70.16%
Unrestricted current ratio	2.59	3.03	2.59
Debt service cover ratio	23.9:1	28.29:1	27.26:1
Rates & annual charges outstanding percentage	4.19%	3.93%	3.65%
Cash expense cover ratio	1.43	10.00	161.46
Special Schedule 7 Indicators	2012	2013	2014
Building and infrastructure renewal ratio	0.80	0.94	1.23
Infrastructure backlog ratio	0.06	0.06	0.06
Asset maintenance ratio	0.69	2.28	0.91
Capital expense ratio	1.89	1.26	1.52

Financials

2013/14



*Australia Day
Celebrations*

General purpose financial statements year ended 30 June 2014

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► **Statement** by Councillors and Management

for the Year Ended 30 June 2014

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 26 August 2014.



Councillor Roy Maggio
Mayor



Councillor Justin Li
Deputy Mayor



Mr Dominic Johnson
Acting General Manager



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

► Income Statement

for the Year Ended 30 June 2014

Original Budget* 2014 (\$'000)		Notes	Actual 2014 (\$'000)	Actual 2013 (\$'000)
INCOME FROM CONTINUING OPERATIONS				
63,367	Rates and Annual Charges	3(a)	63,259	61,079
12,592	User Charges and Fees	3(b)	13,988	13,294
3,250	Interest and Investment Revenue	3(c)	4,331	4,328
6,555	Other Revenues	3(d)	8,932	7,527
7,220	Grants & Contributions provided for operating purposes	3(e&f)	5,549	7,126
214	Grants & Contributions provided for capital purposes	3(e&f)	14,229	18,029
Other Income:				
–	Net gain from the disposal of assets	5	64	–
–	Net share of interests in joint ventures and associates using the equity method	19	–	–
93,198	TOTAL INCOME FROM CONTINUING OPERATIONS		110,352	111,383
EXPENSES FROM CONTINUING OPERATIONS				
40,122	Employee Benefits and On-costs	4(a)	39,789	38,005
190	Borrowing Costs	4(b)	146	130
24,605	Materials and Contracts	4(c)	25,590	24,914
21,244	Depreciation, Amortisation and Impairment	4(d)	16,559	19,075
16,114	Other Expenses	4(e)	12,697	12,778
–	Interest and Investment Losses	3(c)	–	–
–	Net Loss from the disposal of assets	5	–	4,247
–	Share of interests in joint ventures and associates using the equity method	19	–	–
102,275	TOTAL EXPENSES FROM CONTINUING OPERATIONS		94,781	99,149
(9,077)	OPERATING RESULT FROM CONTINUING OPERATIONS		15,571	12,234
–	Operating result from discontinued operations	24	–	–
(9,077)	NET OPERATING RESULT FOR THE YEAR	2(a)	15,571	12,234
(9,291)	NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES		1,342	(5,795)

* 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 2014

	Notes	2014 (\$'000)	2013 (\$'000)
Net operating result for the year – from Income Statement		15,571	12,234
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	347,820	(257,869)
Adjustment to correct prior period errors	20(d)	1,832	–
Amounts which will be reclassified subsequently to operating result when specific conditions are met.			
Realised available-for-sale investment gains recognised in revenue	20(b)		
Gain (loss) on revaluation of available-for-sale investments	20(b)	–	–
Total other comprehensive income for the year		349,652	(257,869)
Total comprehensive income for the year		365,223	(245,635)
Attributable to:			
– Council		365,223	(245,635)
– Non-controlling Interests			

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

► Statement of Financial Position

for the Year Ended 30 June 2014

	Notes	2014		2013	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
ASSETS					
Current Assets					
Cash and Cash Equivalents	6(a)	15,793		15,805	
Investments	6(b)	51,500		46,450	
Receivables	7	7,713		5,697	
Inventories	8	489		447	
Other	8	315		388	
Non-Current assets classified as held for Sale	22	–		910	
Total Current Assets			75,810		69,697
Non-Current Assets					
Investments	6(b)	38,665		29,622	
Receivables	7	962		1,004	
Infrastructure, Property, Plant and Equipment	9	2,268,132		1,911,231	
Investments accounted for using equity method	19	–		–	
Investment Property	14	2,800		2,620	
Intangible assets	25	–		–	
Other	8	–		–	
Total Non-Current Assets			2,310,559		1,944,477
TOTAL ASSETS			2,386,369		2,014,174
LIABILITIES					
Current Liabilities					
Payables	10(a)	19,205		14,843	
Borrowings	10(a)	793		527	
Provisions	10(a)	10,314		9,853	
Total Current Liabilities			30,312		25,223
Non-Current Liabilities					
Payables	10(a)	–		–	
Borrowings	10(a)	4,822		2,895	
Provisions	10(a)	136		180	
Total Non-Current Liabilities			4,958		3,075
TOTAL LIABILITIES			35,270		28,298
NET ASSETS			2,351,099		1,985,876
EQUITY					
Retained Earnings	20	1,742,772		1,725,369	
Revaluation reserves	20	608,327		260,507	
Council equity interest			2,351,099		1,985,876
Minority equity interest			–		–
TOTAL EQUITY			2,351,099		1,985,876

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

► Statement of Changes in Equity

for the Year Ended 30 June 2014

2014 (\$'000)							
	Notes	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non-controlling Interest	Total Equity
Opening Balance	20	1,725,369	260,507		1,985,876	–	1,985,876
Correction of errors		1,832			1,832		1,832
Changes in Accounting Policies							
Restated Opening Balance	20	1,727,201	260,507	–	1,987,708	–	1,987,708
Net Operating Result for the Year	20	15,571	347,820		363,391		363,391
Other Comprehensive Income	20						
Total Comprehensive Income	20	15,571	347,820	–	363,391	–	363,391
Closing Balance	20	1,742,772	608,327	–	2,351,099	–	2,351,099

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

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

► Statement of Cash Flows

for the Year Ended 30 June 2014

Original Budget* 2014 (\$'000)		Notes	2014		2013	
			(\$'000)	(\$'000)	(\$'000)	(\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
63,367	Rates & Annual Charges		63,366		61,183	
13,653	User Charges & Fees		15,335		14,034	
3,250	Investment Revenue and Interest		3,896		4,283	
7,681	Grants and Contributions		18,726		26,792	
–	Deposits and Retentions		2,359		1,622	
6,880	Other		7,944		8,059	
Payments						
(40,226)	Employee Benefits and on-costs		(39,223)		(37,439)	
(24,332)	Materials and Contracts		(24,886)		(31,673)	
(190)	Borrowing Costs		(94)		(130)	
–	Deposits and Retentions		(1,426)		(1,460)	
(17,401)	Other		(10,602)		(12,815)	
12,680	Net cash provided (or used) in Operating Activities	11(b)		35,395		32,456
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
46,450	Sale of Investments		32,034		18,373	
–	Sale of Investment Property		–		–	
–	Sale of Real Estate Assets		894		–	
1,265	Sale of Infrastructure, Property, Plant and Equipment		1,466		1,174	
–	Sale of Interests in Joint Ventures/Associates		–		–	
–	Proceeds from Boundary Adjustment		–		–	
–	Other		–		–	
Payments						
(51,500)	Purchase of Investments		(46,050)		(27,929)	
–	Purchase of Investment property		–		–	
(21,656)	Purchase of Property, Plant and Equipment		(25,944)		–	
–	Purchase of Real Estate		–		(21,760)	
–	Purchase of Interests in Joint Ventures/Associates		–		–	
–	Other		–		–	
(25,441)	Net cash provided by (or used in) Investing Activities			(37,600)		(30,142)
CASH FLOWS FROM FINANCING ACTIVITIES						
Receipts						
1,500	Borrowings and Advances		2,700		–	
–	Other		–		–	
Payments						
(641)	Borrowings and Advances		(507)		(482)	
–	Lease Liabilities		–		–	
–	Other		–		–	
859	Net cash provided by (or used in) Financing Activities			2,193		(482)
(11,902)	Net Increase (Decrease) in Cash & Cash Equivalents			(12)		1,832
15,805	Cash & Cash Equivalents at beginning Reporting Pd	11(a)		15,805		13,973
3,903	Cash & Cash Equivalents at end of Reporting Pd	11(a)		15,793		15,805

* Original budget as approved by Council – Refer Note 16

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

► Note 1 Summary of Significant Accounting Policies

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

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, the Local Government Act (1993) and Regulation, and the Local Government Code of Accounting Practice and Financial Reporting. City of Ryde is a not for profit entity for the purpose of preparing the financial statements.

(i) New and amended standards adopted by Council

During the current year, the following relevant standards became mandatory for Council and have been adopted:

- AASB 13 Fair Value Measurement
- AASB 119 Employee Benefits

AASB 13 Fair Value Measurement has not affected the assets or liabilities which are to be measured at fair value; however it provides detailed guidance on how to measure fair value in accordance with the accounting standards. It introduces the concept of highest and best use for non-financial assets and has caused the Council to review their valuation methodology. The level of disclosures regarding fair value has increased significantly and has been included in the financial statements at note 27.

AASB 119 Employee Benefits has changed the basis for determining the income or expense relating to defined benefit plans and introduces revised definitions for short-term employee benefits. The Council has reviewed the annual leave liability to determine the level of annual leave which is expected to be paid more than 12 months after the end of the reporting period.

(ii) Early adoption of standards

City of Ryde has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2013.

(iii) Historical cost convention

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

(iv) Critical accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

(v) Critical accounting estimates and assumptions

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

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

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

(i) Impairment of Receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

(ii) Projected Section 94 Commitments

Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(iii) Valuation of Infrastructure assets

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

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

The changes, based on these judgements, impacted the amount of depreciation in the 2013/2014 financial year.

(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:

► Note 1 Summary of Significant Accounting Policies

Rates, annual charges, grants and contributions

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

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

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

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

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

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

User charges and fees

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

has been applied, whichever first occurs.

Sale of plant, property, infrastructure and equipment

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

Interest and rents

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

(c) Principles of consolidation

(i) The Consolidated Fund

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

(ii) The Trust Fund

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

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

(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.

► Note 1 Summary of Significant Accounting Policies

(f) Impairment of assets

Whilst Council does not currently hold any Goodwill and intangible assets, there may be some that relate to software or trademarks in the future, and if so, these assets that have an indefinite useful life are not subject to amortisation and will be 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 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.

Collectability 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

► Note 1 Summary of Significant Accounting Policies

cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

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

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

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

(k) Investments and other financial assets

Classification

Council classifies its 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.

► Note 1 Summary of Significant Accounting Policies

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 group may measure impairment on the basis of an instrument's fair value using an observable market price.

Investment Policy

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

Council amended its policy, following revisions to the Ministerial Local Government Investment Order, arising from the Cole Inquiry recommendations. Certain

investments that Council held are no longer prescribed, Council has either divested itself of these, or they have matured with Council suffering a loss of principal, which was recognised in the appropriate period.

(l) Fair value estimation

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

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

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

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

(m) Infrastructure, property, plant and equipment

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office 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).

► Note 1 Summary of Significant Accounting Policies

- 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).

Depreciation is no longer a representation of the inter-generational funding that is required for asset renewal, this funding model is represented by straight line depreciation over the useful life to the intervention point, being the end of Condition 4.

As at 30 June 2013 Council had revised the useful lives of its Infrastructure and Building assets and their remaining lives, effective 1 July 2013.

Council has moved to a condition basis for calculating depreciation, which determines the remaining useful life and loss of future benefit, based on its condition. To support this Council has also commenced a rolling inspection of its infrastructure assets, plus reviews as part of its ongoing maintenance works, so that condition data is kept as current as possible.

Whilst this is not true “condition based” depreciation, Council, in adopting this new method of depreciation, has broken each of its asset categories into five condition ratings. Within each of these condition ratings, Council has reviewed and determined both the useful life and loss of future benefit, while the asset traverses through that condition rating. Therefore in each condition rating the asset will have a straight line depreciation, which will increase as the condition rating increases, and the condition of the asset decreases.

Condition 5 represents those assets that are due for renewal, but are still in service, so will hold a residual value until renewed.

► Note 1 Summary of Significant Accounting Policies

Asset Category	Useful life (years)					Total
	1	2	3	4	5	
Buildings – Specialised/Non Specialised	10	60	20	5-10	1-5	96-100
Drainage assets	5-20	15-130	10-40	5-15	5-10	40-200
Land Improvements	5	5	5	5	5	25
Other assets	1-5	1-25	1-10	1-5	1-5	5-50
Other structures	5-20	5-80	2-40	3-15	5	20-150
Plant and equipment						2-20
Road assets – roads, bridges and footpaths	5-20	2-130	2-50	3-20	5-20	17-200

Asset Category	Depreciation (%)					Total
	1	2	3	4	5	
Buildings – Specialised/ Non Specialised	0.50%	0.83%	1.25%	1.50% – 3.00%		0.50% – 3.00%
Drainage assets	0.25% – 1.00%	0.38% – 1.67%	0.63% – 3.00%	1.00% – 7.00%		0.25% – 7.00%
Land Improvements	1.00%	9.00%	5.00%	3.00%	2.00%	1.00% – 9.00%
Other assets	1.00% – 5.00%	1.40% – 20.00%	2.00% – 30.00%	7.00% – 50.00%		1.00% – 50.00%
Other structures	0.25% – 1.00%	0.63% – 2.00%	0.63% – 5.00%	1.00% – 23.33%		0.25% – 23.33%
Plant and equipment						5.00% – 20.00%
Road assets – roads, bridges and footpaths	0.25% – 1.67%	0.38% – 5.00%	0.50% – 5.00%	0.75% – 23.33%		0.25% – 23.33%

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

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset's fair value and will revalue 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. In determining the useful lives and unit rates for each asset type, an "evidence" based approach has been taken. For most assets, there is no ready "tradeable" market, and Councils are the major if not only provider of such assets (e.g. local roads and their drainage). In-house

technical expertise is available and is used. The major exceptions are land and buildings, which are valued externally.

Where a condition review of assets discloses an error in the quantity of the asset, this will be adjusted as a prior period adjustment.

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).

► Note 1 Summary of Significant Accounting Policies

(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.

(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.

► Note 1 Summary of Significant Accounting Policies

(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, e.g. 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.

► Note 1 Summary of Significant Accounting Policies

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

(w) Allocation between current and non-current assets and liabilities

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months.

(x) New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2014 reporting periods. NSW Council's assessment of the impact of the new standards and interpretations relevant to them is set out below.

(i) AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 9 and AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory

Effective Date of AASB 9 and transitional disclosures and AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments (effective from 1 January 2017)

AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities. When adopted, the standard will affect in particular 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.

There will be no impact on 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 Council does not have any such liabilities. The de-recognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed. The Council has not yet fully assessed the impact on the reporting financial position and performance on adoption of AASB 9.

(ii) AASB 2013-3 Amendments to AASB 136 Recoverable Amount Disclosures for Non-Financial Assets (effective for Council's 30 June 2015 financial statements) There are no changes to reported financial position or performance from AASB 2013-3, however additional disclosures may be required.

(iii) 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 2014 for not-for-profit entities)

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.

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.

► **Note 1** Summary of Significant Accounting Policies

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not re-measure 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.

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.

GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

(y) Crown Reserves

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

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

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

(z) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of

Note 2(a) Functions or Activities

Income, expenses and assets have been directly attributed to the following functions / activities. Details of these functions / activities are provided in note 2(b)

Functions/activities	Income from continuing operations			Expenses from continuing operations			Operating results from continuing operations			Grants included in income		Total assets held (current & non-current)	
	Original Budget 2014 (\$'000)	Actual 2014 (\$'000)	Actual 2013 (\$'000)	Original Budget 2014 (\$'000)	Actual 2014 (\$'000)	Actual 2013 (\$'000)	Original Budget 2014 (\$'000)	Actual 2014 (\$'000)	Actual 2013 (\$'000)	Actual 2014 (\$'000)	Actual 2013 (\$'000)	Actual 2014 (\$'000)	Actual 2013 (\$'000)
Programs													
Catchment Program	184	326	434	5,370	2,772	5,695	(5,186)	(2,446)	(5,261)	250	179	181,750	180,675
Centres And Neighbourhood Program	417	3,695	2,166	3,384	3,069	4,188	(2,967)	626	(2,022)	389	364		
Community And Cultural Program	1,555	1,570	1,631	4,079	4,164	3,651	(2,524)	(2,594)	(2,020)	666	889	1	1
Customer And Community Relations Program	17	15	29	3,768	3,072	2,865	(3,751)	(3,057)	(2,836)				
Economic Development Program	4	5	3	239	269	344	(235)	(264)	(341)				
Environmental Program	70	78	10	740	572	571	(670)	(494)	(561)	68			
Foreshore Program	5	5	2	3,365	3,225	3,609	(3,360)	(3,220)	(3,607)			2,966	2,912
Governance And Civic Program	3,744	4,593	4,734	13,307	12,482	17,170	(9,563)	(7,889)	(12,436)	112	26	767,640	417,316
Internal Corporate Services Program	16	9,239	64	1,164	1,350	942	(1,148)	7,889	(878)	34			
Land Use Planning Program	947	930	910	5,551	5,186	5,087	(4,604)	(4,256)	(4,177)	274	266	1,346	1,370
Open Space, Sport & Recreation Program	5,981	6,252	6,219	16,820	15,822	15,313	(10,839)	(9,570)	(9,094)	61	334	1,076,214	1,076,115
Organisational Development Program	6	9	7	210	195	240	(204)	(186)	(233)				
Paths And Cycleways Program	34	125	2,465	1,743	2,354	656	(1,709)	(2,229)	1,809	124	2,465		
Property Portfolio Program	2,020	2,165	1,849	5,861	3,098	5,025	(3,841)	(933)	(3,176)			2,800	2,620
Regulatory Program	6,798	9,748	7,362	7,493	6,730	6,773	(695)	3,018	589				
Risk Management Program	293	234	250	2,207	2,962	2,497	(1,914)	(2,728)	(2,247)				
Roads Program	1,212	2,323	15,663	9,019	8,915	9,279	(7,807)	(6,592)	6,374	758	949	352,761	332,409
Strategic City Program	12		10	306	223	33	(294)	(223)	(23)				
Traffic & Transport Program	686	1,510	917	992	2,848	1,054	(306)	(1,338)	(137)	875	243		
Waste And Recycling Program	17,079	16,984	16,298	16,590	15,347	14,104	489	1,637	2,194	245	216	891	757
Total Functions & Activities	41,080	59,806	61,013	102,275	94,781	99,149	(61,195)	(34,975)	(38,136)	3,856	5,931	2,386,369	2,014,174
General Purpose Revenue	52,118	50,545	50,370				52,118	50,545	50,370	2,142	3,451		
Totals	93,198	110,351	111,383	102,275	94,781	99,149	(9,077)	15,570	12,234	5,998	9,382	2,386,369	2,014,174

► **Note (2b)** Components of Functions or Activities

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

Catchment program

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

Centres and Neighbourhood program

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

Community and Cultural program

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

Customer and Community Relations program

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

Economic Development program

Business sector and economic development.

Environmental program

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

Foreshore program

Managing all aspects of our foreshore.

Governance and Civic program

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

Internal Corporate Services program

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

Land Use Planning program

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

Library program

Delivering all our library services.

Open Space, Sport & Recreation program

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

Organisational Development program

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

Paths and Cycleways program

Developing, managing and maintaining our footpaths and cycleways.

Property Portfolio program

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

Regulatory program

Delivering all our regulatory assessments and activities, including building

regulations, environmental regulations, road, parking and footpath enforcement and animal management.

Risk Management program

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

Roads program

Managing and maintaining our roads, bridges and retaining walls.

Strategic City program

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

Traffic & Transport program

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

Waste and Recycling program

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

► Note 3 Income from Continuing Operations

	2014 (\$'000)	2013 (\$'000)
(a) Rates and Annual Charges		
Ordinary Rates		
Residential	26,351	25,384
Business	13,268	12,985
Environmental Management Levy	6,166	5,926
Total Ordinary Rates	45,785	44,295
Special Rates		
Macquarie Park	1,277	1,235
Total Special Rates	1,277	1,235
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic Waste Management Services	14,949	14,287
Non-Rateable Waste Management Charges	135	–
Stormwater Management Service Charge	990	986
Section 611 Charges	123	276
Total Annual Charges	16,197	15,549
Total Rates and Annual Charges	63,259	61,079
Council has used 2010 valuations provided by the NSW Valuer General in calculating its rates.		
(b) User Charges and Fees		
User Charges (pursuant to s.502)		
Aquatic Centre	5,028	4,798
Sports Facility Rental	579	540
Hall Hire	457	463
Road Restorations	1,040	2,285
Gutter Crossings	257	285
Commercial Waste Service	991	811
Other	46	37
Total User Charges	8,398	9,219
Fees		
Regulatory/Statutory Fees	2,122	1,865
s603 Certificates	163	145
Discretionary		
– Parking fees	1,142	867
– Environmental Planning	1,808	878
– Private Works	119	109
– Vacation Care	–	5
– Home Maintenance & Modification	83	59
– Other	153	147
Total Fees	5,590	4,075
Total User Charges and Fees	13,988	13,294

► Note 3 Income from Continuing Operations

	2014 (\$'000)	2013 (\$'000)
(c) Interest and Investment Revenue (Losses)		
Overdue Rates & Charges	191	203
Business		
Cash, cash equivalents and investments:		
– Externally restricted	1,033	789
– Internally restricted	–	–
– Unrestricted	3,074	3,302
Impairment Losses		
– Investments	–	–
Premiums recognised on financial instrument transactions		
Amortisation of discounts and premiums:		
– Investments held to maturity	33	34
Total Interest and Investment Revenue	4,331	4,328
(d) Other Revenues		
Fair value adjustments – investment properties	180	345
Rental income:		
– Investment Property	239	227
– Other Property	1,946	1,277
Parking Fines	4,857	3,823
Other Fines	42	53
Ex Gratia rates	–	–
Materials Recycling	293	207
Lease – Telecommunications	84	177
Legal Fees Recoveries		
– Rates	–	–
– Other	48	13
Insurance Claims	2	5
Staff Vehicle Leases and Other Payments	544	545
Eastwood Plaza	54	49
Sundry Sales	32	67
Other	611	739
Total Other Revenue	8,932	7,527

► Note 3 Income from Continuing Operations

	Operating		Capital	
	2014 (\$'000)	2013 (\$'000)	2014 (\$'000)	2013 (\$'000)
(e) Grants				
General Purpose (Untied)				
Financial Assistance	1,618	2,939	–	–
Pensioner Rebate Subsidy – Rates	524	513	–	–
Total General Purpose (Untied)	2,142	3,452	–	–
Specific Purpose				
Pensioner Rebate Subsidy – Domestic Waste	216	216	–	–
Vacation Care	–	51	–	–
Macquarie Park Construction	–	–	–	–
Library	274	266	–	–
Home Maintenance & Modification	362	459	–	–
Meadowbank/Gladesville Traffic Study	86	–	–	–
DEEWR – Apprentice Rebate Scheme	34	23	–	–
Community Staff Funding	246	225	–	–
Street & Traffic Lighting	364	364	–	–
Roads To Recovery	–	–	424	424
RTA Transport	–	–	1,193	481
Parks Grants	39	–	7	546
Waste Education	29	–	–	–
Graffiti Management	–	100	–	–
Town Centres	–	–	–	2,430
Catchment Management	–	–	–	179
Environmental Projects	68	–	–	–
OH&S Incentive Rebate	76	–	–	–
Other	156	131	282	35
Total Specific Purpose	1,950	1,835	1,906	4,095
Total Grants	4,092	5,287	1,906	4,095
Comprising:				
– Commonwealth funding	2,747	3,934	0	0
– State funding	1,345	1,353	1,906	4,095
– Other funding	–	–	–	–
	4,092	5,287	1,906	4,095

► Note 3 Income from Continuing Operations

	Operating		Capital	
	2014 (\$'000)	2013 (\$'000)	2014 (\$'000)	2013 (\$'000)
(f) Contributions				
Developer Contributions (s94)				
– Open Space	–	–	5,779	5,550
– Parking	–	–	–	–
– Drainage	–	–	417	571
– Traffic Facilities	–	–	619	3,203
– Other	–	–	38	263
– Meadowbank	–	–	–	–
– Community Facilities	–	–	1,860	2,381
Voluntary Planning Agreements	–	–	3,575	1,653
Other Councils	570	557	–	–
Community Facilities	–	153	–	–
Community Events	43	5	–	–
Other	43	36	5	283
RMS Contributions				
– Roads & Bridges	299	292	–	–
– Other	114	96	–	–
Buildings & Property (In Kind)	–	–	–	–
Buildings & Property (In Kind) – s94	–	–	–	–
Customer/Resident Contributions	–	–	30	30
LSL Contributions from other Councils	98	26	–	–
DWM Better Waste and Recycling Fund	290	–	–	–
Waste Performance Improvement Program	–	674	–	–
Total Contributions	1,457	1,839	12,323	13,934
Total Grants & Contributions	5,549	7,126	14,229	18,029

	2014 (\$'000)	2013 (\$'000)
(g) Restrictions relating to Grants and Contributions		
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:		
Grants and contributions recognised in the current reporting period which have not been spent	13,852	15,570
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	5,636	3,074
Net increase/(decrease) in Restricted Grants and Contributions	8,216	12,496

► Note 4 Expenses from Continuing Operations

	2014 (\$'000)	2013 (\$'000)
(a) Employee Benefits & On Costs		
Salaries and Wages	28,379	27,875
Employee Leave Entitlements	8,541	7,528
Superannuation	3,768	3,647
Workers' Compensation Insurance	1,670	1,164
Fringe Benefits Tax (FBT)	209	115
Training Costs (excluding salaries)	211	409
Other	370	410
Less: Capitalised Costs	(3,359)	(3,143)
Total Employee Costs Expended	39,789	38,005
Number of FTE Employees	440	442
(b) Borrowing Costs		
Interest on overdrafts	–	–
Interest on loans	146	130
Charges on finance leases	–	–
Discounts recognised on financial		
– instrument transactions		
Amortisation of discounts and premiums		
– Investments held to maturity	–	–
– Remediation		
Less: Capitalised Costs		
Total Borrowing Costs Expended	146	130

► Note 4 Expenses from Continuing Operations

	2014 (\$'000)	2013 (\$'000)
(c) Materials and Contracts		
Raw materials and consumables	607	991
Contractor and Consultancy Costs	25,049	23,722
Audit Fees:		
– Audit Services	63	55
– Other ⁽¹⁾	20	1
Legal Fees:		
– Planning & Development	164	145
– Other	509	485
Operating leases:		
– Computers	–	–
Infringement Notice Contract (SEINS)	511	478
Other	–	–
Less: Capitalised Costs	(1,333)	(963)
Total Materials & Contracts	25,590	24,914
⁽¹⁾ During the year the following fees were paid or payable for services provided by the Council's auditor – Pricewaterhouse Coopers (PwC), for 2013 and prior it was Hill Rogers Spencer Steer:		
(i) Audit and other assurance services Audit and review of financial statements	63	55
Other assurance services:		
– Audit of regulatory returns	–	–
– Due diligence services	–	–
Total remuneration for audit and other assurance services	63	55
(ii) Taxation services:		
– Tax compliance services	–	–
Total remuneration for taxation services	–	–
(iii) Other Services:		
– Advice on Financial Projections for projects	20	–
– Attendance of Council meetings	–	1
Total remuneration for other services	20	1
Total remuneration of PricewaterhouseCoopers	83	56

► Note 4 Expenses from Continuing Operations

	Depreciation/Amortisation		Impairment	
	2014 (\$'000)	2013 (\$'000)	2014 (\$'000)	2013 (\$'000)
(d) Depreciation, Amortisation and Impairment				
Plant and Equipment	2,601	2,187		
Office Equipment	1,005	1,335		
Furniture & Fittings	227	191		
Property Plant and Equipment Leased	–	–		
Land Improvements (Depreciable)	968	928		
Buildings:				
– Specialised	650	1,188		
– Non-specialised	925	1,238		
Other Structures	2,242	2,380		
Infrastructure:				
– Roads, Bridges and Footpaths	6,060	5,435		
– Stormwater Drainage*	1,507	3,801		
Other Assets:				
– Heritage Collections	–	–		
– Library Books	504	508		
Total Depreciation Costs	16,689	19,191		
Less: Capitalised Costs/Impairment reversals	(130)	(116)	–	–
Total Depreciation and Total Impairment	16,559	19,075	–	–

* Refer to Note 9, Reviewed Unit Rates for 2013/14.

► Note 4 Expenses from Continuing Operations

	2014 (\$'000)	2013 (\$'000)
(e) Other Expenses		
Other expenses for the year include the following:		
Fair Value decrements – Investment Properties	–	–
Bad & Doubtful Debts	100	74
Mayoral Fee	59	58
Councillors' Fees	267	260
Councillors' (incl. Mayor) Expenses	101	107
Election Costs (excl. Employee Costs)	–	450
Interest on Refundable Deposits	65	72
Insurance	974	1,085
Insurance – Statewide Mutual Provision	–	–
Street Lighting	2,186	2,156
Communications Costs	203	230
Contribution to Fire Control	1,516	1,485
Contribution to Dept of Planning	245	239
Contributions & Donations – Community Grants	725	783
Waste Development Tax	3,028	2,669
Membership Fees	149	117
Valuation Fees	187	166
Electricity & Heating	1,498	1,640
Water Rates	440	349
Bank Fees & Charges	222	212
Property Lease Costs	4	5
Postage & Courier Costs	266	222
Advertising	342	216
Operating Leases	–	–
Parking Infringement Collection	–	–
Remediation	–	–
Green Waste Collection Charges	–	–
Other Expenses	126	187
Less: Capitalised Costs	(6)	(4)
Total Other Expenses From Continuing Operations	12,697	12,778

► Note 5 Gain or Loss from the Disposal of Assets

	2014 (\$'000)	2013 (\$'000)
GAIN (OR LOSS) ON DISPOSAL OF STRATUM LAND		
Proceeds from disposal	–	100
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	100
GAIN (OR LOSS) ON DISPOSAL OF OPERATIONAL LAND		
Proceeds from disposal	5	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	5	–
GAIN (OR LOSS) ON DISPOSAL OF COMMUNITY LAND		
Proceeds from disposal	172	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	172	–
GAIN (OR LOSS) ON DISPOSAL OF PROPERTY		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
GAIN (OR LOSS) ON DISPOSAL OF PLANT & EQUIPMENT		
Proceeds from disposal	1,289	1,071
Less: Carrying amount of assets sold	(1,121)	(1,275)
Gain (or loss) on disposal	168	(204)
GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE		
Proceeds from sales ⁽¹⁾	894	–
Less: Cost of sales	(910)	–
Gain (or loss) on disposal	(16)	–
GAIN (OR LOSS) ON DISPOSAL OF OFFICE EQUIPMENT		
Proceeds from disposal	–	3
Less: Carrying amount of assets sold	(24)	(23)
Gain (or loss) on disposal	(24)	(20)

⁽¹⁾ This includes the net proceeds from the sale of the asset (\$910k) less the commission. This asset was revalued as at 30 June 2013.

► Note 5 Gain or Loss from the Disposal of Assets

	2014 (\$'000)	2013 (\$'000)
GAIN (OR LOSS) ON DISPOSAL OF LIBRARY BOOKS		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
GAIN (OR LOSS) ON DISPOSAL OF RBF – ROAD PAVEMENTS		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	(10)	(10)
Gain (or loss) on disposal	(10)	(10)
GAIN (OR LOSS) ON DISPOSAL OF RBF – FOOTPATHS & CYCLEWAYS		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	(72)	(72)
Gain (or loss) on disposal	(72)	(72)
GAIN (OR LOSS) ON DISPOSAL OF WORKS IN PROGRESS		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	(203)	(5,496) ⁽²⁾
Gain (or loss) on disposal	(203)	(5,496)
GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS⁽³⁾		
Proceeds from disposal	3,035	3,372
Less: Carrying value of Financial assets	(2,991)	(1,999)
Gain (or loss) on disposal	44	1,373
NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS	64	4,247

⁽²⁾ This represents the write off of the costs incurred for the Redevelopment of the Civic Centre Precinct, as resolved by Council in September 2012.

⁽³⁾ This does not include investments that are rolled over, in full, with the same ADI.

GROSS AMOUNT INCLUDING ROLLED OVER INVESTMENTS			
Proceeds from disposal	CF	32,034	18,373
Less: Carrying value of Financial assets	6	(31,990)	(17,000)
Gain (or loss) on disposal		44	1,373

► Note 6(a) Cash and Cash Equivalents

	Notes	2014 (\$'000)	2013 (\$'000)
Cash at bank and on hand		947	458
Deposits at call ⁽¹⁾		14,846	15,347
		15,793	15,805

⁽¹⁾ Includes term deposits with a term of less than 3 months.

► Note 6(b) Investments

The following financial assets are held as investments:

	2014		2013	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	–	–	–	–
Held to Maturity Investments	51,500	38,665	46,450	29,622
Available for Sale Financial Assets	–	–	–	–
Total	51,500	38,665	46,450	29,622
Financial Assets at Fair Value				
At beginning of year	–	–	–	–
Revaluation to income statement	–	–	–	–
Additions	–	–	–	–
Disposals (Sale/Redemption)	–	–	–	–
Reclassification	–	–	–	–
At end of year	–	–	–	–
Held for Trading:				
– Managed funds	–	–	–	–
– CDOs	–	–	–	–
– FRNs	–	–	–	–
– Listed equity securities	–	–	–	–
Total	–	–	–	–
Held to Maturity Investments				
At beginning of year	46,450	29,622	38,000	27,109
Amortisation of discounts & premiums	–	33	–	34
Additions	28,050	18,000	18,950	8,979
Disposals	(29,000)	(2,990)	(15,000)	(2,000)
Impairment	–	–	–	–
Transfer to Current	6,000	(6,000)	4,500	(4,500)
At end of year	51,500	38,665	46,450	29,622
Comprising of:				
– CDOs	–	–	–	–
– FRNs	–	17,921	3,000	16,881
– Fixed Bonds	–	1,994	–	1,991
– Term Deposits ⁽²⁾	51,500	18,750	43,450	10,750
Total	51,500	38,665	46,450	29,622

⁽²⁾ Does not include term deposits with a term of less than 3 months.

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

	2014		2013	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Total cash, cash equivalents and investments	67,293	38,665	62,255	29,622
External restrictions	11,187	32,926	9,481	27,169
Internal restrictions	50,061	5,739	48,149	2,453
Unrestricted	6,045	–	4,625	–
Total	67,293	38,665	62,255	29,622

	Opening Balance 30 June 2013 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2014 \$'000
External Restrictions				
<i>Included in liabilities</i>				
Specific purpose unexpended loans (A)	–	–	–	–
RTA Advances (B)	–	–	–	–
Self-Insurance Claims (C)	–	–	–	–
Other	–	–	–	–
Other				
Developer Contributions (A)	24,345	13,321	(2,118)	35,548
Specific Purpose Unexpended Grants (B)	4,096	501	(3,518)	1,079
Domestic Waste Management (C)	4,789	15,213	(15,090)	4,912
Stormwater Management	1,402	993	(1,180)	1,215
Macquarie Park Special Rate	1,819	1,279	(1,968)	1,130
External Works Drainage Contributions	199	30	–	229
Total External Restrictions	36,650	31,337	(23,874)	44,113
Total Restricted Grants and Contributions for Note 3 (g) comparisons	28,640	13,852	(5,636)	36,856
Internal Restrictions				
Plant Replacement Reserve	2,011	2,232	(1,781)	2,462
Employee Leave Entitlements	3,110	1,223	(1,335)	2,998
Incomplete/Carry Over Works and Projects	2,767	2,721	(2,767)	2,721
Refundable Deposits	8,424	550	–	8,974
Asset Replacement Reserve	9,064	10,456	(4,158)	15,362
Ryde Aquatic Leisure Centre	1,752	3,668	(4,835)	585
Investment Property Reserve	15,639	894	(130)	16,403
Civic Centre Precinct Redevelopment Reserve	1,258	–	(436)	822
Financial Security Reserve	3,438	–	–	3,438
Insurance Fluctuation Reserve	414	149	–	563
Risk Rebate Reserve	–	80	(40)	40
Other	2,725	425	(1,718)	1,432
Total Internal Restrictions	50,602	22,398	(17,200)	55,800
Total Restrictions	87,252	53,735	(41,074)	99,913

A. Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans and voluntary planning agreements (VPAs)(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	2014		2013	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and Annual Charges	1,246	831	1,310	874
Rates Interest & Extra Charges	197	131	195	130
User Charges & Fees:				
– Environmental & Health	410	–	353	–
– Restorations	354	–	569	–
– Recreational Facilities	254	–	151	–
– Property & Infrastructure Works	22	–	58	–
– Home Modification Service	15	–	10	–
– Ryde Aquatic Leisure Centre	103	–	105	–
Interest on Investments	1,295	–	893	–
Contributions to Works	135	–	140	–
Government Grants & Subsidies	2,382	–	854	–
Commercial Waste	354	–	340	–
GST	403	–	318	–
Asset Sales	–	–	–	–
Workers Compensation	17	–	16	–
Staff Payments	–	–	–	–
Voluntary Planning Agreement	–	–	–	–
Fines	329	–	–	–
Other	454	–	570	–
Total	7,970	962	5,882	1,004
Less: Provision for Doubtful Debts				
– Rates and Annual Charges	–	–	–	–
– Interest and extra charges				
– User Charges and Fees	257	–	185	–
– Government Grants & Subsidies	–	–	–	–
	7,713	962	5,697	1,004
EXTERNALLY RESTRICTED RECEIVABLES (Included Above)				
Domestic Waste Management ⁽¹⁾	–	–	–	–
TOTAL RESTRICTED RECEIVABLES	–	–	–	–
UNRESTRICTED RECEIVABLES	7,713	962	5,697	1,004
TOTAL RECEIVABLES	7,713	962	5,697	1,004

⁽¹⁾ Receivables for Domestic Waste are included in the transfers to/from the cash reserve, and if shown here would result in a duplication of the restriction.

Rates and Annual Charges Rates are secured by underlying properties. Interest is charged on overdue rates at 9% (2013 10%). 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 \$2,077,000 (2013 \$2,184,000).

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 \$257,000.

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

► Note 8 Inventories & Other Assets

	2014		2013	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Inventories				
Real Estate (refer (i) below)	–	–	–	–
Stores and Materials	489	–	447	–
Other	–	–	–	–
Total Inventories	489	–	447	–

Note: The following assets although disclosed as current, are not expected to be realised within the next 12 months

(b) Inventories not expected to be realised within the next 12 months⁽¹⁾	267	–	97	–
(c) Other Assets				
Prepayments	315	–	388	–
Total Other Assets	315	–	388	–

EXTERNALLY RESTRICTED INVENTORIES AND OTHER ASSETS

NIL

⁽¹⁾ This represents a stockpile of material that is held at Porters Creek, made from recycled building materials and it will take more than 12 months for this to be used.

Notes to the General purpose financial statements

Note 9(a) Infrastructure, Property, Plant and Equipment

Asset Type	At 30 June 2013					Movements During the Year						At 30 June 2014			
	Cost	Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)	Asset Purchases	Transfers From WIP	WDV of Disposals	Transfers and Adjustments	Depreciation & Impairment	Asset Revaluation		Fair Value	Accumulated Depreciation & Impairment	Written Down Value (WDV)	
										Gross Book Value	Accumulated Depreciation				
Plant and Equipment	24,331	12,708	12,708	11,623	3,669	38	1,121	-	2,601	-	-	25,275	13,667	11,608	
Office Equipment	12,240	9,697	9,697	2,543	697	190	24	-	1,005	-	-	9,967	7,566	2,401	
Furniture and Fittings	4,429	3,022	3,022	1,407	28	-	-	-	227	-	-	4,457	3,249	1,208	
Leased Plant & Equipment	209	209	209	-	-	-	-	-	-	-	-	209	209	-	
Land															
- Operational Land	202,773	-	-	202,773	-	-	-	-	-	(88,534)	-	164,239	-	164,239	
- Community Land	1,017,725	-	-	1,017,725	-	-	-	-	-	375,593	-	1,393,318	-	1,393,318	
- Land Improvements (non-depr'n)	7,749	-	-	7,749	508	36	-	-	-	-	-	8,293	-	8,293	
- Land Improvements (depr'n)	12,841	10,912	10,912	1,929	59	20	-	988	-	-	-	12,920	11,880	1,040	
- Land Under Roads	11,552	-	-	11,552	-	-	-	-	-	-	-	11,552	-	11,552	
Buildings															
- Non-specialised	105,849	61,306	61,306	44,543	598	577	-	925	(539)	(1,175)	-	105,849	61,692	44,157	
Other Structures															
- Carparks	23,323	4,259	4,259	19,064	77	-	-	832	(1,814)	(77)	-	23,323	3,277	20,046	
- Foreshore Assets	4,990	2,078	2,078	2,912	64	-	-	56	(46)	(64)	-	4,990	2,088	2,902	
- Road Ancillary	9,254	2,116	2,116	7,138	692	405	-	306	(16)	(648)	-	9,703	2,405	7,298	
- Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure															
- Roads, Bridges and Footpaths															
- Road Pavement	280,885	59,960	59,960	220,925	3,746	481	10	4,709	(15,730)	(4,043)	-	281,043	48,923	232,120	
- Road Ancillaries	6,098	3,032	3,032	3,066	234	77	-	107	(281)	(281)	-	6,128	3,139	2,989	
- Bridges	4,129	1,872	1,872	2,257	3	-	-	56	(320)	(3)	-	4,129	1,608	2,521	
- Footpaths and Cycleways	54,423	15,243	15,243	39,180	5,273	1,185	72	533	(1,526)	(3,319)	-	57,482	14,242	43,240	
- Kerb & Guttering	96,150	39,900	39,900	56,250	433	4	-	655	(70)	(432)	-	96,155	40,484	55,671	
- Stormwater Drainage	244,833	62,485	62,485	182,348	1,697	326	-	1,507	(866)	(1,883)	-	244,973	63,125	181,848	
- Swimming Pools	27,908	8,372	8,372	19,536	-	-	-	650	-	-	-	27,908	9,023	18,885	
- Other Open Space/Recreational assets	58,617	9,574	9,574	49,043	826	103	-	1,832	1,048	904	-	62,282	9,766	52,516	
Other Assets															
- Heritage Collections	152	-	-	152	27	50	-	-	-	-	-	229	-	229	
- Library Books	3,241	1,871	1,871	1,370	479	-	-	504	-	-	-	3,248	1,903	1,345	
Capital Works in Progress	6,146	-	-	6,146	6,255	(3,492)	203	-	-	-	-	8,706	-	8,706	
Totals	6,146	2,213,701	308,616	1,911,231	25,365	-	1,430	1,832	16,689	326,038	(21,782)	2,557,672	298,246	2,268,132	

Note 9(b) Infrastructure, Property, Plant and Equipment

Includes DWM Restricted Assets	980	187	793	72	66	1,052	253	799
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Notes: Excludes investment properties and non-current assets held for sale. Additions to Buildings and Infrastructure are made up of Asset Renewals (\$14,018) and New Assets (\$6,447). Renewals are defined as replacements of existing assets with equivalent capacity or performance as opposed to the acquisition of new assets.

► Note 10(a) Payables, Borrowings and Provisions

	2014		2013	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
Payables				
Goods and Services	7,495	–	5,390	–
Payments Received in Advance	281	–	664	–
Payments received in advance - Rates	284	–	191	–
Accrued Expenses	1,048	–	510	–
Advances	–	–	–	–
Interest Expenses	53	–	1	–
Deposits and Retentions	8,975	–	8,047	–
Staff Taxation Payments	–	–	–	–
Staff Salaries & Wages	316	–	–	–
Trust Account Deposits	–	–	–	–
Domestic Waste	695	–	–	–
Other Contributions	–	–	–	–
Other	58	–	40	–
Total Payables	19,205	–	14,843	–
Current Payables not expected to be settled within the next 12 months	6,956	–	6,236	–
Borrowings				
Bank Overdraft	–	–	–	–
Loans – secured ⁽¹⁾	793	4,822	527	2,895
Loans – unsecured	–	–	–	–
Government Advances	–	–	–	–
Ratepayers advances	–	–	–	–
Finance lease liability	–	–	–	–
Deferred payment liabilities	–	–	–	–
Total Interest Bearing Liabilities	793	4,822	527	2,895
Provisions⁽²⁾⁽³⁾				
Annual & Other Accrued Leave	3,350	–	3,199	–
Sick Leave	201	–	203	–
Long Service Leave	6,763	136	6,451	180
Employee Leave Entitlements On Costs	–	–	–	–
Site Remediation (see Note 26)	–	–	–	–
Self Insurance Liabilities	–	–	–	–
Other Employee Provisions	–	–	–	–
Total Provisions	10,314	136	9,853	180
Current provisions not expected to be settled within the next 12 months	5,431	–	5,381	–
Liabilities relating to restricted assets				
Domestic Waste Management	–	–	–	–
Total Liabilities relating to restricted assets	–	–	–	–
Liabilities relating to unrestricted assets	30,312	4,958	25,223	3,075
Total	30,312	4,958	25,223	3,075

⁽¹⁾ Loans are secured by the rating income of Council.

⁽²⁾ Vested ELE is all carried as a current provision.

⁽³⁾ Increase in provision due to movement in the Commonwealth Government Securities for 2012

► Note 10(b) Description and Movements in Provisions

Class of Provision	Opening Balance (\$'000)	Increase in Provision (\$'000)	Payments (\$'000)	Re-Measurement (\$'000)	Closing Balance (\$'000)
Annual & Other Accrued Leave	3,199	2,798	2,647	–	3,350
Sick Leave	203	1,250	1,252	–	201
Long Service Leave	6,631	1,356	1,088	–	6,899
Total	10,033	5,404	4,987	–	10,450

► Note 11 Reconciliation of Operating Result to Net Cash Movement from Operating Activities

	Notes	2014 (\$'000)	2013 (\$'000)
(a) Reconciliation of Cash Assets			
Total Cash and Cash Equivalents	6(a)	15,793	15,805
Less: Bank Overdraft	6(a)	–	–
Balances as per Statement of Cash Flow		15,793	15,805
(b) Reconciliation of net Operating Result to Cash Provided from Operating Activities			
Net Operating Result from Income Statement		15,571	12,234
Add:			
Depreciation and Impairment	4	16,559	19,075
Impairment of investments	3	–	–
Increase in provision for doubtful debts	7	72	–
Increase in provision for leave entitlements	10	417	682
Increase in Other Provisions	10	–	–
Decrease in receivables	7	–	734
Decrease in inventories	8	–	–
Decrease in other current assets	8	73	–
Increase in payables	10	3,282	–
Increase in accrued interest payable	10	52	–
Increase in other current liabilities	10	1,734	50
Decrements from revaluations	4	–	–
Loss on sale of assets	5	–	4,247
Fair value adjustments to investment property	4	–	–
Amortisation of discounts & premiums recognised	3,4	–	–
Other	3,4	–	–
Less:			
Decrease in provision for doubtful debts	7	–	(33)
Decrease in employee leave entitlements	10	–	–
Decrease in Other Provisions	10	–	–
Increase in receivables	7	(2,046)	–
Increase in inventories	8	(42)	(117)
Increase in other current assets	8	–	(157)
Decrease in payables	10	–	(3,880)
Decrease in accrued interest payable	10	–	–
Decrease in other current liabilities	10	–	–
Reversal of previous revaluation decrements			
Non cash contributions and dedications			
Gain on sale of Assets	5	(64)	–
Fair value adjustments to financial assets at fair value through profit and loss	6	–	–
Fair value adjustments to investment properties	3	(180)	(345)
Amortisation of discounts & premiums recognised	3	(33)	(34)
Non Cash Capital Grants & Contributions	3	–	–
Net cash provided by (used in) operating activities		35,395	32,456

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

	2014 (\$'000)	2013 (\$'000)
(c) Non-Cash Financing and Investing Activities		
Acquisition of Plant & Equipment by means of finance leases	-	-
S.94 contributions in kind	-	-
Dedications	-	-
	-	-
(d) Financing Arrangements		
Unrestricted access was available at balance date to the following lines of credit:		
Bank Overdrafts Facility	-	-
Corporate credit cards	45	45
	45	45

► Note 12 Commitments for Expenditure

	2014 (\$'000)	2013 (\$'000)
(a) Capital Commitments (exclusive of GST)		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	–	–
Plant & Equipment	–	–
Macquarie Business Centre signage	–	24
Architectural Services – surf attraction	250	33
Parking Meter Upgrade	–	173
Traffic Signal Installation	88	–
Granite Paving	221	1,614
Stormwater/Drainage	3	–
Total	561	1,844
These expenditures are payable:		
– Not later than one year	561	1,844
– Later than one year and not later than 5 years	–	–
– Later than 5 years	–	–
Total	561	1,844
(b) Finance lease commitments		
Commitments under finance leases at the reporting date are payable as follows:		
– Not later than one year	–	–
– Later than one year and not later than 5 years	–	–
– Later than 5 years	–	–
Total	–	–
Minimum lease payments	–	–
Less: future finance charge	–	–
Lease liability	–	–
Representing lease liabilities:		
– Current	–	–
– Non-Current	–	–
Total	–	–
(c) Non-cancellable operating lease commitments		
Commitments under non-cancellable operating leases at 30 June 2014 but not recognised in the financial statements are payable as follows:		
– Not later than one year	–	–
– Later than one year and not later than 5 years	–	–
– Later than 5 years	–	–
Total	–	–
(d) Repairs and maintenance: investment property		
Contractual obligations for future repairs and maintenance	–	–
Total	–	–

► Note 13 Statement of Performance Measures – Consolidated Results

	Amounts (\$'000)	Current Year Indicators	2013	2014	Benchmark
1. Operating performance					
Operating revenue ¹ (excluding capital grants and contributions) – operating expenses \$	1,098	1.15%	-6.60%	0.51%	> 0.00%
Operating revenue ¹ (excluding capital grants and contributions)	95,879				
2. Own source operating revenue					
Rates, fees and charges	77,247	70.16%	66.46%	62.13%	> 60.00%
Total operating revenue ¹ (inclusive of capital grants and contributions)	110,108				
3. Unrestricted current ratio					
Current assets less all external restrictions	64,356	2.59	3.03	2.59	> 1.5
Current liabilities less specific purpose liabilities	24,881				
4. Debt service cover ratio					
Operating results ¹ before capital excluding interest and depreciation (EBITDA)	17,803	27.26:1	28.29:1	23.9:1	> 2
Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)	653				
5. Rates and Annual Charges Outstanding Percentage					
Rates and Annual Charges Outstanding	2,405	3.65%	3.93%	4.19%	< 5.00%
Rates and Annual Charges Collectable	65,959				
6. Cash expense cover ratio					
Current year's cash, cash equivalents and Term Deposits	86,043	13.46	10.00	1.43	> 3 months
(Payments from cash flow of operating and financing activities)	6,395				

¹ Excludes fair value adjustments and reversal of revaluation decrements, net gain on sale of assets and net share of interests in joint ventures

Note: There are four new performance indicators that are applicable from 2014, with comparative calculations done. Two are existing indicators. The Building and Infrastructure Renewals Ratio has been moved to Special Schedule 7.

► Note 14 Investment Properties

	2014 (\$'000)	2013 (\$'000)
At Fair Value		
Opening balance at July 1 2013	2,620	2,275
Net gain (loss) from fair value adjustment	180	345
Closing Balance at 30 June 2014	2,800	2,620
(a) Amounts Recognised in Profit and Loss for Investment Property		
Rental income	239	227
Net gain (loss) from fair value adjustment	180	345
Direct operating expenses from property that generated rental income	(20)	(23)
Total	399	549
(b) Valuation Basis		
The basis of the valuation of investment properties is at fair value being the amounts for which the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location and condition subject to similar leases. The 2014 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.		
(c) Contractual obligations		
Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.		
(d) Leasing Arrangements		
The investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows.		
Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:		
– Not later than one year	240	227
– Later than one year and not later than 5 years	492	638
– Later than 5 years	16	74
Total	748	939

Refer to note 27 Fair value measurement for information regarding the fair value of investment properties held.

► 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	
	2014 (\$'000)	2013 (\$'000)	2014 (\$'000)	2013 (\$'000)
Financial assets				
Cash and cash equivalents	15,793	15,805	15,793	15,805
Receivables	8,675	6,701	8,675	6,701
Financial assets at fair value through profit or loss	–	–	–	–
Available-for-sale financial assets	–	–	–	–
Held-to-maturity investments	90,165	76,072	90,529	76,393
	114,633	98,578	114,997	98,899
Financial liabilities				
Payables	19,205	14,843	19,205	14,843
Borrowings	5,615	3,422	5,811	2,889 ⁽¹⁾
	24,820	18,265	25,016	17,732

Note: Refer to Note 27 for fair value information.

⁽¹⁾The fair value represents the Present Value of the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates, discounted by the Bond rates used for Employee Leave Entitlement discounting.

► Note 15 Financial Risk Management

(a) Cash and cash equivalents

Financial assets at fair value through profit and loss

Available-for-sale financial assets

Held-to-maturity investments

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance Unit manages the cash and investments portfolio with the assistance of independent investment 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 risk associated with investments held are:

- 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.
- Interest rate risk – the risk that movements in interest rates could affect returns
- 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.

The impact on result for the year and equity of a reasonably possible movement in the price of investments held is shown below. The reasonably possible movement was determined based on historical movements and economic conditions in place at the reporting date.

	30/06/2014 \$'000	30/06/2013 (\$'000)
Estimated Impact of a 10%⁽²⁾ movement in price of investments:		
– Equity	36	–
– Income statement	36	–
Estimated Impact of a 1%⁽²⁾ movement in interest rates on cash and investments:		
– Equity	1,060	919
– Income statement	1,060	919

Note:

- ⁽²⁾ Sensitivity percentages based on management's expectation of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents, managed funds, and FRNs.) Recent market volatility has seen larger market movements for certain types of investments.

► Note 15 Financial Risk Management

(b) Receivables

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

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

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date follows:

Percentage of Rates and Annual Charges	2014	2013
– Current	19%	17%
– Overdue Debts	81%	83%
Analysis of overdue debts	\$'000	\$'000
0 – 30 days overdue	377	367 ⁽³⁾
31 – 60 days overdue	0	0
61 – 90 days overdue	5	12
91+ days overdue	2,023	2,130
Percentage of Other Receivables	2014	2013
– Current	81%	86%
– Overdue Debts	19%	14%
Analysis of overdue debts	\$'000	\$'000
0 – 30 days overdue	5,316	3,750
31 – 60 days overdue	325	34
61 – 90 days overdue	25	135
91+ days overdue	861	458

(ii) Movement in Provision for Impairment for Receivables	2014	2013
Balance at the beginning of the year	185	218
Plus: New provisions recognised during the year	100	121
Less: Amounts already provided for & written off	(28)	(154)
Balance at the end of the year	257	185

⁽³⁾ The fourth rate instalment each year is due on 31 May, and is only 30 days overdue at 30 June.

► Note 15 Financial Risk Management

(c) Payables Borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon in extenuating circumstances.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the maturity table below.

2014 \$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	19,205	–	–	19,205	19,205
Borrowings	990	4,085	1,335	6,410 ⁽⁴⁾	5,615
	20,195	4,085	1,335	25,615	24,820
2013 \$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	14,843	–	–	14,843	14,843
Borrowings	622	2,514	629	3,765 ⁽⁴⁾	3,422
	15,465	2,514	629	18,608	18,265

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 2014		30 June 2013	
	Weighted average interest rate	Balance \$'000	Weighted average interest rate	Balance \$'000
Overdraft	N/A	–	N/A	–
Bank Loans – Variable ⁽⁵⁾	3.41%	4,415	3.02%	3,422
Bank Loans – Fixed	5.24%	1,200	N/A	–
		5,615		3,422

Notes:

⁽⁴⁾ This represents the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates.

⁽⁵⁾ The interest rate risk applicable to Variable Rate Bank Loans is not considered significant.

Refer to note 27 for Fair Value information

► Note 16 Material Budget Variations

Council's original budget was incorporated as part of the 2013-2017 Delivery Plan adopted by the Council on 25 June 2013.

Whilst the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the Local Government Act requires Council to review its original budget on a quarterly basis, so that it is able to manage the various variations between actuals and budget that invariably occur throughout the year.

In accordance with section 407 of the Local Government Act 1993, variations to Council's budget are reported to Council on a quarterly basis as part of the Management Plan Implementation Report. These documents can be viewed on Council's website at www.ryde.nsw.gov.au

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

Revenues

User Charges and Fees \$1,396K (11%) (F)

Council received additional user charges of \$13,988k which was above the original budget by \$1,396k (11%).

Development Fees were up by \$283k, due to increased development, which is also reflected in increased capital contributions. Building Fees were up by \$641k, due to increased development. Parking fees were up by \$116k. A new Planning Proposal Fee was introduced which was \$198k. Also \$865k in User Fees, including Restorations and Building Leases.

Interest and Investment Revenue \$1,081K (33%) (F)

Council received interest revenue of \$4,331k which was above the original budget by \$1,081k (33%).

Whilst Interest rates have been reasonably flat over the last 12 months,

this has increased due to higher than expected Section 94 contributions. This additional income, whilst improves Council's operating result, has to be restricted and can only be used for construction of new works under the Section 94 plan.

Other Revenues \$2,377K (36%) (F)

Council received other revenues of \$8,932k which was above the original budget by \$2,377k (36%).

Regulated Parking was \$2,133 above original budget. The State Debt Recovery Office (SDRO) have changed their methods for collection in the last twelve months, which has resulted in a collection of approximately 90% of the face value of fines, whereas previously it was approximately 70%.

Grants & Contributions provided for operating purposes -\$1,671K (-23%) (U)

Council received other revenues of \$5,549k which was below the original budget by -\$1,671k (-23%) below.

The unfavourable result relates to the Federal Financial Assistance Grant that was paid in advance in 2012/2013, that was budgeted for payment in 2013/2014. The money was received early and recognised as Income in 2012/2013.

The Federal Government has not made any further payments in advance, and this variance should not occur for 2014/2015.

Grants & Contributions provided for capital purposes \$14,015K (6549%) (F)

Council received capital income of \$14,229k which was above the original budget by \$14,015k (6549%).

Council only budgets, as part of its original budget for know grants and contributions towards capital works, it does not budget for Section 94 contributions, as these vary greatly. Council had, until two years ago, only received on average \$1.5 million per annum.

Council only budgets to spend each year amounts of Section 94 that are on hand.

► Note 16 Material Budget Variations

Expenses

Depreciation, Amortisation and Impairment -\$4,685K (-22%) (F)

Council charged depreciation of \$16,559k which was below the original budget by -\$4,685k (-22%).

As at 30 June 2013 Council had revised the useful lives of its Infrastructure and Building assets and their remaining lives, effective 1 July 2013.

Council has also moved to a condition basis for calculating the depreciation, which determines the remaining useful life, based on its condition. To support this Council has also commenced a rolling inspection of its infrastructure assets, plus reviews as part of its ongoing maintenance works, so that condition data is kept as current as possible.

Whilst this is not true “condition based” depreciation, Council has adopted a new method of depreciation, by breaking each of its asset categories into five condition ratings. Within each of these condition ratings, Council has reviewed and determined both the useful life and loss of future benefit, while the asset traverses through that condition rating. Therefore while in each condition rating the asset will have a straight line depreciation, which will increase as the condition rating increases.

Condition 5 represents those assets that are due for renewal, but are still in service, so will hold a residual value until renewed.

Depreciation is not longer a representation of the inter-generational funding that is required for asset renewal, this funding model is represented by a straight line depreciation over the useful life to the intervention point, being the end of Condition 4.

Other Expenses -\$3,417K (-21 %) (F)

Council paid other expenses of \$12,697k which was below the original budget by -\$3,417k (-21%).

Between materials and contractors and other expenses the favourable variance is \$2,524, which is due to savings in budgeted Waste Development Tax \$472k, Insurance Premiums \$348k, Utilities - Power \$320k, Interest Expense on Security Deposits \$277k, Cost for Carbon Tax in Waste Disposal \$309k.

► Note 17 Statement of Developer Contributions

Purpose	Opening Balance (\$'000)	Contributions Received During Year ⁽¹⁾		Interest & Income Earned During Year (\$'000)	Expended During Year (\$'000)	Internal Borrowings (To/From) ⁽³⁾ (\$'000)	Expenditure Reclassified (\$'000)	Held as Restricted Asset ⁽²⁾⁽⁴⁾ (\$'000)	Works Provided to Date (\$'000)	Projected Future Contributions (\$'000)	Projected Cost of Works Still Outstanding (\$'000)	Projected Over/(Under) Funding (\$'000)	Cumulative Internal Borrowings Due/(Payable) (\$'000)
		Cash (\$'000)	Non-cash (\$'000)										
Community & Culture	4,411	1,860	-	216	29	-	-	6,458	779	44,992	54,969	(3,519)	-
Open Space & Public Domain	7,366	5,779	-	414	95	-	-	13,464	14,684	119,018	131,604	878	-
Roads, Traffic, Carparks & Cycleways	3,305	619	-	135	551	-	-	3,508	4,061	29,086	33,064	(470)	-
Stormwater Management	6,319	417	-	244	1,023	-	-	5,957	4,903	1,700	6,178	1,479	-
Administration	716	38	-	24	282	-	-	496	493	179	552	123	-
Total Under Plans	22,117	8,713	-	1,033	1,980	-	-	29,883	24,920	194,975	226,367	(1,509)	-
Planning agreements	2,228	3,575	-	-	138	-	-	5,665	-	-	-	-	-
Total Contributions	24,345	12,288	-	1,033	2,118	-	-	35,548	-	-	-	-	-

City of Ryde Council adopted the single Section 94 Development Contributions Plan 2007 – 11 December 2007. This development contribution Plan repealed previous plans.

⁽¹⁾ Reconcilable with Note 3

⁽²⁾ Reconcilable with Note 6 (Restricted assets excludes 'amounts expended in advance')

⁽³⁾ Cumulative balance of borrowing within and between plans

⁽⁴⁾ The total balance under plans are restricted and reflected in Note 6(c) as External Restrictions, whereas the total balance of planning agreements (Voluntary Planning Agreements) is restricted in Note 6 (c) as Internal.

Notes:

Council has resolved to move to a new Section 94A Developer Contribution Plan, and is awaiting approval of that plan. Once approved the current Section 94 Plan will cease.

► Note 18 Contingencies

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources:

Liabilities not recognised

1 Guarantees

(i) Defined Benefits Superannuation Contribution Plans

The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a “multi-employer fund” for purposes of AASB119. Sufficient information under AASB119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2013 was \$1,259,615. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20 February 2013 and covers the period ended 30 June 2013. However the position is monitored annually and the Actuary has estimated that as at 30th June 2013 a deficit still exists. Effective from 1 July 2013, employers are required to contribute additional contributions to assist in extinguishing this deficit. The annual amount of additional contributions payable until the deficit is extinguished is \$342,059.

The share of this deficit that can be broadly attributed to City of Ryde was estimated to be in the order of \$1,368,236 as at 30 June 2014.

(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 2014 may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council. Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the Company's past performance and/or claims experience or as a result of any increase prudential requirements of APRA. These future equity contributions would be required to maintain the Company's level of Net Assets in accordance with its Licence Requirements.

2 Remediation Works

(i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No liability arises from any potential toxicity or subterranean leakage, but there will be ongoing remediation works that may be required from time to time to reinstate the playing surfaces, due to subsidence following further settling of the waste within the landfill.

Council has not, as yet, been able to reliably determine the quantum of liability for this future works, but has estimated that it could cost approximately \$200,000 per annum.

Assets not recognised

(i) Infringement Notices/Fines

Fines & penalty income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau. Council's Revenue Recognition policy for such income is to account for it as revenue on receipt. Accordingly, at Year

End, there is a potential asset due to Council representing issued but unpaid 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, Bevillesta 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.

These represent a contingent assets that will become Councils at the end of the lease.

► Note 19 Interests in Joint Ventures and Associates

Council has no interests in joint ventures or associates.

► Note 20 Revaluation Reserves and Retained Earnings

	2014 (\$'000)	2013 (\$'000)
(a) Retained earnings		
Movements in retained earnings were as follows:		
At beginning of year	1,725,369	1,713,135
Adjustment to correct prior years errors (Note 20 (d))	1,832	–
Net operating result for the year	15,571	12,234
At end of year	1,742,772	1,725,369
(b) Revaluation reserves		
Infrastructure, property, plant and equipment revaluation reserve	608,326	260,507
Total assets	608,326	260,507
Movements:		
Property, plant and equipment revaluation reserve		
At beginning of year	260,507	518,376
Revaluation – gross	326,038	(350,362)
Depreciation transfer – gross	21,782	92,493
At end of year	608,327	260,507
Available-for-sale investments revaluation reserve		
At beginning of year	–	–
Revaluation – gross		
Transfer to net profit – gross		
At end of year	–	–
(c) Nature and purpose of reserves		
(i) Infrastructure, property, plant and equipment revaluation reserve		
The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.		
(d) Correction of errors in previous years		
Write on of previously excluded assets – Other Structures Parks	1,832	

► Note 21 Results by Fund

Council has only one consolidated fund.

► **Note 22** Non Current Assets Classified as Held for Sale

	2014 (\$'000)	2013 (\$'000)
Operational Land	–	–
Buildings	–	910
Total	–	910

Refer to note 27 for fair value measurement information.

► **Note 23** Events Occurring After Reporting Date

There have been no events occurring after Balance Sheet Date that require reporting.

► **Note 24** Discontinued Operations

There were no operations discontinued by Council during the year.

► **Note 25** Intangible Assets

Council has no Intangible Assets to report.

► **Note 26** Reinstatement, Rehabilitation and Restoration Liabilities

Site Remediation

Council has a liability for the reinstatement, rehabilitation and restoration of sporting fields, which were old landfill sites. Whilst it would be preferable to be able to access and list the actual sites and the cost for such works, it is not possible to do so.

What Council has been able to estimate, based on historical events, is that an amount of \$200,000 is required per annum to top dress those fields that were old landfill sites. This amount has been included in future projects, and is funded from the Domestic Waste Management Charge each year.

► Note 27 Fair Value Measurement

The Council measures the following assets and liabilities at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets

Fair value hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1 – Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by the Council:

30 June 2014	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant observable inputs (\$000's)	Total (\$000's)
Investment properties	14	–	2,800	2,800
Infrastructure, Property, Plant and Equipment	9			
– Operational land		–	164,239	164,239
– Community land		–	1,393,318	1,393,318
– Land under roads		–	11,552	11,552
– Buildings (Specialised and non-specialised)		–	63,042	63,042
– Roads, Bridges, Footpaths		–	336,541	336,541
– Stormwater drainage		–	181,848	181,848
Totals		–	2,153,340	2,153,340

The Council's financial assets relates to its investments in term deposits and CDO's. The information included under 6(b) is considered sufficient to meet the Fair Value disclosures requirements hence additional information is not included under this note.

The Council does not have any liabilities which are fair valued.

► Note 27 Fair Value Measurement

Valuation processes

Council's non-current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government. Further details of the revaluations policy is provided under note 1(k).

Level 3 measurements

Investment properties

On an annual basis, the Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2014, the fair values of the land have been determined by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute. The buildings on these properties have been valued separately.

All investment property valuations are included in level 3 of the hierarchy. The value of investment property has determined using either using the capitalisation of rental income or with reference to value of similar properties within the area. The key unobservable input to the valuation is the rent or price per square metre. Further details have been provided below

Buildings

The Council engages external, independent and qualified valuers to determine the fair value of the Council's buildings. Buildings were last revalued in the 30 June 2012 financial year and the fair values were determined by SPM Asset Pty Ltd.

Gross Value of each building, which is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. The key unobservable input being the rate square metre has been benchmarked to construction costs of similar properties across the industry.

Further details relating to the rate per square metre has been provided below

Land (Operational, Community and Land under road)

The Council engages external, independent and qualified valuers to determine the fair value of the Council's Community Land. Valuations for Operational land and Land under roads is performed by the Council's internal valuations team.

The fair value of land has been determined by referencing it to current prices in an active market for similar properties. Where such information is not available, current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences are considered. Appropriate adjustments are also made for the inherent features of the property such as fire-prone, flood zonings and usability of the land.

The fair value for community land and Land under roads has been determined using a unit rate per square metre, derived from the Valuer General's valuation performed for rating purposes, and applying to the total area. Given the nature of Community land and Land under roads, comparable sales data is generally not available. As the Valuer General's valuation considers land in all zoning, average unit derived from Valuer General's valuation is considered the most practicable approach to valuing Community Land and Land under roads.

Community land was last revalued at 30 June 2009. Council has resolved to not value Land under Roads and Operational land was last revalued at 30 June 2014.

The key unobservable input to the valuation is the rate per square metre, for which, further details have been provided below

Infrastructure assets

Valuations for infrastructure assets are performed internally by the Council's internal engineering team. The gross value of the infrastructure assets are determined by unit rate to total volume which is normally square metres, lineal metres or individual items.

The unit rate, which is a key unobservable input, is determined using an assessment of average historical internal costs, and rates from contracts with third party suppliers. Infrastructure assets were last revalued at 30 June 2013.

The information presented below on unobservable input has been limited to significant components of the infrastructure assets as it impracticable to provide information for all components.

Reconciliation of movements

The items classified under level 3 are investment properties and property, plant and equipment (including infrastructure assets). The reconciliation of movements in these assets is presented under note 14 and 9 respectively.

► Note 27 Fair Value Measurement

Asset / Liability Category	Carrying amount (At fair value) (\$000's)	Key Unobservable inputs	Expected range of inputs	Description of how changes in inputs will affect the fair value
Investment Properties	32,385	Rate per square metre and rental rate per square metre	\$750 - \$2,975 per square metre	The higher the rate, the higher the fair value.
Infrastructure, Property, Plant and Equipment				
– Operational land	284,111	Rate per square metre	\$109 – \$2,038 per square metre	The higher the rate, the higher the fair value. Significant variances in the rate per square metre is reflective of the inherent features of the land such as zoning and useability,
– Community land	236,068	Rate per square metre	\$109 per square metre – average	The higher the rate, the higher the fair value.
– Land under roads	180,265	Rate per square metre	\$109 per square metre – average	Council has resolved not to value Land Under Roads, except those parcels received since 2008.
– Buildings (Specialised and non-specialised)	335,811	Rate per square metre	\$ 750 – \$ 2,975 per square metre	The higher the rate, the higher the fair value. Significant variances in the rate are reflective of the condition of the building, nature of the building and materials used to construct the building.
– Roads, Bridges, Footpaths	1,026,639	Rate per unit of measure	Footpath – \$75 to \$565 (granite) per square metre average Kerb & Gutter – \$150 per lineal metre – average Road & car parking Pavement – \$100 to \$200 per square metre average Bridges – \$3,300 to \$35,000 per square metre average	The higher the rate, the higher the fair value.
– Storm water drainage	434,141	Rate per lineal metre or unit	Conveyance – Pipe – \$350 to \$2,000 per Lineal Metre average Pits – \$5,000 to \$8,000 per item average	The higher the rate, the higher the fair value.

Transfers between levels of the hierarchy

There were no transfers of assets and liabilities between the hierarchies.

Highest and Best Use

The current use of all assets noted above, does not reflect the highest and best use.



The City of Ryde Council

Independent auditor's report to the Council – s417(2) Report on the general purpose financial statements

Report on the financial statements

We have audited the accompany financial statements of The City of Ryde Council, which comprise the statement of financial position as at 30 June 2014 and the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, accompanying notes to the financial statements and the Statement by Councillors and Management in the approved form as required by Section 413(2) of the Local Government Act 1993.

Councillors' responsibility for the financial statements

The Councillors of the Council are 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 and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's 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. Those 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 judgment, 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Councillors, as well as evaluating the overall presentation of the financial statements.

When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial statements.

Our audit responsibility does not extend to the Original Budget Figures included in the Income Statement, Statement of Cash Flows and the Original Budget disclosures in notes 2(a) and 16 and the Projections disclosed in note 17 to the financial statements, nor the attached Special Schedules, and accordingly, we express no opinion on them.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

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 (the Division); and
- (b) the financial statements:
 - (i) have been presented, in all material respects, in accordance with the requirements of this Division
 - (ii) are consistent with the Council's accounting records
 - (iii) present fairly, in all material respects, the Council's financial position as of 30 June 2014 and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- (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 have come to light during the course of the audit.

A handwritten signature in blue ink, appearing to read 'P. Buchholz'.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'P. Buchholz'.

Peter Buchholz
Partner

Sydney
30 September 2014



Private & Confidential

The Mayor
Councillor Bill Pickering
Council of the City of Ryde
DX 8403 RYDE

30 September 2014

Dear Councillor Pickering

**Report on the conduct of the Audit for year ended 30 June 2014 –
Section 417(3)**

We have completed our audit of the financial reports of the Council for the year ended 30 June 2014, in accordance with Section 415 of the Local Government Act 1993.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial reports are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial reports, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial reports are presented fairly in accordance with Australian Accounting Standards as well as statutory requirements so as to present a view which is consistent with our understanding of the Council's financial position, the results of its operations and its cash flows.

This report should be read in conjunction with our audit opinion on the general purpose financial statements provided under Section 417(2) of the Local Government Act 1993.

Flowing from our audit, there are a number of comments we wish to raise concerning the trends in Council's finances. These are set out below.

Operating result

Council's operating surplus declined from \$99 million in the previous year to \$95 million in the current period. The net operating result before Capital Contributions was a surplus of \$1.3 million against the previous year's deficit of \$5.8 million.

Cash position

Council's overall cash position increased from \$92 million to \$106 million during the period under review. The following table highlights the composition of cash.

	2014	2013
	\$m	\$m
Externally restricted	44	37
Internally restricted	56	50
Unrestricted	6	5
Total	106	92

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Working capital

Council's net current assets increased from \$44 million to \$45 million during the period under review. The value of net current assets needs to be adjusted in order to establish the available working capital position.

	2014	2013
	\$m	\$m
Net current assets	45	44
Less: External restrictions	(11)	(9)
Internal restrictions	(50)	(48)
Add: Current liabilities deferred	20	18
Available working capital	4	5

The effective unrestricted or available working capital upon which Council could build its 2015 budget was \$4 million.

Performance indicators

The financial reports disclose of a number of indicators in Note 13 and these are detailed below:

	2014	2013
	%	%
Operating Performance Ratio	1	(7)
Own Source Operating Revenue Ratio	70	66
Unrestricted Current Ratio	259	303
Debt Service Cover Ratio	2,726	2,829
Rates Outstanding Ratio	3.7	3.9
Cash Expense Cover Ratio	13	11

The Operating Performance Ratio improved to 1% and was above the industry benchmark of 0%.

The Own Source Operating Revenue Ratio improved to 70% and was above the industry benchmark of 60%.

The Unrestricted Current Ratio declined but remained above the industry benchmark of 150%.

The Debt Service Cover Ratio was stable and well above the industry benchmark of 200%

The Rates Outstanding Ratio improved and remained below the industry benchmark of 5%.

The Cash Expense Cover Ratio indicated that Council could continue to cover its operating costs for 13 months should cash inflows cease. This compares very favourably with the industry benchmark of 3 months.



Council is considered to be in a sound and stable financial position. All financial indicators are better than accepted industry benchmarks.

General

The books of accounts and records inspected by us have been kept in an accurate and conscientious manner. We thank the acting General Manager and his staff for the cooperation and courtesy extended to us during the course of our audit.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'P. Buchholz', written over a faint, larger version of the same signature.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'P. Buchholz', written over a faint, larger version of the same signature.

Peter Buchholz
Partner

Sydney
30 September 2014



*West Ryde
Easter Parade*

Special purpose financial statements

2013/14

Special purpose financial statements for the year ended 30 June 2014

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► **Statement** by Councillors and Management

for the Year Ended 30 June 2014

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*”
- Office 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 26 August 2014.



Councillor Roy Maggio
Mayor



Councillor Justin Li
Deputy Mayor



Mr Dominic Johnson
Acting General Manager



Mr John Todd
Chief Financial Officer
(Responsible Accounting Officer)

► Income Statement of Other Business Activities

for the Year Ended 30 June 2014

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2014 (\$000's)	2013 (\$000's)	2014 (\$000's)	2013 (\$000's)
Income from continuing operations				
Annual Charges	–	–	–	–
User Charges	4,913	4,661	1,126	811
Fees	–	–	–	–
Interest	–	–	–	–
Other income	162	120	–	–
Grants & Contributions provided for Non-Capital Purposes	–	–	–	–
Profit from the sale of assets	–	–	–	–
Total Income From Continuing Operations	5,075	4,781	1,126	811
Expenses from continuing operations				
Employee benefits and on costs	2,914	2,703	–	–
Materials and Contracts	786	742	244	391
Borrowing costs	–	–	–	–
Depreciation and impairment	650	1,167	–	–
Loss on sale of assets	–	–	–	–
Calculated Taxation Equivalents	159	147	–	–
Other expenses	44	44	203	206
Total Expenses From Continuing Operations	4,553	4,803	447	597
Surplus (Deficit) from Continuing Operations before capital amounts	522	(22)	679	214
Grants & Contributions provided for Capital Purposes	–	–	–	–
Surplus (Deficit) from Continuing Operations after capital amounts	522	(22)	679	214
Surplus (Deficit) from Discontinued Operations	–	–	–	–
Surplus (Deficit) from All Operations before Tax	522	(22)	679	214
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	157	–	204	64
Surplus (Deficit) After Tax	365	(22)	475	150
Opening Retained profits*	31,534	31,409	200	200
Adjustments for Amounts Unpaid:				
– Taxation Equivalent Payments	159	147	–	–
– Corporate Taxation Equivalent	157	–	204	64
Plus: Equity Contributions	–	–	–	–
Less: Equity Withdrawals	–	–	–	–
Less: TER Dividend payment (non restricted activities)	–	–	(204)	(64)
Less: Surplus Dividend payment (non restricted activities)	–	–	(475)	(150)
Closing Retained Profits	32,215	31,534	200	200
RETURN ON CAPITAL (%)	1.6%	-0.1%	0.0%	0.0%
Required return on capital (%)	5.5%	5.0%	0.0%	0.0%
SUBSIDY FROM COUNCIL	1,281	1,501	–	–

► Statement of Financial Position of Other Business Activities

for the Year Ended 30 June 2014

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2014 (\$000's)	2013 (\$000's)	2014 (\$000's)	2013 (\$000's)
Current Assets				
Cash Asset and cash equivalents	585	1,752	–	–
Investments	–	–	–	–
Receivables	38	72	302	288
Inventories	12	12	–	–
Other	8,381	6,136	402	51
Total Current Assets	9,016	7,972	704	339
Non-Current Assets				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, Property, Plant & Equipment	32,911	29,587	–	–
Other	–	–	–	–
Total Non-Current Assets	32,911	29,587	–	–
Total Assets	41,927	37,559	704	339
Current Liabilities				
Payables	688	257	447	82
Interest Bearing Liabilities	391	–	–	–
Provisions	697	647	–	–
Total Current Liabilities	1,776	904	447	82
Non-Current Liabilities				
Payables	–	–	–	–
Interest Bearing Liabilities	2,818	–	–	–
Provisions	9	12	57	57
Total Non-Current Liabilities	2,827	12	57	57
Net assets	37,324	36,643	200	200
Equity				
Retained Earnings	32,215	31,534	200	200
Revaluation Reserves	5,109	5,109	–	–
Council Equity interest	–	–	–	–
Minority Equity interest	–	–	–	–
Total Equity	37,324	36,643	200	200

Notes 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 Office 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 Office 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

► Notes 1 Summary of Significant Accounting Policies

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.



The City of Ryde Council

Independent auditor's report Report on the special purpose financial report

We have audited the accompanying financial report, being a special purpose financial report, of the City of Ryde Council (the Council), which comprises the Statement of Financial Position by Business Activity for the year ended 30 June 2014, the Income Statements by Business Activity for the year then ended, Notes to the financial report for the business activities identified by Council and the Statement by Councillors and Management for Council for the year ended 30 June 2014.

Councillors' responsibility for the financial report

The Councillors of the Council are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in note 1 to the financial statements which form part of the financial report, are appropriate to meet the requirements of the Local Government Code of Accounting Practice and Financial Reporting. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to error or fraud.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report 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 report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, 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 report 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Councillors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Auditor's opinion:

In our opinion, the financial report presents fairly, in all material respects, the financial position by Business Activities of The City of Ryde Council as of 30 June 2014 and its financial performance by Business Activities for the year then ended in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 to the financial report, and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting and Restriction on Distribution and Use

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the Local Government Code of Accounting Practice and Financial Reporting. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for the Council.

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PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'P. Buchholz'.

Peter Buchholz
Partner

Sydney
30 September 2014

White
Ribbon
Walk



Special Schedules

2013/14

Special Schedules

Year Ended 30 June 2014

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► Special Schedule 1 – Net Cost Of Services

for the Year Ended 30 June 2014

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
Governance	2,234		26			(2,208)	
		2,234			26		(2,208)
Administration							
Corporate Support	2,677		172			(2,505)	
Engineering & Works	7,262		739			(6,523)	
Other Support Services	7,360		707			(6,653)	
		17,299			1,618		(15,681)
Public Order & Safety							
Statutory Contribution to Fire Service Levy	1,995					(1,995)	
Fire Protection - Other							
Animal Control	348		55			(293)	
Beach Control							
Enforcement of Local Govt Regs	824		2,405			1,581	
Emergency Services	295		17			(278)	
Other	2,296		5,084			2,788	
		5,758			7,561		1,803
Health							
Administration & Inspection	116		347			231	
Immunisation	86		37			(49)	
Food Control							
Insect/Vermin Control							
Noxious Plants	51					(51)	
Health Centres	49		4			(45)	
Other							
		302			388		86
Community Services & Education							
Administration	1,017		46			(971)	
Family Care							
Child Care	17					(17)	
Youth Services	147		59			(88)	
Other Families & Children	60		6			(54)	
Aged & Disabled	694		544			(150)	
Migrant Services							
Aboriginal Services							
Other Community Services	1,225		248			(977)	
Education	18		72			54	
		3,178			975		(2,203)

► Special Schedule 1 – Net Cost Of Services

for the Year Ended 30 June 2014

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
Housing & Community Housing & Community							
Housing							
Town Planning	6,279		3,369	3,575		665	
Domestic Waste Management	14,529		15,245			716	
Other Waste Management	1,911		1,448			(463)	
Street Cleaning	663					(663)	
Other Sanitation & Garbage							
Urban Stormwater Drainage	2,789		1,039	280		(1,470)	
Environmental Protection	752		78			(674)	
Public Cemeteries							
Public Conveniences	639					(639)	
Other Community Amenities			32			32	
		27,562			25,066		(2,496)
Water Supplies							
Sewerage Services							
Recreation & Culture							
Public Libraries	5,267		939			(4,328)	
Museums							
Art Galleries							
Community Centres	433		525			92	
Public Halls	385		427			42	
Other Cultural Services	342		105			(237)	
Swimming Pools	5,780		5,027	15		(738)	
Sporting Grounds	3,286		571	5		(2,710)	
Parks & Gardens (Lakes)	6,287		309	23		(5,955)	
Other Sport & Recreation	311		312			1	
		22,091			8,258		(13,833)
Fuel & Energy Supplies							
Gas Supplies							
Mining, Manufacturing & Construction							
Building Control	577		228			(349)	
Abattoirs							
Quarries & Pits							
Other							
		577			228		(349)

► Special Schedule 1 – Net Cost Of Services

for the Year Ended 30 June 2014

Function or Activity	Expenses from Continuing Operations		Revenues from Continuing Operations			Net Cost of Services	
	Expenses (\$'000)	Group Totals (\$'000)	Non Capital Revenues (\$'000)	Capital Revenues (\$'000)	Group Totals (\$'000)	Net Cost (\$'000)	Group Totals (\$'000)
Transport & Communication							
Urban Roads : Local	9,877		2,594	10,330		3,047	
Urban Roads : Regional	107		76			(31)	
Sealed Rural Roads : Local							
Bridges on Urban Roads : Local	87					(87)	
Bridges on Urban Roads : Regional							
Bridges on Urban Roads : Other							
Footpaths	1,080					(1,080)	
Aerodromes							
Parking Areas	1,018					(1,018)	
Bus Shelters & Services	97					(97)	
Water Transport							
RTA Works (State)							
Street Lighting	2,247		364			(1,883)	
Other	312		155			(157)	
		14,825			13,519		(1,306)
Economic Affairs							
Camping Areas							
Caravan Parks							
Tourism & Area Promotion	4					(4)	
Industrial Development & Promotion							
Saleyards & Markets							
Real Estate Development							
Commercial Nurseries							
Other Business Undertakings	951		900			(51)	
		955			900		(55)
Totals – Functions		94,781			58,539		36,242
General Purpose Revenues⁽¹⁾					51,812		51,812
Share Of Gain(Deficit) From Associates And Joint Ventures Using Equity Method⁽²⁾							
Correction Of Fundamental Error⁽²⁾							
Surplus/(Deficit) From Ordinary Activities Before Extraordinary Items⁽²⁾		94,781			110,352		15,571
Extraordinary Items⁽²⁾							
Surplus/(Deficit) From All Activities⁽²⁾		94,781			110,352		15,571

Notes:

⁽¹⁾ Includes: Rates and Annual Charges (incl. Ex-Gratia), Non-Capital General Purpose Grants and Interest on Investments

⁽²⁾ As reported on the Income Statement

► Special Schedule 2(a) – Statement of Long-Term Debt (All Purposes)

for the Year Ended 30 June 2014

Classification of Debt	Principal Outstanding at beginning of Year			New Loans Raised during the year (\$'000)	Debt Redemption during the year		Interest Applicable For Year (\$'000)	Principal Outstanding at end of Year		
	Current (\$'000)	Non-Current (\$'000)	Total (\$'000)		From Revenue (\$'000)	Sinking Funds (\$'000)		Current (\$'000)	Non-Current (\$'000)	Total (\$'000)
Loans (By Source)										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	527	2,895	3,422	2,700	507	–	146	793	4,822	5,615
Other										
Total Loans	527	2,895	3,422	2,700	507	–	146	793	4,822	5,615
Other Long Term Debt										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
Total Long Term Debt	527	2,895	3,422	2,700	507	–	146	793	4,822	5,615

► Special Schedule 2(b) – Statement of Internal Loans

for the Year Ended 30 June 2014

Borrower (by Purpose)	Amount Originally Raised (\$'000) ⁽²⁾	Total Repaid During the Year Principal & Interest (\$'000) ⁽³⁾	Principal Outstanding at End of Year (\$'000)
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other ⁽¹⁾	688	(1,321)	2,009
Totals	688	(1,321)	2,009

Details of Individual Internal Loans

Borrower (by Purpose)	Lender (by Purpose)	Date of Minister's Approval	Date Raised	Dates of Maturity	Rate of Interest	Amount Originally Raised (\$'000) ⁽²⁾	Total Repaid During the Year Principal & Interest (\$'000) ⁽³⁾	Principal Outstanding at End of Year (\$'000)
RALC ⁽⁴⁾								
						688	(1,321)	2,009
Total						688	(1,321)	2,009

⁽¹⁾ This includes Internal Loans from Internally Restricted Reserves, and not just those from Externally Restricted Reserves

⁽²⁾ An additional amount of \$323,123 was drawn down in 2012/2013, but was not included in the Schedule.

⁽³⁾ And additional amount of \$1,321,378 was drawn down for the project in 2013/2014.

⁽⁴⁾ This project was to be completed over three years, with a draw down in each of the years.

► **Special Schedule 7 – Condition of Public Works**

for the Year Ended 30 June 2014

Asset Class	Asset Category	Estimated Cost to bring to a satisfactory standard \$'000	Required Annual Maintenance Expense \$'000	Current Annual Maintenance \$'000	GBV \$'000	Assets in Condition as a % of Gross Book Value				
						1	2	3	4	5
*Buildings		2,144	4,438	4,048	133,757	8.0%	81.0%	9.0%	2.0%	
**Public Roads					444,937					
	Road Pavement/Rd Ancillaries	21,117	6,836	6,236		27.0%	48.0%	20.0%	5.0%	
	Footpaths/Cycleways	4,376	1,402	1,279		11.0%	59.0%	22.0%	7.0%	1.0%
	Bridges		237	216			94.0%	6.0%		
	Kerb & Gutter	13,905	49	45		1.0%	14.0%	71.0%	14.0%	
Drainage Works		14,187	1,129	1,030	244,973	25.0%	41.0%	28.0%	4.0%	2.0%
Other Structures		687	1,661	1,515	100,298	30.0%	12.0%	23.0%	10.0%	25.0%
Totals		56,416	15,752	14,369	923,965					

► Special Schedule 7 – Condition of Public Works

for the Year Ended 30 June 2014

Notes:

Satisfactory condition refers to an asset condition rating of 1 to 3, where a condition rating scale from 1 (Very Good Condition) to 5 (Asset Unserviceable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset.

Condition Rating	Condition Description
1	new or equivalent
2	good condition without visible blemishes or deterioration
3	usable & safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths
4	usable condition with defects that interfere with use or reduce asset life e.g. extensive road cracking
5	requires major repairs or is not suitable to remain in use due to a significant safety hazard

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life). Backlog is asset renewals that have been deferred due to insufficient funds. Any asset in condition 4 or 5 is considered part of the backlog of renewals

Annual Maintenance includes operating as differentiation and tracking of costs has not been previously done and there is insufficient information to estimate this. Required Annual Maintenance is what should be spent to maintain and operate assets in a satisfactory standard that are already in satisfactory standard.

Council is currently undertaking the required maintenance giving the required and annual to be the same.

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 condition audit of Councils footpath network during the 2008/2009 financial year. A new audit was commenced in 2014, but the results will not be available until 2014/15. The condition of public roads infrastructure has been updated to reflect known works since the 2008/9 audit, which captures changes that materially affect the status of the network. The system for differentiating and tracking activities on the basis of renewal, upgrade, maintenance and operating, is being implemented in 2013/14.

*Buildings	In assessing the condition of the building assets, an overall condition rating is applied to the building. When a building is noted as satisfactory, this should be interpreted that the majority of assets within the building (i.e.. 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 data has been collected since 1991. The current replacement cost of the road assets is \$290M.
Footpaths	Council's footpath network has a current replacement value of \$58M. 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 manages kerb & gutter as part of the pavement management system, with condition rating done in conjunction with pavements. The current replacement value is \$99M.
Bridges	The current replacement cost of bridges is \$4M.

► Special Schedule 7 – Condition of Public Works

for the Year Ended 30 June 2014

Infrastructure Asset Performance Indicators – Consolidated	Amounts \$'000	Current year indicators	2013	2012
Buildings & Infrastructure Renewals Ratio				
Asset Renewals (building & infrastructure)	\$14,018	1.23	0.94	0.80
Depreciation, amortisation and impairment (building & infrastructure)	\$11,384			
Infrastructure backlog ratio				
Estimated cost to bring assets to a satisfactory condition	\$56,416	0.06	0.06	0.06
Total value * of infrastructure, building, other structures and depreciable land improvement assets	\$56,416			
Asset maintenance ratio				
Actual asset maintenance	\$14,369	0.91	2.28	0.69
Required asset maintenance	\$15,752			
Capital Expense Ratio				
Annual Capital expenditure	\$25,365	1.52	1.26	1.89
Annual Depreciation	\$16,689			

*Gross Book Value (GBV)

► Special Schedule 8 – Financial Projections

for the Year Ended 30 June 2014

	2014 ⁽¹⁾ (\$'000)	2015 (\$'000)	2016 (\$'000)	2017 (\$'000)	2018 (\$'000)	2019 (\$'000)	2020 (\$'000)	2021 (\$'000)	2022 (\$'000)	2023 (\$'000)	2024 (\$'000)
Operating Budget											
Income From Continuing Operations	110,352	98,321	103,536	106,277	109,562	112,892	116,350	119,924	123,619	127,438	131,387
Expenditure From Continuing Operations	94,781	101,866	104,476	108,521	110,730	115,749	119,983	124,088	127,492	131,332	135,641
Operating Result From Continuing Operations	15,571	(3,545)	(940)	(2,244)	(1,168)	(2,857)	(3,633)	(4,164)	(3,873)	(3,894)	(4,254)
Operating Result before Capital Contributions	1,342	(3,969)	(1,824)	(2,718)	(1,642)	(3,326)	(4,114)	(4,658)	(4,380)	(4,414)	(4,787)
Capital Budget	11,347	16,790	14,062	9,334	10,986	6,732	7,660	7,088	7,665	7,261	8,089
New Capital Works⁽²⁾	14,018	7,381	8,584	6,939	7,506	7,701	7,901	8,106	7,593	7,493	7,662
Replacement/refurbishment of existing assets	25,365	24,171	22,646	16,273	18,492	14,433	15,561	15,194	15,258	14,754	15,751
Funded By ⁽³⁾ :	-	1,500	-	-	-	-	-	-	-	-	-
Loans	1,000	925	1,075	900	1,000	1,026	1,053	1,080	1,108	1,137	1,167
Asset Sales	5,643	14,428	13,706	8,625	10,550	6,566	8,086	6,873	8,473	7,196	8,880
Reserves	1,836	424	884	474	474	469	482	494	507	520	534
Grants & Contributions	16,886	6,894	6,981	6,274	6,468	6,372	5,940	6,747	5,170	5,901	5,170
General Revenue	-	-	-	-	-	-	-	-	-	-	-
Other	25,365	24,171	22,646	16,273	18,492	14,433	15,561	15,194	15,258	14,754	15,751

⁽¹⁾ From income statement

⁽²⁾ New capital works are major non-recurrent projects

⁽³⁾ Projections based on the adopted Delivery Plan and revised Long Term Financial Plan (LTFF)

► Special Schedule 9 – Permissible Income

for the Year Ended 30 June 2014

	2013/14 Calculation \$'000	2014/15 Calculation \$'000
Notional General Income Calculation⁽¹⁾		
Last Year Notional General Income Yield	46,453	48,283
Plus or minus Adjustments ⁽²⁾	260	402
Notional General Income	46,713	48,685
Permissible Income Calculation		
Special variation percentage ⁽³⁾		
OR Rate peg percentage	3.40%	2.30%
OR Crown land adjustment incl. rate peg percentage		
Less expiring special variation amount		
Plus special variation amount		
OR Plus rate peg amount	1,588	1,120
OR Plus crown land adjustment and rate peg amount		
Sub-total	48,301	49,823
Plus or minus last year's Carry Forward Total	0	18
Less Valuation Objections claimed in the previous year		
Sub-total	0	18
Total Permissible income	48,301	49,823
Less Notional General Income Yield	48,283	49,803
Catch-up or (excess) result	18	20
Plus Income lost due to valuation objections claimed ⁽⁴⁾		
Less Unused catch-up ⁽⁵⁾	0	
Carry forward to next year	18	20

Notes:

- ⁽¹⁾ The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- ⁽²⁾ Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called in the Valuation of Land Act 1916, "supplementary valuations" as defined in the Valuation of Land Act 1916.
- ⁽³⁾ The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- ⁽⁴⁾ Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- ⁽⁵⁾ Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.



The City of Ryde Council

Independent auditor's report Report on the Special Schedule No. 9

Report on the Special Schedule No. 9

We have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 9) of The City of Ryde Council ("the Council") for the year ended 30 June 2014.

Responsibility of Council for Special Schedule No. 9

The Council is responsible for the preparation and fair presentation of Special Schedule No. 9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 22. 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 Special Schedule No. 9 that is 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 Special Schedule No. 9 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 Special Schedule No. 9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No. 9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No. 9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No. 9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No. 9 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 entity's internal control.

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.

PricewaterhouseCoopers, ABN 52 780 433 757

Darling Park Tower 2, 201 Sussex Street, GPO BOX 2650, SYDNEY NSW 1171

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Liability limited by a scheme approved under Professional Standards Legislation.



Audit Opinion

In our opinion, Special Schedule No. 9 of The City of Ryde Council for the year ended 30 June 2014 is properly drawn up in all material respects in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

Restriction on distribution

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose. Our report is intended solely for the council and the Division of Local Government.

A handwritten signature in blue ink, appearing to read 'PricewaterhouseCoopers', is written over a faint, light blue grid background.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz', is written over a faint, light blue grid background.

Peter Buchholz
Partner

Sydney
30 September 2014



City of Ryde Council

Independent auditor's report Report on the Special Schedules No. 7 & 8

Report on the Special Schedules No. 7 & 8

We were engaged to audit the accompanying Special Schedules 7 & 8 comprising the Condition of Public Works and Financial Projections, respectively for the City of Ryde Council as at the year ended 30 June 2014.

Responsibility of Council for Special Schedules No. 7 & 8

The Council is responsible for the preparation and fair presentation of Special Schedules No. 7 & 8 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 22. 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 Special Schedule No. 7 & 8 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 Special Schedule No. 7 & 8 based on our audit. Because of the matter described in the Basis for Disclaimer of Opinion paragraph, however, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion.

Basis for Disclaimer of Opinion

Special Schedules 7 & 8 are based in forecast expenditure over the useful life of public works in the case of Special Schedule 7 and forecast revenue and expenditure of Council for a period of 10 years in the case of Special Schedule 8. Any of the estimates used in preparing these forecasts could be inaccurate and therefore we can provide no assurance the forecast information in Special Schedule 7 & 8 will eventuate. In the light of significant uncertainties inherent in forward looking statements, we disclaim from forming an audit opinion on these Special Schedules.

Disclaimer of Opinion

Because of the significance of the matter described in the Basis for Disclaimer of Opinion paragraph, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, we do not express an opinion on Special Schedules 7 & 8.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

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Restriction on distribution

Without modifying our opinion, we advise that Special Schedules 7 & 8 have been prepared for distribution to the Office of Local Government for the purposes of informing the Council's the Condition of Public Works and Financial Projections. As a result, the schedules may not be suitable for another purpose. Our report is intended solely for the council and the Division of Local Government.

A handwritten signature in blue ink, appearing to read 'Peter Buchholz', written in a cursive style.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz', written in a cursive style.

Peter Buchholz
Partner

Sydney
30 September 2014

Statutory Information

2013/14



Salvation Army
Bushfire Appeal

Statutory Information

The 2013/14 Annual Report was completed before 30 November 2014 and was given to the Minister for Local Government on that date. In addition, printed copies are available at the Ryde Civic Centre and an electronic version is available online at the following link: ryde.nsw.gov.au/Council/Forms+Policies+Plans+Publications/Annual+Report

1. Council's achievements in implementing the delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed – s428(1)

A report on council performance for 2013/14 using outcomes from the City of Ryde's Four Year Delivery Plan 2013–2017 is presented in 'Our performance against the Delivery Plan' from page 56.

2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

Our Community Strategic Plan was re-adopted by the Council in 2013 and as such the City of Ryde is not due to produce an end of term report until 2016. However, we report on the seven outcomes identified in our Community Strategic Plan in our quarterly reports to Council, this annual report and any other communications we have with our community.

3. Copy of Council's audited financial reports and notes and information required by the Regulation or the Guidelines – s428(4)(a)

The City of Ryde's audited financial reports for the 2013/14 financial year are presented from page 131 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4. Amount of rates and charges written off during 2013/14 - cl 132

Rates and Charges written off in respect to interest raised in error, revaluations, category changes and properties becoming non-rateable = \$7,378.39

Statutory and voluntary pension rebates = \$1,397,693.96

Total = \$1,405,072.35

5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) – s428 (4)(b), cl 217 (1)(a)

No Councillors, council staff or other persons representing the City of Ryde made overseas visits on Council business.

6. Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions – cl 217(1)(a1)

Reference	Item	Report
cl 217(1)(a)	Details of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Nil
cl 217(1)(a1)	Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions.	Total = \$383,910.32 This figure includes Councillor fees of \$325,979.52 and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy, as well as the separate specific items given below
cl 217(1)(a1)(i)	Provision of dedicated office equipment allocated to councillors.	\$999.79 Note: equipment was supplied in the 2012/13 period following the 2012 election
cl 217(1)(a1)(ii)	Communication costs	\$20,697.06
cl 217(1)(a1)(iii)	Attendance of councillors at conferences and seminars in NSW	\$11,823.87
cl 217(1)(a1)(i v)	Training of councillors and provision of skill development.	\$3,130.00
cl 217(1)(a1)(v)	Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	These visits were entirely for attendance at interstate conferences \$12,732.28
cl 217(1)(a1)(vi)	Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	Nil
cl 217(1)(a1)(vii)	Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	\$299
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a councillor.	\$4,774

7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

Payee Name	2013/14 Actual (incl GST)	Payment Type	Description
AGL Sales Pty Ltd	2,047,129.80	Contract	Supply electricity
Ausgrid	1,588,552.31	Contract	Supply electricity
Australia Post	242,076.67	Contract	Postage services
Broadlex Services Pty Ltd	459,720.14	Contract	Cleaning services
Cardno (NSW/ACT) Pty Ltd	152,116.80	Contract	Consulting services
Citiguard Protection Services	419,408.78	Contract	Security services
Creative Planning Solutions	236,101.25	Contract	Consulting services
Dimension Data Australia Pty Ltd	406,870.58	Contract	IT - Licenses and maintenance
EnergyAustralia Pty Ltd	161,686.31	Contract	Supply electricity
Ernst & Young	190,489.72	Contract	Consulting Services
Ford Civil Contracting Pty Ltd	788,239.25	Contract	Civil Works
Fuji Xerox Australia Pty Ltd	309,612.67	Contract	Supply and maintenance of MFD's
Garwood International Pty	227,660.40	Contract	Supply of plant
Get Civil Pty Ltd	490,660.74	Contract	Construction Services
Hargraves Landscapes Pty	1,665,393.57	Contract	Construction Services
Hunter Holden	788,145.01	Contract	Supply motor vehicles
I Love Oz Pty Ltd	159,830.72	Contract	Shuttle services
Interactive Pty Ltd	151,290.30	Contract	Disaster recovery backup site
James Bennett Pty Ltd	320,845.52	Contract	Purchase library resources
Mansour Paving (Aust) Pty	695,290.87	Contract	Granite Paving
Momentum Energy Pty Ltd	370,511.56	Contract	Supply electricity
Optus Direct Credit - AUD	569,384.83	Contract	Communication
Origin Energy	303,917.26	Contract	Supply electricity
Performance Concrete Pty	381,436.18	Contract	Construction Services
Prestige Trading Co Pty Ltd	187,526.13	Contract	Supply of plant
Reino International Pty Limited	438,620.11	Contract	Supply and maintenance of Parking meters
Roads and Maritime Services	154,966.00	Contract	External Works and Vehicle Registration
Rosmech Sales & Service P/L	577,170.78	Contract	Supply of plant
Ryde Toyota	452,488.95	Contract	Supply motor vehicles
Sam the Paving Man Pty Ltd	2,147,604.25	Contract	Granite Paving
Scotts Motors Artarmon P/L	191,734.85	Contract	Supply motor vehicles
SGS Economics and	187,040.60	Contract	Consulting services
Stillwell Trucks Pty Ltd	170,489.27	Contract	Supply of plant
Swimplex Pty Ltd	629,500.14	Contract	Supply surf attraction
Technology One Ltd	205,892.18	Contract	IT - Licenses and maintenance
Telstra Corporation Limited	230,832.31	Contract	Communication
Tom Kerr Auto Centre	600,737.47	Contract	Supply motor vehicles

Payee Name	2013/14 Actual (incl GST)	Payment Type	Description
Total Energy Solutions	548,037.82	Contract	Cogeneration plant and equipment
Ungaro Projects Pty Ltd	164,736.55	Contract	Building minor alterations
Virtual Machine Technology	276,442.10	Contract	IT - Data storage
Warren Design Service Pty Ltd	150,306.75	Contract	Consulting services
WSN Environmental Solutions	12,936,997.20	Contract	Waste removal and recycling contract
A J Paving	294,782.85	Schedule of Rates	Minor works
Boral Construction Materials Group Ltd	1,153,531.01	Schedule of Rates	Construction services
C W Concrete Pty Ltd	612,654.35	Schedule of Rates	Minor works
Chandler Macleod Group	237,312.96	Schedule of Rates	Agency staff
Downer EDi Works Pty Ltd	810,021.29	Schedule of Rates	Minor works
Hays Specialist Recruitment Aust P/L	507,422.62	Schedule of Rates	Agency staff
Leonard Holt Robb	362,766.89	Schedule of Rates	Advertising
Maddocks	315,871.65	Schedule of Rates	Legal services
Maxwell Fulton Pty Ltd	322,631.06	Schedule of Rates	Agency staff
Metromix Pty Ltd	180,081.84	Schedule of Rates	Construction services
Nitro Civil & Earthworks P/L	193,373.04	Schedule of Rates	Minor works
Randstad Pty Ltd	275,646.49	Schedule of Rates	Agency staff
Spectrum Community Outcomes	402,965.88	Schedule of Rates	Agency staff
Sydney Training & Employment Ltd	215,139.37	Schedule of Rates	Apprentices and casual staff
Corporation Sole EPA Act	244,845.00	Other	Contribution
Dept of Planning	404,345.00	Other	Agent payments
Land & Property Information.	160,644.94	Other	Valuation fees
LGSS A/C POOL A-RYDE	2,752,017.90	Other	Employee superannuation
Local Govt Super Scheme - Div B	1,416,212.25	Other	Employee superannuation
Long Service Payments Corporation	876,109.54	Other	Agent payments
Macquarie Park TMA Incorporated	275,000.00	Other	Funding agreement
Ministry for Police and Emergency Servis	1,654,783.96	Other	Contribution
National Australia Bank Ltd	601,130.23	Other	Loan repayments
QBE Insurance(Aust) Ltd	164,102.20	Other	Insurance
State Debt Recovery Office	558,879.35	Other	Infringement processing
StateCover Mutual Limited	1,114,360.09	Other	Workers Compensation
Statewide Mutual	847,896.95	Other	Insurance
Superchoice Services Pty Ltd	860,187.10	Other	Employee superannuation
Sydney Water	443,262.76	Other	Water supply

8. Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

During 2013/14, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

Name of Proceedings	Proceedings Number	Nature of Proceedings	Status	Costs Paid	Costs Received
Council of the City of Ryde ats Alramon Pty Limited.	Local Court Proceedings No: 2013/00107738 & 2013/00107785.	Prosecution in the Local Court	Finalised. Favourable finding for Council.	\$33,105.00	Nil
Council of the City of Ryde ats Alramon Pty Limited.	Land and Environment Court No.2013/60882.	Class 6 Appeal Land and Environment Court	Finalised. Appeal dismissed.	\$26,036.00	Nil
Council of the City of Ryde ats Alramon Pty Limited.	Land and Environment Court No.2013/10768.	Class 1 Appeal Land and Environment Court	Finalised. Appeal upheld.	\$19,040.00	Nil
Council of the City of Ryde ats Alramon Pty Limited.	Land and Environment Court No.2013/10695.	Class 1 Appeal Land and Environment Court	Proceeding.	\$3,051.00	Nil
Council of the City of Ryde v Koskela.	Land and Environment Court No.20055/2004.	Class 4 Appeal Land and Environment Court	Proceeding.	\$13,132.00	Nil
Council of the City of Ryde ats Broholm.	Land and Environment Court No.14/10129.	Class 1 Appeal Land and Environment Court	Proceeding.	\$11,583.00	Nil
Council of the City of Ryde ats Urban Link Pty Ltd.	Land and Environment Court No.10099/2014.	Class 1 Appeal Land and Environment Court	Finalised. Appeal upheld.	\$31,133.41	\$10,000.00
Council of City of Ryde ats Rickard Developments Pty Ltd.	Land and Environment Court No.013/0057.	Class 1 Appeal Land and Environment Court	Finalised. Appeal dismissed.	\$142,258.58	\$2,000.00
Council of City of Ryde ats Rahimishahrizadi & Nabiei Ltd.	Land and Environment Court No.2013/0289.	Class 1 Appeal Land and Environment Court	Finalised. Appeal dismissed.	\$54,335.79	\$500.00
Council of the City of Ryde ats Vito Ignazzi.	Land and Environment Court No.2013/277.	Class 1 Appeal Land and Environment Court	Finalised. Appeal dismissed.	\$18,720.00	Nil
Council of the City of Ryde v Samuel John Trovato.	Local Court Proceedings No. 2013/00107839.	Prosecution in the Local Court	Finalised. Favourable finding for Council.	\$42,122.00	Nil
Council of the City of Ryde ats Kennards Self Storage Pty Limited.	Land and Environment Court No. 2013/10919.	Class 1 Appeal Land and Environment Court	Finalised. Appeal upheld.	\$21,880.87	Nil
Council of the City of Ryde ats Graham Perry.	Land and Environment Court No. 14/10113.	Class 1 Appeal Land and Environment Court	Finalised. Appeal dismissed.	\$2,608.00	Nil
Clurname Pty Limited & Anor v Commonwealth Bank of Australia.	Federal Court Proceedings No.NSD778/2012.	Class action proceedings in relation to financial loss	Proceeding.	Nil	Nil

9. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)

Works were carried out on private land during a stormwater upgrade at 12 Gwendale Crescent, Eastwood, where existing pipes and pits were damaged due to large tree roots causing frequent flooding and severe erosion.

The project commenced at the end of the 2012/13 financial year and was completed in September 2013. It required the replacement of a collapsed drainage pipe in the drainage easement across the private property, with additional works including tree removal, reconstruction of a retaining wall and landscape works. The City of Ryde covered the project costs \$142,871.

10. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1) (a5)

As discussed in detail in our City of Wellbeing outcome on page 86, in 2013/14 the City of Ryde gave a total of \$289,843 in community grants and funding including \$47,000 of in-kind support.

11. Statement of all external bodies that exercised functions delegated by council – cl 217(1)(a6)

No external bodies exercised functions delegated by Council.

12. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest (cl 217(1)(a7)

The City of Ryde administers a Joint Library Service with Hunters Hill Council with respect to the Gladesville Library. However, this service provides Hunters Hill residents with full access to City of Ryde Library Services including branches at Eastwood, North Ryde, Gladesville, West Ryde and the main library at Ryde.

13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated – cl 217(1) (a8)

The City of Ryde is involved in the following partnerships, co-operatives and joint ventures:

- **Northern Sydney Regional Organisation of Councils (NSROC)** – NSROC is a voluntary group of seven northern Sydney councils that exists to further the interests of its members and the communities they represent
- **NSROC Supply Management Group** – this joint venture comprises NSROC councils with the objective of reducing expenditure by utilising bulk purchasing power for common products
- **Aboriginal Heritage Management Program** – This is a joint venture between various Northern Sydney and Northern Beaches councils, Department of Environment and the NSW Heritage Office to effectively manage and preserve Aboriginal heritage sites across the participating local government areas.

14. Statement of activities to implement Council's EEO Management Plan – cl 217(1)(a9)

Our report on our EEO performance for 2013/14 from the City of Ryde's Four Year Delivery Plan 2013–2017 is presented under Equal Employment Opportunity on page 65 in the City of Progressive Leadership outcome.

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 implementation of the Scout online recruitment system this year has streamlined the application process for candidates and selection process for hiring managers making the process of applying for a role at the City of Ryde as simple as possible. Candidates are now able to complete applications in a much shorter time frame and target their application and supporting documents specifically to the role they are applying for.

The simplification of the application and assessment process will make it easier for all sectors of the prospective workforce to apply for roles within Council, but specifically those who may have struggled previously due to the onerous application process.

This change is also widely viewed as having the benefit of assisting those from CALD (culturally and linguistically diverse) backgrounds to complete job applications because the volume of written text required in the application process is significantly reduced, thereby increasing the chances of interview for such candidates.

In addition to this measure, we will be conducting a mentoring program specifically for our outdoor operational staff. The aim of this targeted program is to equip this sector of our workforce with the skills to encourage personal and professional development, with a view to allowing their progression through promotion within the organisation. Many of the staff in this area have expressed an interest in gaining experience in areas outside manual labour so this program aims to expose these staff to the range of skills required to work in various environments and move between roles where relevant. Such a program will increase the profile of the employees participating as well as encourage them to consider opportunities for employment in other areas of the organisation.

15. Statement of the total remuneration comprised in the remuneration package of the general manager and senior staff members – cl 217(1)(b) and cl 217(1)(c)

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.

Senior Officers	Gross (Salary Component)	Statutory Superannuation Contributions	Non Cash Benefits	ATRP Payments	Bonus / Performance Payments	Total Contract Payments	FBT Payable by Council	Total
TOTAL GENERAL MANAGER (1)	\$391,375	19,180	8,250	418,805	0	418,805	10,015	428,821
TOTAL OTHER SENIOR STAFF	\$802,131	\$68,565	\$9,750	\$880,446	\$0	\$880,446	\$15,824	\$896,270

Note

(1) This amount includes payment of accrued entitlements.

ATRP – Annual Total Remuneration Package.

16. A statement detailing the stormwater management services provided – cl 217 (1) (e)

The Ryde local government area is comprised of fourteen discrete stormwater drainage catchments, with a total area of more than 4,000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low to medium density development.

The City of Ryde has undertaken a Flood Study and Floodplain Risk Management Study and Plan for Parramatta River – Ryde Sub Catchments and Buffalo and Kitty's Creek Catchments. This multi-year project has involved extensive stakeholder and community consultation and will result in a comprehensive set of recommended activities and actions to guide the management of stormwater quality throughout the LGA. These plans will detail short, medium and long term actions, which will be progressively incorporated into our Four Year Delivery Plan and capital works programs, and will reduce the risk of flooding problems at various locations.

The City of Ryde has an ongoing water quality monitoring program to assess changes in aquatic health and to guide actions aimed at improving water quality. Our ability to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

In addition, we have developed draft water sensitive urban design (WSUD) development controls and guidelines and we are progressively implementing WSUD initiatives to assist in conserving potable water, minimising wastewater and improving stormwater quality across the Ryde LGA.

17. A statement detailing coastal protection services provided – cl 217 (1) (e1)

The City of Ryde is a member of the Parramatta River Estuary Management Committee and is also actively involved in both the Parramatta River Catchment Group and the Lane Cove River Estuary Management Group of Councils. Through this involvement, comprehensive Coastal Zone Management Plans were prepared for both river systems and each was adopted by Council this year.

Five strategically positioned bioretention systems across five catchments and 37 gross pollutant traps remain under a strict maintenance program and another bioretention system is close to completion at Santa Rosa Park. Our seawall restoration program has focused attention this year on improving the Putney Seawall. On a more regional basis, we are actively pursuing foreshore erosion issues arising from the Parramatta Rivercat Service and are also contributing to the initiatives of the Sydney Harbour Water Quality Improvement Strategy that is being facilitated by Local Land Services. This Strategy will produce a decision support tool and a plan that Council will look to utilising for protecting coastal and estuarine waters.

18. A report as to the state of the environment in the area in relation to such environmental issues as may be relevant to the objectives established by the Community Strategic Plan (the environmental objectives)

There is no longer a legislative requirement for Councils to prepare individual State of the Environment report each year, however, data on environmental indicators and other information relevant to Ryde, including a range of case studies detailing our achievements, can be found throughout this report and more specifically from page 98, under our City of Environmental Sensitivity Outcome. As in the past, Council continues to engage and collaborate with NSROC to ensure the next comprehensive State of the Environment Report, when required, is a regional report. The past three comprehensive State of Environment Reports have been regional reports.

19. Particulars of any environmental upgrade agreement entered into in accordance with any requirements imposed under – s406 – s54P

The City of Ryde has no policy on Environmental Upgrade Agreements and has not entered into any such agreement with any building owner this year.

20. Report on special variation expenditure if required to do so by the instrument made by the Minister
Nil.

21. A Report on capital works projects. Details are included in Special Schedule 7 contained within the 2013/14 Financial Report on page 206.

COMPANION ANIMALS ACT 1998 AND COMPANION ANIMALS REGULATION 2008

22. Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) (f)

Companion animal management is one of three key operational programs undertaken by Rangers and Parking Services in the financial year, with the level of demand for services provided increasing through recent amendments to the Companion Animals Act along with the ongoing monitoring of Council's 12 leash-free areas.

Council continues to promote responsible companion animal ownership through regular media releases and has received a number of positive feedback from members of the community and staff through correspondence and social media. This feedback continues to assist Council in providing timely community consultation and education on key companion animal matters.

Overall during 2013/14 Rangers handled 707 complaints regarding companion animal issues from the general public, which is a 3 percent increase on the previous year's figures.

Compliance Rangers handled 66 complaints in relation to stray, abandoned or roaming dogs, a 5.7 percent decrease on the previous year's figures, which is attributable to increased education on responsible pet ownership, and more regular patrolling of Council's leash-free areas.

There were 134 barking dog complaints, which was a 1 percent increase from last year.

Overall requests for management of companion animal matters within the City of Ryde were stable during the year. The decrease in stray and roaming dog complaints is good news.

Companion Animals Guidelines Report

16.2 (a) 161 companion animals were impounded by Compliance Rangers, which was stable compared with last year:

- 114 dogs were impounded
- 58 dogs or 51 percent of all impounded dogs were returned home to their owners
- 47 cats were seized, with only 2 returned to their owner as a majority of these cats were feral or infant felines.

16.2 (b) There were 48 reported dog attacks, an increase of 33 percent from last year.

16.2 (c) The combined budget for Rangers and Parking Services and Companion Animal Management for 2013/14 was \$362,970.

16.2 (d) We continued to promote Companion Animals legislation through our website, Ryde City View publications, our micro chipping program and participation at community events such as the Granny Smith Festival.

16.2 (d) We have a number of strategies in place to promote and assist the desexing of dogs and cats, including the promotion of National Desexing Network Week as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, Cat Protection Society and WLPA).

16.2 (e) We also have strategies in place to comply with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals. Regulatory Services, in consultation with the Community Life Group, reviews and updates companion animal information through a direct link to animals on the City of Ryde website. In addition we work alongside some of the 48 not-for-profit organisations that help rehome and rescue animals with NSW.

16.2 (f) A full list of leash free areas, including their addresses and hours of availability, is available on the City of Ryde website.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 and REGULATION

23. Information included on GIPA activity – s125(1) cl 7 Schedule 2.

GIPA Annual Report

Agency Name	City of Ryde Council
Principal Department	Information Records Management
Reporting Period	2013/2014

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.

City of Ryde's program for the proactive release of information involves a review of the information already being provided on the City of Ryde website and the type of information being requested by the public. Checks are also carried out to determine if information relating to current council matters, or that could be considered of interest to the public, is provided for on our website.

During the reporting period we reviewed this program by examining the information currently available on the City of Ryde website, on public council notice boards and in local newspapers. The website continues to provide timely reporting on current matters. Matters of significant public interest during the reporting period included the conclusion of the ICAC Investigation and details were included on the City of Ryde website within hours of the ICAC findings. The matter of local council amalgamations continues to be reported on the website and the City of Ryde submission is included.

The website also includes timely information on the status of development applications with details about new applications and those that have recently been determined. Certain information protected by copyright, such as building plans, is not displayed on our website outside the notification period

covered by the EP&A Act. Applications and the determinations for significant developments are also reported in local newspapers.

The Media Release page on the website is frequently updated and previous media releases dating back nine years are available. The City of Ryde now has a number of well-established social media sites providing further media for the proactive release of information.

We continue to monitor the type of information requested by the public on an informal basis to identify potential requests for similar information that could otherwise be disclosed proactively on our website. As previously identified, the same information is rarely sought by different members of the public, resulting in few new opportunities to proactively disclose information as a result of these requests.

Public interest in information about older development applications for both residential and commercial properties continues to make up the majority of informal requests. Access to this Open Access information is provided by public viewing at our offices or by emailing redacted copies to the requestors. The information is only likely to be of interest to the requestors so there no benefit for inclusion on the website.

The City of Ryde council area includes a waste processing facility adjacent to the Lane Cove National Park; the Pollution Incident Response Plan for the site has recently been included on our website.

No public requests for information have resulted from details of Formal Access requests being recorded in the City of Ryde Disclosure Log.

Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of four formal access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, our agency refused a total of 0 formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. No applications were refused in part or in full.

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	1	0	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)	2	0	0	1	0	0	0	0
Members of the public (other)	1	0	0	1	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	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	1	0	0	1	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).

Table C: Invalid applications

	Number of applications
Reason for invalidity	0
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	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	4

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

24. Environmental Planning and Assessment Act 1979 Particulars of compliance with and effect of planning agreements in force during the year – s93G(5)

- | | | |
|--|--|--|
| <p>1. 1-3 Wharf Road, Gladesville (VPA2012/417)
Reference LDA2012/0417
DA was approved on 7 November 2013 and subsequent S96 applications approved on 14 April and 5 May 2014.</p> <p>The Planning Agreement offers public benefits of a new road, works to provide a publicly accessible plaza on private land with appropriate easements and a monetary contribution to be employed by Council in the renovation of an adjacent public heritage item.</p> <p>The VPA was lodged on 5 November 2012, approved by Council on 25 June 2013 and executed on 8 May 2014 (LEG2014/94).</p> | <p>2. 3-5 Trelawney Street, Eastwood (VPA2011/611) Reference LDA2011/0611
The DA was approved on 21 June 2013 and a subsequent S96 application approved on 25 June 2014.</p> <p>The Planning Agreement offers Council a monetary contribution of \$150,000.</p> <p>The VPA was lodged on 4 April 2014 and executed on 30 April 2014.</p> | <p>4. 146 Bowden Street (VPA2008/729) Reference LDA2008/729
The DA was approved on 6 May 2009 and subsequent S96 applications approved on 3 May 2010 and 13 March 2013.</p> <p>The Planning Agreement offers Council a monetary contribution of \$1,450,000, dedication of land, embellishment of Council's foreshore lands and amplification of the existing stormwater infrastructure.</p> |
| <p>3. 128 Herring Road, Building E (VPA2012/314) Reference LDA2012/0314
The DA was approved on 18 December 2012 and subsequent S96 applications approved on 28 June 2013, 20 September 2013 and 14 December 2013.</p> <p>The Planning Agreement offers to Council a monetary contribution of \$341,341.</p> <p>The VPA was lodged on 7 September 2012 and executed on 20 November 2013.</p> | <p>4. 146 Bowden Street (VPA2008/729) Reference LDA2008/729
The DA was approved on 6 May 2009 and subsequent S96 applications approved on 3 May 2010 and 13 March 2013.</p> <p>The Planning Agreement offers Council a monetary contribution of \$1,450,000, dedication of land, embellishment of Council's foreshore lands and amplification of the existing stormwater infrastructure.</p> <p>The VPA was lodged in October 2008 and executed on 19 March 2014 (LEG2014/49).</p> | |

25. Public Interest Disclosures Act

Public Interest Disclosures July 2013 – June 2014

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No of public officials who made public interest disclosures	3	0	0
No of public interest disclosure received by the City of Ryde	3	0	0
Of public interest disclosures received, number about:	0	0	0
Corrupt conduct	3	0	0
Maladministration	0	0	
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0

Four public interest disclosures (received since 1 January 2012) have been finalised in this reporting period.

An internal reporting policy, known as the Public Interest Disclosures Internal Reporting Policy, has been established and staff informed via the following means:

- Policy information and links are published on the intranet and City of Ryde website.
- The NSW Ombudsman delivered on site training to PID officers and the executive and middle leadership team.
- Email communications to all staff
- Posters on display in all locations
- Communication during induction.

26. Carer's Recognition Act 2010

Not applicable

Global Reporting Initiative content index

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- provide a balanced and reasonable picture of their economic, environmental and social performance

- facilitate comparability, benchmarking and assessment of performance
- address issues of concern to stakeholders.

The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four Year Delivery Program, service unit planning and the Annual Report.

The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

General standard disclosures	Section	Comment
Strategy and analysis		
G4-1 CEO statement	Section 2	Year In Review
G4-2 Risk and Opportunities	Section 4	Corporate Governance
Organisational profile		
G4-3 Name of the organisation	Cover	
G4-4 Primary brands, products, and/or services.	Introduction Section 4	Vision and Highlights Outcomes
G4-5 Location of operational headquarters	Introduction Inside back cover	Where are we? Contact Us – In person
G4-6 Jurisdiction or areas in which the council operates	Introduction	
G4-7 Legal form of the council	Section 3	Civic Leadership
G4-8 The main target customers of the council's activities	Introduction	Who are we? Our Stakeholders
G4-9 Scale of the council	Introduction Section 2 Section 4 Section 5	Managing the money Progressive Leadership: Who is working for us? Financials
• number of employees		
• net revenues		
• total assets		
G4-10 Size and compilation of the workforce	Section 4	Progressive Leadership: Developing our People
G4-11 Workforce covered by collective bargaining agreements	Section 4	Progressive Leadership: Developing our People
G4-12 Council's supply chain	Section 6	Statutory Information: Contracts awarded
G4-13 Significant changes to the council during the reporting period.	Introduction Section 2 Section 3 Section 5	Year in Review Civic Leadership Financials

General standard disclosures	Section	Comment
G4-15 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Section 4	About this Report Environmental Sensitivity
G4-16 Association memberships and national/international advocacy organisations in which the organisation has positions	Section 3 Section 4 Section 6	Civic Leadership Outcomes Financials
Identified material aspects and boundaries		
G4-17 Entities included in the Council's financial statements	Section 5	Financials
G4-20 Aspect boundary and limitations within the organisation	Introduction Section 5	About this report Financials
G4-21 Aspect boundary and limitations outside the organisation	Introduction Section 5	About this report Financials
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes
Stakeholder engagement		
G4-24 List of stakeholder groups engaged by the organisation	Introduction	Stakeholder Map
G4-25 Basis for identification and selection of stakeholders with whom to engage	Introduction	
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	Stakeholder Map
G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded	Section 4	Progressive Leadership
Report profile		
G4-28 Reporting period for information provided	Introduction Section 1	About this report Year in Review
G4-29 Date of most recent previous report		City of Ryde's Annual Report 2013/14 was published in November 2014 and is available on www.ryde.nsw.gov.au
G4-30 Reporting cycle	Introduction	1 July 2013 to 30 June 2014
G4-31 Contact point	Inside back cover	Contact us
G4-32 GRI Content Index for Standard disclosures	Section 6	
G4-33 Policy and current practice with regard to seeking external assurance for the report.	Introduction	
Governance		
G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Section 3	The Committee Set-up
G4-36 Appointment of executive-level positions and reporting lines to highest governance body	Section 3	Civic Leadership Organisation Leadership
G4-37 The process for consultation between stakeholders and highest governance body	Introduction Section 3	Civic Leadership
G4-38 The composition of the highest governance body and committees	Section 3	Civic Leadership
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General standard disclosures	Section	Comment
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More information about the GRI is available at www.globalreporting.org

Glossary

ABS:

Australian Bureau of Statistics

ACIR:

Australian Child immunisation Register

Advocacy:

The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City

ATRP:

Annual Total Remuneration Package

Benchmarking:

A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance

Biodiversity:

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part

Business continuity plan:

A clearly defined and documented plan that provides the guidelines that establish the ground rules for the critical operations of the City of Ryde. It contains the guidelines for the business to continue to operate within a defined timeframe utilising a set of predefined resources and workarounds

Community land:

Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land

CoR: City of Ryde**Crown Land:**

Crown Land is land that is owned and by State Government but managed on its behalf by Council

DA:

Development Application

DCP:

Development Control Plan

EEO:

Equal Employment Opportunity

ET:

Executive Management Team, consisting of the General Manager, four Group Managers and Manager Communications and Media

Financial Year:

The financial year we are reporting on in this annual report is the period from 1 July 2013 to 30 June 2014

FTE:

Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff

GIPA:

The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation

GPIMS:

Geospatial Program Integration Management System

HMMS:

Home Modification and Maintenance Service

HPSP:

Home Power Savings Program

HR: Human Resources**ICAC:**

Independent Commission Against Corruption

ICLEI:

An international association of local governments and their associations that have made a commitment to sustainable development

Integrated Planning and Reporting:

The Integrated Planning and Reporting (IP&R) is a framework that allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

Performance Indicator:

Objective evidence on the extent of, or progress towards, achievement of a desired outcome

LEP: Local Environment Plan**LGA:** Local Government Area**LGSA:**

Local Government and Shires Association

LIRS:

NSW Local Infrastructure Renewal Scheme

LOMO:

Left Over Make Over workshops that encourage the community to reduce food waste by reusing meal leftovers.

Delivery Plan:

A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes.

Note: this is a legislative requirement

MOU: Memorandum of Understanding**MRC:**

Eastwood's Migrant Resource Centre

OEH: Office of Environment and Heritage**Operational Plan:**

A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan.

Note: this is a legislative requirement

PAMP:

Pedestrian Accessibility and Mobility Plan

Partnering:

A structured approach to working together with other parties to achieve a mutually beneficial outcome

Performance:

The results of activities and progress in achieving the desired outcomes over a given period of time

PoM:

Plan of Management. A document that regulates the use and management of community land

PMD:

Personal Mobility Device

PMCoR:

The City of Ryde's Project Management System

RALC:

Ryde Aquatic Leisure Centre

Rate Pegging:

The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

REEN:

Ryde Environmental Education Network

RHHSO:

Ryde Hunters Hill Symphony Orchestra

Risk Management:

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

RMS:

Roads and Maritime Services

Ryde 2025 Community Strategic Plan:

The NSW Division of Local Government (DLG), Department of Premier and Cabinet, has introduced a new planning and reporting framework for local government. The new framework replaces the former Management Plan and Social Plan with an integrated Community Strategic Plan (CSP). The aim of a CSP is to provide clear strategic direction for the long term, and identify the main priorities, aspirations and future vision of the community

RYT:

Ryde Youth Theatre

SEPP:

State Environmental Planning Policy

SMCMA:

Sydney Metropolitan Catchment Management Authority

SRV:

Special Rating Variation

Sustainable Development:

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs

Target:

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance

Tcorp:

NSW Treasury Corporation

TfNSW:

Transport for NSW

TRIM:

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files

Urban Activation Precinct:

A NSW State Government program, Urban Activation Precincts aim to deliver more homes in places with access to infrastructure, transport, services and jobs by concentrating development around public transport hubs

Vision:

A statement that embraces the desired future for the community that the organisation is working towards

VPA:

Voluntary Planning Agreement

WSUD:

Water Sensitive Urban Design

YEP:

Youth Environment Program

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Our translation information

English

If you do not understand this document, please come to the Ryde Civic Centre, Devlin Street, to discuss it with Council staff, who will arrange an interpreter service. Alternately, you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact Council for you. Our phone number is 9952 8222 and our office hours are 8.30am to 4.30pm Monday to Friday.

Arabic

إذا كنت لا تفهم محتويات هذه الرسالة، فالرجاء الاتصال بمركز مجلس بلدية رايد Ryde Civic Centre، وعنوانه: Ryde، Devlin Street، لمناقشتها مع العاملين في المجلس عن طريق مترجم، يستعين به العاملون لمساعدتك. أو يمكنك، 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

Եթե այս նամակը չէք հասկնար, խնդրեմ եկե՛ք՝ *Րայդ Միլիթ Սենթրը, Տեյվլին* փողոց, Րայդ, խօսակցելու Քաղաքապետարանի պաշտօնեաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանության Ապասարկության՝ 131 450, եւ խնդրել որ թարգմանիչ մը Քաղաքապետարանին հետ կապ հաստատել ձեզի համար: Քաղաքապետարանի հեռաձայնի թիւն է՝ 9952 8222: Քաղաքապետարանի գրասենեակի ժամերն են՝ կ.ա. ժամը 8.30 - կ.ե. ժամը 4.30, Երկուշաբթիէն Ուրբաթ:

Chinese

如果您看不懂這封信，請到位于 **Devlin Street, Ryde** 的禮特區市府禮堂 (Ryde Civic Centre) 與區政廳工作人員討論，他們將會給您安排傳譯員服務。或者您自己打電話給“翻譯及傳譯服務”，電話：131 450，請他們替您與區政廳聯係。區政廳的電話號碼是：9952 8222。區政廳工作時間是：周一至周五，上午 8.30 到下午 4.30。

Farsi

اگر این نامه را نمی فهمید لطفاً به مرکز شهرداری رايد در **Devlin Street** مراجعه کنید. کارمندان شهرداری ترتیب استفاده از يك مترجم را براي شما خواهند داد. یا میتوانید به سرویس ترجمه کتبی و شفاهی شماره 131 450 تلفن بزنیید و بخواهید که يك مترجم از جانب شما با شهرداری تماس بگیرد. شماره تلفن شهرداری 9952 8222 و ساعات کار از 8.30 صبح تا 4.30 بعد از ظهر می باشد.

Italian

Le persone che hanno difficoltà a capire le presente relazione annuale, sono pregate di presentarsi al Ryde Civic Centre in Devlin Street, Ryde, e parlarne con gli impiegati municipali che provvederanno a richiedere l'intervento di un interprete. Oppure possono chiamare il Translating and Interpreting Service al 131 450 e chiedere ad uno dei loro interpreti di mettersi in contatto con il comune di Ryde. Il numero del comune è 9952 8222. Gli uffici comunali sono aperti dalle 8.30 alle 16.30, dal lunedì al venerdì.

Korean

이 편지를 이해할 수 없으시면 Ryde의 Devlin Street에 있는 Ryde Civic Centre로 오셔서 카운슬 직원과 상담하여 주십시오. 저희 직원이 통역 서비스를 연결해 드릴 것입니다. 아니면 131 450번으로 통번역 서비스(TIS)에 전화하셔서 통역사에게 대신 카운슬에 연락해 주도록 부탁드립니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

Contact us

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

ryde.nsw.gov.au

Telephone

Call (61 2) 9952 8222 between 8.30am and 5.30pm, Monday to Friday

Post

Write to us at:
City of Ryde
Locked Bag 2069
NORTH RYDE NSW 1670

Fax

Send us a fax on (61 2) 9952 8070

Email

Send us an email at
cityofryde@ryde.nsw.gov.au

Mayor and Councillors

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (61 2) 9952 8222.

In Person

You can visit our Customer Service Centre located at 1 Devlin Street, Ryde or any of our five libraries.

Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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Photography

Staff and community photographers

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