



# Engaging and Collaborating

Annual Report 2014/15

We trialled new **vandal proof bus shelters**

Our **new LEP** came into effect in September 2014 and will shape Ryde's future for the next decade

We hosted **120,830 people** at community events

We commemorated the **Centenary of ANZAC**

**Surf Ryder opened** – with more than 7600 surfers in the first year

**Alternate proposal to forced merger** and dissolution of the City of Ryde submitted to the NSW State Government

We hosted an **Affordable Housing Summit** and are developing an affordable housing policy for Ryde

**Ryde Riverwalk opened**, completing the 10km pathway along the Parramatta River

We launched the **Macquarie Park Investment Prospectus**

Social, economic and environmental factors combine to enhance our community's quality of life and the opportunities available to them. Our seven outcomes show the ways we are taking a wholistic, interconnected and strategic approach to creating the city our community has told us they want to live in. Some of the year's highlights are shown below:

## City of Progressive Leadership

Page 56

- Appointing a new General Manager
- Responding to the State Government's Fit for the Future proposal
- Gaining approval for a Special Rating Variation
- Engaging and collaborating with our community

## City of Liveable Neighbourhoods

Page 78

- Finalising voluntary planning agreements that will bring significant community benefit
- Adopting a new Local Environment Plan and Development Control Plan
- Approving \$544 million of development

## City of Wellbeing

Page 90

- Organising active wellbeing programs for hundreds of community members, from school children to seniors
- Completing the Ryde Riverwalk
- Upgrading sports facilities

## City of Prosperity

Page 104

- Launching the Macquarie Park Prospectus to showcase the business hub's benefits to investors
- Collaborating with local businesses
- Upgrading public domain at Waterloo Road, Macquarie Park

## City of Environmental Sensitivity

Page 112

- Focusing on improving stormwater management and water quality
- Reducing waste
- Collaborating with schools and our local community to enhance sustainability

## City of Connections

Page 126

- Surveying our infrastructure assets in preparation for renewal work in 2015/16
- Hosting a Light Rail symposium
- Refurbishing Banjo Paterson Wharf in Gladesville

## City of Harmony and Culture

Page 138

- Welcoming our millionth library visitor
- Celebrating Social Inclusion Week with our community
- Commemorating the Centenary of ANZAC

**THESE ARE JUST SOME OF OUR HIGHLIGHTS FOR THE YEAR. OTHERS ARE DISCUSSED THROUGHOUT THE REPORT.**

Thanks and Much appreciated to Volunteers that help people with a Disability

Thank you to all the volunteers who make a difference in our community!

Thank

# ABOUT THIS REPORT

The theme of this year's Annual Report 'Engaging and Collaborating' is a response to our year spent working closely with our community and partners to create a sustainable financial future for the City of Ryde. It also reflects our collaborative efforts to ensure that we are able to retain our distinctive identity and culture while complying with State Government calls for greater efficiencies and economies of scale among local councils.

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 2014/15, documenting our performance against the 2014/15 budget, and our progress against our Four Year Delivery Plan 2014–2018. 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, and
- 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.

Our *Government Information (Public Access) Act 2009 (GIPA)* Annual Report is also included in the Statutory Information section of this report. Although we are not required to prepare a separate State of the Environment report, 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 112.

This report also contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and while we are not yet fully compliant, this includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. The GRI index on page 256 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 our vision and what to expect in the coming year.

## Acknowledgement

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

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

# SNAPSHOT OF OUR CITY IN 2014/15

6

**40km<sup>2</sup>**  
our land area

**14,085**  
school students

**43,295**  
speak a language  
other than English  
at home

**120,830**  
people hosted at our  
community events

**207**  
parks and open  
space areas

**89,239**  
local jobs

**114,598**  
residents

**80,000**  
employees and 50,000 students  
and staff expected in Macquarie  
Park by 2031

**24**  
primary schools

**\$14.11b**

Gross Regional Product

**39,157**  
homes

**1** university

**41,000**

passengers carried on the Shop Ryder bus

7

**5** public libraries

**3.41**

hectares of dedicated open space per 1,000 people

**217** job seekers helped to connect with employers

**2**  
TAFE colleges

**6.8%**

Macquarie Park's growth rate in 2013

**33,000**  
businesses

**\$106m**

in Voluntary Planning Agreements over the past four years with \$56 million in the pipeline

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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 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 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 including our one-year Operational Plan was also developed and can be seen on our website.

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

## 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.

# VALUES

# WHO WE ARE



The City of Ryde has a rich history with the traditional Aboriginal owners of the land being the Wallumedegal clan of the Dharug people.

Our City is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cover River, 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.

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.

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in The Department of Planning and Environment's *'A Plan For Growing 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.

## Our economic contribution

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 Pricewaterhouse 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 predicts that Macquarie Park will become NSW's second largest economy and Australia's ninth in the next four to five years.

# 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...



Partners – regional and national	Community groups and volunteers	Government	Employees and their representatives	Visitors	Suppliers
<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Account management relationships</li> <li>• Regular engagement through site visits.</li> </ul>	<ul style="list-style-type: none"> <li>• 1:1 meetings</li> <li>• Focus groups and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal meetings</li> <li>• Briefings</li> <li>• Networks</li> <li>• Correspondence and events</li> <li>• 1:1 meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• Staff briefings and onsite meetings</li> <li>• Cultural survey</li> <li>• Interviews</li> <li>• Performance reviews</li> <li>• Newsletters.</li> </ul>	<ul style="list-style-type: none"> <li>• Events</li> <li>• Website: ryde.nsw.gov.au</li> <li>• Published information.</li> </ul>	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Account management relationships</li> <li>• Regular engagement through site visits.</li> </ul>
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, and 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 2014/15 we engaged with our stakeholders to understand their expectations on the issues most important to them, including our proposal for a Special Rating Variation (SRV) to support infrastructure repairs and upgrades over the next four years, our proposal to form a Joint Regional Authority (JRA) with Hunter's Hill and Lane Cove Councils to meet State Government expectations for Local Government, as well as other locally significant issues, such as plans to redevelop the Argyle Centre and Bowling Club sites in Top Ryde.

Community and stakeholder engagement is now an integral part of our project management system so that our community of stakeholders are now kept informed of 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 following stakeholder groups and their diverse nature.

Media	Business	Residents	Ratepayers	Customers
<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Briefings</li> <li>• Interviews</li> <li>• Social media.</li> </ul>	<ul style="list-style-type: none"> <li>• 1:1 meetings</li> <li>• Focus groups and workshops</li> <li>• Websites: ryde.nsw.gov.au cityofrydebusiness.com.au</li> <li>• Social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Public meetings</li> <li>• Publications</li> <li>• Website: ryde.nsw.gov.au</li> <li>• Social media</li> <li>• Annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Rates notices</li> <li>• Community meetings</li> <li>• Publications</li> <li>• Website: ryde.nsw.gov.au</li> <li>• Annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer experience and satisfaction measurements</li> <li>• Customer care and service</li> <li>• Website: ryde.nsw.gov.au</li> <li>• Publications</li> <li>• Fact sheets.</li> </ul>
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"> <li>• Provide us with feedback and utilise the services and products.</li> </ul>
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 2014/15

# OUR PERFORMANCE SNAPSHOT

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We invested

**\$4.79  
million**

in making our roads  
easier to travel

We invested

**\$620,000**

in our libraries

We invested

**\$4.68  
million**

in open space, sport  
and recreation

We invested

**\$1.58  
million**

in making our  
neighbourhoods great  
places to live

We earned

**\$30.96  
million**

in capital grants  
and contributions

We spent

**\$3.34  
million**

on paths and  
cycleways

We spent  
**\$93  
million**  
on services to support  
business and the  
community

We gave  
**\$102,500**  
to our community as  
grants and in-kind  
support

We invested  
**\$1.28  
million**  
on activities to enhance  
Macquarie Park

We managed  
**\$2.54  
billion**  
worth of land and  
infrastructure

We earned  
**\$66.6  
million**  
from rates and  
annual charges

We invested  
**\$1.75  
million**  
on our waste and  
recycling program

# 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.

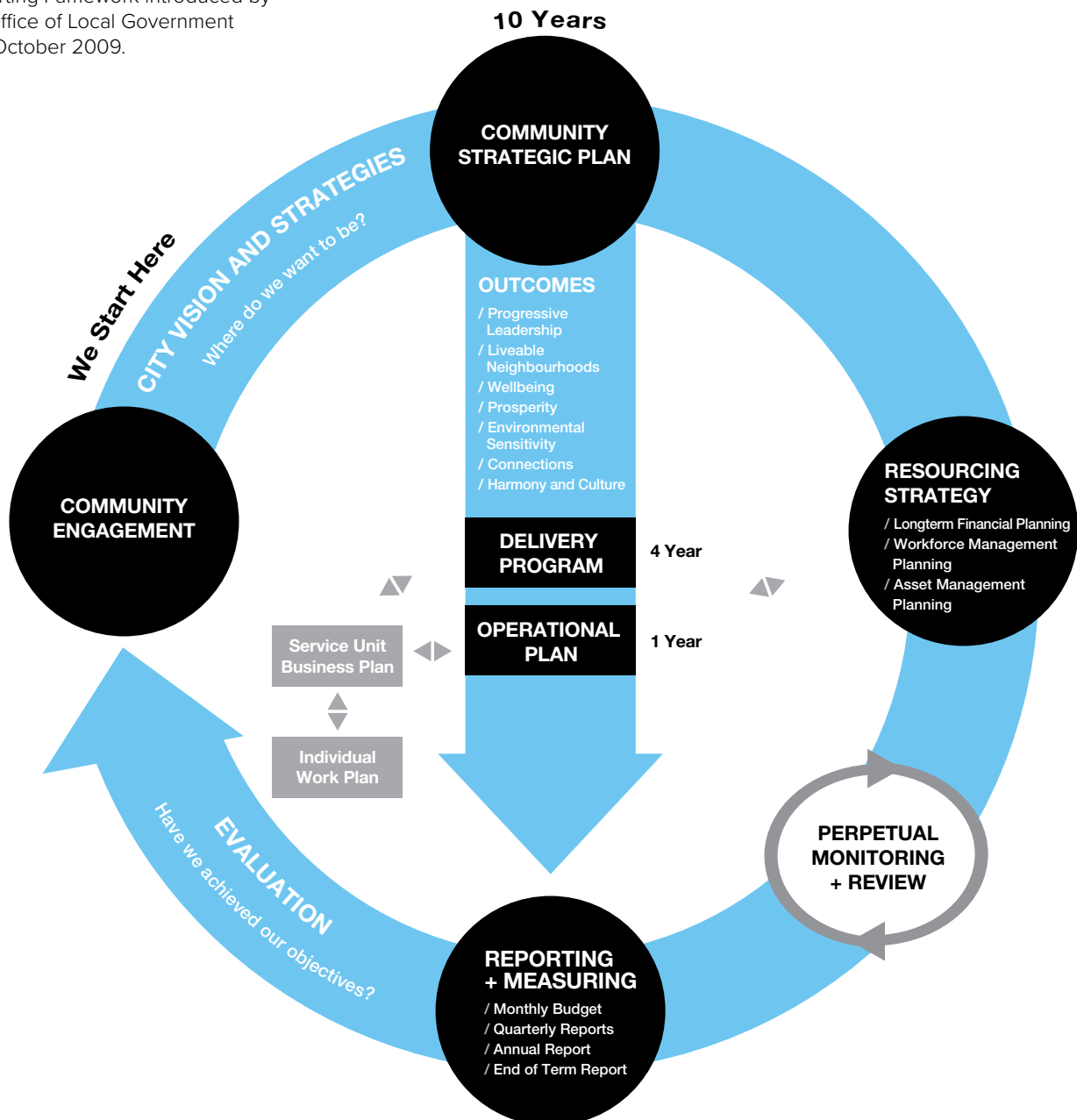
We use the Integrated Planning and Reporting Framework introduced by the Office of Local Government on 1 October 2009.

## 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 Jerome Laxale**  
Mayor – City of Ryde

As Mayor of the City of Ryde, I am delighted to present the 2014/15 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 the people who live, work and visit our City.

You have told us that you love living in Ryde and we will fight to the very end to ensure that the City of Ryde is maintained on solid foundations, that you are represented fairly and have a strong say in what happens in your neighborhood. This is reflected in the theme of this year's Annual Report 'Engaging and Collaborating', which represents our year spent working closely with our community and partners to create a sustainable future for the City of Ryde.

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

As this report discusses, we remain committed to delivering high-quality services for our diverse and vibrant community. We live in an enviable location, and as Mayor I want to ensure fair and equal access for all to our green outdoor spaces, thriving town centres and diverse local neighbourhoods.

Now, more than ever, councils are also expected to provide strong leaders. As our City continues to defend itself from the threat of amalgamation, I hope to provide stable and scandal-free leadership so that our entire organisation can focus on stopping the Premier of NSW splitting Ryde and merging it into two mega-councils.

This extreme proposal (no other Sydney metropolitan council is proposed to be abolished) completely disregards our proud history, unique identity and strong financial performance.

Finally, I would like to congratulate all staff, in particular our new General Manager, Gail Connolly, for their commitment and dedication.

Our organisation exists to serve you. On behalf of my fellow Councillors, I present to you our Annual Report. Please take time to read through and see with clear insight and understanding, what we do.

A handwritten signature in black ink, appearing to read 'Jerome Laxale'. The signature is stylized and cursive.

**Cllr Jerome Laxale**  
Mayor – City of Ryde

# GENERAL MANAGER'S REVIEW

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**Gail Connolly**  
General Manager

'Engaging and Collaborating' is the theme of this year's report and reflects the journey we have taken during the past year. We have worked closely with our community and partners to create a sustainable future, both financially and culturally, as we align our approach with State government calls for greater efficiencies and economies of scale among local councils, while delivering the grass roots local government services that our community expects and relies upon.

Maintaining our excellent level of service to the community has become increasingly difficult. Previously we have been able to address these demands through a moderate increase in rates income, a focus on user-pays revenue streams and a commitment to a balanced budget. However, economic and legislative conditions such as rate pegging, cost-shifting from other levels of government, plus increasing costs for materials and utilities, have accumulated to restrict our ability to maintain our growing portfolio of ageing infrastructure while keeping services to residents at exemplary levels.

We were able to generate savings of \$2.5 million per annum through internal savings and developing additional revenue streams. However, an ongoing \$10 million annual funding shortfall remained. In response, we asked our community whether they would support a rates increase. They agreed to support our application to IPART for a 7 percent Special Rate Variation (SRV) for four years, which was approved in May 2015.

The cumulative rate increase over the next four years is expected to add between \$1.9 million and \$9.6 million per year to our revenue pool, and will enable us to complete essential repairs to our local roads, footpaths, drainage, sportsfields, playgrounds and cycleways.

Last year, as a response to the findings in the Independent Local Government Review Panel Report the State Government announced *Fit for the Future*, a major Local Government reform program. This program could see the City of Ryde and the community split and dissolved between two new, mega-councils. I thank the Ryde community for their support on this important issue.

Following the Council's unanimous vote to reject the disintegration of the City of Ryde in February this year, we developed an alternative proposal that recommends the formation of a Joint Regional Authority (JRA) with our neighbouring councils of Hunter's Hill and Lane Cove. This regional alignment would see the City of Ryde not only retain its identity, voice and history, but partner with neighbouring councils to our north and east in a way that has the potential to meet the State Government's criteria of 'scale and capacity.'

The outcome of this approach and the City's submission for *Fit for the Future* will be a continued focus for Council in 2015/16.

## Our service delivery

Engaging with our community remained a focus through the year with improved online engagement, a more functional website that better serves the needs of users, and the rollout of our Corporate Information Communications Plan to help our organisation better inform the community of the Council's financial management and long-term planning decisions.

We conducted a number of surveys throughout the year. The two most significant related to our proposal for a Special Rate Variation, and to gauge our community's sentiment over the State Government's Fit for the Future proposed amalgamations with other councils. Other engagement activities called for community feedback on issues as diverse as proposed development of Council-owned sites, Development Applications and Voluntary Planning Agreements, the proposed new park at Macquarie Park, graffiti vandalism, social inclusion, the Shepherds Bay Urban Renewal Project and proposals for the Argyle Centre and Ryde Bowling Club sites. More information about our community engagement initiatives can be found in our City of Progressive Leadership outcome from page 61.

This year we rolled out a new Customer Service Charter across the organisation to ensure that our responsiveness to customers continues to improve. The Charter outlines our commitment to provide timely information to our community and provides customers with anticipated wait times for personal, online and telephone responses to enquiries that can't be answered on the spot. It also outlines our plans for further improvement to our information services, and explains the feedback and complaints management processes. See page 60 for more information.

The continued growth of Macquarie Park has seen it become the tenth biggest location for economic output in Australia, according to modelling by

PricewaterhouseCoopers. This year we launched a new investment prospectus that provides a useful quick reference guide to Macquarie Park's competitive advantages and growth potential for prospective investors.

The City of Ryde Council and Macquarie University co-hosted a Light Rail Symposium advocating a light rail connection between Parramatta and Macquarie Park (via Carlingford and Epping) as the preferred route for Stage One of the Western Sydney Light Rail Network. The symposium highlighted that a light rail connection between Parramatta and Macquarie Park is vital and will deliver significant economic, transport and social benefits, not only to our region, but to the wider Sydney area. The symposium was attended by two State Cabinet Ministers, a Federal Minister, two Mayors and Macquarie Park business leaders.

Ryde Library also achieved a new milestone in August 2014 when it recorded its millionth visitor, underlying a continued trend toward increased library usage in the City that is in sharp contrast to declining patronage at other libraries across the State. During the year, a new three-year Joint Library Agreement for Gladesville Library was signed by City of Ryde and Hunters Hill Councils, while a trial volunteer program was also introduced at our libraries. We now have over 20 enthusiastic volunteers helping library staff with the management and delivery of events, which this year included our always-popular Knit-in as well as the Centenary of ANZAC commemorative poppy making activities. Poppy making was just one of many popular ANZAC events held for our community throughout the year.

We undertook a total of 100 capital and non capital projects across the year, with 71 completed and a further 28 on track for completion in 2015/16. Much of our assets focus this year has been on understanding the work and costs required to bring our infrastructure up to the standard expected by our community when they agreed to support the rate increase. However,

I am happy to report that this year the final section of the Ryde River Walk between Bill Mitchell Park and Banjo Paterson Park was completed. The ten kilometre walk along the Parramatta River is central to many of our very popular Active in Ryde wellbeing programs, and offers the community opportunities for active and passive recreation.

Another significant achievement is the City of Ryde's new Local Environmental Plan (LEP) 2014 that came into effect in September 2014 after seven years of preparation, community consultations and review. The new Ryde Development Control Plan (DCP 2014) also came into effect in September 2014. Together they establish the strategic land-use planning framework for the city and represent a significant achievement for our organisation.

A total of 1,410 dwellings and over 9,227m<sup>2</sup> of commercial floor space were approved by the City of Ryde in 2014/15, equating to an estimated \$544 million of approved development. The Assessment Unit is currently processing a further \$1.2 billion worth of development applications throughout the City, both residential and commercial, representing sustained growth, improved housing choice and future employment opportunities for our community.

Against this backdrop, however, we acknowledge that housing affordability is an issue for some members of our community. We hosted an Affordable Housing Summit in November 2014, has guided the development of the City of Ryde's Draft Affordable Housing Policy, and we are also exploring ways that Council-owned property can be used to provide key worker housing to supplement existing housing stock in Ryde.

This year Council resolved to hold an International Design Competition for the Ryde Civic Hub site. The aim of the competition will be to produce a bold solution that can generate broad consensus and community pride. We

# GENERAL MANAGER'S REVIEW (CONTINUED)

plan to invite the world's most talented and creative design professionals to submit their vision for an iconic gateway concept that encapsulates the urban identity of our City and will guide future development of the site for the use and benefit of future generations.

Waste management remains a priority for all councils. The City of Ryde is continuing to work with residents and businesses to deliver environmentally responsible and sustainable waste management solutions. In May 2015 we entered into a new domestic waste collection contract and several improvements were made as a result of this change. One of the biggest changes was the move from a 'scheduled' to an 'at-call' household clean up collection service that still gives residents access to up to five collections per calendar year, and can be booked up to 12 months in advance for convenience.

To help communicate these changes, we introduced a new 'Smarter, Cleaner, Greener' logo and waste branding. This new branding will be used to promote the City's Waste Management Strategy throughout all waste communication and educational campaigns and on our biggest interface with the community – our garbage trucks.

Finally, we experienced a number of heavy rainfall events during 2014/15, and with an increasing number of extreme events predicted for the future, we are focusing resources on improving our stormwater infrastructure, waterway pollution controls and creek management activities to reduce the impact of these events. See page 115 for more information.

## Our organisation

As part of our ongoing commitment to internal improvement we are continuing to strengthen our capacity to:

- Align our long-term financial planning to the management of our assets so that they are properly maintained and that risks are managed.

- Develop our leadership skills and provide staff with the right skills and training.
- Review of our organisation structure. We developed five key principles to frame the context within which the review was undertaken. The principles were developed to ensure that the review examined the needs of both the organisation and the community and considered these needs on the basis of current requirements as well as anticipated future growth and proposed sectoral changes.
- Continued emphasis on Work Health and Safety (WHS) by developing an internal newsletter to increase the profile of WHS issues within Council.
- 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.
- Ensure that our audit and reporting functions provide the highest levels of scrutiny.
- Achieve value for money for our ratepayers through fraud and corruption prevention and transparent contract administration and procurement procedures.
- Engage with our residents and customers to better understand their expectations and satisfaction with the service areas that we provide.
- Improve the integration of our systems and technology to:
  - o Enable customers to transact with us 24/7.
  - o Provide effective information, including customer feedback, to our frontline managers to improve service delivery.

- o Make it easier for job seekers from the culturally and linguistically diverse (CALD) community to apply for jobs with the City of Ryde.

## Our finances

We have again shown strong financial management this past year. As this report shows, we had an operating surplus of \$41 million, which is an increase of over \$25.5 million from last year.

We earned more than \$134 million in income in 2014/15 including \$38 million in grants and contributed assets, and spent over \$93 million on services and assets that benefit our community.

Our operating result before capital was a surplus of \$10 million, representing a significant further increase from last year's surplus of \$1.34 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 our fundamental objectives in achieving long-term financial sustainability.

After another busy year I would like to close by thanking the Mayor and the Councillors who have worked tirelessly to represent the views of their community. I would also like to thank the Executive Team and all staff for their efforts in 2014/15. In particular, I wish to offer a special thanks to those staff involved in the Fit for the Future, Special Rate Variation and International Design Competition projects. In 2015/16 we will remain focused on working with our community and partners to ensure that the City of Ryde as the Place to be for Opportunity and Lifestyle @ your doorstep.



Gail Connolly  
General Manager





# MANAGING THE MONEY

The City of Ryde spends around \$93 million each year to provide 55 direct services to the community, 61 internal services to support and run council and an additional 44 services that benefit the community.

We manage \$2.54 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, libraries and parks.

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

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

The following information aims to provide a brief summary of our 2014/15 financial statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of the City of Ryde's Financial Statements are available from page 155.

## Where did our money come from?

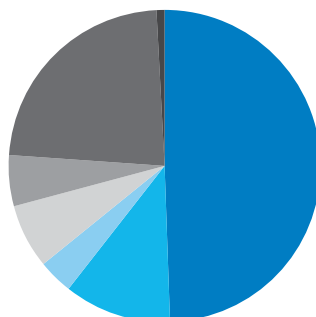
This year, our main source of income, other than rates, was from capital grants and contributions of \$30.96 million or 23.1 percent (2013/14 \$14.23 million or 12.9 percent).

Income from rates and annual charges contributed \$66.6 million or 49.7 percent, including capital grants and contributions (2013/14 \$63.26 million or 57.3 percent).

Federal and State Government grants assist us to provide facilities and services in the community. User charges and fees (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees) are also an important source of income.

### 2014/15 Total income \$134.1 million

- **49.7%** Rates and annual charges
- **11.0%** User charges and fees
- **3.6%** Interest and investment income
- **6.7%** Other revenue
- **5.2%** Grants and contributions provided for operating purposes
- **23.1%** Grants and contributions provided for capital purposes
- **0.7%** Net gain on disposal of assets

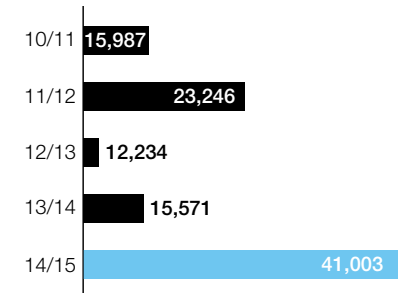


## How does our performance compare with previous years?

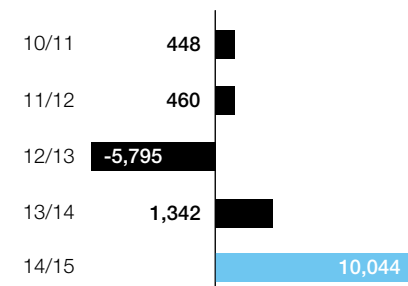
We have achieved an operating surplus over the past five years of \$108.04 million including contributed assets, or a surplus of \$6.50 million excluding capital income.

This indicates that the day-to-day costs incurred by the City of Ryde are more than the total revenue received, which is putting strain on our ability to pay for capital works.

### Operating result (\$'000s)



### Operating result before capital (\$'000s)

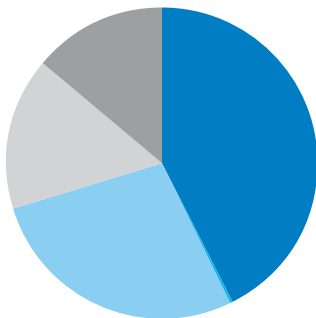


## Where was the money spent?

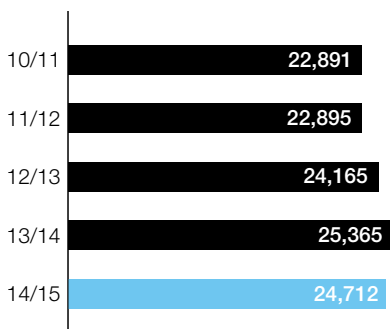
We have maintained the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$24.71 million in capital expenditure (2013/14 \$25.4 million) and received no contributed public domain infrastructure assets (2013/14 nil) associated with major developments within our City.

### 2014/15 Total operating expenses \$93.1 million

- **42.5%** Employee benefits and on costs
- **0.3%** Borrowing costs
- **27.5%** Materials and contracts
- **15.9%** Depreciation and amortisation and impairment
- **13.8%** Other expenses
- **0.0%** Loss from disposal of assets



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

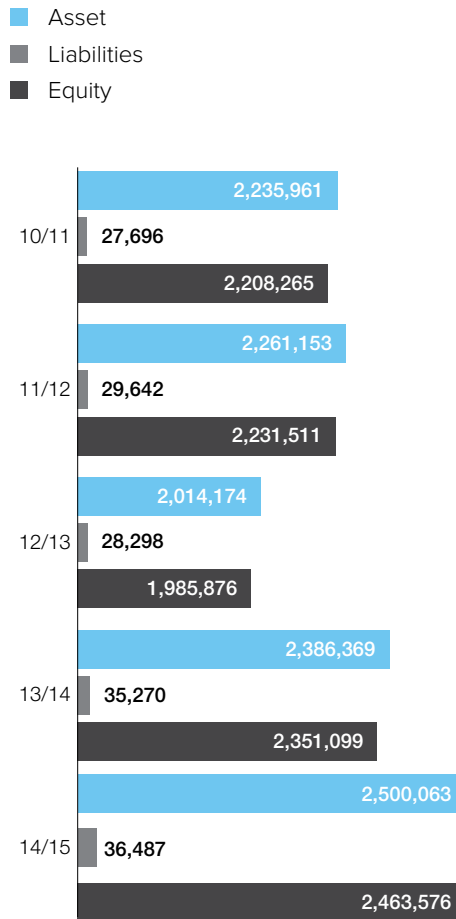


## How are we going?

### (Statement Of Changes In Equity)

The graph below compares the City of Ryde's net accumulated financial worth as at 30 June 2015 to our position over the past four years.

### Net worth/equity (\$'000s)



# MANAGING THE MONEY (CONTINUED)

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

We own and maintain over \$2.54 billion worth of assets including roads, bridges, footpaths, drains, cycleways, lighting, seawalls, wharves buildings, parks, playgrounds, sporting and leisure facilities and natural areas. This figure includes \$1.52 billion of land, excluding land under roads. These assets, which are used by the community everyday, deteriorate over time and require ongoing maintenance or replacement.

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. Our 2014/15 allocation of \$9.11 million for asset renewal works represented a funding shortfall of \$8.89 million for the year, a situation that was projected to deteriorate – along with our assets – over time.

During 2014/15 we sought support from our ratepayers for a Special Rate Variation to help maintain and improve our infrastructure and assets into the future.

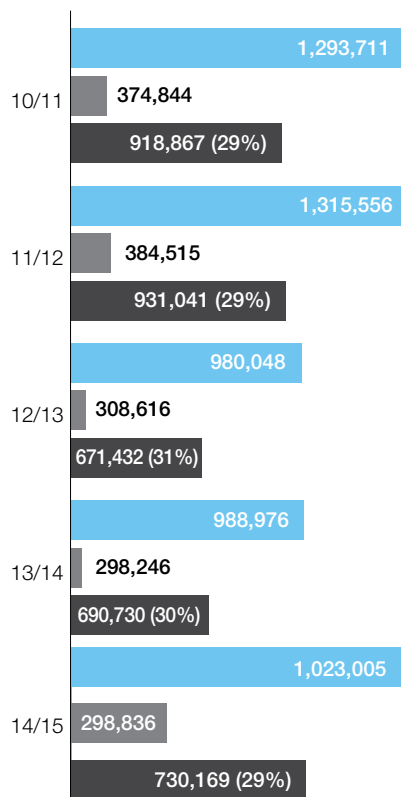
Following an extensive community engagement process (refer to page 61 for more information) involving detailed information packs, community meetings, workshops and surveys to explain our funding structure, the savings we have made, and why it is necessary to secure extra capital to maintain our services and assets to an acceptable standard, our community indicated their support for a reasonable (7 percent) rate increase, cumulative, over four years.

Their feedback showed that ratepayers not only understand the Council's financial difficulties in overcoming current funding restrictions but also support our program for a progressive, inclusive future for Ryde.

The City of Ryde then formally applied to IPART for approval. Approval was given on 19 May 2015 and the rate increase, and associated infrastructure upgrades, will commence in the 2015/16 financial year.

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

- Gross Book Value
- Accumulated depreciation
- Written Down Value



## Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special Rate raised approximately \$1.30 million from business properties located within the Macquarie Park Corridor. These funds assist with implementing the Macquarie Park Corridor Master Plan, which was developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor, and the construction of the Epping to Chatswood rail link.

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

Revenue and expenditure are as shown in the table to the right.

### Macquarie Park Special Rate 2014/15

	Original Budget	Actual
<b>Funds brought forward from 2014/2015 Financial Year</b>	<b>\$1,128,801</b>	<b>\$1,128,801</b>
<b>Revenue 2014/2015</b>	<b>\$1,318,740</b>	<b>\$1,300,010</b>
<b>Expenditure</b>		
Footpath Construction	\$9,000	\$255,614
Macquarie Park DCP		\$907
Macquarie Park Parking Scheme	\$50,000	\$19,971
Macquarie Park Public Domain Manual Review		\$20,000
Marketing Plan implementation	\$50,000	\$90,713
Place Management		\$92,177
Sportsfield Renewal & Upgrade		\$202,759
TMA for Macquarie Park	\$250,000	\$250,000
Town Centre Upgrade	\$1,175,000	\$350,523
<b>Total expenditure</b>	<b>\$1,534,000</b>	<b>\$1,282,664</b>
<b>Net result</b>	<b>\$913,541</b>	<b>\$1,146,146</b>

Surplus funds are restricted for use in future years, under the conditions for which they are raised. See page 106 for details of some activities undertaken in the Macquarie Park Corridor.

## Stormwater Management Service Charge

The Stormwater Management Service Charge raised approximately \$1.01 million from residential and business properties (but not including vacant land or land owned by the Crown or land held under lease for private purposes under the Housing Act 2001 or the Aboriginal Housing Act 1998).

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

### Stormwater Management Service Charge 2014/15

	Original Budget	Actual
<b>Funds brought forward from 2014/2015 Financial Year</b>	<b>\$1,214,247</b>	<b>\$1,214,247</b>
<b>Revenue 2014/2015</b>	<b>\$998,770</b>	<b>\$1,009,636</b>
<b>Expenditure</b>		
Stormwater replacements	\$764,910	\$879,871
Sportsground amenities upgrades		\$20,000
Infrastructure Unit Management	\$100,340	\$0
Stormwater improvement works	\$972,530	\$576,228
<b>Total expenditure</b>	<b>\$1,837,780</b>	<b>\$1,476,099</b>
<b>Net result</b>	<b>\$375,237</b>	<b>\$747,784</b>

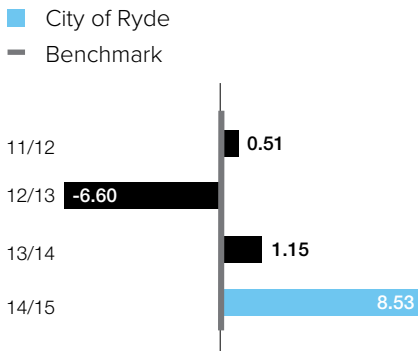
Surplus funds are restricted for use in future years, under the conditions for which they are raised. See page 248 for details of stormwater management activities undertaken in 2014/15.

# MANAGING THE MONEY (CONTINUED)

## Performance measures

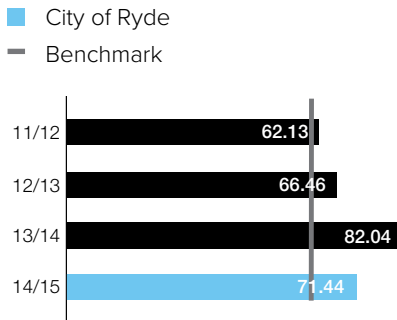
### Operating performance ratio<sup>1</sup>

This ratio measures a Council's ability to contain 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.



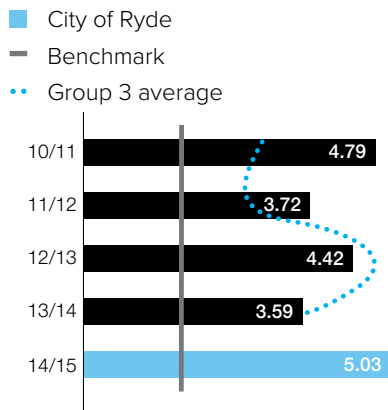
### Own source operating revenue<sup>1</sup>

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.



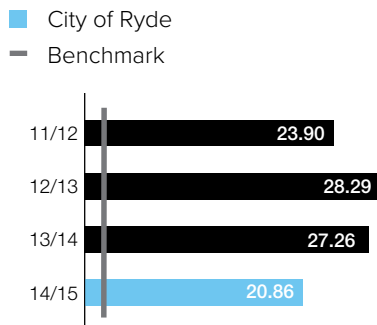
### Unrestricted current ratio

For every \$1 of current liabilities, we have \$5.03 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.



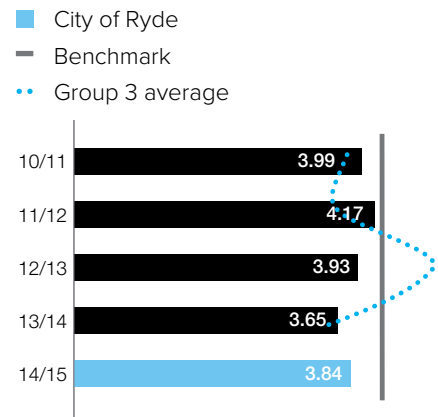
### Debt service cover ratio (%)<sup>1</sup>

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. The benchmark is greater than 2.



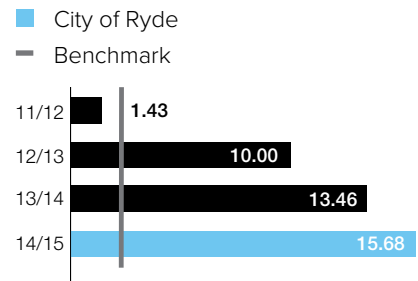
### Rates and annual charges outstanding percentage (%)

We maintain a strong recovery rate of 3.84 percent of outstanding rates and annual charges as at June 2015, which compares favourably with the industry benchmark of less than 5 percent. This year saw a slight increase in the level of outstanding rates.



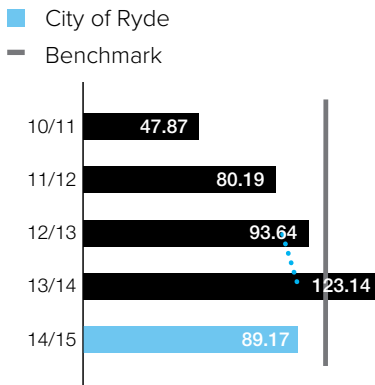
### Cash Expense Ratio (Months)<sup>1</sup>

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.



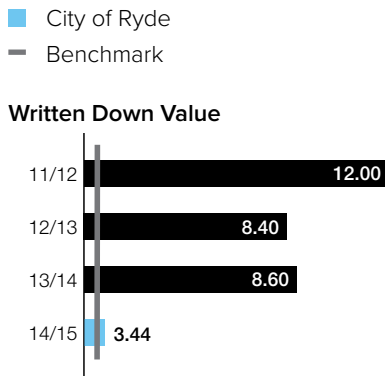
**Buildings and infrastructure renewal ratio**

This measure is used to assess 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.

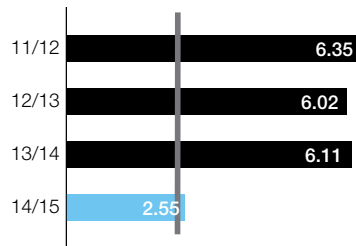


**Infrastructure backlog ratio<sup>1</sup>**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure. A benchmark of less than 2 percent has been set as part of the Fit for the Future initiative. The City of Ryde redefined what we consider a backlog during 2014/15 with only the value of the assets in Condition 5 (overdue for renewal) considered as backlog.

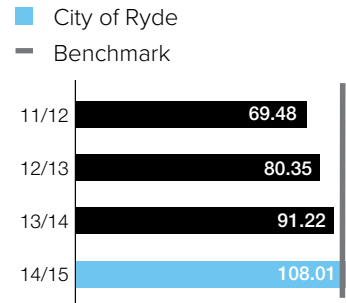


**Gross Book Value**



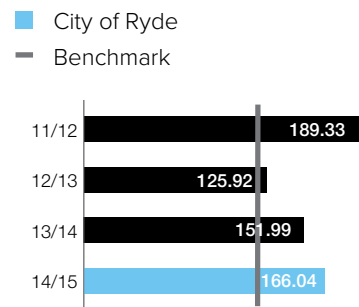
**Asset maintenance ratio<sup>1</sup>**

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)



**Capital expenditure ratio<sup>1</sup>**

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



<sup>1</sup>These new measures were introduced in 2013/14, with comparative data calculated back to 2011/2012 only.

# CALENDAR OF EVENTS 2014

32

## JULY

Skateboard clinic

Recycled art workshop

Guided walk along the Wulaba Track and Glades Bay Reserve

Lifelong Learning talk: Shipworms to Penicillin

Ryde Remembers talk: Memorial House and street names in Ryde and Eastwood

National Tree Day

Business networking lunch

Apprenticeship & Traineeship Expo

Arts Activation Workshop

Winter Sleepout

## AUGUST

Ryde Remembers: Commemoration of the Battle of Lone Pine

Ryde Remembers: How to trace your Australian WWI Ancestors

Annual Knit In

Spring Garden Competition

Seniors Fitness Program: Lift For Life®

Music Feast: The Flavours Of Asia

SWAP art exhibition

TEDx Macquarie Park

Leftover Makeover (LOMO) cooking workshop

Guided Walk on the Kunzea Track and Sand Track, Field of Mars Reserve

The Reading Hour

Authors Platform: Lex Marinos

Litter Prevention Awareness Day Eastwood

50th Anniversary of the opening of the Civic Centre

Artisans Ryde Winter Markets

Showcasing Willandra

Free Child Restraint Check

## SEPTEMBER

Guided walk celebrating National Biodiversity Month

Showcasing Willandra

Eastwood Moon Festival

Brush Farm Open Day

Ryde Rivers Festival

Sustainable Living Tour

Securing our Future community meeting

Community Meeting: Special Rate Variation.

Composting and Worm Farming workshop

Waste tour

Arts Activation Ryde

NSW Bike Week

Cinema in the Plaza : Frozen

Small Business September workshops

Ryde Remembers: Ryde's Boys

Authors Platform Caroline Overington



## OCTOBER

Guided Walk: Parramatta River Shoreline

Senior driver workshop

Go for Fun school holiday activities

Kitchen Gardening workshop

Guided Walk Celebrating Granny Smith

Ride2Work Day

Women's art workshop

Garage Sale Trail

Granny Smith Festival

Graffiti Removal Day

Authors Platform: Meredith Kirton

Taste Tour Eastwood

City of Ryde Art Society Exhibition

Ryde Remembers: How to trace your Australian WWI Ancestors

Authors Platform: Hugh O'Brien

## NOVEMBER

Music Feast: Exotic Wonders

Ryde Remembers: Poppy Knitting to Commemorate the Centenary Of ANZAC

Waste tour

Child restraint checks

Learner driver workshop

Women's art workshop

Guided Walk: Ryde Riverwalk along Shepherds Bay, Anderson Park and Settlers Park

Ryde Housing Affordability Summit

Authors Platform: Leila Yusaf Chung

Supporting Carers Information Session

Macquarie Park Food Trucks

Arts Activation Workshop

Artisans Ryde Christmas Markets

Social Inclusion Week Celebrations

Ryde Remembers: Researching WWI Records

Celebrating West Ryde

## DECEMBER

Senior driver workshop

Composting and Worm farming workshop

The Future of Transport Seminar

Cinema in the Plaza: Elf

Community Christmas celebration

Rotary Carols on the Common

Christmas Light Showcase

Christmas in the Marketplace

# CALENDAR OF EVENTS 2015

34

## JANUARY

Aus Day at the Pool  
Australia Day celebrations  
Go4Fun program  
Holiday Scooter clinic

## FEBRUARY

East Ward by-election  
Cinema in the Park  
Go4Fun program  
Our Living River initiative  
Lift for Life®  
Heartmoves  
Child restraint checks  
Lunar New Year  
Free guided walk: Magdala Park  
Hors Platform: Lex Marinos

## MARCH

Learner Driver Workshop  
Free Business Advice:  
The Small Biz Bus  
Harmony Day  
Community Information Expo  
Leftover Cooking Demo  
Ryde Remembers: Poppy  
Knitting and Dedication  
Arts Activation Ryde

## APRIL

Football4All Program  
 Anzac Day Services  
 School Holiday Activities:  
 Superhero Mask Making,  
 Skateboard Clinics, Guided  
 Walks and a Frozen Film Night  
 Kitchen Gardening workshop  
 Waste adventure  
 Guided Walk: ANZAC Centenary  
 & Heritage Week  
 Senior Low Risk Driving Workshop

## MAY

Guided Walk: Field of Mars,  
 Buffalo Creek to Sugarloaf Point  
 Less Mess workshop  
 Learner Driver workshop  
 Household Chemical Cleanout  
 Fitness For Seniors And Retirees:  
 Lift for Life  
 Heartmoves  
 Abundant Kitchen Workshop  
 Compost and Worm Farm Workshop  
 Women's Art Prize exhibition  
 Fatality Free Friday Pledge @  
 Eastwood  
 Hungry For Art Festival  
 Volunteer of the Year Awards  
 Fatality Free Friday  
 Less Mess Declutter Workshop  
 Sydney Writers Festival: David Hill

## JUNE

Australia's Biggest Morning Tea  
 World Environment Day  
 Brush Farm Open Day  
 Free hearing screen  
 Surf Ryder Master Class  
 Enrich: Exercise and Healthy  
 Eating Program  
 Building/Renovating Seminar  
 Granny Flat Seminar  
 Green Green Gardens:  
 Talk and Tour  
 Intermediate Skate Clinic  
 Authors Platform: Li Feng

# KEY STATISTICS

	2011		2006		Change
	Number	%	Number	%	2006-2011
<b>Population (Excluding Overseas Visitors)</b>					
Males	50,060	48.6	47,515	48.2	+2,545
Females	52,978	51.4	51,004	51.8	+1,974
<b>Total population</b>	<b>103,038</b>	<b>100</b>	<b>98,519</b>	<b>100</b>	<b>+4,519</b>
<b>Population Characteristics</b>					
Indigenous population	352	0.3	268	0.3	+84
Australian born	54,661	53	53,747	54.5	+914
Speaks a Language other than English at home	43,295	42.0	35,173	35.7	+8,122
Australian citizens	81,059	78.7	77,965	80.4	+3,094
Australian citizens aged 18+	63,354	61.5	61,171	63.1	+2,183
<b>Age Structure</b>					
Babies and preschoolers	6,362	6.2	5,596	5.8	+766
Primary schoolers	7,693	7.5	7,443	7.7	+250
Secondary schoolers	6,124	5.9	6,246	6.4	-122
Tertiary Ed/Independence	11,436	11.1	10,744	11.1	+692
Young workforce (25-34)	16,873	16.4	14,920	15.4	+1,953
Parents and homebuilders (35-49)	22,450	21.8	22,153	22.9	+297
Older workers and pre-retirees (50-59)	12,312	11.9	11,732	12.1	+580
Empty nesters and retirees (60-69)	8,761	8.5	7,406	7.6	+1,355
Seniors (70-84)	8,519	8.3	8,663	8.9	-144
Frail aged (85+)	2,508	2.4	2,032	2.1	+476
<b>Total</b>	<b>103,038</b>	<b>100</b>	<b>96,935</b>	<b>100</b>	<b>+6,103</b>
<b>Households and Dwellings</b>					
Owned	12,247	31.3	12,447	32.9	-200
Purchasing	11,607	29.6	10,403	27.5	1,204
Renting	13,026	33.3	11,883	31.4	1,143
Other/not stated	2,277	5.8	3,103	8.2	-826
Av. household size	2.58	N/A	2.51	N/A	+0.07
<b>Total</b>	<b>39,157</b>	<b>100</b>	<b>37,841</b>	<b>100</b>	<b>+1,316</b>
<b>Workers In Ryde</b>					
Live and work in Ryde	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
<b>Total workers in the area</b>	<b>69,480</b>	<b>100</b>	<b>58,314</b>	<b>100</b>	<b>+11,166</b>
<b>Transport to work</b>					
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



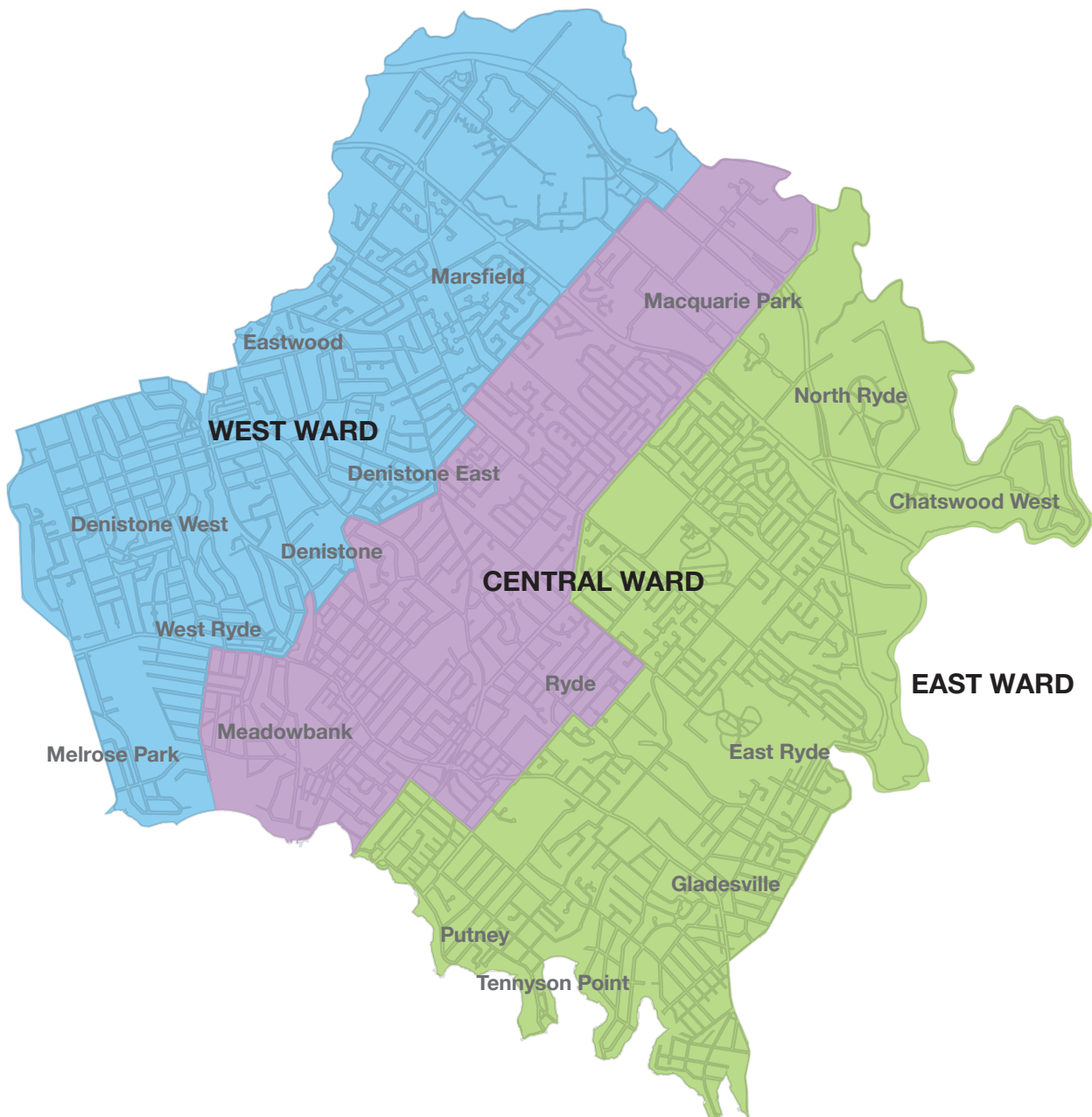
# CIVIC LEADERSHIP

# 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, however a by-election was held on Saturday 21 February 2015 to fill an East Ward vacancy. 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.



# 2014/15 COUNCILLORS

## WEST WARD



### Clr Artin Etmekdjian

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0418 248 821

**E** aetmekdjian@ryde.nsw.gov.au

First elected to the City of Ryde Council in September 2008, Clr Etmekdjian is a chartered accountant. He 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 2014/15 he chaired the Ryde Civic Hub Committee, Eastwood and West Ryde Events and Promotions Committee, and the Economic Development Advisory Committee. He was deputy chair of the Works and Community Committee and sat on the Audit and Risk Committee, Community Harmony Reference Group and the Macquarie Park Forum.



### Clr Jerome Laxale – Elected Mayor in September 2015

PO Box 4187,  
Denistone East NSW 2112

**T** 9952 8332

**E** jlaxale@ryde.nsw.gov.au

First elected to the City of Ryde council in 2012, Clr Laxale has a background in business administration and runs a family business. With a wife and three children, Clr Laxale is passionate about achieving the best policy and outcomes for the increasing number of young families in Ryde. He is also committed to securing more open space in Ryde for passive recreation and organised sport. In 2014/15 he sat on the Planning and Environment Committee and chaired 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

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0412 614 174

**E** 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 later became Ryde's first Deputy Mayor from an Asian Australian background. He takes a keen interest on transport, traffic, parking, community facilities, crime prevention, youth, the arts and multiculturalism issues in Ryde and is committed to serving the community with Christian values. In 2014/15 Clr Li was member of the Works and Community Committee, Eastwood and West Ryde Events and Promotions Committee and the Community Harmony Reference Group.



### Clr Terry Perram

12 Clanwilliam Street,  
Eastwood NSW 2122

**T** 9874 7904

**E** 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 2014/15 was chair of the Bicycle and Heritage Advisory Committees. He was also a member of the Works and Community Committee, Ryde Civic Hub Committee, Eastwood and West Ryde Events and Promotions Committee, Sport and Recreation and Wheeled Sports Advisory Committees, Macquarie Park Forum, and Environment and Bushland Advisory Committee. 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 44 and 45 between September 2014 and June 2015. Recently, committee memberships have changed and we advise the community to refer to our website for the most up to date committee make-up.

# 2014/15 COUNCILLORS

## CENTRAL WARD



### Clr Denise Pendleton

Locked Bag 2069,  
North Ryde NSW 1670

**T** 9877 6658

**E** [dpendleton@ryde.nsw.gov.au](mailto: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 2014/15 she chaired the Access Committee, Bushcare and Environment, Citizens' Engagement and the Status of Women Advisory Committees. Clr Pendleton was also a member of the Works and Community, Ryde Civic Hub, Audit and Risk and Heritage Advisory Committees.



### Clr Bill Pickering – Mayor until September 2015

PO Box 460  
Gladesville NSW 1675

**T** 0404 074 299

**E** [bpickering@ryde.nsw.gov.au](mailto: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 Parramatta. 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. Clr Pickering was elected Mayor on 9 September 2014 and was ex-officio on all committees.



### Clr Jeff Salvestro-Martin

PO Box 4104  
Denistone East NSW 2112

**T** 0413 043 423

**E** [salvestro-martin@ryde.nsw.gov.au](mailto:salvestro-martin@ryde.nsw.gov.au)

First elected in 2008, in 2014/15 Clr Salvestro-Martin was a member of the Planning and Environment Committee and the Audit and Risk Committee.



### Clr Sarkis Yedelian OAM

PO Box 631  
Gladesville NSW 2111

**T** 0412 048 330

**E** [sarkis@yedelian.com](mailto: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 2014/15 he chaired the Community Harmony Reference Group, and was also deputy chair of the Planning and Environment Committee.



# 2014/15 COUNCILLORS

## EAST WARD



### Clr Craig Chung

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0412 605 597

**E** 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 2014/15 Clr Chung chaired the Planning and Environment Committee and the Macquarie Park Forum and was also a member on the Economic Development Advisory Committee, Ryde Hunters Hill Joint Library Service Advisory Committee and the Ryde Youth Council. Clr Chung also sits on the Joint Regional Planning Panel as one of Council's two representatives.



### Clr Roy Maggio – Deputy Mayor

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0418 299 347

**E** rmaggio@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008 and the father of four children, Clr Maggio was born and raised in the City of Ryde. A self-employed consultant to the electrical industry, he is passionate about sporting opportunities within the community, coaching junior sports teams and promoting wellbeing as part of the community culture. In addition, Clr Maggio actively contributes to numerous volunteer activities and has launched a range of community-based events.

During 2014/15 Councillor Maggio chaired the Works and Community Committee and was a member of the Ryde Civic Hub Committee, Macquarie Park Forum, Ryde Youth Council, the Sport and Recreation and Wheeled Sports Advisory Committees and the Status of Women Advisory Committee.



### Clr Jane Stott

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0414 552 495

**E** jstott@ryde.nsw.gov.au

Elected in February 2015, Clr Stott is an Assistant Principal focusing on special needs education. She is passionate about preserving our history and culture and providing great open spaces for the enjoyment of all. As a member of the City of Ryde Council, she is working to achieve a sense of community in East Ward. In 2015 Clr Stott was a member of the Works and Community Committee and the Ryde Civic Hub Committee, as well as the Heritage and Status of Women Advisory Committees.



### Clr George Simon

PO Box 1020  
Meadowbank NSW 2114

**T** 0468 478 086

**E** gsimon@ryde.nsw.gov.au

Clr Simon was first elected in 2012. In 2014/15 he sat on the Planning and Environment Committee and on the Ryde Hunters Hill Joint Library Service Advisory Committee.

# HOW WE GOVERN OUR CITY

## The role of Council

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

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

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

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

- Council
- General Manager, and
- Executive Team.

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

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

## Council decisions

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

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

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

## Council meetings

Regular Council and Committee meetings are held at the 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 44 and 45 for details of Councillor involvement in various committees.

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

The Mayor's role, as chair of Council 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 high standards 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 2014/15 there were four Code of Conduct complaints made against Councillors.

These were 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 the City of Ryde's Complaint Handling procedure.

None of the four 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 the 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; and
- Make submissions on other major projects or notified consents that are consulted or advertised throughout the year.

Council's Community Consultation Policy recognises that community information sharing, consultation and participation are vital for effective decision-making. 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.

More information on community engagement is available on our website and page 61.

## Councillors' fees/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 2014/15 can be found in Statutory Information on page 243.

The Mayor's Fee for 2014/15 was \$60,580 plus a Councillor Fee of \$22,800.

The Councillor's Fee for 2014/15 was \$22,800 for each Councillor.

## Delegating decision-making

As provided for in the *Local Government Act 1993*, the Council can delegate some of its decision-making authority to the General Manager, thereby allowing a more efficient operation in areas such as enforcement of Council's regulations and finalising or negotiating various matters within parameters set by Council.

## Councillor attendance at meetings and workshops

Twenty-one Council meetings were held from 1 July 2014 to 30 June 2015. The statutory meeting, including election of the Mayor, was held on 9 September 2014. The table below lists only meetings and workshops attended during the current term, which began on 9 September 2014. 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 9 September 2014 to 30 June 2015 is detailed below.

	Workshops attended		Council meetings attended <sup>1</sup>		Council Committee meetings attended <sup>2</sup>	
	Number	%	Number	%	Number	%
Clr Bill Pickering – Mayor	29/32	91%	15/16	94%	4/22 <sup>2</sup>	18%
Clr Roy Maggio	23/32	72%	15/16	94%	11/11	100%
Clr Craig Chung	29/32	91%	16/16	100%	11/11	100%
Clr Artin Etmekdjian	25/32	78%	13/16	81%	6/11	55%
Clr Jerome Laxale	15/32	47%	12/16	75%	9/11	82%
Clr Justin Li	17/32	53%	15/16	94%	9/11	82%
Clr Denise Pendleton	18/32	56%	16/16	100%	7/11	64%
Clr Terry Perram	27/32	84%	14/16	88%	8/33	73%
Clr Jane Stott <sup>1</sup>	16/16	100%	6/6	100%	5/5	100%
Clr Jeff Salvestro-Martin	1/32	3%	12/16	75%	0/11	0%
Clr George Simon	11/32	34%	14/16	88%	8/11	73%
Clr Sarkis Yedelian OAM	26/32	81%	14/16	88%	9/11	82%

<sup>1</sup> Clr Jane Stott was elected after the by-election held on 21 February 2015. She started attending Council Meetings / Committees / Workshops from 10 March 2015.

<sup>2</sup> The Mayor, Clr Bill Pickering ex-officio for 22 Committee Meetings

# 2014/15 COMMITTEE SET-UP

## Planning and Environment Committee

**Chairperson:** Clr Chung  
**Deputy Chairperson:** Clr Yedelian OAM  
**Members:** Clr Laxale, Clr Salvestro-Martin and Clr Simon  
**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 Maggio  
**Deputy Chairperson:** Clr Etmekdjian  
**Members:** Clr Li, Clr Perram, Clr Pendleton and Clr Stott  
**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.

## Ryde Civic Hub Committee

**Chairperson:** Clr Etmekdjian  
**Deputy Chairperson:** Clr Salvestro-Martin  
**Members:** Clr Maggio, Clr Pendleton, Clr Perram, Clr Pickering, Clr Stott

The Ryde Civic Hub Committee deals with matters relating to the Ryde Civic Hub and makes recommendations to Council for its determination.

## General Purposes Committee

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

## ADVISORY COMMITTEES

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

For 2014/15 there were 17 Council Advisory Committees and Reference Groups operating within the City of Ryde. Further information on these committees, including information such as minutes and terms of reference, can be found on our website.

## Access Committee

**Chairperson:** Clr Pendleton  
The Access Committee advises and makes recommendations to Council on matters relating to access issues, with particular emphasis on issues for people with disabilities as defined by the 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  
**Councillor Representatives:** Clr Etmekdjian, Clr Pendleton, Alternates Clr Chung and Clr Salvestro-Martin

The Audit and Risk Committee provides a forum for communication between all stakeholders i.e. the Council, General Manager, Senior Management and Internal and External Audit. 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 ride in the City of Ryde, including beginners, experienced cyclists and those that cycle for recreation or as a means of transport.

## Bushland and Environment Committee

**Chairperson:** Clr Pendleton  
**Councillor representative:** Clr Perram

The Bushland and Environment Committee advises and makes recommendations to Council on matters relating to enhancement, preservation, conservation and management of natural areas, wildlife and their habitat corridors, as well as local indigenous vegetation and environmental health and sustainability issues and initiatives within the City of Ryde. The Committee also acts as a Project Reference Group for the development, implementation and monitoring of a Biodiversity Plan for the Ryde Local Government Area.

## Centenary of ANZAC And World War 1 Committee

**Chairperson:** Clr 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, 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 Community Engagement Plan and to facilitate increased participation and engagement with the entire municipality of Ryde, across all outcomes outlined within the Operational Plan.

## Community Harmony Reference Group

**Chairperson:** Clr Yedelian OAM  
**Councillor representatives:** Clr Etmekdjian, Clr Li and 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 proposals submitted by Council or the community in relation to Council's relationship with the Central Darling Shire.

## Eastwood and West Ryde Events and Promotions Committee

**Chairperson:** Clr Etmekdjian  
**Councillor representatives:** Clr Li and Clr Perram

The Eastwood and West Ryde Events and Promotions Committee promotes and sponsors entertainment, new activities and initiatives in the Eastwood Town Centre, including the annual Granny Smith Festival and Lunar New Year celebrations.

## Economic Development Advisory Committee

**Chairperson:** Clr Etmekdjian  
**Councillor representative:** Clr Chung

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

## Heritage Advisory Committee

**Chairperson:** Clr Perram  
**Councillor representatives:** Clr Pendleton and Clr Stott

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 Chung  
**Councillor representatives:** Clr Etmekdjian, Clr Maggio and 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 representatives:** Clr Chung and Clr Simon

The Ryde Hunters Hill Joint Library Service Advisory Committee provides advice on areas of common interest, particularly for the Gladesville Library, but also including advice on 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:** Aidan Fisher – Community Youth member  
**Councillor representatives:** Clr Chung and Clr Maggio

The Ryde Youth Council advocates for the needs of young people and provides a mechanism for their participation and involvement in decision making on community issues.

## Sport and Recreation and Wheeled Sports Advisory Committee

**Chairperson:** Clr Maggio  
**Councillor representative:** Clr Perram

The Sport and Recreation Advisory Committee acts as a central point of communication and consultation between the Council and the sporting and recreational community in Ryde.

## Status of Women Advisory Committee

**Chairperson:** Clr Pendleton  
**Councillor representatives:** Clr Maggio and Clr Stott

The Status of Women Advisory Committee promotes the status of women and encourages a 'sense of place' for women in Ryde Local Government Area (LGA).

## Traffic Committee

This is a Technical Advisory Committee with no formal Councillor representatives

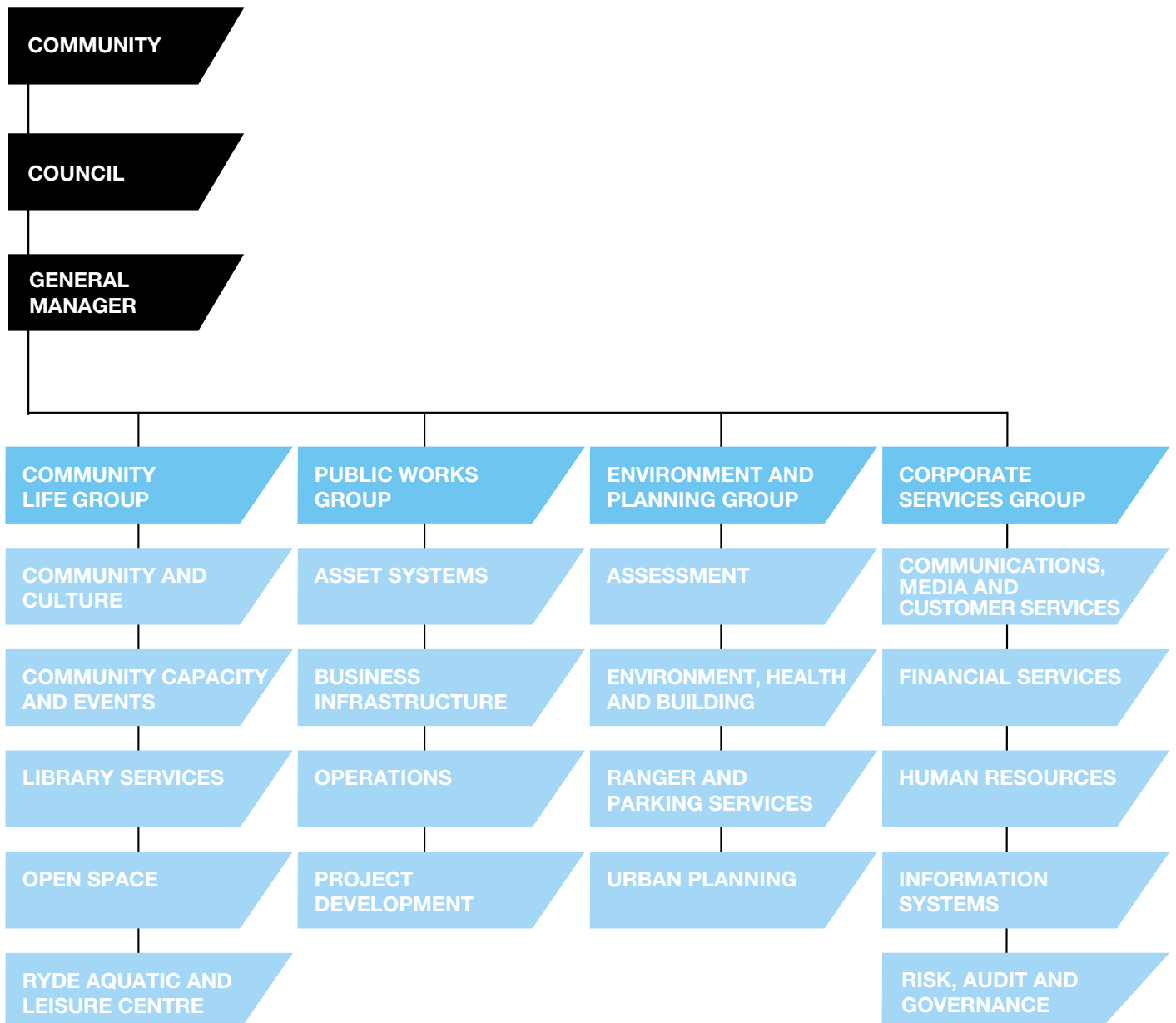
The Traffic Committee advises Council on all traffic-related matters. The committee representatives include the Roads and Maritime Services (RMS).

# ORGANISATIONAL LEADERSHIP

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

- Community Life
- Public Works
- Environment and Planning
- Corporate Services
- Office of the General Manager.

Our organisation has many skilled and professional people who are passionate about the City and its future and about delivering better value services. In 2014/15 there were 18 service units made up of 440.94 FTE (Full time equivalent) employees.



# EXECUTIVE TEAM

In 2014/15, the Executive Team consisted of the General Manager, four Group Managers and the Service Unit Manager for Communications and Media.

## General Manager



### **GAIL CONNOLLY**

**Qualifications:** Bachelor of Town Planning (Hons 1) (UNSW)  
Grad Cert Design and Technology (UTS)  
**Appointed:** 2015

Gail Connolly brings more than 20 years' Local and State Government executive experience to her role as General Manager of the City of Ryde. Her expertise in urban design, infrastructure and transport planning for fast growing local government areas and metropolitan growth centres, coupled with leadership, communication and service delivery skills, put her in a unique position to shape and guide the future of our vibrant city.

Her past positions include Director – Planning Environment and Transport at City of Gold Coast Council, Executive Manager – Transforming Sydney, City of Sydney, Director – Centre for Transport Planning and Product Development, NSW Department of Transport and Infrastructure, Executive Director – Metropolitan Planning, NSW Department of Planning, and Director – Planning and Environment, Campbelltown City Council. Ms Connolly has also held Director positions on various public and private sector Boards.

## 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 more than 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.

Dominic was appointed to the role of Acting General Manager in August 2014, a position he held until the appointment of Gail Connolly in early 2015.

# EXECUTIVE TEAM (CONTINUED)

## Group Manager Corporate Services



### ROY NEWSOME

**Qualifications:** Assoc. LG Admin GACID  
**Appointed:** 2001

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

He has a strong track record in developing, strengthening and continuously improving organisational governance frameworks and overall performance across key areas including Finance, Procurement, Risk and Audit, Information Systems, Human Resources, Customer Services, Communication and Media, Governance, Property and Legal Services.

During 2014/15, Roy continued to focus on strengthening the City of Ryde's medium- to long-term financial position through the Securing our Future initiative, which resulted in a comprehensive and positive community engagement program being undertaken to provide the basis for the City of Ryde to apply (and ultimately receive permission) for a Special Rating Variation. On

the strength of this initiative we were recently awarded the RH Dougherty Award for Excellence in Communication (Councils over 100,000) for our communication and engagement with the community during the SRV process.

Roy's other main focus area during 2014/15 was playing a key role in facilitating the City of Ryde's response to the State Government's 'Fit for the Future' initiative, which resulted in a joint submission from the City of Ryde, Hunter's Hill and Lane Cove Councils being made to IPART. It proposed a Joint Regional Authority (JRA) to address strategic sub regional planning issues and build strong partnerships with all levels of Government.

## 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 25 years delivering and maintaining public works assets and services for Local and State Government. He currently manages a portfolio that includes the delivery and maintenance of civil infrastructure assets, buildings, project delivery, traffic, asset-related intellectual property, and business infrastructure management, which includes waste, plant and fleet, properties, the Project Management Office and construction materials recycling.

This year, some of George's initiatives include the successful completion of civil and property asset condition data collection projects across roads, footpaths, drains and buildings. His team was also responsible for the planning and development of three multi-unit council properties and projects aimed at increasing income opportunities from commercial advertising while strengthening the



## Manager Communications and Media



### ANGELA JONES-BLAYNEY

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

Throughout Angela's extensive 25-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.

Angela is responsible for the

commercial and customer focus in an environment of continual improvement for the residents of Ryde.

In addition, George's team won the Australian Institute of Project Management award for Project of the Year for the Surf Ryder attraction and forecourt construction at the Ryde Aquatic Leisure Centre. They also:

- completed over 88 percent of planned capital projects allocated to Public Works,
- implemented a new waste and recycling collections service including the development of new waste branding,
- secured \$2 million in funding to install a series of traffic calming measures to improve the amenity and safety of Morrison Road,
- completed construction of the Ryde River Walk, and
- sought and received approval for the development of three major sites at Victoria Road, Blaxland Road and Reserve Street that will deliver sustainable income streams to the City of Ryde.

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, staff and other key stakeholders.

During 2014/15 her key achievements were undertaking the comprehensive, award-winning community engagement program underpinning the City of Ryde's Special Rating Variation application. She also helped facilitate the City of Ryde's response to the State Government's 'Fit for the Future' initiative, which resulted in the proposed creation of a Joint Regional Authority (JRA) with Hunters Hill and Lane Cove Councils as an alternative to proposed forced amalgamations.

# EXECUTIVE TEAM (CONTINUED)

## Acting Group Manager Community Life



### TATJANA DOMAZET

**Qualifications:** B. Economics (Commerce), B. Social Work, Grad.Cert in Recreation Facilities Management and Ex.Cert in Park Management, Member of PLA

Tatjana has more than 25 years experience in local government with senior management roles in community, culture, recreation and aquatics as well as the delivery of major projects. This experience, combined with qualifications in economics, social work and parks and aquatic facilities management, has given her the skills to meet our community's needs. While acting in the role of Group Manager Community Life from October 2014 to June 2015, the team's achievements included overseeing the following major projects for the Community Life Group:

- Development of an extremely successful International Womens' Day Forum and Womens' Art Prize and Exhibition,

- Organising Centenary of ANZAC events that were highly commended by Councillors and the community,
- Hosting Social Inclusion celebrations and developing associated videos, and
- Upgrading North Ryde Library.

During this time, Tatjana also took on the role of Mentor in the 2014/15 City of Ryde Mentoring Program and helped to deliver another successful year of this program.



# AWARDS AND RECOGNITION

We received the following awards and commendations during 2014/15.

Award	Association	Received for
National E-Waste Award	National General Assembly of Local Government	Encouraging the community to recycle mobile phones: our MobileMuster collections increased by 75 percent and recycled 86kg of mobile phone components.
Gold Award	Australasian Reporting Awards (ARA)	2013/14 Annual Report.
Finalist Work Health and Safety Reporting Award	Australasian Reporting Awards	2013/14 Annual Report.
Ryde Rotary Pride of Workmanship Award	Ryde Rotary Club	Paul Archer, Team Leader of Maintenance, has been with Council for sixteen years. He is responsible for the installation and maintenance of street furniture, guard rails, signage and the many other elements that make up the public domain.
Project of the Year	Australian Institute of Project Management	The Surf Ryder attraction and forecourt construction at the Ryde Aquatic Leisure Centre.
RH Dougherty Award for Excellence in Communication (Councils over 100,000)	Local Government NSW	Our communication and engagement with the community during the SRV process.

## COMMUNITY AWARDS

We awarded the following prizes to members of our community in 2014/15.

### Australia Day Awards

The City of Ryde Citizen and Young Citizen of the Year 2015 were presented during the City of Ryde Australia Day citizenship ceremony.

2015 Citizen of the Year:  
**Dr Peter Mitchell**

Young Citizen of the Year:  
**Aidan Fisher**

### Volunteers of the Year

Thirty-two nominees for the annual Volunteer Awards were recognised for their outstanding contribution to the community at a celebration attended by more than 250 community members.

2015 Volunteer of the Year:  
**Nora Etmekdjian**

2015 Young Volunteer of the Year:  
**Ben Lopez**

2015 Volunteer Group of the Year:  
**Artisans of Ryde**

2015 Special Commendation Award:  
**Mark Hanley**

Information about all of our community award winners can be found on our website [ryde.nsw.gov.au](http://ryde.nsw.gov.au)



**OUTCOMES  
2014/15**

# OUR PERFORMANCE AGAINST THE FOUR YEAR DELIVERY PLAN 2014 - 2018

## Our outcomes

We understand the value of interconnected social, environmental and economic factors in building quality of life for a community.

Civic leadership and a supporting corporate strategy ensure that we deliver our community the lifestyle and opportunities they seek 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 that took effect in July 2013.

## How did we perform in 2014/15?

Our services and programs are identified and planned in the annual Operational Plan contained within the Four Year Delivery Plan 2014–2018. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

## Overall project performance summary

During 2014/15 we undertook a total of 100 capital and non capital projects, which had a planned end date of 30 June 2015. The 100 projects are made up of our 2014/15 Operational Plan projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2013/14.

Of those projects 71 were completed and a further 28 are on track for completion in 2015/16 but have run over due to various factors such as weather or are multiple year projects. One project was not started. There are only two projects identified as requiring action in this report with both identified as multiple year projects. Lastly, three projects were cancelled and two deferred.

## Measuring our progress

The following pages addresses the key strategic activities we planned for completion in 2014/15 and includes targets and results. They also include what is planned for the coming year.

Our operational planning process begins with a review of our achievements against the Four Year Delivery Plan 2014–2018 and the actions contained within Service Unit business plans.

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

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

On track: project is underway or performance indicator within reasonable limits

Action required: project timeline or performance indicator not met

Complete: project is finished or performance indicator met or exceeded

Not started: project has not yet commenced

Cancelled: project has been cancelled

Deferred: project deferred to a later date

## Our corporate performance indicators

🔄 Within reasonable limits **2**

⚠️ Action required **3**

● Target met **7**

Measure	Performance Indicator	2013/14 Result	2014/15 Target	2014/15 Result	Status/Comment
<b>Customers and Partners</b>					
Customer satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers (internal and external)	84%	<b>84%</b>	78%	⚠️ A seven percent reduction from the previous year. Still a positive result overall.
Responsiveness to customer requests	% of customer requests actioned within agreed standards (10 working days)	92%	<b>90%</b>	93%	●
	% inward correspondence actioned within agreed standards (10 working days)	89%	<b>90%</b>	94%	●
Effective complaints handling	% of tier one and two complaints resolved within agreed standards	92%	<b>100%</b>	98%	🔄 Very good result and a six percent improvement on last year.
<b>Financial Management</b>					
Base budget management	Our base budget income is no less than -2% of the year to date approved budget	2.25%	<b>&gt;= -2%</b>	9.90%	●
	Our base budget expenditure is no greater than +2% of the year to date approved budget	-8.15%	<b>&lt;= 2%</b>	-9.62%	●
<b>Project Management</b>					
Projects are well managed	% project milestones completed on time	90%	<b>90%</b>	94%	●
Completion of projects scheduled to finish within the year	% of scheduled projects completed within the year <sup>1</sup>	67%	<b>90%</b>	71%	⚠️ 71 of 100 projects were completed in 2014/15
Projects are well managed	% scheduled projects completed on or under budget	77%	<b>85%</b>	73%	⚠️ Although this indicator is below our target, projects were not completed within budget for a number of reasons. No overall financial impact.
<b>People and Culture</b>					
Workplace Health and Safety	Number of LTI days per year (reduction from previous year)	518	<b>&lt;518</b>	465	●
Management of annual leave balances in excess of 40 days	Number of staff with annual leave balances of >40 days (reduction from previous year)	66	<b>&lt;66</b>	34	●
Risk management	% of internal audit recommendations implemented within agreed time frames	100%	<b>100%</b>	97%	🔄 A strong result that demonstrates Council's commitment to implement recommendations from internal audit.

<sup>1</sup> 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**



**Our outcome of a City of Progressive Leadership seeks to foster collaborative approaches to the governance of our City across all levels of government, and to deliver 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.

## GOAL TWO

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

### STRATEGIES

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

## GOAL THREE

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

### 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.

# OUR HIGHLIGHTS

58

In 2014/15 we engaged in a number of activities to help us become a City of Progressive Leadership. We:

## Appointed a new General Manager

Ms Gail Connolly was appointed to the position of General Manager of the City of Ryde commencing 12 January 2015 for a term of five years. Ms Connolly joined the City of Ryde from her position as Planning and Environment Director at the City of Gold Coast and previously held senior positions at the City of Sydney, Campbelltown City Council, NSW Department of Transport and Infrastructure and NSW Department of Planning.

## Applied for and gained approval for a Special Rating Variation

Following an extensive community consultation program (see page 61), over 57 percent of the residents surveyed supported a Special Rating Variation (SRV) increase of between 7 percent and 12 percent. We then applied to the Independent Pricing and Regulatory Tribunal (IPART) for a seven percent increase over four years, on the basis that is is an ongoing permanent increase, commencing 1 July 2015. We were formally notified by IPART on 19 May that the SRV had been approved.

The proposed SRV will have a cumulative gross increase of 31.1 percent over the four years ending 2018/19. It was complemented by a reduction in our operating costs and other expenditure totalling \$2.5 million, to minimise the impact on the City's ratepayers.

The SRV will raise additional funds to undertake infrastructure repairs and upgrades.

They include the following:

- Roads
  - resurfacing 130 street blocks
  - reconstructing 32 street blocks
  - reconstructing 1.5 kilometres of bus routes

- patching approximately 16,000 kilometres of failed road sections.

- Kerb and gutter

- Replacement when block roads are constructed plus an additional 4 kilometres of kerb and gutter.

- Footpaths

- Replacing 11,000m<sup>2</sup> over 500 locations across the city.

- Other road infrastructure

- Maintenance and repair of minor damage and wear as well as the replacement of some roadside furniture, including rusting guard rails and fencing in 20 locations across the city.

- Stormwater

- Replacing 25 sections of stormwater drain where condition and overflows are a problem as well as replacing an extra 500 metres of older trunk drains and damaged sections.

- Playing fields

- Renewal of turf at most of the city's sports grounds to cope with wear and tear as well as major refurbishment (including irrigation) at two fields.

- Playground equipment

- Replacing an extra ten of the 106 playgrounds in the city.

- Community buildings and halls

- Renewing the external building components (roofs and windows) and maintaining up to three larger buildings.

## Responded to the State Government's Fit for the Future proposal

In response to the Independent Local Government Review Panel's Report, the Minister for Local Government announced Fit for the Future, a major local government reform program that proposes to merge 41 Sydney metropolitan councils into 18 mega-councils.

The proposal would see the City of Ryde abolished and the community split and dissolved between two new, mega-councils. One-third of Ryde (approx. 35,000 residents and ratepayers) would merge with Parramatta, Auburn, Holroyd Councils, with the remaining two-thirds of Ryde's area to the east, to merge with Hunter's Hill, Lane Cove, Mosman, Willoughby, and North Sydney Councils.

In February 2015, the Council voted unanimously to reject the disintegration of the City of Ryde, and endorsed the exploration of an alternative model involving the formation of a joint 'regional' organisation with neighbouring councils Hunter's Hill and Lane Cove.

This Joint Regional Authority (JRA) would see the City of Ryde not only retain its identity, voice and history, but partner with neighbouring councils to our north and east in a way that meets the State Government's criteria of scale and strategic capability and demonstrates that both the City of Ryde and the region under this model are sustainable and Fit for the Future.

The JRA proposes to centralise key functions across the three council areas, including strategic subregional planning, procurement, infrastructure delivery and other services where economies of scale exist. Under this option each Council and its community retains their unique local identity and, most importantly, the City of Ryde would not be split.

The JRA proposal was submitted to IPART on 30 June 2015.

## Resolved to hold an International Design Competition

In June 2015 the Council resolved to hold an International Design competition seeking iconic ideas for the redevelopment of the Civic Hub site.

Entries in the competition, which will be launched during 2015/16 and will meet the NSW Government's Design Excellence Guidelines, will be judged by a panel of eminent architects and planners as well as the community. A shortlist of proposed ideas to be finalised before September 2016.

## Consulted our community about the future of Ryde Bowling Club

After extensive community consultation, the Council endorsed proceeding to an expression of interest (EOI) process with respect to the Ryde Bowling Club site for the long-term use and benefit of the community.

The site has been used since the early 1900s. The bowling club is located mainly on Crown land within the site, which is managed by the City of Ryde.

EOIs will be expected to develop the site with facilities for community, environmental, indoor and outdoor recreation as well as arts and cultural pursuits, restaurants and cafes. The EOI process will be completed by the City of Ryde in 2015/16.

## Won a fifth consecutive gold award for our Annual Report

The City of Ryde's 2013/14 Annual Report was awarded gold at the prestigious 65th Australasian Reporting Awards, the fifth consecutive year the City of Ryde has won gold. The award confirms that our reporting is of the highest standard.

To achieve a gold award an Annual Report must:

- Achieve overall excellence in annual reporting;
- Provide high quality coverage of most aspects of the Australasian Reporting Awards criteria;
- Provide full disclosure of key aspects of its core business;
- Address current legislative and regulatory requirements; and
- Be a model for other peer reports.

## Held a by-election

Following the resignation of Councillor Ivan Petch from the City of Ryde on 1 December 2014, the City of Ryde held a by-election to fill the vacancy left by Councillor Petch for Council's East Ward on Saturday 21 February 2015.

The election was administered by the NSW Electoral Commission and resulted in the election of Jane Stott to Council. Ms Stott is an Assistant Principal focusing on special needs education.

# OUR HIGHLIGHTS (CONTINUED)

## Listened to our customers

This year we rolled out a new Customer Service Charter across the organisation to ensure that our responsiveness to customers continues to improve. The charter outlines our commitment to provide timely information to our customers and provides customers with wait times for personal, online and telephone responses to enquiries that can't be answered on the spot. It also outlines our plans for further improvement to our information services, and explains the feedback and complaints management processes.

In addition the Charter outlines our expectations of our customers: that they will treat staff and other customers with respect, that they will provide information required and listen to the information they are given, and that they will understand that not all information is immediately available or is the answer they seek. In addition the charter, which is available on our website, explains our 'Thanks is enough' policy and our expectation that our customers will respect the diversity of our community.

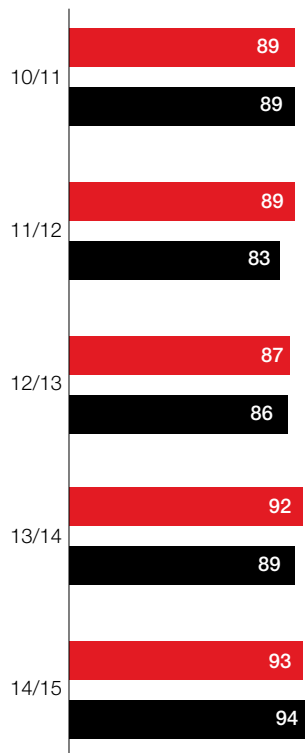
Our online customer enquiry submission service was also expanded this year, resulting in an increase of 14 percent in customer enquires.

Overall, we have also continued our high response rate to customer requests, with action taken on 93 percent of requests within agreed timeframes, highlighting our continued commitment to excellent customer service.

Despite growing volumes of inward correspondence, our responsiveness has been maintained, with action taken on 94 percent of correspondence within agreed timeframes.

### Response to customer requests within agreed timeframes

- Customer Requests
- Inward correspondence



However, our overall customer satisfaction score has dropped by seven percent this year, although we are still pleased to score a 78 percent satisfaction rating for all services provided by the City of Ryde.

The Customer Service Centre achieved 81 percent of calls being resolved at first point of contact. The call centre also received a 90 percent satisfaction rating, while 91 percent of customers were satisfied with the service provided at the Ryde Planning and Business Centre.

## Responded to complaints proactively

We set ourselves the target of resolving 100 percent of all Tier 1 and 2 complaints within agreed timeframes, and are pleased to report that we resolved 98 percent within the agreed timeframes. This is a very good result and a six percent improvement on the previous year.

It is positive to note that the number of compliments (178) still far outweigh the number of complaints (64) we received.

## Engaged with the community

Engaging with our community remained a focus through the year with improved online engagement, a more functional website that better serves the needs of users, and the rollout of our Corporate Information Communications Plan to help our organisation better inform the community of the Council's financial management and long-term planning decisions.

We conducted a number of surveys throughout the year. The two most significant related to our proposal for a Special Rate Variation, to fund the cost of maintaining our infrastructure, and to gauge our community's sentiment over the State Government's proposed forced amalgamation with other councils. They are described below.

### SPECIAL RATE VARIATION (SRV)

To ensure that our community was fully informed about our plans for an SRV undertook a comprehensive engagement and awareness campaign over an 18-month period with a concentrated focus from July to September 2014. The campaign used a variety of communication methods. These involved both written and verbal translation services and numerous avenues for ratepayers and community members to ask questions, through online discussion boards, community council meetings and more than 15 information drop in sessions throughout the LGA during this intensive three-month consultation period.

To ensure that the City of Ryde was achieving above the benchmark for community awareness and thoroughness of the engagement program, we undertook a self-assessment against nine other neighbouring Councils that had put in submissions to IPART in the last three years. This demonstrated that the City of Ryde adopted a more comprehensive engagement program than any other Council, which resulted in not only a high level of engagement but also the highest community awareness (61 percent) of all surveyed councils.

This comprehensive engagement program resulted in a significant response to the request for votes, with 3,538 community members providing a response, either via the reply paid postcard (2,408 responses), online, or in person at one of the information sessions (475 responses). A further 655 responses were received via a random telephone survey of ratepayers.

The following three options were presented to the community, with ratepayers encouraged to cast a vote for their preferred option:

**Option A** – Decline in services, involving an approximate 3 percent rate peg increase, with no additional rate increase for the next four years, meaning no additional investment in local infrastructure or facilities and ultimately a reduction in service levels and possible cuts in services: 42.3 percent of ratepayers voted for Option A.

**Option B** – Maintain services, involving an average annual 7 percent rate increase for the next four years, commencing in 2015/16 (including the rate peg increase of around 3 percent) to maintain services at their current level, and provide additional money for renewing the City's infrastructure: 43.1 percent of ratepayers voted for Option B.

**Option C** – Upgrade, involving an average annual 12 percent rate increase for the next four years, commencing in 2015/16 (and including the rate peg increase of around 3 percent) to maintain services at their current level and provide further money for renewing the City's infrastructure: 14.6 percent of ratepayers voted for Option C.

In total, 57.7 percent of ratepayers supported an increase of 7 percent or more, which we used to support our successful application to IPART for a Special Rate Variation. Refer to page 58 for more information.

# OUR HIGHLIGHTS (CONTINUED)

## FIT FOR THE FUTURE

Following a recommendation from the Independent Local Government Review Panel calling for Councils to address the scale and capacity targets set out in the Fit for the Future program, the State Government proposed mergers of Councils across NSW.

Under the State Government proposal, Ryde would be split and dissolved between two mega-councils, potentially resulting in an increase in rates, diminished representation and a reduction in services.

To gauge our community's sentiment about the proposed forced amalgamation, and following a series of community workshops and information sessions, we conducted an online survey that showed that 82 per cent of more than 600 respondents rejected amalgamation of the City of Ryde with other councils.

Following further consultation, the City of Ryde, Hunter's Hill and Lane Cove Councils worked together to develop an alternative proposal to form a Joint Regional Authority of neighbouring councils. See page 59 for more information about the proposal.

## OTHER COMMUNITY CONSULTATION

Other community consultation initiatives over the past 12 months include requests for community feedback on:

- 741 - 747 Victoria Road, Ryde on proposed development of Council-owned sites,
- 2 College Street / 10 Monash Road, Gladesville Planning Proposal and Draft Development Control Plan for a major development of the Gladesville Town Centre,
- Development Applications and Voluntary Planning Agreements,
- Draft Development Control Plan 2014 - Part 4.5 Macquarie Park Corridor,
- Revised Development Controls - Part 9.3 Parking,
- Revised Delivery Plan and Resourcing Strategy,
- Gladesville Draft Traffic and Parking Impact Study: 461-495 Victoria Road, and
- The proposed new park at Macquarie Park.

Surveys were also undertaken on:

- Anderson Park fitness equipment,
- Argyle Centre and Ryde Bowling Club sites,
- Devlin Street pedestrian bridges,
- Graffiti vandalism,
- Macquarie Park open space,
- Shepherds Bay Meadowbank Urban Renewal Project, and
- Social inclusion.



**3,538**  
community  
members told us  
how they felt about  
a proposed rate  
increase

63

**600** community  
members shared  
their views on forced  
amalgamations

**94** percent of  
correspondence  
was responded  
to within agreed  
timeframes

# OUR HIGHLIGHTS (CONTINUED)

## Developed our people

As discussed on page 46, 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 2014/15 there were 18 service units that deliver services and projects made up of 440.94 FTE (Full time equivalent) employees.

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 our City and broader Australian workforce.

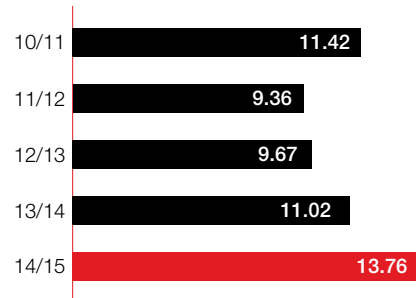
To meet these challenges we are working to:

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

In 2015, City of Ryde held the biennial Have Your Say Day. This event gathers organisational climate information by collectively surveying employees. The information gained from the survey is then used to measure our organisation’s progress and identify areas that we need to develop to continue to foster a supportive work environment that is committed to our values of Safety, Teamwork, Ethics and Professionalism.

Staff turnover at the end of June 2015 was 13.76 percent, an increase in turnover from the 2013/14 financial year.

Staff turnover (%)



## Learning and development

Some highlights of our staff development programs for 2014/15 include:

- Running Certificates III and IV in Operational Works, Civil Construction for 18 Operations Staff over two years;
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study;
- Running a mentoring program specifically for operational employees, and
- Coordinating a program for eight project managers to obtain their project management certification.

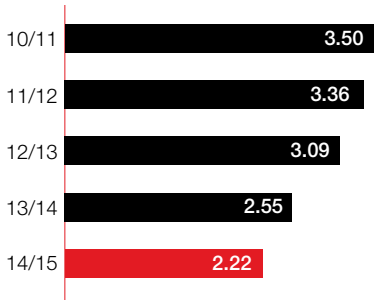
In 2014/15 a total of 9,247 labour hours was spent on training courses and attending conferences and seminars, not including tertiary sponsored studies.

Training was undertaken across a wide range of areas, from operational indoor and outdoor staff training, to management and leadership programs, communication programs, contract management training, corporate systems training, mandatory WHS and regulatory/governance training, as well as attendance at conferences and seminars.

In addition, personal and professional development programs were conducted, including mentoring and coaching for employees. The following charts break down our investment in staff learning and development.

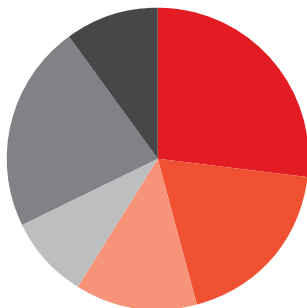


Percentage of total staff salary and wages spent on training and development (%)



Course category

- 27% Management/leadership
- 19% Work health and safety
- 13% Operational – indoor
- 9% Operational – outdoor
- 22% Seminars/conferences
- 10% IT



## Engaged with 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.

## Implemented our SCOUT e-Recruitment system

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.

Scout was chosen for 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.

The implementation of Scout, together with changes to recruitment policy and procedures, have seen significant improvements in the cost and time taken to fill vacant positions. Since the implementation of Scout, advertising costs decreased by 70 percent and the time taken to complete the recruitment and selection process has improved by 30 percent.

Job advertising costs fell by **70** percent

**37** percent of management positions are held by women

We hosted **21** university students on work experience

# OUR HIGHLIGHTS (CONTINUED)

## Provided work experience placements

2014/15 saw the City of Ryde providing practical work experience across the organisation for 21 university students from a number of institutions. This program continues to assist students to expand their knowledge and gives them the opportunity to better understand and pursue a career in their chosen field of study.

## Mourned the loss of staff members

City of Ryde staff were devastated and saddened by the tragic loss of Darren Ward in 2014. Darren was a valued long time member of the Ryde community and was often recognised for his exceptional customer service and work ethic.

In honour and memory of Darren Ward, an annual customer service award was introduced in 2014 to recognise staff who have consistently demonstrated outstanding customer service.

Staff were also deeply affected by the loss of one of our long serving team members, Victor Oreshkin, who was on Malaysian Airlines Flight MH17.

Victor had worked at the City of Ryde since 2007 as a part of Council's ground staff in the Eastwood area, with most of his work in Ryde's Eastwood Park.

Victor was known as a quiet achiever, a true gentleman and a valuable team member amongst his fellow teammates. Victor was remembered both by Council staff as well as the Eastwood Croquet Club who have placed a memorial plaque within their grounds to remember Victor and his exceptional efforts maintaining their grounds.

Both Victor and Darren are very much missed but will not be forgotten by our organisation or community.

## Embraced Equal Employment Opportunity

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.

We recently revised and updated our EEO Management Plan with a focus on creating a diverse and skilled workforce that will have the capabilities to deliver quality services to our community, thereby helping to make the City of Ryde a better place to live, work and do business.

Across the organisation, the proportion of women in management positions has remained steady at 37 percent, which is significantly higher than our initial measurement in July 2010 of 26 percent. While this measure has remained relatively unchanged over the past two years it continues to be an area of focus for Council and is addressed within the EEO Management Plan. Refer to page 247 for more information about our EEO activities for the year.

## Managed risk proactively

As part of our ongoing efforts to ensure we are in a strong position to deal with any challenges that arise we continued to proactively manage risk throughout our business. We remain committed to integrating the systematic and proactive management of risks and opportunities to the way we do business at all levels. We have clearly communicated how managing these risks benefits not only economic outcomes, but also 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:

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

A key element of the risk management framework is our 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. The ongoing reviews of our risk protocols are closely managed by the newly formed Risk Review Group (RRG)

Our activities in 2014/15 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.

Training has continued for the Corporate Risk Register, which will be applied to daily activities carried out throughout the organisation. Another key ongoing activity is our Business Continuity Plan (BCP). In 2014/15 we conducted training and scenario testing, which involved the Executive Team, Service Unit Managers and Section Managers. Following their input, improvements to the BCP were made, and members of the organisation advised accordingly.

We continued our ongoing review of our Work Health and Safety framework, commenced electronic incident reporting and reviewed existing safe work method statements and safe operating procedures.

Our ERM framework continues to deliver benefits to the organisation, including providing:

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

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

- Improving our reputation and providing a competitive edge;
- Encouraging individuals to be proactive and plan their decisions to ensure successful outcomes for the enterprise;

- Encouraging individuals to take responsibility for their decisions;
- Improving employee satisfaction and wellbeing;
- Providing evidence of our commitment to and practical risk management across the organisation; and
- Enhancing compliance and sustainability in a complex legislative environment.

## AUDIT AND RISK COMMITTEE

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

In 2014/15 the Audit and Risk Committee continued to provide oversight in the execution of our risk-based Audit Plan, which focuses on compliance, operational, process and internal 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:

- High level strategic and operational risks identified through our Enterprise Risk Management framework;
- Contemporary issues identified through external agencies, industry trends or internally; and
- Operational oversight and analytical review.

The Audit and Risk Committee's focus for the upcoming year includes reviews of key audit task outcomes, revenue generation activities, procurement compliance and an ongoing overview of key internal controls, compliance 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.

Our risk universe was identified with input from key stakeholders including the Audit and Risk Committee, the Executive Team, the leadership group and other key staff along with input from our Enterprise Risk Management Framework. 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.

During the 2014/15 year Internal Audit continued to develop its use of both data mining and automated working papers. Internal Audit is aiming for a paperless environment and progress is continuing towards achieving this goal.

We focused on the conduct of audit reviews in the following key areas:

- Contract administration,
- Milestone Tracker (project management),
- Operation Jarek,
- Procurement undertaken by the purchasing Stores Unit,
- Parks and fields allocations,
- Development applications (Stage 2),
- Statutory rates, and
- Assets verification – minor /major plant and IT.



**484** staff participated in WHS training or related seminars

Over **100** Skin cancer checks for staff

**1** annual WHS self assessment completed

Recurring (standing) audit reviews were also conducted covering the following areas;

- Tender process review,
- Procurement checks (monthly),
- Payroll checks (monthly),
- RMS Drives 24,
- Petty cash and cash holdings count, and
- Attendance – stores physical stocktake.

Our 2015/16 Internal Audit Plan will focus on conducting audit reviews in the following proposed key areas:

- Work, Health and Safety,
- EDRMS (Records Management) applications,
- Major events,
- Assets Unit – restorations, and
- Grants.

## 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, and
- Obtain written confirmation of certain items.

## Managed risk and insurance

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

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

Throughout the year 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 2015/16.

## Improved procurement practices

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, and
- Delivers value for money to the organisation.

During 2014/15 we instigated 52 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 have continued to develop our systems, processes and overarching procurement framework. Initiatives undertaken in the 2014/15 year included:

- The development and implementation of an integrated contracts management module,
- Enhanced procedures to reduce procurement and probity risk in relation to high risk procurements through the use of external agencies,
- Further refinement of the procurement framework,
- Development of preferred provider arrangements,
- Greater utilisation of regional procurement initiatives provided through regional organisations, and
- Cross regional collaboration.

We are also continuing to improve the efficiency and effectiveness of our procurement framework through the development and ongoing implementation of a number of procurement initiatives including a move towards more risk based procurement.

# OUR HIGHLIGHTS (CONTINUED)

70

## 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 ongoing 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.

## Reduced injury management costs

The cost of the workers compensation premium for the year 2015/16 is less than that of 2014/15. This is mainly due to fewer claims and a change to the premium calculation.

Our leadership team remains focused on the culture of the organisation, including outcomes favouring the health and safety of all people working for the City of Ryde.

## Consulted employees

Our main consultative mechanism on health and safety remains the Health and Safety Committee (HSC). During 2014/15 there were 10 employee representatives on the HSC.

## Undertook our annual self assessment

The annual 2014/15 WHS self-assessment was completed in July 2015. It is anticipated that a \$60,000 rebate from our workers compensation insurer will be paid for completing this assessment and the report.

## Gave staff WHS Training

This year 484 staff participated in various aspects of WHS training or related seminars and conferences totalling 2,443 hours for the year.

## Better managed contractors

The management of our contractors remains a focus for the City of Ryde. An updated program was introduced in September 2014 with staff training. A second session was held in March 2015.

Contractors are categorised in three main types, including Type 1 principal contractors who manage a site on behalf of the City of Ryde; Type 2 specialist contractors, who may work on our premises or sites, but have specialist skills such as electricians, plumbers, plant operators; and Type 3 agency hire staff who work directly under the control of City of Ryde management. Different aspects of the program relate to the management of the three different types of contractors.

## Promoted WHS

Newsletters specifically produced for indoor staff and one for our outdoor staff were developed early in the 2015 calendar year. A common thread in both newsletters is the importance of Work, Health and Safety and a message from our General Manager on the WHS topic of the month.

The outdoor newsletter includes a WHS employee of the month, along with an interview, and a team who are photographed explaining their own reason for staying safe.

The success of the online indoor WHS newsletter can be gauged by the interaction of the monthly WHS quiz: In May, there were 67 entries in response to the quiz, indicating the actual engagement of staff rather than just the number of staff who open the newsletter.

## Reported incidents electronically

Following collaboration with other councils who use electronic incident reporting we are replacing our paper-based incident reporting system with an electronic system.

The initial rollout included a section of the Operations Unit, covering our outdoor staff and the Libraries, with key staff receiving training on the reporting and investigation of incidents using the electronic system. Other areas will be progressively brought online during the remaining part of 2015.

Our Internal Communications Coordinator developed an informative and interesting video for all staff on how to report incidents on the electronic system, while a PDF version with the same content was also made available.

## Attended senior management WHS briefing

In March, StateCover Mutual, Local Government NSW, WorkCover and Council Safe provided a one-day forum for senior management on relevant WHS topics.

## Attended external WHS meetings

The City of Ryde has a representative who attends two external WHS meetings – Council Safe and the Sydney Metropolitan WHS Group (Metro Group) – every quarter.

Council Safe is made up of regional councils, Local Government NSW and representatives from State Government bodies such as Roads and Maritime Services, Public Works and WorkCover NSW, as well as a representative from the United Services Union. Our representative reports to the Metro Group on relevant issues from the Council Safe meeting and may also submit enquiries and requests on the Metro Group's behalf.

## Reviewed the WHS framework

As part of our focus on continual improvement, 10 procedures as well as the WHS Management System were reviewed by an expert consultancy group to ensure our framework is up to date. This began in May 2015 and is expected to conclude in early 2015/16.

Risk assessments across council will also be reviewed by the same consultant, beginning in July 2015. Both areas of review are designed to have input from relevant management and staff, including the Health and Safety Committee, to fulfil our obligations in being consistent with our WHS Policy on consultation.

## Hosted the Employee Assistance Program

When employees experience work-related, personal or health problems, we recognise that this may affect the employee's quality of life, and general sense of wellbeing as well as possible adverse impacts on work performance. Our Employee Assistance Program (EAP) is available for employees and their immediate family. There have been around 18 contacts with our EAP provider over the year.

## Held skin cancer checks

Skin cancer checks were held in October 2014, where both indoor and outdoor staff volunteered to attend the clinic over a two-day period. This once again proved popular with staff, with 100 consultations over the two days.

## Interacted with WorkCover

During 2014/15, there were three main interactions between the City of Ryde and WorkCover NSW.

In February, WorkCover visited our Operations Centre to provide information on the prevention of exposure to diesel exhaust emissions to our mechanics and to walk through the workshop and stores areas. The inspector provided positive feedback on the systems that we have in place. Advice was provided in relation to storage racks and a waste oil pit that may require confined space signage. Our Risk and Insurance functions later provided a report to the inspector on subsequent improvements.

In June 2015 at the Civic Centre office a ceiling tile fell around 2.8 metres from its position to the ground. No-one was injured. WorkCover was advised at the time, due to it being classified as a dangerous incident. Action was immediately undertaken to isolate the

area from staff and an expert ceiling-tile consultant called in to inspect the section where the incident occurred.

Finally, we participated in a pilot program entitled 'PERforM'. This program identifies hazardous manual tasks and assesses and implements safety measures to reduce the occurrence of severe musculoskeletal injuries. This is an internally recognised program, and required significant preparation work between WorkCover NSW representatives and the City of Ryde. The pilot program will be partially rolled out to the organisation in August 2015.

The City of Ryde is one of only a few councils in NSW to directly participate in the pilot program.

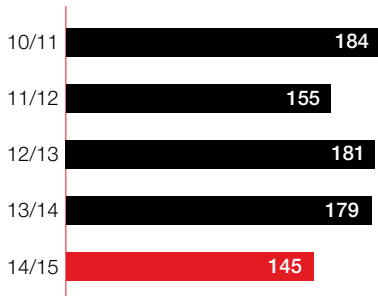
# OUR HIGHLIGHTS (CONTINUED)

## Reported workplace incidents

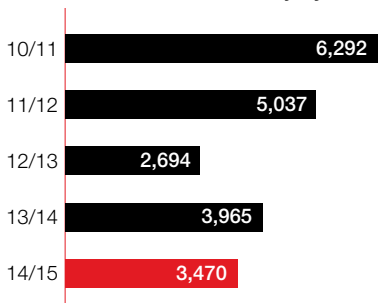
As shown in the chart below, the total number of incident reports in 2014/15 was 145, compared with 179 in 2013/14. There was a decrease in hazard/near miss reporting with 24 reported compared with 33 the previous year. The City of Ryde continues to view hazard and near miss reporting as being a positive means of reducing the potential for injuries. The decrease in reporting shows that a revival of the hazard and near miss reporting campaign held in 2013/4 could prove worthwhile in 2015/16.

In addition, there was a decrease in reported first-aid injuries with 19 reports compared with 26 for the previous year.

### Incident and injury reports 2010-2015



### Lost time in hours due to injury<sup>1</sup>



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

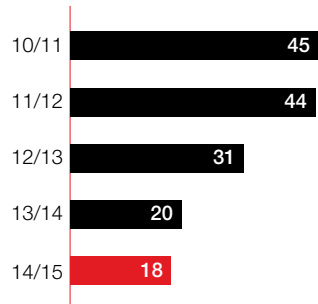
The above chart indicates the lost time hours has decreased from 2013/14 by 495. This is the second lowest amount in the past five years

## Reduced workers compensation claims

The chart below shows that in 2014/15 there were 18 workers compensation claims, a drop of two claims from 2013/14.

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

### Workers compensation claims 2010-15

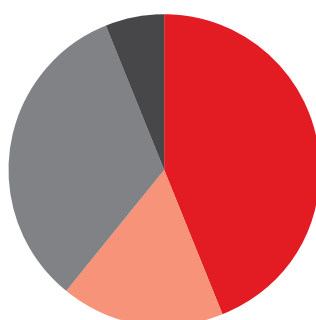


The charts below show the mechanism of injuries and nature of injuries recorded by the City of Ryde in 2014/15.

### Mechanism of injury

Body stressing (manual handling and repetitive movement) accounts for the largest number of claims. This is an increase from 2013/14 of 15 percent. The second largest number of claims is from 'being hit by moving objects' and represents an increase of 9 percent from 2013/14. The number of falls, trips and slips has decreased by 11 percent from 2013/14.

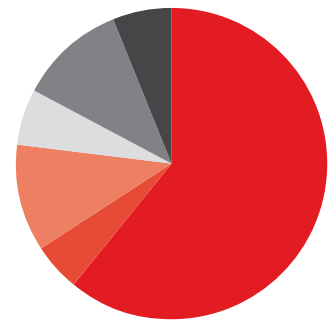
- 43% Body stressing
- 27% Falls, trips and slips of a person
- 23% Being hit by moving objects
- 7% Mental stress



### Nature of injury

There has been a 13 percent increase in soft tissue injury injuries from 2013/14.

- 61% Soft tissue injuries
- 5% Contusion, bruising and superficial crushing
- 11% Hernia
- 6% Osteoarthritis/osteoarthritis
- 11% Laceration or open wound not involving traumatic amputation
- 6% Anxiety/depression combined













MACQUARIE  
UNIVERSITY
















# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2014/15

The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

 On track	<b>7</b>	 Complete	<b>4</b>	 Cancelled	<b>2</b>
 Action required	–	 Not started	–	 Deferred	–









Program/projects	Status	Comment
<b>Property Portfolio program</b>		
Civic Centre Refurbishment		Schedule of works established.
Commercial Buildings Renewal		Construction underway at 6 Reserve Street. Some delays due to wet weather.
Corporate Buildings Renewals		
Operational Buildings Renewal		Minor works completed.
Outdoor advertising development		Council report due in August 2015.
<b>Customer and Community Relations Program</b>		
eBusiness - Smart Forms		
Let's Talk Community Engagement		Engagement focused mainly on the SRV followed by work undertaken in preparation for the response to the Fit for the Future program.
<b>Risk Management Program</b>		
Corruption Prevention System		Project cancelled in March 2015.
Electronic incident reporting – WH&S		Rollout to Operations and Libraries almost complete, with organisation-wide training scheduled for July 2015.
<b>Internal Corporate Services Program</b>		
Information Technology Renewals		
Plant & Fleet Purchases		
Policy Framework for WH&S		
TechOne Enhancements		

## Measuring our performance

 Within reasonable limits **2**

 Action required **1**

 Target met **5**

Measure	2013/14 Result	2014/15 Target	2014/15 Result	Status
<b>Governance and Civic Program</b>				
Number of known breaches of statutory/ council policy requirements	2	<=0	0	
% of Councillor requests responded to within agreed service standard	83%	>=90%	85%	
% of Councillor satisfaction with the quality of responses provided by the helpdesk	83%	>=80%	75%	 This is an organisation wide KPI and reflects a minor drop in the level of Councillor satisfaction with the quality of responses provided.
<b>Customer and Community Relations Program</b>				
% customer satisfaction with the service provided at the Customer Service Centre	89%	>=80%	90%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	83%	>=80%	91%	
% of calls to the Customer Call Centre resolved at the first point of contact	83%	>=85%	81%	 Result down slightly due to new staff being trained.
<b>Internal Corporate Services Program</b>				
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) – BBSW)	1.48%	>=0.85%	1.09%	 This is an excellent result, considering that the cash rate has been dropping and financial institutions are trying to increase their margin on investments.
% of annual capital works program completed	90%	85%	88%	



# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with the following community groups, partners and businesses for the benefit of our community:

- We worked closely with our community during the SRV consultation process, with 3,538 community members providing a response, either via the reply paid postcard, online, or in person at one of the information sessions. A further 655 responses were received via a random telephone survey of ratepayers.
- We also collaborated closely with our partners to develop a proposal for a Joint Regional Authority as an alternative to the State Government's proposed forced Council amalgamations.
- Our community was also consulted extensively on a wide range of issues from Voluntary Planning Agreements, to development applications, town centre developments and traffic and parking issues, among others.
- Our staff collaborated with other councils including Hunters Hill and Lane Cove to develop the Joint Regional Planning Authority proposal, while other staff were members of regional WHS Groups or worked with WorkCover NSW to trial pilot workplace safety programs.

# LOOKING AHEAD

In 2015/16 the following projects are scheduled:

- Developing a works and asset systems manual
- Assessing and responding to the Minister for Local Government's announcement on actions to be taken following our submission on 'Fit for the Future'
- Assessing the results of the International Design Competition for the Ryde Civic Hub,
- Developing council properties that provide both an additional revenue stream and also provide key worker housing for our community
- Holding community forums
- Continuing our information technology upgrade and renewal program to include an enhancement to e-services provided to our community.



OUTCOME:  
**A CITY OF  
LIVEABLE  
NEIGHBOURHOODS**

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

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

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.

# OUR HIGHLIGHTS

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In 2014/15 we undertook a number of projects and activities to enhance our strategic framework, improve our streetscapes and neighbourhoods, and to regulate them efficiently and effectively. We:

## Adopted a new Local Environment Plan

After seven years of preparation, community consultations and review, the City of Ryde's new Local Environment Plan (LEP) 2014 came into force on Friday 12 September 2014. The new Ryde Development Control Plan (DCP 2014) also came into effect on that day. This represents a significant achievement for the City of Ryde and establishes the strategic land-use planning framework for the city.

The LEP 2014 and DCP 2014 bring together controls for land in the City of Ryde based on a city-wide study that researched future housing, environmental, transport and employment needs. The plan and controls encourage sustainable and responsible development in key growth areas including town centres in Ryde, Meadowbank, Eastwood, Gladesville, Macquarie Park and West Ryde, while protecting the character of neighbourhood suburbs.

Our Ryde LEP 2014 is the principal environmental planning instrument applying to land in the Ryde local government area, to control development, regulate land use and help determine planning decisions. It contains zoning provisions that establish whether a development is permissible in an area and other development controls including height, floor space ratio, heritage conservation and environmental constraints.

The DCP contains a set of detailed planning and design guidelines that complement the controls of the LEP and relate to residential areas, urban centres, character areas as well as environmental and engineering matters.

Key changes incorporated into LEP 2014 include:

- Strata subdivision of dual occupancy developments,
- Amended development controls for the erection of dual occupancy (attached) and multi-dwelling house developments including a minimum lot width of 20 metres,
- New clauses relating to flooding, environmental sustainability and stormwater quality control,
- Rezoning of some land adjoining three town centres (Ryde, Eastwood and West Ryde) to better incorporate the sites into the town centres, and
- Changes to floor space and height controls for Meadowbank and West Ryde town centres.

## Hosted an Affordable Housing Summit

In 2014/15 Anglicare's Rental Affordability Snapshot highlighted that the Ryde statistical area was among the least affordable in Greater Sydney. This represents a significant challenge to the sustainability and liveability of our neighbourhoods.

In November 2014 we hosted an Affordable Housing Summit to bring together members of the community, government agencies, not-for-profit organisations and local council experts to discuss housing affordability in the City of Ryde.

Talks on various aspects of housing affordability and the role local government can play in easing the affordability crisis were given, followed by a Q and A session with a panel of experts.

Based on these discussions the City of Ryde has developed an Affordable Housing Policy that will be presented to Council for further discussion in October 2015.





City of Ryde  
Lifestyle and opportunity  
is your doorstep

## Affordable Housing Summit

Tuesday 18th November, 2014

Hosted an  
Affordable  
Housing  
Summit

**1** new  
LEP

**1,410**  
dwellings  
approved



**9,227m<sup>2</sup>**  
of commercial  
floor space  
approved

**8** new voluntary  
planning  
agreements giving  
benefit to the Ryde  
community

## Approved new dwellings and commercial premises

This year has seen a steady increase in the development sector as the sector continues its solid rise and recovery from the stark dip in 2006/07 due to the Global Financial Crisis. The first significant increase was recorded in 2013/14 with a 25.5 percent surge from the previous year.

The trend has been sustained in the 2014/15 financial year with confidence in the sector producing a healthy 6.7 percent increase in the number of development applications; from 566 in 2013/14 to 604 this year.

The City of Ryde's Assessment Unit has determined 8.1 percent more applications in general than in the previous year – a total of 799 Development and Section 96 applications, compared with 739 in 2013/14.

A total of 1,410 dwellings and over 9,227m<sup>2</sup> of commercial floor space were approved by the City of Ryde in 2014/15, equating to an estimated \$544.4 million of approved development.

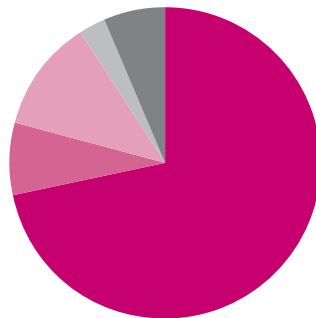
The Assessment Unit is currently processing a further \$1.2 billion worth of development throughout the City, both residential and commercial, representing sustained growth, improved housing choice and future employment opportunities for our community.

Throughout this period of growth the Assessment Team has continued to provide value to the community. With an average of 84.1 (up from 75.5) we have consistently determined more applications per officer compared with the average for similarly sized (Group 3) councils (the Group 3 average for 2013/14 was 53.2).

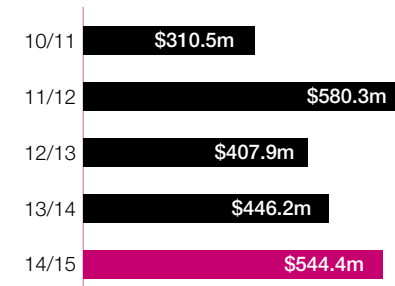
We also continue to see improvements in our mean gross DA determination times against the Group 3 Council averages and have improved the determination times by a further eight days for residential alterations and additions.

### New dwellings approved 2014/15

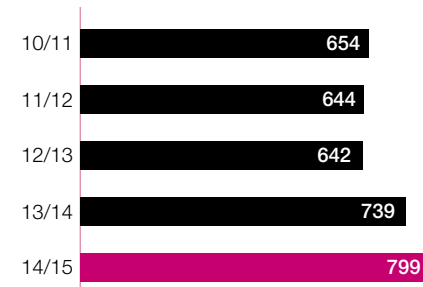
- 1012 Residential flat building unit
- 106 House
- 165 Dual occupancy
- 38 Secondary dwelling (granny flat)
- 89 Villa unit



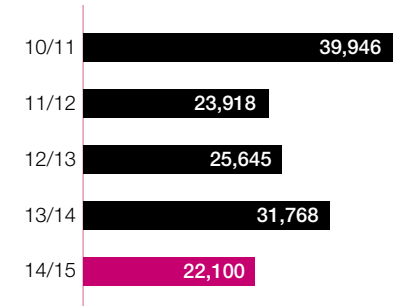
### Value of development applications determined



### Number of applications determined



### Number of DA-related enquiries received



## Finalised a significant number of Voluntary Planning Agreements

During the year the City of Ryde finalised eight planning agreements with prospective developers. The agreements have resulted in both financial contributions to the City of Ryde to help fund additional services required as a result of new developments, as well as new infrastructure, public domain and other community benefits.

In 2014/15 land was set aside for a new road off Khartoum Road, Macquarie Park, and a publicly accessible plaza in Wharf Road in Gladesville. Funding has also been allocated for the renovation of a heritage property in Gladesville, new public linkages in Church and Porter Streets, improvements to a public park off Blaxland Road and other projects around our city. Details of the VPAs entered into during 2014/15 can be found on page 253 of the Statutory Information section.

# OUR HIGHLIGHTS (CONTINUED)

## Planted trees and upgraded public domain

As part of our annual street tree-planting program, we planted more than 400 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. Seventy-seven trees were planted in local parks while 325 trees were planted in various other locations in consultation with residents.

In addition, upgrades to the public domain around Quarry Road and Sagar Place saw the installation of new paving, street furnishings, bike racks, landscaping, signage and other infrastructure upgrades. Upgrades to Eastwood Town Centre will commence in 2015/16.

As well as these plantings and upgrades, a range of other public infrastructure was delivered under the City of Connections (page 126) and City of Prosperity (page 104) outcomes.

## Reduced assaults on rangers

Following a successful six-month trial in late 2013, City of Ryde Compliance Rangers have been wearing body worn cameras (BWC) attached to their hi-vis fluoro vests, which has resulted in a decline in serious verbal and physical assaults by 98 percent.

Since 2009/10 there had been 47 reports of serious verbal and physical assaults, which had included:

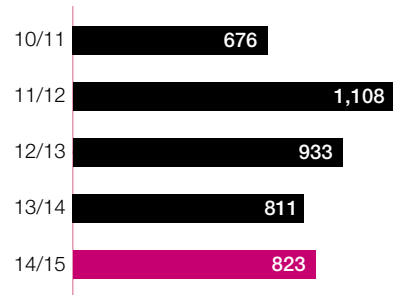
- a female officer being threatened with rape and having a taxi driver expose himself to her;
- multiple officers being spat upon;
- one officer having his shirt ripped off his back;
- four rangers' vehicles being vandalised and their tyres slashed; and
- a male ranger being threatened with being shot in the head, and shown the bullet.

In 2013/14 there were seven recorded incidents of serious verbal and physical assault during the first six months after BWC introduction, while in 2014/15 there were only three recorded incidents of serious verbal and physical assaults.

## Inspected food premises

As part of our continued focus on ensuring the community can purchase food safely, our staff inspected 743 food businesses this year.

### Number of food premises inspections conducted:



The City of Ryde had approximately 743 registered food premises in the 2014/15 financial year; 713 of these were considered to be either high or medium risk premises. Our environmental health team inspected each of these businesses at least once this year.

In 2014/15, 41 businesses were found to require one or more reinspections as the initial inspection of the premises was not satisfactory, and 37 businesses were found to be satisfactory after reinspection.

**\$544.4**  
**million** worth  
of development  
approved

**823** food  
premises  
inspected







**22,100**  
DA-related  
enquiries





# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2014/15

The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

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

Program/projects	Status	Comment
<b>Centres and Neighbourhood Program</b>		
Neighbourhood centre renewal		Quarry Road is near completion – final furniture installation will complete the works. Sager Place works will be completed in Q1 2015/16.
<b>Open Space, Sport and Recreation Program</b>		
Street tree planting program		

## Measuring our performance

🔄 Within reasonable limits **4**

⚠️ Action required **–**

● Target met **8**

Measure	2013/14 Result	2014/15 Target	2014/15 Result	Status
<b>Regulatory Program</b>				
% applicants satisfied with CoR's development assessment service	73%	74%	83%	●
Total development value of approved development applications (in \$million – cumulative)	\$446 million	N/A	\$544.4 million	●
Mean number of DAs processed per person	75	>=57	99	●
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time)	76	<=87	74	●
Mean gross DA determination times: Residential alterations and additions (against Group 3 Average)	60	<=70	60	●
Mean gross DA determination times: Single new dwelling (against Group 3 Average)	98	<=96	72	●
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	98	<=96	86	●
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	60	<=73	72	●
No. of DAs in each category - residential	231	N/A	211	🔄
No. of DAs in each category - single new dwelling	131	N/A	166	🔄
No. of DAs in each category - commercial, retail, office	144	N/A	104	🔄
No. of food premises inspections	811	1000	823	🔄
				The number of food shops currently registered in the City of Ryde means fewer than 1000 inspections were required.



# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with the following community groups, partners, government organisations and businesses for the benefit of our community.

- The Affordable Housing Summit brought together representatives from the City of Ryde, Housing Action Network, the University of Sydney, and social planning consultants Judith Stubbs and Associates to develop a response to the City's shortage of affordable housing.
- We collaborated with developers to finalise Voluntary Planning Agreements that will provide community benefit through infrastructure improvements and other works.
- Following the State Government's announcement that the City of Ryde will be home to two Urban Activation Precincts, we will be collaborating closely to ensure that housing developments are delivered to the highest standard and are supported by the required infrastructure.





# LOOKING AHEAD

In 2015/16 the following projects are planned:

- Renewing Rowe Street East
- Planting street trees
- Finalising our Affordable Housing Policy

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

## GOAL TWO

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

### STRATEGIES

- To provide services and facilities that 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.

## 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.

# OUR HIGHLIGHTS

92

In 2014/15 we undertook a range of projects to enhance the wellbeing of our community. We:

## Helped our community to get active

Our Active in Ryde program provides a range of opportunities for all members of our community, irrespective of age, to join in programs that boost both their physical and mental wellbeing.

### HOSTED SCHOOL HOLIDAY ACTIVITIES

Our program of school holiday activities for local kids was once again extremely popular. Activities included school holiday scooter and skate clinics, Go4Fun School Holiday sessions, craft activities such as superhero mask making and recycled art workshops, guided walks, a surf masterclass with professional longboard surfer Jack Entwistle, and film nights.

Go4Fun School Holiday sessions were held in Eastwood, North Ryde and Gladesville. These free sessions are provided for primary school-aged kids to become fitter, healthier and happier. Different sports and activities are held each school holiday period to encourage continued participation in local sport opportunities. Parents are also provided with education sessions on a variety of family health and wellbeing topics.

In total there were 583 registered participants in eight sessions. This is an inclusive program where Culturally and Linguistically Diverse (CALD) communities are strongly encouraged to participate. Statistics indicate that approximately 70 percent of children participating in these sessions were from CALD families. This Active In Ryde program was conducted with the support of NSW Health and the Community Migrant Resource Centre.

Skate and scooter clinics were held in Meadowbank and Ryde for primary school-aged children with beginner and intermediate skate/scooter skills. These clinics aim to get children into skating/scooting, develop safe skills, learn basic manoeuvres – skating, scooting, stopping and turning – and increase their confidence. In total there were 243 registered participants in 10 sessions.

## PROVIDED SENIORS AND RETIREES WITH PREVENTATIVE HEALTH EXERCISE PROGRAM

The Lift for Life program is a nine-week, low-cost exercise and resistance program for seniors and retirees conducted outdoors twice a week in small groups. This Active In Ryde program is delivered by an accredited trainer and designed to help seniors at risk of diabetes and/or other chronic conditions improve their health. There were 138 registrations for the eight programs held in Marsfield and Meadowbank (an average of more than 17 participants per program).

The Heartmoves program is a nine-week, low cost gentle exercise program for seniors and retirees, conducted indoors once a week in a small group. It is delivered by an accredited trainer and is specifically designed to be safe for seniors with stable long-term health conditions such as heart disease, diabetes or obesity. In total there were 134 registrations for seven programs held in Ryde and North Ryde – an average of more than 19 participants per program.

## WORKED COLLABORATIVELY WITH COMMUNITY STAKEHOLDERS TO SUPPORT ACTIVE WELLBEING PROGRAMS

We hosted a range of other Active In Ryde partnership programs during the year, including:

- Go4Fun 10 Week program. This preventative health initiative is offered free of charge to the community and is designed to specifically target families with children aged 7 – 13 years of age who are above a healthy weight range (based on BMI calculations). In total over 32 families participated in the three programs. This program is delivered by NSW Health with support from the City of Ryde.
- BRAVE programs. Two programs were delivered at Marsden High School and one program was delivered at Our Space in Eastwood. This program targets young people who have disengaged, or are at

**583**  
Go4Fun  
holiday  
participants

risk of disengaging, in education, physical activity, their health and wellbeing. The program consists of physical activity followed by life coaching and workshops. With support from the City of Ryde, this program is delivered by 2realise, a youth charity whose programs are aimed at inspiring young people to achieve their wellbeing, education and employment goals.

- Live Life Get Active. This partnership program is a new addition to the Active In Ryde program, which provides the community with access to free outdoor fitness and activity sessions during lunchtimes in Macquarie Park. Sessions are held mid-week and include cross-training, boxing and yoga. This program is delivered by Live Life Get Active with support from the City of Ryde.

## Completed the Ryde River Walk

The final stages of the Ryde River Walk between Bill Mitchell Park and Banjo Paterson Park were completed in 2014/15. The upgrade includes new waterfront seating in Bill Mitchell Park and new access stairs, a boardwalk along the riverfront, a recreational walking trail through Looking Glass Bay, and an upgrade to the walking trail in Glades Bay Park.

The River Walk is a 10km pedestrian pathway along the northern shore of the Parramatta River and was created to improve the community's enjoyment of the unique attractions along the waterway.

## Enjoyed the fresh air on guided walks

With over 200 hectares of natural areas and other open spaces throughout our City, each year we invite our residents to join us on guided walks. These guided walks are designed to promote the local availability of natural areas and open spaces and encourage active recreation and return visits to these areas. Many of this year's walks were held to coincide with other celebrations in our City, and were once again extremely popular.

This year's program included:

- Darvall Park and miniature steam train ride (school holiday program)
- NAIDOC Week at Glades Bay
- Field of Mars Reserve – Kunzea Track and Sand Track
- National Biodiversity Month at Wallumatta Nature Reserve, along the banks of Kittys Creek through Portius Park and Pryor Park
- Putney Park – Meet the Wildlife (school holiday program)
- Granny Smith at St Anne's Church and Buffalo Creek
- Family ferry and Ryde River Walk from Meadowbank to Kissing Point Park
- Banjo Paterson Park and Looking Glass Bay
- Senior's Week at Magdala Park
- ANZAC Centenary and Heritage Week at Memorial Park and Ryde River Walk
- Tree planting, Shrimpton's Creek and Habitat visit (school holiday program)
- Field of Mars Reserve and mangrove ecosystems
- Bridge to Bridge – Lane Cove National Park.

A total of 469 registrations were received for the guided walks during the year. The demand for the Guided Walks program continues to increase with the majority of the guided

walks now starting to reach capacity (30 people) well in advance of the scheduled date.

The Active In Ryde program has also been working in consultation with the Bushcare program to support these guided walks and promote the valuable contribution Bushcare makes to the community. Other community groups were involved for specific walks to highlight their valued community service including: Sydney Live Steam Locomotive Society, Sydney Wildlife Rescue and The Habitat Community Nursery.

In addition, the Meadowbank Area Walking Group met weekly during the year. Approximately 30 registered participants attended each walk. These organised weekly walks commence at Meadowbank and take in the picturesque natural surrounds, as they travel along the Ryde River Walk. The Meadowbank Area Walking Group is also part of the Active In Ryde program.

13  
guided  
walks

Ryde  
River Walk  
completed

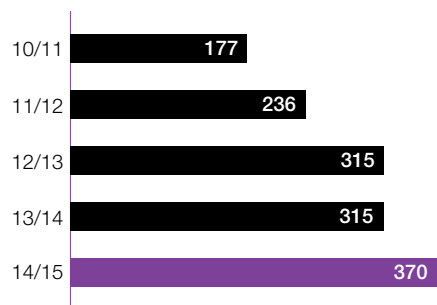
# OUR HIGHLIGHTS (CONTINUED)

## Celebrated volunteers

Volunteering continues to be an important and growing part of the City of Ryde community. In 2014/15 we referred 370 enquiries to volunteer organisations including Easy Care Gardening, Royal Rehab, Hunter's Hill Ryde Community Services, Achieve Australia, Christian Community Aid, North Ryde Community Aid and Ryde Hunter's Hill Community Transport. The majority (more than 65 percent) of referrals came from the CALD community who were seeking voluntary positions as a way both of improving their English and gaining local experience that would help them in their quest to find a job.

As well as information sessions at Macquarie Community College, we organised two three-day volunteering fundamentals training programs for recent migrants in partnership with Meadowbank TAFE. A total of 90 students from Meadowbank TAFE attended the training, with 95 percent of attendees saying they were extremely satisfied with their experience and would consider volunteer work at some point in of their life.

Number of volunteer referrals



In addition, the City of Ryde Bushcare Program was supported by 176 volunteers. Many of these volunteers offer their time every month to participate in environmental restoration within the City's natural areas. Together they contribute more than 4,000 hours each year, which this year included regenerating bushland at Brush Farm Park, Darvall Park, Field of Mars Reserve and Kittys Creek.

A trial volunteer program was introduced during the year at our libraries. We now have over 20 enthusiastic volunteers helping library staff with the management and delivery of events, and we will be continuing with the volunteer program for the foreseeable future.

During the year we joined thousands of organisations around the nation to celebrate National Volunteer Week with a gala event to say 'thanks' to our local volunteers: Because of their help we are able to assist the community with services such as community transport, gardening and bushcare, youth issues, language classes, art and recreation, home visits and meals on wheels.

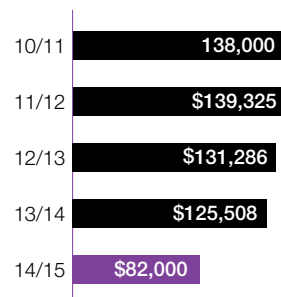
Thirty-two nominees for the annual Volunteer Awards were also recognised for their outstanding contribution to the community at the celebration, which was attended by more than 250 community members. Winners are listed on page 52.

## Made our community grants program more accessible

During 2014/15 we undertook a significant review of the Community Grants Program. This review was undertaken partly to provide greater transparency and equity in the grant approval process and also to make the grant scheme accessible to a wider range of groups. One of the most significant outcomes of the review was the establishment of a new category in the grants program that supports capacity building in small or emerging groups, rather than offering only project-based financial support. Recipients of grants in this category have access to training for their board members and advice on business planning that will help them become sustainable for the long term – and better able to apply for project funding in the future.

Owing to delays caused by the review, grant applications were called for later in the year, resulting in a smaller amount of funds being expended during the financial year than in previous years. We allocated \$82,000 worth of grants to local community organisations to deliver a range of projects that meet the needs and enhance the wellbeing of the community through three community organisations: Christian Community Aid, Hunter's Hill Ryde Community Services and the North Ryde Community Aid and Information Centre.

Total value of community grants



In addition to these grants, we contributed an extra \$20,500 of in-kind support to our community, such as free hall hire.

## Connected community members with service organisations

The Community Information Expo was a 'one-stop shop' for information about services available in the City of Ryde. 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.

Up to 44 stallholders and approximately 80 community organisations 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, and once again feedback from residents, service providers and staff was extremely positive.

## Made going to 'big' school easier for migrant families

More than 35 families new to the Ryde area, whose home languages include Bengali, Tamil, Hindi, Thai, Japanese, Korean and Teluga, registered for a multi-lingual Transition to School Workshop to help them and their four-year old child prepare to attend primary school in 2015.

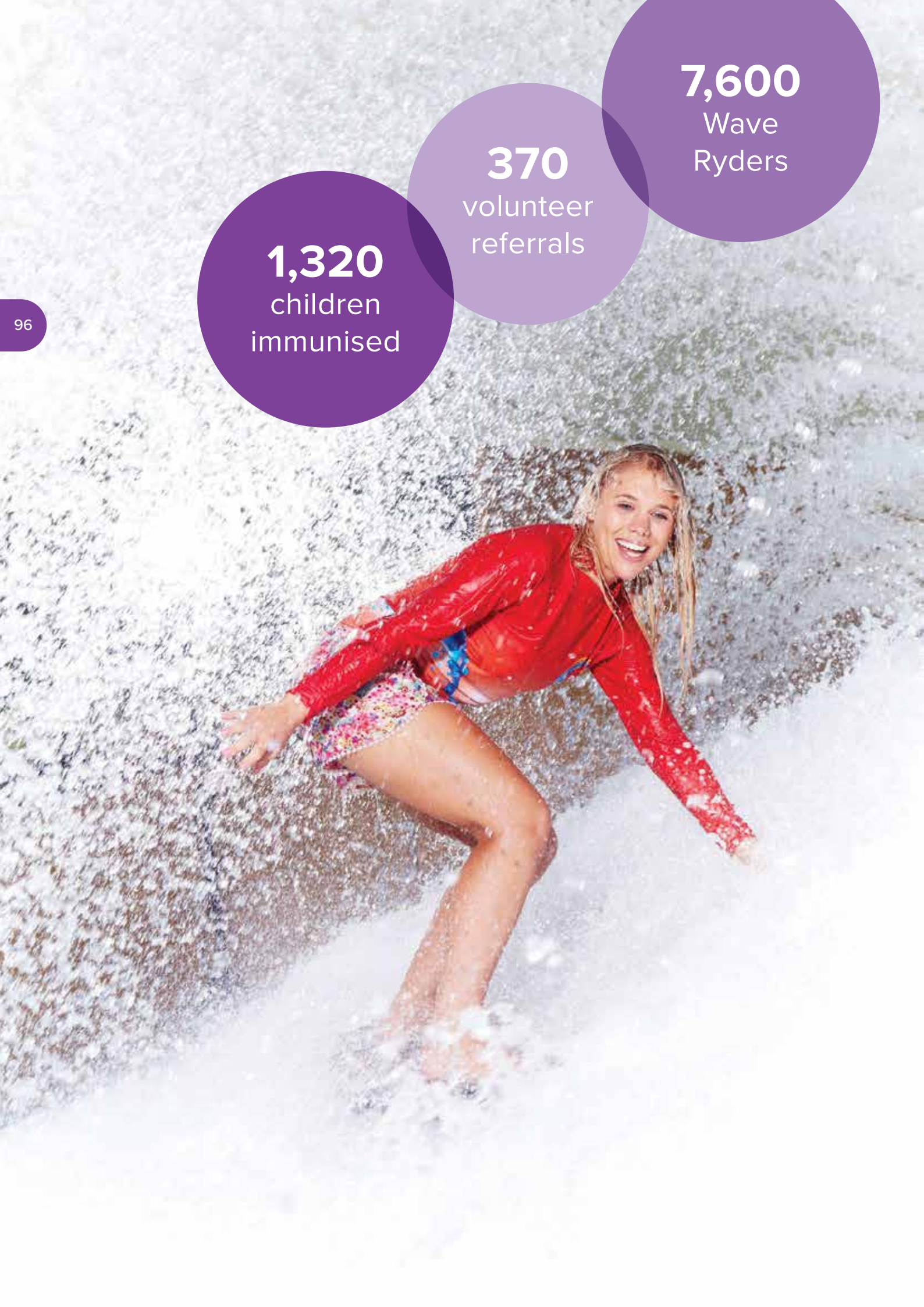
The popular free workshops, which include a childminding service, are for parents unfamiliar with the Australian school system or for those who may have a language barrier. They give parents the opportunity to learn:

- how to prepare your child for big school
- what 'school readiness' means in Australia
- how school in Australia may differ from their own experiences, and
- what to do if their child has limited English.

The seminar also includes information for parents of children with special needs.

## Celebrated Social Inclusion Week

In partnership with several community organisations, the City of Ryde celebrated Social Inclusion Week (22-30 November 2014) and International Day of People with a Disability (3 December 2014) with community open days, activities and performances. The open days also gave residents the opportunity to explore services offered by a wide range of community organisations – many of which are free and specially devised for residents in the City of Ryde. See page 143 for more information.



**7,600**  
Wave  
Ryders

**370**  
volunteer  
referrals

**1,320**  
children  
immunised



## Raised safety awareness

Thirty-five pedestrian casualties were reported in the City of Ryde in 2013 according to figures from the Roads and Maritime Services (RMS), with almost half aged under 25 years. Texting, talking and listening to music on mobile devices is a contributing factor in many accidents.

In April 2015 we launched 'Distracted', a pedestrian safety awareness campaign aimed at persuading people to put their heads up and their mobiles down while walking.

'Distracted' is a joint initiative of ten Northern Sydney Councils, including Ryde, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Pittwater, Warringah, Manly, Hornsby and Willoughby, in conjunction with the RMS. It included print advertising, face-to-face promotions and various types of outdoor advertising designed to engage young pedestrians.

We also ran a series of safety programs including six Senior Driver workshops with two in Mandarin, three learner driver workshops targeting first time drivers, four pedestrian safety workshops, and four free child restraint fitting days. We also delivered the Safety School Program at five schools to ensure our young children are kept safe.

## Immunised our community

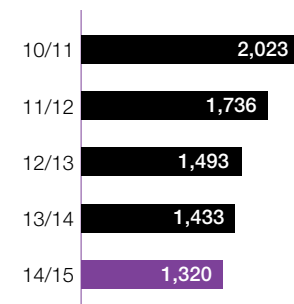
The City of Ryde's Immunisation Service supports local families with children aged up to five years old. The majority are referred to our service by local Early Childhood Health Centres, however, many families from other suburbs outside the LGA also attend the clinics. Other clients include new residents, either migrants or refugees, many of whom do not yet possess Medicare cards and find the cost of attending a GP prohibitive. Often these clients require their vaccination histories

transcribed and recorded on Australia's national database.

The number of children immunised at clinics this year was a total of 1,320, with an average of 58 children immunised at each clinic. Staff are also provided with the Influenza vaccine each year. Several staff influenza clinics were held and attended by approximately 240 staff.

Local government plays a vital role in engaging with people in their communities and continue to be acknowledged for providing some of the most accessible services, amenities and programs that prevent illness and promote good health. This year we developed and distributed a City of Ryde Immunisation Clinic information pamphlet, directed at the Chinese, Korean, Farsi and Tamil communities. Attendances by identified CALD families have been consistent, with on average 65 percent of total attendances at clinics.

### Children immunised using Ryde's immunisation service



## Rode the waves at RALC

On Saturday 16 August 2014 the Surf Ryder, the Ryde Aquatic Leisure Centre's real-wave simulator, was officially switched on.

Water from the 90,000 litre holding tank is pumped through the slope of the \$3.5 million surf maker, creating the ideal wave, from a 2-foot roller to a 6-foot tube.

The City of Ryde is the only Council in New South Wales to offer the community the thrill of year-round indoor surfing, with perfect waves every time and without the heavy wipe outs, beach commute, bluebottles or other marine wildlife.

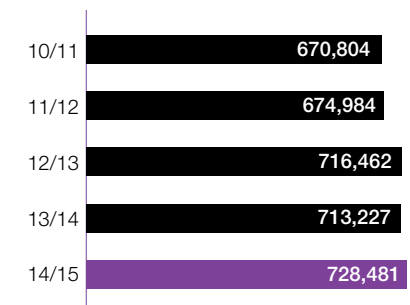
The Surf Ryder was fully funded by the RALC. More than 7,600 people rode its waves in the first 11 months of operation.

The total number of visitors to RALC in 2014/15 was 728,481 which was above our target of 715,000 and was bolstered by swim school attendance and the Surf Ryder.

RALC has continued working to reduce tap water usage from a high of 146.6KL per day that is now down to 67.8 KL this year – a reduction of 53.7 percent through water recycling and rainwater harvesting initiatives.

The cogeneration plant that was switched on in 2013 provided a 10 percent reduction in electricity consumption and subsequent reduction in greenhouse gas emissions. While there has been an increase in gas consumption to provide the fuel to operate the plant, there has been an overall reduction in energy costs to the Centre.

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



# OUR HIGHLIGHTS (CONTINUED)

## Added extra bounce at Monash Park

New in-ground trampolines were installed at the Monash Park playground have kids jumping for joy. The compact trampolines were part of a \$142,000 upgrade that saw the playground double in size, and includes new swings, a slide and climbing structure, a spring jeep and spring motorbike. A brightly coloured fence encloses the playground and purple and orange spotted softfall covering surrounds the new equipment and provides plenty of dynamic and energetic play for 0 – 12 year olds. Well defined pathways for prams and wheelchairs, seating and amenities provide a safe, accessible and high quality facility for children to play freely and for families to enjoy.

Upgrades were also undertaken at the following parks:

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

## Played PINK football

The City of Ryde continued its support for P I N K (Play Interact Network Kick) Football4All, an inclusive football program for women and girls with special needs. The sport received a community grant in 2014 and is a free ten-week program for women and girls who have a physical, intellectual and/or developmental disability to participate in the sport of football (soccer). The program was led by the North West Sydney Women's Football Association who collaborated with the City of Ryde on its delivery.

## Upgraded facilities at ELS Hall Park

The City of Ryde's ongoing Sports Field Amenities Renewal Program partnered with the Federal and State Governments (which contributed \$93,000 and \$25,000 respectively), AFL NSW/ACT (\$45,000) and the North Ryde Dockers Club (\$10,000) to upgrade the amenities and change rooms servicing Fields 1 and 3 at ELS Hall Park. The City of Ryde contributed \$363,000, and the upgraded facilities include four new change rooms with shower facilities, a new umpires' change room and shower, new canteen facility, refurbished public toilets, and a new decking and entertainment area providing views to the playing fields

## Maintained our libraries

As part of our commitment to providing comfortable, safe community spaces, air-conditioning was upgraded at both Eastwood and Ryde Libraries. CCTV was installed at Gladesville Library and upgraded at Eastwood Library.

Gladesville Library, which is jointly managed with Hunters Hill Council, is now undergoing refurbishment. This project involves the development of plans for a new layout, re-organisation of shelving areas to create new community spaces and purchase of new lounge furniture for those spaces in 2014/15. Stage 2 of the project in 2015/16 will see the reorganisation, repainting and recarpeting of the library completed.

In addition to more than 60 new PCs being installed in the five libraries, we also upgraded a number of digital displays within the libraries and installed a multiscreen video display wall at Ryde Library to engage and inspire our community.

## Went smoke free

'Smoke Free' banners were displayed around our local sporting fields to promote the smoking ban that applies to both covered and uncovered spectator areas while they are being used for an organised sporting event.

With ongoing efforts to help make Eastwood an even more attractive place to live, work and visit, and to address the adverse effects of smoking, a six-month smoking ban was also trialled in Eastwood Plaza.

Smoking within four metres of any public building is already banned as well as a no-smoking zone around outdoor dining. Making the entire Plaza a smoke-free zone creates a consistent, positive health message in this busy community hub. The City of Ryde was an early adopter of the Smoke Free campaign when it endorsed its Smoke Free Outdoor Dining Policy in 2010.

While rangers encouraged people to observe the ban, the focus of the campaign was on education and encouragement to butt-out. Other councils to have adopted similar smoking bans include Lane Cove, City of Sydney, Manly, Willoughby and Wollongong.

A man in a dark suit and light tie is smiling and leaning on a metal railing of a wooden playground structure. Behind him, four children are standing on the structure, looking towards the camera. The background shows trees and a clear sky.

**138** Lift  
for life  
participants







**5**  
playground  
upgrades














**20**  
enthusiastic  
library  
volunteers

# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2014/15

The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

 On track	<b>7</b>	 Complete	<b>6</b>	 Cancelled	–
 Action required	–	 Not started	–	 Deferred	–

Program/projects	Status	Comment
<b>Open Space, Sport &amp; Recreation program</b>		
Active in Ryde Program Implementation		
ELS Hall Park #1 – Synthetic surface		Contractors are being procured.
Implementation of Children’s Play Plan Part 2		This is a multi year project that is due for completion in 2015/16.
Plan for sustainable management of sport		This is a multi year project that is due for completion in 2015/16.
Playground Construction - Renewal		Girraween Park and Carrara Reserve completed.
RALC Asset Renewal		
Sportsfield Renewal and Upgrade		Community consultation is ongoing for Tennyson Park dinghy racks, while work on ELS Hall Park baseball facilities is due to start early in 2015/16.
Sportsground Amenities Renewal and Upgrade		
<b>Library program</b>		
Community Buildings Renewals - Libraries		CCTV was installed at Eastwood and Gladesville Libraries and airconditioning at Ryde and Eastwood.
Digital enhancement for Libraries		A new digital screen was installed at Ryde Library.
<b>Community and Cultural program</b>		
Community Buildings Renewal		One project delayed as remediation works required school to be vacant over school holidays.
Community Garden & Nursery		An amenities building is under construction.
Temporary Employment of P/T Officer		

## Measuring our performance

↻ Within reasonable limits –

ⓘ Action required 1

● Target met 8

Measure	2013/14 Result	2014/15 Target	2014/15 Result	Status
<b>Open Space, Sport and Recreation Program</b>				
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	●
No. of visitors to RALC	713,227	>=715,000	728,481	●
No. of organised sport participants using Council's active open space areas	N/A	>=500,000	523,500	●
<b>Community and Cultural program</b>				
No. of new clients using the home modification service	190	250	260	●
No. of home modification jobs completed	N/A	550	578	●
No. of children immunised	1,424	>=1,600	1,321	ⓘ Fewer children using Council's immunisation service possibly due to increased use of GPs for immunisation
% capacity of leased halls booked (capacity based on 8 hour booking per day)	65%	>=60%	72%	●
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	49%	>=45%	52%	●
% customers satisfied with road safety programs and workshops	N/A	80%	95%	●



# ENGAGING AND COLLABORATING

Most of the activities undertaken under the City of Wellbeing outcome are delivered in partnership with other organisations. From running Active in Ryde programs, to co-funding sportsfield upgrades and raising safety awareness in the community the range of wellbeing programs we offer is possible thanks to the strong relationships we have with community and other organisations.

Some of our partners for 2014/15 are listed below:

- Active wellbeing programs - Go4Fun, Lift for Life and Heartmoves are all delivered by accredited trainers, and are supported by NSW Health. We collaborated with the North West Sydney Women's Football Association to host PINK Football, and supported 2realise in their delivery of the BRAVE program to young people at risk of disengaging. Live Life Get Active delivered lunchtime programs to staff in Macquarie Park.
- Guided walks are often run in partnership with community groups, which this year included Sydney Live Steam Locomotive Society, Sydney Wildlife Rescue and The Habitat Community Nursery.
- We worked closely with a range of community groups to support volunteering and community grant programs, including Easy Care Gardening, Royal Rehab, Hunters Hill Ryde Community Services, Achieve Australia, Christian Community Aid, North Ryde Community Aid, and Ryde Hunters Hill Community Transport.
- We collaborated with other councils and RMS to deliver our road safety awareness campaign, and partnered with State and Federal governments as well as AFL NSW/ACT and the North Ryde Dockers Club to upgrade facilities at ELS Hall Park.



# LOOKING AHEAD

In 2015/16 we have the following projects planned:

- Renewing community buildings
- Digitally enhancing our libraries
- Creating a dog off-leash area at ELS Hall Park
- Running our community garden and nursery
- Running the Active in Ryde program
- Upgrading playgrounds at Melrose Park, Dunbar Park, Elouera Reserve and Banjo Paterson Park
- Upgrading sportsgrounds at Gladesville's Bremner Park and Peel Park, Meadowbank Park, Eastwood upper oval, Christie Park, Marsfield Park and North Ryde Park
- Upgrading sportsground facilities at Marsfield Park, Meadowbank Park and Tyagarah Park, Gladesville
- Developing a Road Safety Plan for Ryde



OUTCOME:  
**A CITY OF  
PROSPERITY**



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

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

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

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

## GOAL TWO

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

### STRATEGIES

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

## GOAL THREE

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

### STRATEGIES

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

# OUR HIGHLIGHTS

In 2014/15 we undertook a number of projects to enhance our City's prosperity. We:

## Launched the Macquarie Park Investment Prospectus

A new prospectus for Macquarie Park that promotes its investment benefits and opportunities was launched in 2014, providing a useful quick reference guide to Macquarie Park's competitive advantages and growth potential for prospective investors.

The Prospectus contains information on growth rates, future planning, case studies, transport services, education providers, shopping, a directory of the largest businesses and a comprehensive map. It also contains the contact details of major land owners, developers and commercial real estate agents that operate in the precinct, and can be viewed at [ryde.nsw.gov.au/macparkprospectus](http://ryde.nsw.gov.au/macparkprospectus).

In 2014 the Property Council of NSW released office market reports citing Macquarie Park as the second largest business precinct in NSW, ahead of both North Sydney and Parramatta, with over 850,000 square metres of commercial space. The precinct provides significant employment opportunities to the residents of Ryde and to the wider community, a sustainable and growing local economy, and is also a key contributor on a State and Federal level. Modelling released by PricewaterhouseCoopers found Macquarie Park's output was \$9.1 billion and ranked the precinct as the tenth biggest location for economic output in Australia.



Macquarie Park is recognised as a strategic centre under the NSW Government's Metropolitan Plan, 'A Plan for Growing Sydney'. One of the key objectives listed is to retain a commercial core in Macquarie Park for long-term employment growth. Over the next 25 years Macquarie Park is expected to support 40,000 new jobs and 1.3 million square metres of new floorspace, and the Macquarie Park Prospectus will help ensure the City of Ryde continues to attract employers of choice.

In addition, the City of Ryde has committed to over \$10 million of upgrades to regional road infrastructure to help support this growth. We are also working with businesses across the LGA to ensure our local economy continues to flourish.

## Worked with local businesses

As part of our Economic Development Plan, we delivered a range of initiatives and events to support and empower local businesses during the year, including Small Business September, Business Bootcamps, our Small Business Website, and the Ryde Jobs and Skills Expo.

According to the Australian Tax Office, the City of Ryde is home to over 10,000 registered and active businesses. Importantly, most of these businesses employ less than five people and are owned and operated by residents from the Ryde area.

At our Ryde Business Bootcamp program participants received training covering marketing, business planning, financial management, and online selling. This year's Small Business September offered 14 well attended free workshops covering subjects such as eMarketing, Time and Information Management, eCommerce, and Home Business Set-up.

## Received funding for a new park

The City of Ryde received almost \$6 million in grant funding for a new 7,000 square metre park on Waterloo Road. The grant comes from the State Government's Precinct Support Scheme as a result of the North Ryde Urban Activation Precinct, which will attract many new residents and workers to the area.

Plans for a new park were identified in 2007 as a much-needed open space for workers and, increasingly, residents in the booming area.

The park will offer the community a relaxing green haven with a cafe and a variety of environments where workers and families can come to relax, socialise and attend events.

## Upgraded town centres

The City of Ryde's ongoing program town centre enhancements continued in 2014/15 with upgrades to public domain in Waterloo Road, including the completion of entry works at Elouera Reserve and installation of granite paved shared user pathways that had been delayed by issues relating to telecommunication pits.

While the planned renewal of public domain in Rowe Street was delayed due to a change in the scope of the project, work on the two-year upgrade will now commence in late 2015.

## Brought Christmas shoppers to West Ryde







To celebrate the renewed town centre and diverse retail scene in West Ryde, the City of Ryde supported the creation of a sculpture trail around West Ryde during the busy Christmas shopping period. By connecting artists with retailers to showcase art and local business, the West Ryde Shopfront Sculpture Trail invited shoppers to explore places previously known only to locals with one-off works of art, including origami horse sculptures, on display in high visibility retail spaces.









This follows from the previous year's West Ryde Shopfront Showcase, when local shopkeepers had their window displays redesigned by design students, resulting in a fresh new look for the shops and an increase in foot traffic around the town centre. See page 146 for more information about our support for the arts in the City of Ryde.

# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2014/15

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

 On track	1	 Complete	5	 Cancelled	–
 Action required	–	 Not started	–	 Deferred	2

Program/projects	Status	Comment
<b>Open Space, Sport &amp; Recreation program</b>		
Multi Function Poles in Macquarie Park		The land owner has advised Council that they are seeking to develop the land; multi-function poles can be delivered as part of that development should it proceed.
Public Domain Upgrade Lane Cove (east)		The land owner has advised Council that they are seeking to develop the land; upgrades to the public domain can be delivered as part of that development should it proceed.
Public Domain Upgrade Waterloo Rd		
Town Centre Upgrade Renewal – Rowe Street East		Rowe St East is a two year project. Work is due to commence by Nov 2015.
<b>Land Use Planning program</b>		
Macquarie Park Parking Study		
Transport Management Association for Macquarie Park		Connect Macquarie Park + North Ryde continues to work closely with Council on a number of matters including: Light Rail Symposium, car parking rates and pedestrian connections.
<b>Economic Development program</b>		
Economic Development Plan Implementation		All projects and programs completed as per previous Economic Development Plan. The 2015-19 Economic Development Plan has been finalised and adopted by Council.
Implementation of Marketing Plan		Continuing to promote Macquarie Park Prospectus. Continuing to meet and engage with Macquarie Park Marketing Group.

## Measuring our performance

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

For example, figures such as average income and job rates 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.



**10,000**  
small  
businesses

**\$6**  
**million**  
grant for a  
new park

Upgrades to  
Public Domain  
in Waterloo  
Road

# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with a range of community groups, partners and businesses for the benefit of our community.

- Under the City of Ryde's stewardship, Macquarie Park has become a nationally significant commercial centre of key importance to the local, state, and federal economies. Ensuring its ongoing growth will be a key challenge for Council and to achieve this we will be seeking to protect the commercial core from inappropriate development and to ensure adequate local, regional, and state infrastructure upgrades are delivered to support the precinct.
- We will continue to work with developers to ensure they are providing developments that enhance the local area through the provision of upgrades to our public domain and local infrastructure

# LOOKING AHEAD

In 2015/16 we have the following projects planned:

- Implementing our Economic Development Plan
- Continuing to activate our town centres
- Installing shared path signage
- Street tree planting in Byfield Street, Macquarie Park
- Supporting Macquarie Park's Transport Management Agency
- Upgrading public domain



OUTCOME:  
**A CITY OF  
ENVIRONMENTAL  
SENSITIVITY**



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

## GOAL TWO

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

### STRATEGIES

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

## GOAL THREE

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

### STRATEGIES

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

# OUR HIGHLIGHTS

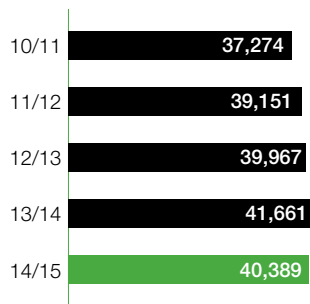
In 2014/15 we undertook a number of projects to enhance our cultural, economic and environmental sustainability. We:

## Kept our emissions in check

We have continued to identify strategic energy saving opportunities. This year we completed a number of lighting upgrades, including the installation of energy efficient LEDs at our Operations Centre, Civic Hall and Eastwood sports stadium.

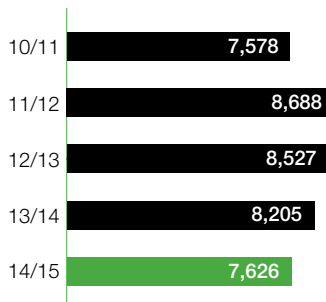
Our total energy use (excluding street lighting) for 2014/15 was 40,389 GJ. This represents a less than 1 percent increase over the 2003/04 baseline of 40,220 GJ, despite the growth in various facilities.

### Energy consumed (GJ) (excluding streetlighting)<sup>1</sup>



<sup>1</sup> Owing to a reporting error in previous years that had included streetlighting, the figures have been adjusted for the past five years to accurately reflect our energy consumption.

### Greenhouse gas emissions tCO<sub>2</sub>-e (excluding streetlighting)<sup>2</sup>



<sup>2</sup> Energy emissions from electricity, mains gas and fleet

This financial year our scope 1 and 2\* greenhouse gas emissions were 7 per cent below the 2013/14 financial year. This decrease was mainly due to lighting upgrades at the different facilities and improvements in building operations.

Our diesel retrofit program ensures that most of the machinery and trucks in our fleet meet stringent Euro IV and V emissions standards. During 2014/15, 100 percent of our machinery met Euro IV emissions standards and 80 percent of all trucks met Euro V standards.

Bio-diesel usage was discontinued in 2014/15 due to related ongoing maintenance issues.

\*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.

## Focused on stormwater and water quality

With an increasing number of extreme events predicted for the future, we are improving our stormwater infrastructure, waterway pollution controls and creek management activities to reduce the impact of these events.

During the year the City of Ryde adopted the Parramatta River-Ryde sub catchments Flood Study and Floodplain Risk Management Plan. We also adopted the Buffalo and Kittys Creek Flood Study and Floodplain Risk Management Plan.

Our stormwater pit replacement and renewal program continued, with 37 pits replaced. Other works included the construction of new kerbs, kerb inlet pits and new pipes with connections to existing pits.

Our stormwater asset replacement and improvement works programs resulted in 445 metres of stormwater pipe being replaced and renewed across the City during 2014/15.

We completed the final stage of the five-stage water quality and stormwater improvement system at Santa Rosa

Park, including creek remediation, installation of a pollution control device, stormwater mound, flood protection wall and a bioretention system.

We received an EPA grant of \$259,000 to install a gross pollutant trap (GPT) on waters entering Archer's Creek in West Ryde to prevent litter from entering the Parramatta River.

Our Water Quality and Riparian Program commenced with grant funding from the Office of Environment and Heritage of \$100,000. These works will improve creeks and waterways, creek health and stability along riparian corridors in Terry's Creek. We also completed riparian and creek restoration works at Brush Farm Park to assist with erosion and bank instability issues and to assist water movement in high flow events.

A \$372,000 grant has been allocated to building a new detention basin in Waterloo Park in 2015/16 to manage storm water, and improve water quality and biodiversity in the surrounding areas. This project was originally planned for 2014/15, but had to be postponed due to scheduled sports.

We commenced a new stormwater pollutant device monitoring and maintenance program to ensure our assets are maintained sufficiently to

capture pollutants before entering our waterways. This is being implemented by our Operations Unit as part of water quality improvement works.

This year we also worked to enable greater access to the extensive water quality data collected since 2004 for five major creek systems in the City of Ryde LGA through the creation of an interactive map. It will enable the data to be understood spatially, showing sampling locations, major water features and relevant assets such as GPTs and the Ryde River Walk. Users can search for their address and find their closest waterways and sampling sites, with associated data on water quality at that location.

The City of Ryde also supported efforts by the Parramatta River Catchment Group (PRCG), with their 'Make the Parramatta River Swimmable again' campaign. The campaign generated over 100 media articles as well as high-level support from stakeholder organisations and academic ambassadors. A regional water quality monitoring effort is being planned and we are supporting the implementation of several actions in the Parramatta River Estuary Coastal Zone Management Plan, including installing gross pollutant traps and seawall repairs.

**230** artworks  
submitted to the  
Sustainable Waste  
to Art Project

**4,450**  
hours of  
volunteer  
Bushcare

**40,389 GJ**  
total energy used  
(excluding street  
lighting)

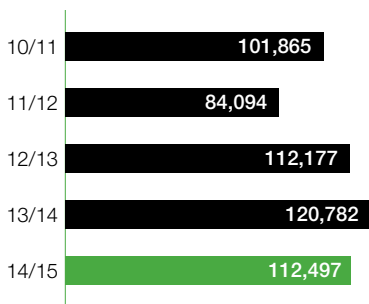
# OUR HIGHLIGHTS (CONTINUED)

## Cut water consumption despite increasing demand

During 2014/15 our water consumption fell by 7 percent from 2013/14 levels. While we did not meet our water reduction target (which is a 15 percent reduction from 2003/04; we are currently only 7 percent below), this is seen as a significant achievement as we continue to increase the level of services and facilities we provide to the community.

Increased irrigation of sporting fields, a number of new facilities and increased demands on facilities by the local community over the years as well as water lost from leaks from an ageing infrastructure since the baseline year has unavoidably driven up annual water consumption. In future years we will change our targets to kilolitres of water used per square metre of facility to better reflect efficiency gains and organisational growth.

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



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

## Reduced waste

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 the waste smart changes required to reduce unnecessary waste at its source, and offer opportunities to reuse and renew valuable resources that would otherwise be sent to landfill.

During 2014/15, we provided all residents with a comprehensive and reliable waste and recycling collection and disposal service that included:

- A three-bin collection system for general waste, recyclables and garden organics
- An at-call chipping and mulching collection service
- An at-call TV and computer collection service
- A recycling drop off station at the Civic Centre for batteries, light bulbs, mobile phones and cartridges
- Medical sharps drop-off facilities at 12 local pharmacies
- Free sharps containers, which are available from the Civic Centre Customer Service desk
- Subsidised compost bins and worm farms
- 38 clothing bins for textile recycling
- Commercial waste and recycling collection services from approximately 800 customers
- The annual Household Chemical CleanOut, coordinated in conjunction with the EPA which collected over 40 tonnes of hazardous materials
- Access to five Household CleanUp collections for the disposal of bulky unwanted household items, and
- Waste tours to the recycling processing plant and the landfill site.

In May 2015 we entered into a new domestic waste collection contract and several improvements were made as a result of this change. One of the biggest changes was the move from a scheduled to an At-Call Household CleanUp Collection Service. Residents still have access to up to five collections per calendar year, however the new service allows them to pre-book a cleanup service at their convenience, up to 12 months in advance.

To help communicate these changes, we introduced a new 'Smarter, Cleaner, Greener' logo and waste branding. This new branding will be used to promote the City's Waste Management Strategy throughout all waste communication and educational campaigns.

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

- The Living on the Block Project, which focuses on maximising recycling in multi-unit dwellings and minimising illegal dumping and contamination in recycling and garden organic bins.
- Local preschools were provided with waste education materials to assist them in educating students on the four Rs (Refuse, Reduce, Reuse and Recycle).
- An e-waste recycling collection challenge was held during National Recycling Week for primary schools and collected approximately 1.8 tonnes.
- The Sustainable Waste to Art Prize (SWAP) invited artists and members of the community to enter the competition with up-cycled functional art made from recycled material or works with a sustainable living theme. The awards night attracted approximately 230 artwork submissions of which around 110 were selected for exhibition. Around 200-300 people attended the launch.

- A litter reduction education campaign was carried out in the West Ryde area in conjunction with the installation of the gross pollutant trap in Archers Creek to help reduce litter entering the Parramatta River.

Waste education is a great tool to assist with recycling and minimising waste throughout the City of Ryde. During 2014/15 the waste department coordinated, developed and carried out a suite of workshops to address key waste issues to the local community, including the following.

- **Your Waste Adventure:** Four waste tours were carried out to assist participants to better understand what happens to their waste. The tour starts with an informative video on how a recycling facility works and visits the Suez landfill at Eastern Creek.
- **Compost/worm farm demonstrations:** Two demonstrations were conducted at the local community garden 'The Habitat', which provided information on constructing compost bins and worm farms and answered questions about maintenance. This will assist in minimising unavoidable food waste like peelings, offcuts and coffee grounds.
- **Kitchen gardening workshop:** Two workshops were held to provide information about using compost, worm castings and worm juice produced from compost bins and worm farms.
- **LOMO Workshops:** Two Left Over Make Over Workshops were delivered to assist in reducing the amount of avoidable food waste ending up in landfill.

## Made the most of the Porters ECoMRF site

Strong recycled materials turnover at Council's Porters ECoMRF site continued during the financial year, with over 32,000 tonnes of recyclable construction waste processed and passed on for beneficial re-use, with no public complaints or environmental

5 major creek systems

32,000 tonnes of construction waste recycled

issues. Savings from the ECoMRF facility continue to be substantial, contributing to Council's fund pool available for use in sustainability and other community projects and essential services. Construction materials recycling also represents a significant diversion of re-usable materials from landfill.

Leachates entering Porters Creek from the former landfill overlying the site include environmental toxins such as ammonia and other nutrients. Following repairs to secondary leachate collection pipework conducted in 2014, some improvement has been noted for downstream water quality. However our research indicates that further efforts to monitor and divert leachates will be required in the future. Dust and noise levels were generally well within required standards during the year.

## Collaborated with local schools

Through the Ryde Environmental Education Network (REEN) we engaged with more than 20 different local schools and other local educational institutes; during just one series of our 'Ready, Set, Grow' school gardens workshops 154 students got their hands dirty and learned about growing food. In addition, a number of schools attended the Lane Cove River Catchment Day in October.

The Sydney Olympic Park Youth Eco Summit (YES) event attracted thousands of student participants. REEN presented awards to local schools including Epping Boys, Holy Cross, Ryde Secondary, Denistone East and Meadowbank Public for their efforts towards a schools challenge at the YES launch. Keep Australia Beautiful also conducted some workshops for local schools.

Meetings with several guest speakers from organisations such as the Australian Museum, the Eco Schools Program, the Habitat Community Garden and Garage Sale Trail were organised each term for REEN schools.

Thirteen teachers also attended the Ready, Set, Grow Introductory Workshop held at the Field of Mars Environmental Education Centre (EEC), while an early childhood professional development day was also developed in response to several enquiries from local child care centres for support with implementing sustainability recommendations in their new Early Learning Framework.

## OUR HIGHLIGHTS (CONTINUED)

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### Helped our community live sustainably

With growing interest in sustainable living we hosted a number of programs and workshops for the community.

The Healthy and Sustainable Living at Home Seminar was held to celebrate National Sustainable House Day. The event featured local gardening expert and President of Permaculture Sydney North, Margaret Mossakowska, as well as building design and renovations expert Tracy Graham. It was highly successful with 80 registrations and 88 percent of respondents to an email survey indicating they were satisfied or very satisfied with the event.

The majority of respondents also said that the event assisted them to move towards a more sustainable lifestyle and all them said they were 'likely' or 'very likely' to attend similar local events in the future.

The Future of Transport Seminar was attended by approximately 100 people and featured several expert speakers on topics such as personal mobility devices, driverless cars, hydrogen cars, key issues in public transport, infrastructure futures, cycling and transport issues in Macquarie Park.

The 'Less Mess – The ABC of De-Cluttering, Organising, Donating and Sustainable Removal of your Unwanted Stuff' workshop aligned with the 'goods' theme of our online sustainable living guide and was presented by professional organiser Susanne Thebe. The venue was filled to its maximum capacity of 60 people.

'Abundant Kitchen – Natural Food Preservation' was also a well received and informative workshop.

'Great, Green Gardens' had 90 registrations and featured five talks by expert speakers on growing food in backyards, native plants and their uses, the local community nursery, permaculture gardening and rainwater tanks as well as tours of the Macquarie University Arboretum and permaculture garden.

The 'Our Food - World Environment Day 2015 Celebration' was another successful event with over 130 attendees filling the venue. It featured numerous guest speakers, a documentary screening and *Gardening Australia* presenter Costa Georgiadis. It was organised in partnership with Macquarie University sustainability staff.

The Future Focus Home Waste and Sustainability advisory service reached over 1,000 residents in 2014/15 through a combination of free home audits, residential challenges and information sessions including the promotion of the Council's online Sustainable Living Guide. The service is in its fifth year and continues to target all households in the City of Ryde including residential flats and unit blocks by encouraging sustainable living and efficient use of resources and improved domestic waste management behaviour. The service continues to build momentum and is being very well received by the local community'

“

*Thank you for organising this fantastic day. I learned a lot and will apply this knowledge to make a greener life...*”

– Alice Liu

“

*'I would like to thank you and the other organisers and speakers for the excellent workshop you provided at Macquarie University on the 27th of June. I found it interesting and inspiring to learn from the speakers and to see the projects on the university grounds. ... this and the other workshops that you, Macquarie University and Ryde Council have organised for residents provide some hope for future Australians.'*

– Chris Horsfall

# OUR HIGHLIGHTS (CONTINUED)

## 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 sites.

In 2014/15 4,450 hours of volunteer Bushcare work was undertaken to support a further 9,840 hours of contractor work. The City of Ryde Bushcare Program has expanded to 26 groups and 176 active volunteers, and we are currently working to expand the program while continuing to provide an adequate level of support to existing groups.

In September 2014 we held a forum to give registered Bushcare volunteers the opportunity to share their ideas about the Bushcare Program and provide a channel to direct feedback to the City of Ryde. Participants included 31 volunteers from 19 Bushcare groups, representing 18 percent of Bushcare volunteers in Ryde.

Following on from the recommendations made at the forum and the results of a survey, we now employ casual Bushcare supervisors to support the weekend Bushcare groups. We will also continue to look at ways to add value to the program, through ongoing promotion, the use of corporate volunteer groups and joint ventures with nearby Councils.

Our corporate Bushcare program also continued during the year, with great results. Since 2010, staff from Johnson Controls have volunteered at Greenwood Park, undertaking a variety of bush regeneration activities including vine control, woody weed removal and most recently a planting project. An area in Greenwood Park has been transformed with the addition of 400 native tubestock.

CA Technologies and Toshiba have returned to Wilga Park to undertake mulching and planting to help create habitat for native wildlife along the Shrimptons Creek corridor.

Students from Morling Theological College's 'Plunge' Program have included Bushcare as an extra-curricular activity for the fourth year in a row.

They helped to remove woody weeds at Wilga Park, did some water testing, learnt about the local environment and had great fun while they were doing it.

## Planted trees

On National Tree Day 83 volunteers from the local community helped plant 600 shrubs and groundcovers and 10 large Blackbutts (*Eucalyptus pilularis*) at Olympic Park. Council crews had spread 70 cubic metres of mulch on the site in preparation for the community dig-in and then constructed tree guards around the larger trees after the activity. As they grow the trees will provide visual amenity and shade for park users and contribute to a wildlife corridor.

For over 10 years students from St Ignatius College have been helping improve wildlife corridors in Ryde. On Schools Tree Day this year 30 students planted 200 plants at Lambert Park, Eastwood. Their previous work sites are flourishing and are becoming havens for native birds.

## Supported The Habitat

The Habitat is a community food garden and nursery that specialises in growing plants native to the Ryde area. Located at 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 2014/15 a total of 3,228 volunteer hours were spent at The Habitat.

## Enjoyed spring gardens of all shapes and sizes

The City of Ryde's Spring Garden Competition is a well-established annual community event that promotes the environment, sustainability and green living principles while 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 (children) to older more seasoned garden enthusiasts from all cultural and community groups.

The competition continued to grow in 2014, with 65 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, balconies, river frontages, corporate green spaces, community gardens, school yards and large tracks of natural bushland.

The City of Ryde Spring Garden Competition is one of a handful of Council-produced garden competitions run for the benefit of the community, and is supported by generous sponsors including Eden Gardens (Gold), Snowden Parkes Real Estate (Gold), SITA Australia (Silver), and Sam the Paving Man (Bronze).























# OUR HIGHLIGHTS (CONTINUED)




## How our planned projects progressed in 2014/15










The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

 On track	<b>4</b>	 Complete	<b>8</b>	 Cancelled	–
 Action required	–	 Not started	–	 Deferred	–

Program/projects	Status	Comment
<b>Open Space, Sport &amp; Recreation program</b>		
Delineation of Natural Areas		
Park & Open Space Tree Planting Program		
Protecting Biodiversity in Ryde		This is an ongoing project.
Sportsground Subsidence Program		
Shrimptons Creek - Termite Infestation		Project scope was reviewed due to unique nature of the project. Tree removal numbers reviewed after consultants' input. Difficulty in getting access to site to remove trees due to wet weather and requiring access to sporting fields. Termite treatment planned for warmer months.
<b>Catchment program</b>		
Stormwater Asset Replacement Renewal		
Stormwater Improvement Works Renewal		
<b>Environmental program</b>		
Lighting upgrade – Council facilities		
<b>Waste and Recycling program</b>		
Home Waste & Sustainability Project		
No Littering – Eastwood		
Porters Creek Protection Earthworks and reconfiguration		
Sustainable Waste to Art		

## Measuring our performance

 Within reasonable limits – 
  Action required **2**
 Target met **7**

Measure	2013/14 Result	2014/15 Target	2014/15 Result	Status
<b>Catchment program</b>				
% of stormwater assets that are condition level 4 or better	N/A	Baseline year	90%	
<b>Environmental program</b>				
Equivalent Tonne (et) CO <sup>2</sup> saved across organisation from mitigation actions implemented.	656 tonnes	>= 400 tonnes	911 tonnes	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	-12%	<5%	0.1%	 <p>This is a commendable result given the growth in energy-consuming facilities and services that has occurred since the base year. Despite this growth energy consumption across the organisation is almost the same as the usage in the baseline year.</p>
% reduction in Council water consumption across all facilities below 2003/04 base year	8%	<15%	7%	
State of Environment Report as part of Annual Report completed	1	1	1	 <p>There is no longer a legislative requirement for Councils to prepare individual State of the Environment report each year, however, we report data on environmental indicators and other information relevant to Ryde.</p>
<b>Waste and recycling program</b>				
% tonnes of recycling from all domestic waste services	44%	50%	42%	 <p>Council has entered into a NSROC Regional Waste Disposal Tender which will assist us to meet this target in the future .</p>
% community satisfaction with CoR's domestic waste and recycling service	86%	Baseline year	N/A	 <p>Due to the introduction of a new service, the survey will be conducted in 2015/16.</p>
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	96%	95%	100%	
% Council's fleet cars to meet 4 green star rating	98%	95%	100%	

# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with a range of community groups, partners and businesses for the benefit of our community.

- Our annual household chemical cleanout was conducted in partnership with the EPA.
- We supported efforts by the Parramatta River Catchment Group to make the Parramatta River swimmable again.
- We invited speakers from the Australian Museum, the Eco Schools Program, The Habitat Community Garden and Garage Sale Trail to speak to members of the Ryde Environmental Education Network.
- We worked with bushcare volunteers from local businesses, including Johnson Controls, CA Technologies, Toshiba and Morling College to regenerate areas of natural bushland.



# LOOKING AHEAD

In 2015/16 the following projects are planned:

- Auditing and upgrading lighting
- Hosting the Sustainable Waste to Art Project
- Running the Future Focus Home Waste and Sustainability project
- Replacing stormwater assets and undertaking other stormwater improvement works
- Developing signage and building steps at Brush Farm Park
- Undertaking flora and fauna surveys
- Planting trees in parks and open spaces
- Managing subsidence on old landfill sites
- Continuing to develop and upgrade the Porters Creek precinct

OUTCOME:

# A CITY OF CONNECTIONS

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**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.

## GOAL TWO

Our community is able to safely and conveniently drive, park, cycle or walk around their city.

### STRATEGIES

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

## GOAL THREE

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

### STRATEGIES

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

# OUR HIGHLIGHTS

In 2014/15 we undertook a number of projects to improve the connections in our City. We:

## **Built vandal-proof bus shelters**

We are currently implementing the Graffiti Action Plan 2014-2016 with the aim of reducing anti-social graffiti vandalism in the City of Ryde. As part of this initiative two new bus shelters were built – one opposite Ryde Park and the other on Herring Road near the Macquarie University station – that incorporate anti-vandalism measures, including decorative treatments, artwork and protective coatings to prevent scratching and graffiti attacks.

The Sydney Harbour Bridge, New York, a Kawasaki bike and mosaics from the War Memorial in Canberra are some of the images being used. The City of Ryde is the first council in NSW to trial this innovative approach to preventing vandalism at bus shelters.

## **Converted street lighting at Meadowbank to LED lamps**

As part of an ongoing project to reduce power consumption and save money we are gradually replacing streetlighting across our City. This year we converted streetlights at Meadowbank to LED lamps.

## **Surveyed our assets**

To understand the work and costs required to bring our infrastructure assets up to the standard expected by our community when they agreed to support the rate increase, we have undertaken a comprehensive survey of the City of Ryde's roads, footpaths, drains, kerbs and guttering. We identified a total of 180,992 work requests, which will be addressed in order of priority from 2015/16.

## **Received funding to calm traffic**

During the year we secured \$2 million in grant funding to further enhance road safety measures along Morrison Road. A series of traffic calming measures will be installed over two financial years to improve amenity and safety in the area.

## **Resurfaced roads and built cyclepaths and footpaths**

Twenty-three road resurfacing projects were completed during the year, including works at Gladstone Avenue, North Road, Waterview Street, Cox's Road, and Blaxland Road. Morrison Road and Shaftsbury Road were also resurfaced with upgraded drainage systems to reduce water pooling during heavy rain.

Our network of cycleways was expanded with the construction of a shared user path along Blaxland Road.

We continued to provide new paved footpaths to improve pedestrian access throughout our City, including footpath upgrades along Julius Avenue and Ryedale Road, as well as the completion of major granite footpath upgrades in Macquarie Park on Waterloo Road. Shared user pathway upgrades between North Ryde station at Riverside Park that will extend along Delhi Road to the National Park will be completed in early 2015/16.



## Planned for better pedestrian travel

In addition to ongoing footpath renewals and upgrades we are also working to develop a network of safer, better connected footpaths to help pedestrians get to their destinations quickly and easily. As part of this process we have developed Pedestrian Access and Mobility Plans (PAMPs) for the key centres of Macquarie Park, Gladesville and Eastwood.

These PAMPs define priority routes for pedestrians and identify works that will make pedestrian access easier, including upgrading footpaths and kerb ramps, developing new street crossings and improving lighting. Much of this work will be undertaken in 2015/16.

The City of Ryde is also preparing a PAMP for the Top Ryde centre, which will help identify impediments to greater pedestrian activity and outline works to improve pedestrian access in the coming years.

## Upgraded public PCs

We rolled out new public PCs in all five libraries to ensure that our whole community has access to the latest information technology, regardless of personal circumstances.

## Undertook a parking survey in Macquarie Park

The continual growth of the Macquarie Park precinct has resulted in increased traffic and demand for car parking. During the year we undertook a study to assess the need for parking and determine whether the needs of commuters are being met.

The study found that unless some significant changes are made to the off-street and on-street parking rates, long-term growth in the Macquarie Park Corridor could be compromised by traffic congestion. It proposed two alternatives to the 'business as usual' model.

Option one involves introducing commercial car parking rates with a capped rate for all day parking. While this is regarded as a positive step for managing commercial car parking, the study also acknowledged that this represented a lost opportunity to send a signal that driving to work comes at a cost and should be discouraged in preference of more sustainable modes of transport, such as those supported by the Transport Management Agency.

Option two recommends a scenario where parking in an inner precinct centred around Waterloo Road would have more restrictive parking rates compared with outer areas. The study found that this approach achieves a balance between minimising the effects of traffic congestion growth in the precinct and the impacts that the modified rates will have on the competitiveness of the precinct against other similar centres. This amendment to the commercial car parking rates would be supported by the removal of the all-day parking rate cap and replaced by an hourly car parking rate.

The report will be presented to the Council in September 2015 and Council will continue to work closely with the Macquarie Park Transport Management Agency to better manage traffic and parking in Macquarie Park.

**180,992**  
asset repair  
jobs identified

**2** vandal-  
proof bus  
shelters  
installed

**41,000**  
passengers  
carried on the  
Shop Ryder bus

**\$2 million**  
grant to improve  
traffic safety

**1** light rail  
symposium  
held



## Supported Macquarie Park's Transport Management Agency

Connect Macquarie Park + North Ryde continues to work closely with the City of Ryde on all issues associated with facilitating easy commuting into and around Macquarie Park. This year we collaborated on the Light Rail Symposium (see below), car parking rates and pedestrian connections. The City of Ryde will continue to fund the agency in 2015/16 however this budget will be reduced in future years as business membership increases.

## Hosted a light rail symposium

Businesses have identified that traffic congestion around the Macquarie Park area has a significant impact on their business. In response, and in partnership with Macquarie University, the City of Ryde hosted a Light Rail Symposium, which called for the construction of the 'missing link' in the Western Sydney Light Rail Network between the Macquarie Park and Parramatta CBDs.

Delegates including two State Cabinet Ministers, a Federal Minister and two Mayors were unanimous in their agreement that a light rail connection between Parramatta and Macquarie Park (via Carlingford and Epping) was the preferred route for Stage 1 of the Western Sydney light rail network.

Linking the two thriving CBDs with light rail infrastructure that can move up to 10,000 passengers per hour was described as a 'no brainer' by keynote speaker Dr Michelle Zeibots of the UTS Institute for Sustainable Futures.

We continue to impress upon the NSW Government the economic benefit of connecting the two growth centres of Parramatta and Macquarie Park. The final route is yet to be announced.

## Refurbished Banjo Paterson Park Wharf, Gladesville

We completed upgrading the wharf at Banjo Patterson Park in Gladesville after its weathered planking was deemed unsafe by RMS in 2014. The wharf is one of the few free public jetties in the area and allows families to fish or tie up small watercraft. It is once again safe for their continued use.

## Campaigned for Fatality Free Fridays

In the lead up to Fatality Free Friday on 29 May 2015, the City of Ryde and Ryde Local Area Command urged the community to take the pledge to drive safely and sign the Fatality Free Friday Pledge Car in Eastwood Plaza. The campaign aims to achieve zero deaths on roads in Australia for just one day, and is underpinned by the belief that if drivers are asked to actively concentrate on road safety and safe driving for just one day, they'll drive more safely over subsequent days and, over time, change their outlook completely.

Upgraded public PCs in all five libraries

Completed PAMPs for Macquarie Park, Gladesville and Eastwood

## OUR HIGHLIGHTS (CONTINUED)

132

### **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 and updated 16 stops to ensure they comply with Disability Discrimination (DDA) legislation.

In addition, to ensure commuters are able to access the Macquarie Park business hub with minimal disruption, we are working with RMS to ensure that a proposed upgrade to the Khartoum and Waterloo Road intersection does not occur at the same time as the planned shutdown of the Epping to Chatswood rail link for station upgrades.

Finally, Macquarie University and Macquarie Shopping Centre have made an unsolicited bid to the City of Ryde to upgrade the Herring Road bus interchange in Macquarie Park. The City of Ryde is currently exploring the viability of the idea and identifying funding sources for the project.

### **Provided a Community Bus Service**







During this financial year some 41,377 people were transported using the Shop Ryder bus service. The bus travels between major shopping centres and transport hubs to reduce the number of cars on the road. The route includes 10 stops, including Meadowbank, West Ryde, Top Ryde and Eastwood Centres. The service encourages the use of public transport, which reduces greenhouse gas emissions and increases community mobility. While the bus service has been reduced from six to four days a week because of costs, a customer survey also conducted in March–April 2015 found that 98 percent of customers were satisfied with the service.























# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2014/15





The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

 On track	<b>3</b>	 Complete	<b>17</b>	 Cancelled	–
 Action required	–	 Not started	–	 Deferred	–

Program/projects	Status	Comment
<b>Open Space, Sport &amp; Recreation program</b>		
Bridge Upgrade / Renewal		This multi-year program is ongoing, with the completion of the Glen Street bridge and flood investigation and design for Cressy Road undertaken in 2014/15. Tender and installation of the bridge structure and abutments is scheduled for 2015/16.
Heavy Patching		
Road Kerb Renewal		
Road Resurfacing Renewal		
<b>Centres and Neighbourhood program</b>		
Pedestrian Accessibility & Mobility Plan		
<b>Library program</b>		
Renewal of Public PCs at Libraries		
<b>Paths and Cycleways program</b>		
Bus stop DDA compliance		
Cycleways Construction Expansion		
Footpath Construction Expansion		
Footpath Construction – Julius Ave		
Footpath Construction – Plassey Road		Finalisation of design for works waiting for formal NPWS approval as works will impact on the adjacent National Park. The project is programmed to be completed in Q2 of 2015/16.
Footpath Construction Renewal		
<b>Traffic &amp; Transport program</b>		
Bus Shelters - new		Herring Road and Blaxland Road shelters installed.
Bus Stop Seats - new		
Car Park Renewal		
Shop Ryder Community Bus Service		Annual service completed and over 41,000 passengers transported in 2014/15. A customer survey was also conducted in March/April 2015, which found 98 percent of customers were satisfied with service.
Traffic Facilities Khartoum and Waterloo Roads		This is a multi-year project, currently programmed over two financial years, with the design subject to RMS approval.
Traffic Calming Devices		
Traffic Facilities Renewal		
<b>Foreshore program</b>		
Seawalls/Retaining Walls Refurbishment		The Meadowbank site project will continue into 2015/16. It was delayed due to Viva Energy and gas pipeline approvals.

## Measuring our performance

 Within reasonable limits – 
  Action required – 
  Target met **4**

Measure	2013/14 Target	2013/14 Result	2014/15 Result	Status
<b>Roads program</b>				
% of road pavement network that are condition level 4 or better	N/A	Baseline year	94%	
<b>Paths and cycleways program</b>				
% of paths and cycleways that are condition level 4 or better	N/A	Baseline year	97%	
<b>Traffic and transport program</b>				
No. of passengers transported by Top Ryder Community Bus Service	65,085	>=35,000	41,377	 <p>Target revised from 50,000 passengers due to downsizing service from six-day service to a four-day service.</p>
<b>Foreshore program</b>				
% of seawalls that are condition level 4 or better	N/A	Baseline year	95%	

# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with the following community groups, partners and businesses for the benefit of our community.

- We continued to support the work of Macquarie Park's transport management agency, Connect Macquarie Park + North Ryde, and this year collaborated with Macquarie University to host a symposium on bringing light rail to the area. It saw representatives from local, state and federal government attend as well as transport and sustainability experts.
- We joined forces with Ryde Local Area Command to reinforce calls for safe driving.
- We are assessing an unsolicited bid by Macquarie Centre and Macquarie University to upgrade the Herring Road bus interchange, and are continuing to collaborate with RMS to coordinate road and rail upgrades.



# LOOKING AHEAD

In 2015/16, we have the following projects planned:

- Building new bus shelters, ensuring DDA compliance for bus stops, and installing new bus stop seats
- Constructing and repairing footpaths
- Expanding our cycleways network
- Implementating scheduled roads and footpath projects as per the Special Rate Variation Program
- Improving pedestrian access and mobility across the three wards
- Installing traffic calming devices in Pittwater Road, East Ryde
- Refurbishing seawalls and retaining walls
- Renewing traffic facilities
- Repairing and resurfacing damaged roads
- Running the Top Ryder Community Bus Service
- Preparing for signalling the intersection of Khartoum and Waterloo Road, Macquarie Park

We'll also be talking to our community about:

- The development of a Council-wide Integrated Transport Strategy and Road Safety Plan

OUTCOME:  
**A CITY OF  
HARMONY AND  
CULTURE**



**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.

## GOAL TWO

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

### STRATEGIES

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

## GOAL THREE

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

### STRATEGIES

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

# OUR HIGHLIGHTS

In 2014/15 we undertook a range of activities to enhance culture and harmony in our City. We:

## Welcomed our millionth library visitor to Ryde Library

Since opening in May 2011, Ryde Library has gone from strength to strength, and in August 2014 recorded its millionth visitor. The milestone was celebrated on 19 August 2014 with a storytime event where the children were awarded special certificates for being 'one in a million'.

During the year a new three-year Joint Library Agreement for Gladesville Library was signed by City of Ryde and Hunters Hill Councils. The agreement ensures that high quality services for the community continue into the future and is another chapter in the nearly 60-year library services partnership between the two Councils.

Our libraries have also continued to be hubs of community activities, with activities during the year including children's events, technology classes, Justice of the Peace services, authors talks, musical events, the annual knit-in and this year's Centenary of ANZAC commemorative poppy knitting activities. Events for the community are increasingly popular, with a 2 percent increase in attendance at events across the five branch locations this year.

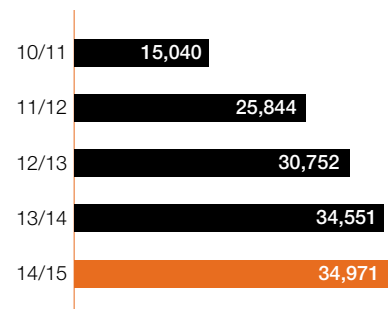
The Library Service has continued to develop partnerships with other organisations. Another successful Sydney Writers Festival event was held. A new partnership has been developed with Relationships Australia to deliver beginners English conversational classes at West Ryde Library. The State Library of NSW also provided assistance with the rollout of upgraded WiFi to all library locations. Use of this service is growing strongly, with over 294,800 logins recorded during the year, an increase of 14 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, especially for children aged 0 – 12 years. We now have over 1,400 children's fiction, beginner readers, picture books and non-fiction titles in the online collection.

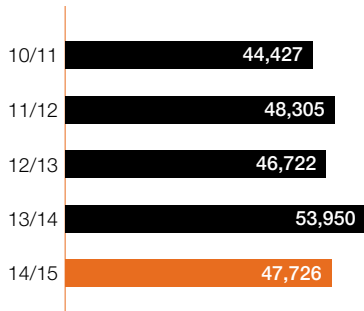
The community has enthusiastically supported these with e-loans of over 80,600 loans in the year, an increase of 89 percent on the first year.

E-loans now make up over 8 percent of total loans, however, the physical collections continue to be very popular, with total loans for the year reaching over 950,000 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.

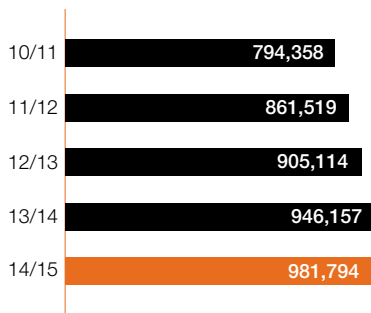
### Total attendees (parents and children) at Storytime/Rhymetime



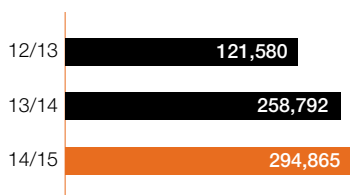
### Hours of computer use at our libraries



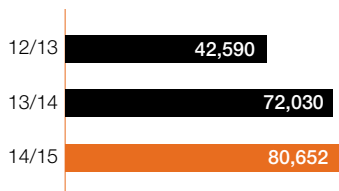
### Total number of visitors at all libraries



### WiFi logins at the libraries



### E-Lending



Celebrated Ryde Library's millionth visitor

80,652 E-Loans

294,865 library WiFi logins

# OUR HIGHLIGHTS (CONTINUED)

## Commemorated the Centenary of ANZAC

Throughout the year, we undertook a range of activities to recognise the Centenary of ANZAC with commemorations held for Remembrance Day and ANZAC Day.

### REMEMBERED THE BATTLE OF LONE PINE

The City of Ryde Centenary of ANZAC Committee invited members of the community to attend a commemoration ceremony of the WWI Battle of Lone Pine (6 – 9 August 1915) at the Ryde Cenotaph, on Wednesday 6 August 2014.

The Lone Pine ceremony coincided with the 100th anniversary of the declaration of war and was the first of five special projects undertaken by the Committee to commemorate the Centenary of ANZAC.

The Ryde Historical Society undertook extensive research into the role of local servicemen and families in WWI and part of their work was revealed in a tribute to the 17 soldiers from the Ryde area who lost their lives in the infamous Battle of Lone Pine.

### CREATED OVER 3,000 POPPIES

We invited our community to be part of our Centenary of ANZAC tribute by helping to create over 3,000 knitted, crocheted, felted, cross-stitched or crafted red poppies. Our goal was to create 2,000 poppies, but our passionate community members created many more.

Since the First World War, the red poppy has been a traditional symbol of remembrance, recalling the fragile flower that bloomed in the battle fields of France and Gallipoli.

The poppies adorned giant letters spelling out 'R Y D E' in an ANZAC Day tribute to the 2,000 Ryde locals who went to the First World War, between 1914 and 1918. It is estimated that over 2,000 hours of work went into the creation of the poppies.

### IDENTIFIED LOCAL WWI CONNECTIONS

While local street names like Anzac Avenue and Diggers Avenue are easy to identify as having a link to our WWI history, others are less obvious. As part of Centenary of ANZAC activities, 19 local streets discovered to have direct WWI connections – either through a prominent soldier or an event – were identified with specially designed WWI commemorative signage. An interactive map showing the location of the local WWI named streets was also developed and can be found on the Ryde Remembers section of the Council website.

### 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 511 wraps. Over tea, chat and the rhythmic clicking of needles in City of Ryde's libraries our community has:

- Donated approximately \$38,000 worth of wool to make the wraps
- Spent time equivalent to a year's worth of output for 20 full time workers, and
- Knitted over 1,400 kilometres in length of wool – further than the distance from Sydney to Rockhampton!

## Admired local women who made change happen

Forty-three local women who 'made change happen' were recognised for their contribution to the community and civic life at the City of Ryde's inaugural International Women's Day Forum. The Make It Happen Forum, an initiative of the City of Ryde's Status of Women Advisory Committee, encouraged women to speak up about the successes, challenges and opportunities facing them and the wider community.

The audience of around 85 women and men enjoyed an informative debate with the expert panel that included guest speaker Eva Cox; the CEO of Achieve Australia, Anne Bryce; Mahboba Rawi, founder of Mahboba's Promise; Superintendent John Duncan from Ryde Local Area Command; and City of Ryde's General Manager, Gail Connolly. Discussion topics included equality, leadership and workplace issues, financial independence, domestic violence, health care, recognition in the arts and the growth of female-owned businesses, as well as assistance for people with disabilities and health care for women in disadvantaged countries.

## Celebrated National Youth Week 2015

With the 2015 theme 'It starts with us,' Youth Week is the largest celebration of young people in Australia. Ryde Youth Council hosted a week-long program of activities with a launch party at Our Space Youth Hub that included a jumping castle, drop in street art workshop, performances by local young people, free sausage sizzle and music provided by ZRRR as well as the inaugural 'It Starts With Us' Film Making Competition.

Young people were invited to submit a short film (2 – 3 mins) entitled 'It Starts With Us' in any genre from animation to doco, sci-fi to romance, and were helped to achieve their ambitions with two film-making workshops. Other events included a Model UN Debate, a celebration of gaming culture with the latest games for Xbox One and Wii as well as a personal appearance by professional gamer and games designer Rae Thompson, and SHOREFEST, the North Shore's premier music festival.

## Embraced social inclusion

To celebrate Social Inclusion Week in November 2014 and International Day of People with a Disability the following month, the City of Ryde, in partnership with several community organisations, launched a Celebrate Diversity Campaign spread across three Community Open Days held in Eastwood, Top Ryde and West Ryde.

The Open Days, which were attended by nearly 500 residents, included a range of exciting activities and performances for the community, as well as an opportunity to explore community services offered by a wide range of organisations. The events were filmed, including one activity where community members recorded their feelings of belonging – and not belonging – on large blackboards. Footage of the events was included in a series of video clips on social inclusion, disability, diversity and belonging and posted online at the following link: [ryde.nsw.gov.au/Community/Social-Inclusion](http://ryde.nsw.gov.au/Community/Social-Inclusion)

## Enjoyed local refugees' contributions

In 2013 the City of Ryde became a Refugee Welcome Zone and this year we celebrated the contribution refugees have made to our society with the sharing of food, stories and performances at the West Ryde Community Hall as part of World Refugee Week.

We partnered with the Community Migrant Resource Centre to highlight the contribution refugees have brought to the local community at an event that included refreshments as well as a film and performance piece directed by Dr Iqbal Barkat, an author talk with Robin de Crespigny, and the opportunity to meet with people and organisations working with refugees in the Ryde area.

Partnered with  
the Community  
Migrant Resources  
Centre

**511**  
blankets  
knitted for  
charity

# OUR HIGHLIGHTS (CONTINUED)

## Hosted 120,830 people at our community events

Each year, we host a range of events for our residents and visitors, with their diversity ensuring there is something for everyone throughout the year. Our flagship event, the Granny Smith Festival, saw approximately 90,000 people flock to Eastwood, in what is now one of Sydney's biggest street festivals.

The event kicked off with the Mounted Police leading the Street Parade, followed by 'Granny Smith' on her apple float and the Mayor in a grand vintage car. Behind came a host of colourful characters including eager young dancers, boy scouts and girl guides, community groups displaying their cultural heritage, local business owners, volunteer organisations and marching bands.

Throughout the day, apple pies, gozlemes, fruit frappes, satay sticks, noodles, nuts, cakes and sizzling sausages were consumed with gusto, while water flowed at the free water station.

The Community Notice Board filled up with over 500 messages and the family concert got off to a great start with local artists Outlier and Soundproofed keeping the crowd entertained before the Bon Jovi Tribute Band got everyone on their feet. In a fitting end to a spectacular day, the evening sky lit up with an amazing display of fireworks, with Police reporting that crowds throughout the day and night behaved impeccably.

Other events that cater for our diverse community throughout the year include Cinema in the Park series (including screenings for the hearing impaired), Lunar New Year Celebrations, the Ryde Rivers Festival, our Australia Day celebrations, and Christmas Carols and other celebratory events.

And with 42 percent of residents speaking a language other than English at home, the City of Ryde is one of the most diverse communities in the state. This year's All the Colours of Ryde – Harmony Day Festival offered guests a latino twist, offering everything from maraca making to Macapella, and Spanish opera to Salsa dancing at the Top Ryde City Piazza.

We also continued to support longstanding 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.

Altogether, approximately 120,830 people attended City of Ryde events.

## Welcomed over 1,000 new citizens

In 2014/15 we welcomed 1,012 new citizens into our community through three citizenship ceremonies. The grantees came from many different countries, highlighting the diversity of our community.





**3,000**  
poppies  
knitted for  
ANZAC Day

**1,000**  
new citizens  
welcomed

**120,830**  
people at City  
of Ryde events

# OUR HIGHLIGHTS (CONTINUED)

## 146 Showed our creative side

It's been another exciting year for art in the City of Ryde with dozens of events and prizes to stimulate the senses and introduce local artists and their works to the community.

### HUNGRY FOR ART

Once again the City of Ryde became a hub of creative activity during the annual Hungry for Art festival. Offering sculpture, painting, drawing, ceramics, new media art, exhibitions, art-making workshops as well as music, performance and food events Hungry for Art showcased some of the best creative talent living and working in the region.

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 invited local snappers to submit mobile phone photos responding to the theme "Looking for Sound" – the relationship between visual image and sound, for a share of \$1,000 prize money.

The Arts festival aims to take art to the people with displays in public spaces, shopping centres, private residences as well as local art galleries.

From the 50 finalists chosen to exhibit at the Hungry for Art exhibition at See Street Gallery, the winners were as follows:

#### 18 years and under Winner:

Chloe Ferres

#### Over 18 years Winner:

Nara Jordi

Other events included an ArtTrail through the City of Ryde, satellite exhibitions including *Contemporary Gallipoli 2015* at Macquarie University Art Gallery, *Food* at Willandra and the Australian cartoonist drawings and displays and Art Market PopUp at Top Ryde City Shopping Centre.

### WEST RYDE SHOPFRONT SCULPTURE TRAIL

In December we launched the West Ryde Shopfront Sculpture Trail, which gave sculptors the opportunity to exhibit their works in high-visibility retail shopfront spaces in West Ryde in the lead up to Christmas shopping, while also drawing the community to the revamped West Ryde Village. This program resulted in shoppers exploring greater areas of the shopping precinct and increased foot traffic across the town centre.

### ARTS ACTIVATION RYDE

Arts Activation Ryde (AAR) is an exciting grass-roots program designed to bring together women from diverse cultural backgrounds to share their stories, create art and form new friendships. Three-hour workshops were held every month with a different artist demonstrating their skill and encouraging the participants to create something new and beautiful. They included Peruvian artist Claudia Uhlig, who demonstrated how to make jewellery from recycled materials, and master cake-decorator, Felis Huang, who demonstrated making amazing decorations and embellishments for cakes out of Japanese Light Clay.

The project is an initiative of the City of Ryde Status of Women Advisory Committee in partnership with Artisans Ryde Co-op.

### WOMEN'S ART PRIZE

Celebrating another successful year, the City of Ryde, supported by the Northern Sydney Institute, presented the fifth annual Women's Art Prize. This year's theme clearly resonated with the community resulting in a record 268 entries, a 30 percent increase on the previous year and an outstanding response from artists as diverse in age and culture as the media they chose. 2015 also marked the first year the Art

Prize has been open to entrants across the country, with a special Local Artist Award added to recognise local talent.

#### 2015 Women's Day Art Prize Winners

##### Open Category:

Patricia Concha

##### Community Category Winner:

Miriam Chan

##### Youth Category Winner:

EJ Son

##### Local Artist Award Winner:







Rosemary Dugan







# OUR HIGHLIGHTS (CONTINUED)



## How our planned projects progressed in 2014/15





The table below highlights how each project in our One Year Operational Plan 2014/15 progressed throughout the year.

 On track	<b>2</b>	 Complete	<b>2</b>	 Cancelled	–
 Action required	–	 Not started	–	 Deferred	–

Program/projects	Status	Comment
<b>Library Program</b>		
Library Books		
<b>Community and Cultural Program</b>		
Ryde Youth Theatre Group		This is a four-year project. Business planning in progress.
Ryde Remembers - ANZAC		Project carried over due to delay in receiving grant funding.
Hungry for Art		

## Measuring our performance

 Within reasonable limits – 
  Action required 1 
  Target met 3

Measure	2013/14 Result	2014/15 Target	2014/15 Result	Status
<b>Library program</b>				
% customer satisfaction of library users satisfied with quality of service	97%	>= 0%	-	 Action required. Results of survey due in early 2015/16.
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.7	>= 8.1	8.3	
No. of visits to libraries annually	981,794	950,000	975,506	 Visitor numbers steady despite a State decline in visits of 2.4 percent in the previous year. Visits to our libraries are now exceeding loans, an indication that our community values the library spaces provided as well as the range of services, activities and collections we offer.
<b>Community and Cultural Program</b>				
No. of people attending key events and programs conducted by the City of Ryde	114,220	>=100,000	120,830	

# ENGAGING AND COLLABORATING

During 2014/15 we engaged and collaborated with the following community groups, partners and businesses for the benefit of our community.

- Partnerships with Sydney Writers Festival, Relationships Australia and the State Library of NSW have benefited library users during the year.
- The City of Ryde and Ryde Historical Society collaborated to help recognise the Centenary of ANZAC.
- We partnered with the Community Migrant Resource Centre to highlight the contribution refugees have made to the community.
- Many groups worked together to create memorable community events such as the Granny Smith Festival, Cinema in the Park, Ryde Rivers Festival and Lunar New Year Celebrations.
- We collaborated with many groups to host arts activities across the City, from the Artisans Ryde Co-op to Macquarie University Art Gallery, Top Ryde City, and shop owners in West Ryde.



# LOOKING AHEAD

In 2015/16 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 ebooks
- Offering heritage grants

# CHIEF FINANCIAL OFFICER'S REPORT

Our 2014/15 financial result of an operating surplus of \$41 million reflects our continuing strong financial performance.

This result represents an increase of \$25.5 million from the previous year, due to an increase in developer contributions, operating grants, rates, interest, gains from disposal of assets and user fees and charges.

Our operating result before capital was a surplus of \$10.04 million. We own and maintain over \$1.02 billion worth of infrastructure and \$1.52 billion worth of land, and have revalued our assets to Fair Value. Over the past couple of years we have reviewed the useful lives and condition of our infrastructure assets, setting the useful life to the date at which they are renewed. The impact of that on depreciation has been brought to account in our 2014/15 Financial Report, resulting in our depreciation expense decreasing by \$1.78 million.

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

Doing this allows the City of Ryde to generate sufficient funds to replace assets and deliver strategic projects.

It is one of the keys to our long-term financial sustainability.

Other features of the 2014/15 result include:

- Working capital of \$4.96 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- We received approximately 56 percent of our revenue (excluding capital) from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.84 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 5.03x.
- Our level of internal reserves (funds put aside for specific projects) is \$73.2 million.

While our financial indicators, as attested to by our auditors Pricewaterhouse Coopers, reflect that we are in a strong financial position. However, similar to all local governments across Australia, the City of Ryde will continue to face a number of challenges in the years ahead associated with maintaining and improving infrastructure.

During 2014/15 we sought support from our ratepayers for a Special Rate Variation to help maintain and improve our infrastructure and assets into the future. Our community indicated their support for a reasonable (7 percent) rate increase over four years, cumulative, and the City of Ryde then formerly applied to IPART for approval. Approval was given on 19 May 2015 and the rate increase, and associated infrastructure upgrades, will commence in the 2015/16 financial year.

Otherwise we continue to address our long-term financial sustainability through our Long Term Financial Plan (LTFP).

Further information on our financial performance is contained in the Community Financial Report from page 26 and Financial Statements from page 155.



**John Todd**  
Chief Financial Officer – City of Ryde



## Key features of the 2014/15 result:

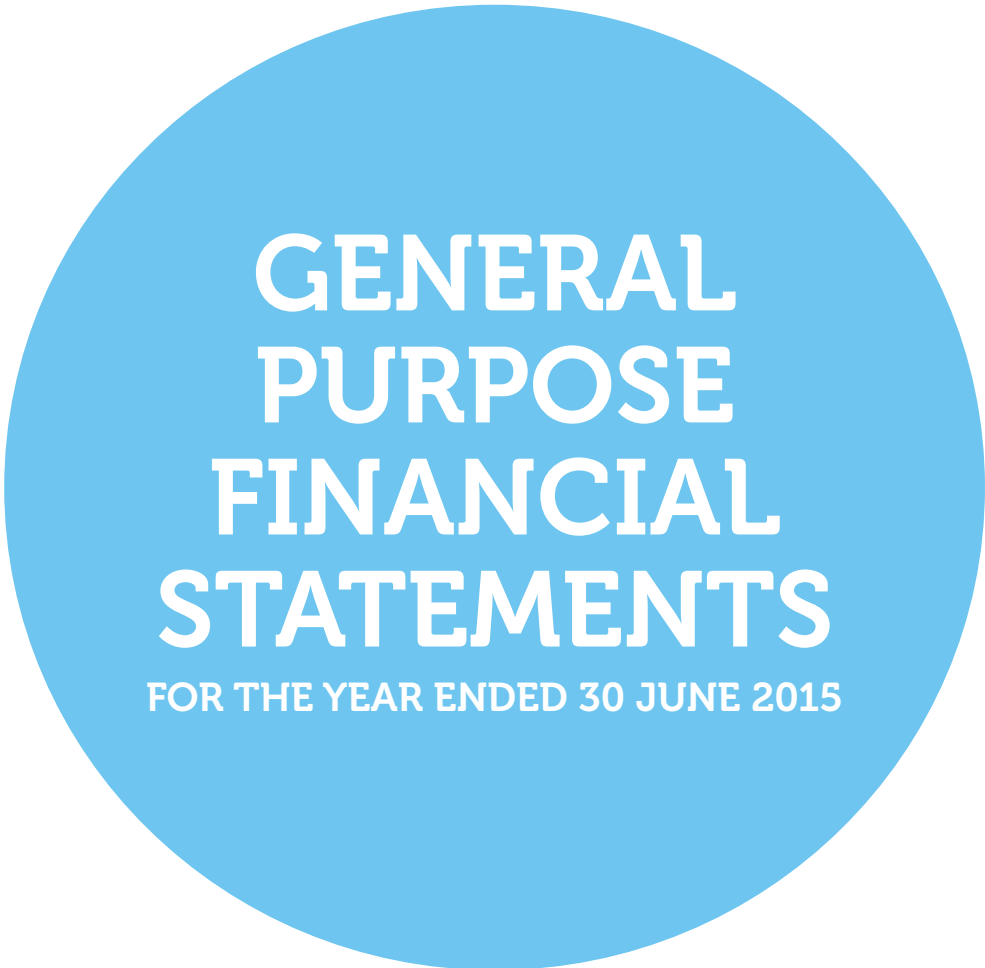
We invested \$25.40 million in capital expenditure, with major projects including:

Catchment program	\$ 2.31 million
Centres and Neighbourhood program	\$ 1.58 million
Community and Cultural program	\$ 0.20 million
Foreshore program	\$ 0.12 million
Internal Corporate Services program	\$ 3.49 million
Library program	\$ 0.62 million
Open Space, Sport & Recreation program	\$ 4.68 million
Paths and Cycleways program	\$ 3.34 million
Property Portfolio program	\$ 1.81 million
Roads program	\$ 4.79 million
Traffic & Transport program	\$ 0.69 million
Waste and Recycling program	\$ 1.75 million
<b>TOTAL</b>	<b>\$ 25.40 million</b>

## Key performance indicators

Note 13 Performance Indicators	2012	2013	2014	2015
Operating performance	0.51%	-6.60%	115%	8.53%
Own source operating revenue	62.13%	66.46%	82.04%	71.44%
Unrestricted current ratio	2.59x	3.03x	3.59x	5.03x
Debt service cover ratio	23.9x	28.29x	27.26x	20.86x
Rates & annual charges outstanding percentage	4.19%	3.93%	3.65%	3.84%
Cash expense cover ratio (months)	1.43	10.00	13.46	15.68
Special Schedule 7 Indicators	2012	2013	2014	2015
Building & infrastructure renewal ratio	0.80	0.94	1.23	0.89
Infrastructure backlog ratio (WDV) <sup>1</sup>	12.0%	8.4%	8.6%	3.4%
Infrastructure backlog ratio (GBV) <sup>1</sup>	6.3%	6.0%	6.1%	2.5%
Asset maintenance ratio	0.69	2.28	0.91	1.08
Capital expense ratio	1.89	1.26	1.52	1.66

<sup>1</sup> Council measures the backlog as those assets that are overdue for renewal i.e. The value of those assets in Condition 5.



**GENERAL  
PURPOSE  
FINANCIAL  
STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2015

# GENERAL PURPOSE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2015

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## STATEMENT BY COUNCILLORS AND MANAGEMENT

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### 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 25 August 2015.



Councillor Bill Pickering  
Mayor



Councillor Roy Maggio  
Deputy Mayor



Ms Gail Connolly  
General Manager



Mr John Todd  
Chief Financial Officer  
(Responsible Accounting Officer)

**INCOME STATEMENT**

<b>Original Budget* 2015 (\$'000)</b>		<b>Notes</b>	<b>Actual 2015 (\$'000)</b>	<b>Actual 2014 (\$'000)</b>
<b>INCOME FROM CONTINUING OPERATIONS</b>				
66,100	Rates and Annual Charges	3(a)	66,641	63,259
14,825	User Charges and Fees	3(b)	14,861	13,988
3,347	Interest and Investment Revenue	3(c)	4,811	4,331
7,061	Other Revenues	3(d)	8,939	8,932
6,563	Grants & Contributions provided for operating purposes	3(e&f)	6,932	5,549
424	Grants & Contributions provided for capital purposes	3(e&f)	30,959	14,229
<b>Other Income:</b>				
-	Net gain from the disposal of assets	5	915	64
-	Net share of interests in joint ventures and associates using the equity method	19	-	-
<b>98,320</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>134,058</b>	<b>110,352</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
42,666	Employee Benefits and On-costs	4(a)	39,538	39,789
234	Borrowing Costs	4(b)	256	146
26,654	Materials and Contracts	4(c)	25,618	25,590
15,088	Depreciation, Amortisation and Impairment	4(d)	14,778	16,559
17,224	Other Expenses	4(e)	12,865	12,697
-	Interest and Investment Losses	3(c)	-	-
-	Net Loss from the disposal of assets	5	-	-
-	Share of interests in joint ventures and associates using the equity method	19	-	-
<b>101,866</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>93,055</b>	<b>94,781</b>
<b>(3,546)</b>	<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>		<b>41,003</b>	<b>15,571</b>
-	Operating result from discontinued operations	24	-	-
<b>(3,546)</b>	<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>2(a)</b>	<b>41,003</b>	<b>15,571</b>
<b>(3,970)</b>	<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</b>		<b>10,044</b>	<b>1,342</b>

\* 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

	Notes	2015 (\$'000)	2014 (\$'000)
<b>Net operating result for the year - from Income Statement</b>		<b>41,003</b>	<b>15,571</b>
<b>Other comprehensive income</b>			
<b>Amounts which will not be reclassified subsequently to operating result</b>			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	77,909	347,819
Adjustment to correct prior period errors	20(d)	(6,434)	1,832
<b>Amounts which will be reclassified subsequently to operating result when specific conditions are met.</b>			
Realised available-for-sale investment gains recognised in revenue	20(b)	-	-
Gain (loss) on revaluation of available-for-sale investments	20(b)	-	-
<b>Total other comprehensive income for the year</b>		<b>71,475</b>	<b>349,651</b>
<b>Total comprehensive income for the year</b>		<b>112,478</b>	<b>365,222</b>
Attributable to:			
- Council		112,478	365,222
- Non-controlling Interests		-	-

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

**STATEMENT OF FINANCIAL POSITION**

	Notes	2015		2014	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	6(a)	14,305		15,793	
Investments	6(b)	90,704		51,500	
Receivables	7	8,314		7,713	
Inventories	8	618		489	
Other	8	798		315	
Non-Current assets classified as held for Sale	22	-		-	
<b>Total Current Assets</b>			<b>114,739</b>		<b>75,810</b>
<b>Non-Current Assets</b>					
Investments	6(b)	32,743		38,665	
Receivables	7	1,064		962	
Inventories	8	-		-	
Infrastructure, Property, Plant and Equipment	9	2,245,889		2,268,131	
Investments accounted for using equity method	19	-		-	
Investment Property	14	105,628		2,800	
Intangible assets	25	-		-	
Other	8	-		-	
<b>Total Non-Current Assets</b>			<b>2,385,324</b>		<b>2,310,558</b>
<b>TOTAL ASSETS</b>			<b>2,500,063</b>		<b>2,386,368</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	10(a)	19,229		19,205	
Borrowings	10(a)	993		793	
Provisions	10(a)	10,868		10,314	
<b>Total Current Liabilities</b>			<b>31,090</b>		<b>30,312</b>
<b>Non-Current Liabilities</b>					
Payables	10(a)	-		-	
Borrowings	10(a)	5,241		4,822	
Provisions	10(a)	156		136	
<b>Total Non-Current Liabilities</b>			<b>5,397</b>		<b>4,958</b>
<b>TOTAL LIABILITIES</b>			<b>36,487</b>		<b>35,270</b>
<b>NET ASSETS</b>			<b>2,463,576</b>		<b>2,351,098</b>
<b>EQUITY</b>					
Retained Earnings	20	1,783,775		1,742,772	
Revaluation reserves	20	679,801		608,326	
Council equity interest			2,463,576		2,351,098
Minority equity interest			-		-
<b>TOTAL EQUITY</b>			<b>2,463,576</b>		<b>2,351,098</b>

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



**STATEMENT OF CHANGES IN EQUITY**

	2015						
	Note	(\$'000) Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non- controlling Interest	Total Equity
<b>Opening Balance</b>	<b>20</b>	<b>1,742,772</b>	<b>608,326</b>		<b>2,351,098</b>	-	<b>2,351,098</b>
Correction of errors					-		-
Changes in Accounting Policies					-		-
<b>Restated Opening Balance</b>	<b>20</b>	<b>1,742,772</b>	<b>608,326</b>	-	<b>2,351,098</b>	-	<b>2,351,098</b>
Net Operating Result for the Year	20	41,003			41,003		41,003
Other Comprehensive Income	20		71,475		71,475		71,475
<b>Total Comprehensive Income</b>	<b>20</b>	<b>41,003</b>	<b>71,475</b>	-	<b>112,478</b>	-	<b>112,478</b>
<b>Closing Balance</b>	<b>20</b>	<b>1,783,775</b>	<b>679,801</b>	-	<b>2,463,576</b>	-	<b>2,463,576</b>

	2015						
	Note	(\$'000) Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non- controlling Interest	Total Equity
<b>Opening Balance</b>	<b>20</b>	<b>1,725,369</b>	<b>260,507</b>		<b>1,985,876</b>	-	<b>1,985,876</b>
Correction of errors					-		-
Changes in Accounting Policies					-		-
<b>Restated Opening Balance</b>	<b>20</b>	<b>1,725,369</b>	<b>260,507</b>	-	<b>1,985,876</b>	-	<b>1,985,876</b>
Net Operating Result for the Year	20	15,571			15,571		15,571
Other Comprehensive Income	20	1,832	347,819		349,651		349,651
<b>Total Comprehensive Income</b>	<b>20</b>	<b>17,403</b>	<b>347,819</b>	-	<b>365,222</b>	-	<b>365,222</b>
<b>Closing Balance</b>	<b>20</b>	<b>1,742,772</b>	<b>608,326</b>	-	<b>2,351,098</b>	-	<b>2,351,098</b>

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

## STATEMENT OF CASH FLOWS

Original Budget* 2015 (\$'000)	Notes	2015		2014	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
<b>Receipts</b>					
66,100	Rates & Annual Charges	66,383		63,366	
16,110	User Charges & Fees	16,307		15,335	
3,347	Investment Revenue and Interest	4,742		3,896	
6,838	Grants and Contributions	39,483		18,726	
-	Deposits and Retentions	2,359		2,359	
7,351	Other	6,506		7,944	
<b>Payments</b>					
(42,772)	Employee Benefits and on-costs	(39,393)		(39,223)	
(28,901)	Materials and Contracts	(28,518)		(24,886)	
(234)	Borrowing Costs	(256)		(94)	
-	Deposits and Retentions	(1,426)		(1,426)	
(18,577)	Other	(11,464)		(10,602)	
<b>9,263</b>	<b>Net cash provided (or used) in Operating Activities</b>		<b>54,723</b>		<b>35,395</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
<b>Receipts</b>					
51,500	Sale of Investments	18,761		32,034	
	Sale of Investment Property			-	
-	Sale of Real Estate Assets	-		894	
1,265	Sale of Infrastructure, Property, Plant and Equipment	3,224		1,466	
-	Other	-		-	
<b>Payments</b>					
(90,704)	Purchase of Investments	(52,000)		(46,050)	
	Purchase of Investment property	(1,150)		-	
(21,656)	Purchase of Property, Plant and Equipment	(25,665)		(25,944)	
-	Purchase of Real Estate	-		-	
-	Other	-		-	
<b>(59,595)</b>	<b>Net cash provided by (or used in) Investing Activities</b>		<b>(56,830)</b>		<b>(37,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
<b>Receipts</b>					
1,500	Borrowings and Advances	1,500		2,700	
<b>Payments</b>					
(885)	Borrowings and Advances	(881)		(507)	
<b>615</b>	<b>Net cash provided by (or used in) Financing Activities</b>		<b>619</b>		<b>2,193</b>
(49,716)	Net Increase (Decrease) in Cash & Cash Equivalents		(1,488)		(12)
15,793	Cash & Cash Equivalents at beginning Reporting Pd	11(a)	15,793		15,805
<b>(33,923)</b>	<b>Cash &amp; Cash Equivalents at end of Reporting Pd</b>	<b>11(a)</b>	<b>14,305</b>		<b>15,793</b>

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

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

## 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 10 Consolidated Financial Statements
- AASB 11 Joint Arrangements
- AASB 12 Disclosures of Interests in Other Entities

AASB 10 introduced a new definition of control based on the substance of the relationship and required Councils to consider their involvement with other entities regardless of whether there was a financial interest.

AASB 11 classified joint arrangements into either joint ventures (equity accounting) or joint operations (accounting for share of assets and liabilities).

AASB 12 has increased the level of disclosures required where Council has any interests in subsidiaries, joint arrangements, associates or unconsolidated structured entities.

These have had no significant impact on Council's Financial Statements.

#### (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 2014.

#### (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) Significant 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) Significant 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 that 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, impact the amount of depreciation.

### (b) Revenue recognition

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

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

#### Rates, annual charges, grants and contributions

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

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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.

**(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

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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 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

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

presented separately from other liabilities in the balance sheet.

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

**(k) Investments and other financial assets****Classification**

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

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

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

**(ii) Loans and receivables**

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

**(iii) Held-to-maturity investments**

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

**(iv) Available-for-sale financial assets**

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

**Financial assets - reclassification**

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

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made. Effective

interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

**Recognition and de-recognition**

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

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

**Subsequent measurement**

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

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

Changes in the fair value of monetary securities denominated in a foreign currency and classified as available-for-sale are analysed between translation differences resulting from changes in amortised cost of the security and other

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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).
- 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).

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

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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.

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.

The following table sets out the range of useful lives and depreciation within each condition rating by asset category.

Operational land was last valued 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.

Asset Category	Useful life (range of 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 (range of %)					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%



**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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

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

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

**(n) Investment property**

Investment property, principally comprising freehold buildings, car parks and blocks of units, are held for development to generate long-term rental yields and are 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

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

method. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

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

**(iii) Retirement benefit obligations**

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans (see below).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities. As a result, they have asked for significant increases in contributions to recover that deficiency. Council's share of that deficiency

cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has, however, disclosed a contingent liability in note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

**(t) Rounding of amounts**

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

**(u) Land under roads**

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

**(v) Provisions for close down and restoration and for environmental clean-up costs - Tips and quarries****(i) Restoration**

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period

when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, 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

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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 unwinding of the discount which is shown as a borrowing cost. Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

### **(w) Allocation between current and non-current assets and liabilities**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months.

### **(x) New accounting standards and interpretations**

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2015 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 and associated amending standards**

Significant revisions to the classification and measurement of financial assets, reducing the number of categories and simplifying the measurement choices, including the removal of impairment testing of assets measured at fair value. The amortised cost model is available for debt assets meeting both business model and cash flow characteristics tests. All investments in equity instruments using AASB 9 are to be measured at fair value.

Amends measurement rules for financial liabilities that the entity elects to measure at fair value through profit and loss. Changes in fair value attributable to changes in the entity's own credit risk are presented in other comprehensive income.

Impairment of assets is now based on expected losses in AASB 9 which requires entities to measure:

- the 12-month expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); of full lifetime
- expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument.

The effective date is the annual reporting periods beginning on or after 1 January 2018.

The available-for-sale investments held will be classified as fair value through OCI and will no longer be subject to impairment testing. The impairment loss recognised in the current year financial statements in relation to these statements was Nil.

Other impacts on the reported financial position and performance have not yet been determined.

#### **(ii) AASB 15 Revenue from contracts with customers and associated amending standards**

AASB 15 introduces a five step process for revenue recognition with the core principle of the new Standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services

Accounting policy changes will arise in timing of revenue recognition, treatment of contracts costs and contracts which contain a financing element

AASB 15 will also result in enhanced disclosures about revenue, provide guidance for transactions that were not previously addressed comprehensively (for example, service revenue and contract modifications) and improve guidance for multiple-element arrangements

The effective date is the annual reporting periods beginning on or after 1 January 2017.

The changes in revenue recognition requirements in AASB 15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures. The impact of AASB 15 has not yet been quantified.

### **(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.

## **NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

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

### **(z) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

## NOTE 2(a) FUNCTIONS OR ACTIVITIES

Income, expenses and assets have been directly attributed to the following functions / activities. Details of these functions / activities are provided in Note 2(b)													
Functions/activities	Income from continuing operations			Expenses from continuing operations			Operating results from continuing operations			Grants included in income		Total assets held (Current and Non-Current)	
	Original Budget 2015 (\$'000)	Actual 2015 (\$'000)	Actual 2014 (\$'000)	Original Budget 2015 (\$'000)	Actual 2015 (\$'000)	Actual 2014 (\$'000)	Original Budget 2015 (\$'000)	Actual 2015 (\$'000)	Actual 2014 (\$'000)	Actual 2015 (\$'000)	Actual 2014 (\$'000)	Actual 2015 (\$'000)	Actual 2014 (\$'000)
<b>Programs</b>													
Catchment Program	27	65	326	3,743	3,171	2,774	(3,716)	(3,106)	(2,448)		250	200,680	181,890
Centres and Neighbourhood Program	401	593	3,670	4,147	3,782	3,019	(3,746)	(3,188)	651	364			
Community and Cultural Program	1,733	1,832	1,570	4,461	3,951	4,201	(2,729)	(2,120)	(2,631)	705	666	230	230
Customer and Community Relations Program	14	14	15	3,459	3,041	3,072	(3,445)	(3,028)	(3,057)				
Economic Development Program	6	5	5	266	235	269	(260)	(230)	(264)				
Environmental Program	23	8	78	754	465	572	(731)	(457)	(495)		68		
Foreshore Program				145	99	126	(145)	(99)	(126)				
Governance and Civic Program	10	3	5	3,492	3,320	3,192	(3,482)	(3,317)	(3,188)				
Internal Corporate Services Program	3,882	7,335	4,595	14,036	12,629	12,298	(10,154)	(5,294)	(7,703)	152	111	410,732	369,761
Land Use Planning Program	120	28,108	9,239	1,223	1,134	1,350	(1,103)	26,975	7,889	6,066	34		
Library Program	942	959	930	6,063	5,393	5,186	(5,120)	(4,434)	(4,256)	280	274	1,210	1,347
Open Space, Sport and Recreation Program	7,216	6,706	6,252	15,806	15,031	15,248	(8,591)	(8,325)	(8,996)	25	61	1,475,164	1,474,059
Organisational Development Program	5	13	9	267	266	195	(262)	(253)	(186)				
Paths and Cycleways Program	35	1,900	125	1,953	2,057	3,041	(1,918)	(157)	(2,917)	1,701	124		
Property Portfolio Program	2,188	2,171	2,165	3,831	3,506	3,098	(1,643)	(1,335)	(933)			28,006	2,800
Regulatory Program	7,292	10,834	9,748	7,718	7,595	6,780	(426)	3,239	2,968				
Risk Management Program	340	366	234	2,757	2,350	2,962	(2,417)	(1,984)	(2,728)				
Roads Program	2,022	2,595	2,323	7,797	7,830	8,930	(5,775)	(5,235)	(6,607)	559	758	383,093	355,389
Strategic City Program	12	5		282	135	223	(269)	(130)	(223)				
Traffic and Transport Program	553	853	1,535	1,320	1,349	2,898	(767)	(497)	(1,364)	129	900		
Waste and Recycling Program	17,783	15,515	16,984	18,347	15,715	15,347	(564)	(201)	1,637	226	245	950	891
<b>Total Functions and Activities</b>	<b>44,603</b>	<b>79,879</b>	<b>59,807</b>	<b>101,866</b>	<b>93,055</b>	<b>94,781</b>	<b>(57,263)</b>	<b>(13,176)</b>	<b>(34,977)</b>	<b>10,207</b>	<b>3,856</b>	<b>2,500,063</b>	<b>2,386,368</b>
General Purpose Revenue	53,717	54,179	50,545				53,717	54,179	50,545	3,704	2,142		
<b>Totals</b>	<b>98,320</b>	<b>134,058</b>	<b>110,352</b>	<b>101,866</b>	<b>93,055</b>	<b>94,781</b>	<b>(3,546)</b>	<b>41,003</b>	<b>15,568</b>	<b>13,911</b>	<b>5,998</b>	<b>2,500,063</b>	<b>2,386,368</b>

## 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 and 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 and Transport program

Managing our transport, traffic and car parking; 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**

	2015 (\$'000)	2014 (\$'000)
<b>(a) Rates and Annual Charges</b>		
<b>Ordinary Rates</b>		
Residential	27,389	26,351
Business	13,959	13,268
Environmental Management Levy	6,388	6,166
<b>Total Ordinary Rates</b>	<b>47,736</b>	<b>45,785</b>
<b>Special Rates</b>		
Macquarie Park	1,299	1,277
<b>Total Special Rates</b>	<b>1,299</b>	<b>1,277</b>
<b>Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</b>		
Domestic Waste Management Services	16,343	14,949
Non-Rateable Waste Management Charges	135	135
Stormwater Management Service Charge	1,007	990
Section 611 Charges	121	123
<b>Total Annual Charges</b>	<b>17,606</b>	<b>16,197</b>
<b>Total Rates and Annual Charges</b>	<b>66,641</b>	<b>63,259</b>
Council has used 2013 valuations provided by the NSW Valuer General in calculating its rates.		
<b>(b) User Charges and Fees</b>		
<b>User Charges (pursuant to s.502)</b>		
Aquatic Centre	5,171	5,028
Sports Facility Rental	673	579
Hall Hire	502	457
Road Restorations	576	1,040
Gutter Crossings	374	257
Commercial Waste Service	1,047	991
Other	89	46
<b>Total User Charges</b>	<b>8,432</b>	<b>8,398</b>
<b>Fees</b>		
Regulatory/Statutory Fees	2,691	2,122
s603 Certificates	171	163
Discretionary		
- Parking fees	1,171	1,142
- Environmental Planning	1,719	1,808
- Private Works	199	119
- Vacation Care	-	-
- Home Maintenance & Modification	104	83
- Other	374	153
<b>Total Fees</b>	<b>6,429</b>	<b>5,590</b>
<b>Total User Charges and Fees</b>	<b>14,861</b>	<b>13,988</b>

**NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>(c) Interest and Investment Revenue (Losses)</b>		
<b>Overdue Rates &amp; Charges</b>	<b>177</b>	<b>191</b>
Cash, cash equivalents and investments:		
- Externally restricted	929	1,033
- Internally restricted	-	-
- Unrestricted	3,673	3,074
Impairment Losses		
- Investments	-	-
Premiums recognised on financial instrument transactions		
Amortisation of discounts and premiums:		
- Investments held to maturity	32	33
<b>Total Interest and Investment Revenue</b>	<b>4,811</b>	<b>4,331</b>
<b>(d) Other Revenues</b>		
Fair value adjustments - investment properties	450	180
Rental income:		
- Investment Property	483	239
- Other Property	1,838	1,946
Parking Fines	3,741	4,857
Other Fines	58	42
Fuel Tax Credit	176	-
Materials Recycling	336	293
Lease - Telecommunications	121	84
Legal Fees Recoveries		
- Rates	18	-
- Other	43	48
Insurance Claims	154	2
Staff Vehicle Leases and Other Payments	515	544
Eastwood Plaza	66	54
Sundry Sales	22	32
Other	918	611
<b>Total Other Revenue</b>	<b>8,939</b>	<b>8,932</b>



**NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)**

	Operating		Capital	
	2015 (\$'000)	2014 (\$'000)	2015 (\$'000)	2014 (\$'000)
<b>(e) Grants</b>				
<b>General Purpose (Untied)</b>				
Financial Assistance	3,203	1,618	-	-
Pensioner Rebate Subsidy - Rates	501	524	-	-
<b>Total General Purpose (Untied)</b>	<b>3,704</b>	<b>2,142</b>	<b>-</b>	<b>-</b>
<b>Specific Purpose</b>				
Pensioner Rebate Subsidy - Domestic Waste	223	216	-	-
Vacation Care	-	-	-	-
Macquarie Park Construction	-	-	6,000	-
Library	280	274	-	-
Home Maintenance & Modification	377	362	-	-
Meadowbank/Gladesville Traffic Study	-	86	-	-
DEEWR - Apprentice Rebate Scheme	-	34	-	-
Community Staff Funding	271	246	-	-
Street & Traffic Lighting	364	364	-	-
Roads To Recovery	-	-	492	424
RMS Transport	-	-	354	1,193
Parks Grants	-	39	-	7
Waste Education	3	29	-	-
Ryde Parramatta River Walk	-	-	1,488	-
Environmental Projects	-	68	-	-
WH&S Incentive Rebate	115	76	-	-
LIRS Subsidy	66	-	-	-
Other	154	156	20	282
<b>Total Specific Purpose</b>	<b>1,853</b>	<b>1,950</b>	<b>8,354</b>	<b>1,906</b>
<b>Total Grants</b>	<b>5,557</b>	<b>4,092</b>	<b>8,354</b>	<b>1,906</b>
Comprising:				
- Commonwealth funding	3,486	2,007	-	-
- State funding	2,071	2,085	8,354	1,906
- Other funding	-	-	-	-
	<b>5,557</b>	<b>4,092</b>	<b>8,354</b>	<b>1,906</b>

**NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)**

	Operating		Capital	
	2015 (\$'000)	2014 (\$'000)	2015 (\$'000)	2014 (\$'000)
<b>(f) Contributions</b>				
Developer Contributions (s94)				
- Open Space	-	-	12,669	5,779
- Parking	-	-	-	-
- Drainage	-	-	760	417
- Traffic Facilities	-	-	2,027	619
- Other	-	-	100	38
- Community Facilities	-	-	4,217	1,860
Voluntary Planning Agreements	-	-	2,275	3,575
Other Councils	583	570	-	-
Community Facilities	-	-	-	-
Community Events	76	43	-	-
Other	-	43	370	5
RMS Contributions				
- Roads and Bridges	305	299	-	-
- Other	114	114	-	-
Buildings and Property (In Kind)	-	-	-	-
Buildings and Property (In Kind) - s94	-	-	-	-
Customer/Resident Contributions	-	-	48	30
LSL Contributions from other Councils	38	98	-	-
s94F Affordable Housing	-	-	139	-
DWM Better Waste and Recycling Fund	259	290	-	-
Waste Performance Improvement Program	-	-	-	-
<b>Total Contributions</b>	<b>1,375</b>	<b>1,457</b>	<b>22,605</b>	<b>12,323</b>
<b>Total Grants and Contributions</b>	<b>6,932</b>	<b>5,549</b>	<b>30,959</b>	<b>14,229</b>

**(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	29,432	13,852
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	15,666	5,636
<b>Net increase/(decrease) in Restricted Grants and Contributions</b>	<b>13,766</b>	<b>8,216</b>

**NOTE 4 EXPENSES FROM CONTINUING OPERATIONS**

	2015 (\$'000)	2014 (\$'000)
<b>(a) Employee Benefits and On Costs</b>		
Salaries and Wages	29,706	28,379
Employee Leave Entitlements	7,817	8,541
Superannuation	3,907	3,768
Workers' Compensation Insurance	1,134	1,670
Fringe Benefits Tax (FBT)	178	209
Training Costs (excluding salaries)	219	211
Other	278	370
Less: Capitalised Costs	(3,701)	(3,359)
<b>Total Employee Costs Expended</b>	<b>39,538</b>	<b>39,789</b>
<b>Number of FTE Employees</b>	<b>441</b>	<b>440</b>
<b>(b) Borrowing Costs</b>		
Interest on overdrafts	-	-
Interest on loans	256	146
Charges on finance leases	-	-
Discounts recognised on financial instrument transactions	-	-
Amortisation of discounts and premiums		
- Investments held to maturity	-	-
- Remediation	-	-
Less: Capitalised Costs	-	-
<b>Total Borrowing Costs Expended</b>	<b>256</b>	<b>146</b>

**NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>(c) Materials and Contracts</b>		
Raw materials and consumables	1,420	607
Contractor and Consultancy Costs	25,172	25,049
Audit Fees <sup>(i)</sup> :		
- Audit Services	77	63
- Other	-	20
Legal Fees:		
- Planning and Development	32	164
- Other	90	509
Operating leases		
- Computers	-	-
Infringement Notice Contract (SEINS)	521	511
Other	-	-
Less: Capitalised Costs	(1,694)	(1,333)
<b>Total Materials and Contracts</b>	<b>25,618</b>	<b>25,590</b>
<sup>(i)</sup> During the year the following fees were paid or payable for services provided by the Council's auditor – Pricewaterhouse Coopers (PwC)		
(i) Audit and other assurance services		
Audit and review of financial statements	57	63
Other assurance services:		
– Audit of regulatory returns	-	-
– Due diligence services	-	-
<b>Total remuneration for audit and other assurance services</b>	<b>57</b>	<b>63</b>
(ii) Taxation services		
Tax compliance services	-	-
<b>Total remuneration for taxation services</b>	<b>-</b>	<b>-</b>
(iii) Other Services		
Advice on Financial Projections	20	20
Attendance of Council meetings	-	-
<b>Total remuneration for other services</b>	<b>20</b>	<b>20</b>
<b>Total remuneration of PricewaterhouseCoopers</b>	<b>77</b>	<b>83</b>

**NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)**

	Depreciation/ Amortisation		Impairment	
	2015 (\$'000)	2014 (\$'000)	2015 (\$'000)	2014 (\$'000)
<b>(d) Depreciation, Amortisation and Impairment</b>				
Plant and Equipment	2,498	2,601		
Office Equipment	1,075	1,005		
Furniture & Fittings	212	227		
Property Plant and Equipment Leased	-	-		
Land Improvements (Depreciable)	517	968		
Buildings - Specialised	650	650		
- Non-specialised	875	925		
Other Structures	1,532	2,242		
Infrastructure:				
- Roads, Bridges and Footpaths	5,456	6,060		
- Stormwater Drainage *	1,507	1,507		
Other Assets:				
- Heritage Collections	-	-		
- Library Books	561	504		
<b>Total Depreciation Costs</b>	<b>14,883</b>	<b>16,689</b>	-	-
Less: Capitalised Costs/Impairment reversals	(105)	(130)		
<b>Total Depreciation and Total Impairment</b>	<b>14,778</b>	<b>16,559</b>	-	-

\* Refer to Note 9, Reviewed Unit Rates for 2013/14.

**NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>(e) Other Expenses</b>		
Other expenses for the year include the following;		
Fair Value decrements - Investment Properties	-	-
Bad and Doubtful Debts	86	100
Mayoral Fee	61	59
Councillors' Fees	258	267
Councillors' (incl. Mayor) Expenses	97	101
Election Costs (excl. Employee Costs)	128	-
Interest on Refundable Deposits	352	65
Insurance	992	974
Street Lighting	1,960	2,186
Communications Costs	145	203
Contribution to Fire Control	1,528	1,516
Contribution to Dept of Planning	249	245
Contributions and Donations - Community Grants	519	725
Waste Development Tax	3,220	3,028
Membership Fees	148	149
Valuation Fees	241	187
Electricity and Heating	1,348	1,498
Water Rates	392	440
Bank Fees and Charges	195	222
Property Lease Costs	4	4
Postage and Courier Costs	323	266
Advertising	469	342
Operating Leases	-	-
Parking Infringement Collection	-	-
Remediation	-	-
Green Waste Collection Charges	-	-
Other Expenses	161	126
Less: Capitalised Costs	(11)	(6)
<b>Total Other Expenses From Continuing Operations</b>	<b>12,865</b>	<b>12,697</b>

**NOTE 5 GAIN OR LOSS FROM THE DISPOSAL OF ASSETS**

	2015 (\$'000)	2014 (\$'000)
<b>GAIN (OR LOSS) ON DISPOSAL OF STRATUM LAND</b>		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>–</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF OPERATIONAL LAND</b>		
Proceeds from disposal	–	5
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>5</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF COMMUNITY LAND</b>		
Proceeds from disposal <sup>(1)</sup>	834	172
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>834</b>	<b>172</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF PROPERTY</b>		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>–</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF PLANT &amp; EQUIPMENT</b>		
Proceeds from disposal	2,392	1,289
Less: Carrying amount of assets sold	(2,293)	(1,121)
<b>Gain (or loss) on disposal</b>	<b>99</b>	<b>168</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE</b>		
Proceeds from sales <sup>(2)</sup>	–	894
Less: Cost of sales	(28)	(910)
<b>Gain (or loss) on disposal</b>	<b>(28)</b>	<b>(16)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF OFFICE EQUIPMENT</b>		
Proceeds from disposal	(2)	–
Less: Carrying amount of assets sold	–	(24)
<b>Gain (or loss) on disposal</b>	<b>(2)</b>	<b>(24)</b>

<sup>(1)</sup> This includes the sale of land under roads, which is Community Land.

<sup>(2)</sup> This includes the net proceeds from the sale of the asset (\$910k) less the commission on sale (\$16k). This asset was revalued as at 30 June 2013.

**NOTE 5 GAIN OR LOSS FROM THE DISPOSAL OF ASSETS (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>GAIN (OR LOSS) ON DISPOSAL OF LIBRARY BOOKS</b>		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>–</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF RBF – ROAD PAVEMENTS</b>		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	–	(10)
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>(10)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF RBF – FOOTPATHS &amp; CYCLEWAYS</b>		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	–	(72)
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>(72)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF WORKS IN PROGRESS</b>		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress <sup>(3)</sup>	–	(203)
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>(203)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS</b>		
Proceeds from disposal <sup>(4)</sup>	1,011	3,035
Less: Carrying value of Financial assets	(999)	(2,991)
<b>Gain (or loss) on disposal</b>	<b>12</b>	<b>44</b>
<b>NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS</b>	<b>915</b>	<b>64</b>

<sup>(3)</sup> This represents the write off of the costs incurred for the Redevelopment of the Civic Centre Precinct, as resolved by Council in September 2012.

<sup>(4)</sup> This does not include investments that are rolled over, in full, with the same ADI.

<b>GROSS AMOUNT INCLUDING ROLLED OVER INVESTMENTS</b>			
Proceeds from disposal	CF	32,034	18,373
Less: Carrying value of Financial assets	6	(31,990)	(17,000)
<b>Gain (or loss) on disposal</b>		<b>44</b>	<b>1,373</b>



**NOTE 6(a) CASH AND CASH EQUIVALENTS**

	2015 (\$'000)	2014 (\$'000)
Cash at bank and on hand	567	947
Deposits at call <sup>(1)</sup>	13,738	14,846
	<b>14,305</b>	<b>15,793</b>

<sup>(1)</sup> Includes term deposits with a term of less than 3 months.

**NOTE 6(b) INVESTMENTS**

The following financial assets are held as investments:

	2015		2014	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	-	-	-	-
Held to Maturity Investments	90,704	32,743	51,500	38,665
Available for Sale Financial Assets	-	-	-	-
<b>Total</b>	<b>90,704</b>	<b>32,743</b>	<b>51,500</b>	<b>38,665</b>
<b>Financial Assets at Fair Value</b>				
At beginning of year	-	-	-	-
Revaluation to income statement	-	-	-	-
Additions	-	-	-	-
Disposals (Sale/Redemption)	-	-	-	-
Reclassification	-	-	-	-
<b>At end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Held for Trading:</b>				
- Managed funds	-	-	-	-
- CDOs	-	-	-	-
- FRNs	-	-	-	-
- Listed equity securities	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Held to Maturity Investments</b>				
At beginning of year	51,500	38,665	46,450	29,622
Amortisation of discounts and premiums	-	32	-	33
Additions	33,250	18,750	28,050	18,000
Disposals	(17,750)	(999)	(29,000)	(2,990)
Impairment	-	-	-	-
Transfer to Current	23,704	(23,704)	6,000	(6,000)
<b>At end of year</b>	<b>90,704</b>	<b>32,744</b>	<b>51,500</b>	<b>38,665</b>
<b>Comprising of:</b>				
- CDOs	-	-	-	-
- FRNs	8,954	19,747	-	17,921
- Fixed Bonds	-	1,996	-	1,994
- Term Deposits <sup>(2)</sup>	81,750	11,000	51,500	18,750
<b>Total</b>	<b>90,704</b>	<b>32,743</b>	<b>51,500</b>	<b>38,665</b>

<sup>(2)</sup> Does not include term deposits with a term of less than 3 months.

**NOTE 6(c) RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS**

	2015		2014	
	Current (\$'000)	Non- Current (\$'000)	Current (\$'000)	Non- Current (\$'000)
<b>Total cash, cash equivalents and investments</b>	<b>105,009</b>	<b>32,743</b>	<b>67,293</b>	<b>38,665</b>
External restrictions	27,000	32,743	11,187	32,926
Internal restrictions	73,214	-	50,061	5,739
Unrestricted	4,795	-	6,045	-
<b>Total</b>	<b>105,009</b>	<b>32,743</b>	<b>67,293</b>	<b>38,665</b>

**NOTE 6(c) RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS  
(CONTINUED)**

	Opening Balance 30 June 2014 (\$'000)	Transfers To Restriction (\$'000)	Transfers From Restriction (\$'000)	Closing Balance 30 June 2015 (\$'000)
<b>External Restrictions</b>				
<i>Included in liabilities</i>				
Specific purpose unexpended loans	–	–	–	–
RTA Advances	–	–	–	–
Self-Insurance Claims	–	–	–	–
<b>Other External Restrictions</b>				
Developer Contributions <sup>(A)</sup>	35,548	22,977	(15,127)	43,398
Specific Purpose Unexpended Grants <sup>(B)</sup>	1,079	6,357	(767)	6,669
Domestic Waste Management <sup>(C)</sup>	4,912	18,063	(17,235)	5,740
Stormwater Management	1,215	1,010	(1,476)	749
Affordable Housing Contribution	–	139	-	139
LIRS – Unspent Loan	–	1,346	-	1,346
Macquarie Park Special Rate	1,130	1,300	(1,283)	1,147
External Works Drainage Contributions	229	98	228	555
<b>Total External Restrictions</b>	<b>44,113</b>	<b>51,290</b>	<b>(35,660)</b>	<b>59,743</b>
<b>Total Restricted Grants and Contributions for Note 3 (g) comparisons</b>	<b>36,856</b>	<b>29,432</b>	<b>(15,666)</b>	<b>50,622</b>
<b>Internal Restrictions</b>				
Plant Replacement Reserve	2,462	2,168	(1,756)	2,874
Employee Leave Entitlements	2,998	520	(1,062)	2,456
Incomplete/Carry Over Works and Projects	2,721	873	(2,721)	873
Refundable Deposits	8,974	725	-	9,699
Asset Replacement Reserve	15,362	20,044	(2,078)	33,328
Ryde Aquatic Leisure Centre	585	3,982	(4,429)	138
Investment Property Reserve	16,403	-	(1,998)	14,405
Civic Centre Precinct Redevelopment Reserve	822	-	125	947
Financial Security Reserve	3,438	-	-	3,438
Insurance Fluctuation Reserve	563	188	-	751
Fit for the Future Reserve	-	3,000	(288)	2,712
Sale of Roads Reserve	-	889	(889)	-
Risk Rebate Reserve	40	68	(29)	79
Other	1,432	382	(300)	1,514
<b>Total Internal Restrictions</b>	<b>55,800</b>	<b>32,839</b>	<b>(15,425)</b>	<b>73,214</b>
<b>Total Restrictions</b>	<b>99,913</b>	<b>84,129</b>	<b>(51,085)</b>	<b>132,957</b>

<sup>A</sup> 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).

<sup>B</sup> Grants which are not yet expended for the purposes for which the grants were obtained.

<sup>C</sup> Domestic Waste Management funds are externally restricted assets which must be applied for the purposes for which they were raised.

**NOTE 7 RECEIVABLES**

Purpose	2015		2014	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and Annual Charges	1,401	934	1,246	831
Rates Interest & Extra Charges	195	130	197	131
User Charges & Fees:				
– Environmental & Health	409	–	410	–
– Restorations	130	–	354	–
– Recreational Facilities	241	–	254	–
– Property & Infrastructure Works	94	–	22	–
– Home Modification Service	28	–	15	–
– Ryde Aquatic Leisure Centre	40	–	103	–
Interest on Investments	1,332	–	1,295	–
Contributions to Works	220	–	135	–
Government Grants & Subsidies	1,234	–	2,382	–
Commercial Waste	363	–	354	–
GST	1,180	–	403	–
Asset Sales	1,640	–	-	–
Workers Compensation	5	–	17	–
Staff Payments	–	–	-	–
Voluntary Planning Agreement	–	–	-	–
Fines	–	–	329	–
Other	72	–	454	–
<b>Total <sup>(1)</sup></b>	<b>8,584</b>	<b>962</b>	<b>7,970</b>	<b>1,004</b>
Less: Provision for Doubtful Debts				
– Rates and Annual Charges	-	-	-	–
– Interest and extra charges				
– User Charges and Fees	270	-	257	–
– Government Grants & Subsidies	-	-	-	–
	<b>8,314</b>	<b>1,064</b>	<b>7,713</b>	<b>962</b>
<b>EXTERNALLY RESTRICTED RECEIVABLES (Included Above)</b>				
Domestic Waste Management <sup>(2)</sup>	–	–	–	–
<b>TOTAL RESTRICTED RECEIVABLES</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>UNRESTRICTED RECEIVABLES</b>	<b>8,314</b>	<b>1,064</b>	<b>7,713</b>	<b>962</b>
<b>TOTAL RECEIVABLES</b>	<b>8,314</b>	<b>1,064</b>	<b>7,713</b>	<b>962</b>

<sup>(1)</sup> Total refers to Note 15

<sup>(2)</sup> 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 8.5% (2014 9.0%). 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 \$2,335,000 (2014 \$2,077,000)

**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 \$270,000.

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

**NOTE 8 INVENTORIES AND OTHER ASSETS**

	2015		2014	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
<b>Inventories</b>				
Real Estate	-	-	-	-
Stores and Materials <sup>(1)</sup>	618	-	489	-
Other	-	-	-	-
<b>Total Inventories</b>	<b>618</b>	<b>-</b>	<b>489</b>	<b>-</b>

Note: The following assets although disclosed as current, are not expected to be realised within the next 12 months

<b>(b) Inventories not expected to be realised within the next 12 months<sup>(1)</sup></b>	<b>329</b>	<b>-</b>	<b>267</b>	<b>-</b>
<b>(c) Other Assets</b>				
Prepayments	798	-	315	-
<b>Total Other Assets</b>	<b>798</b>	<b>-</b>	<b>315</b>	<b>-</b>

**EXTERNALLY RESTRICTED INVENTORIES AND OTHER ASSETS**

NIL

<sup>(1)</sup> 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 2014				Movements During the Year							At 30 June 2015			
	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	25,275	13,667	11,608	4,351	-	2,293	-	2,498	-	-	-	26,026	14,858	11,168	
Office Equipment	9,967	7,566	2,401	612	191	-	-	1,075	-	-	-	10,451	8,322	2,129	
Furniture and Fittings	4,457	3,249	1,208	2	-	-	-	212	-	-	-	4,459	3,461	998	
Leased Plant & Equipment	209	209	-	-	-	-	-	-	-	-	-	163	163	-	
Land															
- Operational Land	164,239	-	164,239	-	-	-	(86,662)	-	-	-	-	102,333	-	102,333	
- Community Land	1,393,318	-	1,393,318	-	-	-	-	-	-	-	-	1,393,318	-	1,393,318	
- Land Improvements (non-depr'n)	8,293	-	8,293	222	2	-	-	-	-	-	-	8,517	-	8,517	
- Land Improvements (depr'n)	12,920	11,880	1,040	538	260	-	-	517	-	-	-	13,718	12,397	1,321	
- Land Under Roads	11,552	-	11,552	-	-	-	-	-	-	-	-	11,552	-	11,552	
Buildings															
- Non-specialised	105,849	61,692	44,157	3,596	84	28	(4,900)	875	-	1,149	(51)	105,616	62,382	43,234	
Other Structures															
- Carparks	23,323	3,277	20,046	-	-	-	(12,348)	95	-	387	(1,886)	11,362	1,486	9,876	
- Foreshore Assets	4,990	2,088	2,902	198	-	-	-	56	-	51	(455)	5,239	1,689	3,550	
- Road Ancillary	9,703	2,405	7,298	166	10	-	(224)	305	-	860	242	10,516	2,953	7,563	
- Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure															
- Roads, Bridges and Footpaths															
- Road Pavement	281,043	48,923	232,120	3,990	1	-	(79)	4,133	-	10,485	23,182	295,441	76,239	219,202	
- Road Ancillaries	6,128	3,139	2,989	474	10	-	(15)	107	-	350	173	6,947	3,420	3,527	
- Bridges	4,129	1,608	2,521	40	-	-	-	52	-	166	83	4,335	1,743	2,592	
- Footpaths and Cycleways	57,482	14,242	43,240	1,906	10	-	(1,528)	511	-	1,559	(5,511)	59,428	9,241	50,187	
- Kerb & Guttering	96,155	40,484	55,671	380	-	-	(2)	653	-	4,437	(28,634)	100,971	12,504	88,467	
- Stormwater Drainage	244,973	63,125	181,848	1,664	206	-	(70)	1,507	-	12,616	(5,876)	259,390	58,757	200,633	
- Swimming Pools	27,908	9,023	18,885	-	-	-	-	650	-	-	-	27,908	9,673	18,235	
- Other Open Space/Recreational assets	62,282	9,766	52,516	1,535	262	-	(1,832)	1,076	-	3,092	732	65,339	11,574	53,765	
Other Assets															
- Heritage Collections	229	-	229	-	-	-	-	-	-	-	-	229	-	229	
- Library Books	3,248	1,903	1,345	424	-	-	-	561	-	-	-	3,182	1,974	1,208	
Capital Works in Progress	8,706	-	8,706	4,614	(1,035)	-	-	-	-	-	-	-	12,285	-	
<b>Totals</b>	<b>8,706</b>	<b>2,557,672</b>	<b>2,268,132</b>	<b>24,712</b>	<b>1</b>	<b>2,321</b>	<b>(107,660)</b>	<b>14,883</b>	<b>14,883</b>	<b>59,908</b>	<b>(18,001)</b>	<b>2,526,440</b>	<b>292,836</b>	<b>2,245,889</b>	

**NOTE 9(b) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT**

Includes DWM Restricted Assets	1,052	253	799	48	-	27	-	74	-	-	-	-	263	746
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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 (\$57 - \$9,109) and New Assets (\$10,214). 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**

	2015		2014	
	Current (\$'000)	Non-current (\$'000)	Current (\$'000)	Non-current (\$'000)
<b>Payables</b>				
Goods and Services	6,201	–	7,495	–
Payments received in advance	278	–	281	–
Payments received in advance – Rates	340	–	284	–
Accrued Expenses	982	–	1,048	–
Advances	–	–	–	–
Interest Expenses	53	–	53	–
Deposits and Retentions	9,996	–	8,975	–
Staff Taxation Payments	–	–	–	–
Staff Salaries and Wages	–	–	316	–
Trust Account Deposits	–	–	–	–
Domestic Waste	1,354	–	695	–
Other Contributions	–	–	–	–
Other	25	–	58	–
<b>Total Payables</b>	<b>19,229</b>	<b>–</b>	<b>19,205</b>	<b>–</b>
<b>Current Payables not expected to be settled within the next 12 months</b>	<b>7,747</b>	<b>–</b>	<b>6,956</b>	<b>–</b>
<b>Borrowings</b>				
Bank Overdraft	–	–	–	–
Loans – secured <sup>(1)</sup>	993	5,241	793	4,822
Loans – unsecured	–	–	–	–
Government Advances	–	–	–	–
Ratepayers advances	–	–	–	–
Finance lease liability	–	–	–	–
Deferred payment liabilities	–	–	–	–
<b>Total Interest Bearing Liabilities</b>	<b>993</b>	<b>5,241</b>	<b>793</b>	<b>4,822</b>
<b>Provisions<sup>(2)</sup></b>				
Annual and Other Accrued Leave	3,302	–	3,350	–
Sick Leave	198	–	201	–
Long Service Leave	7,368	156	6,763	136
Employee Leave Entitlements On Costs	–	–	–	–
Site Remediation (see Note 26)	–	–	–	–
Self Insurance Liabilities	–	–	–	–
Other Employee Provisions	–	–	–	–
<b>Total Provisions</b>	<b>10,868</b>	<b>156</b>	<b>10,314</b>	<b>136</b>
<b>Current provisions not expected to be settled within the next 12 months</b>	<b>5,963</b>	<b>–</b>	<b>5,431</b>	<b>–</b>
<b>Liabilities relating to restricted assets</b>				
Domestic Waste Management	–	–	–	–
<b>Total Liabilities relating to restricted assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Liabilities relating to unrestricted assets	31,090	5,397	30,312	4,958
<b>Total</b>	<b>31,090</b>	<b>5,397</b>	<b>30,312</b>	<b>4,958</b>

<sup>(1)</sup> Loans are secured by the rating income of Council.

<sup>(2)</sup> Vested ELE is all carried as a current provision.

**NOTE 10(b) DESCRIPTION AND MOVEMENTS IN PROVISIONS**

<b>Class of Provision</b>	<b>Opening Balance (\$'000)</b>	<b>Increase in Provision (\$'000)</b>	<b>Payments (\$'000)</b>	<b>Re-Measurement (\$'000)</b>	<b>Closing Balance (\$'000)</b>
Annual and Other Accrued Leave	3,350	2,330	2,378	–	3,302
Sick Leave	201	1,107	1,110	–	198
Long Service Leave	6,899	1,566	941	–	7,524
<b>Total</b>	<b>10,450</b>	<b>5,003</b>	<b>4,429</b>	<b>–</b>	<b>11,024</b>



## NOTE 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES

	Notes	2015 (\$'000)	2014 (\$'000)
<b>(a) Reconciliation of Cash Assets</b>			
Total Cash and Cash Equivalents	6(a)	14,305	15,793
Less: Bank Overdraft	10	-	-
<b>Balances as per Statement of Cash Flow</b>		<b>14,305</b>	<b>15,793</b>
<b>(b) Reconciliation of net Operating Result to Cash Provided from Operating Activities</b>			
Net Operating Result from Income Statement		41,003	15,571
<b>Add:</b>			
Depreciation and Impairment	4	14,778	16,559
Impairment of investments	3	-	-
Increase in provision for doubtful debts	7	13	72
Increase in provision for leave entitlements	10	574	417
Increase in Other Provisions	10	-	-
Decrease in receivables	7	-	-
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	1,703	1,734
Decrements from revaluations	4	-	-
Loss on sale of assets	5	-	-
Fair value adjustments to investment property	4	-	-
Amortisation of discounts & premiums recognised	3,4	-	-
Other	3,4	-	-
<b>Less:</b>			
Decrease in provision for doubtful debts	7	-	-
Decrease in employee leave entitlements	10	-	-
Decrease in Other Provisions	10	-	-
Increase in receivables	7	(716)	(2,046)
Increase in inventories	8	(129)	(42)
Increase in other current assets	8	(483)	-
Decrease in payables	10	(623)	-
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	(915)	(64)
Fair value adjustments to financial assets at fair value through profit and loss	6	-	-
Fair value adjustments to investment properties	3	(450)	(180)
Amortisation of discounts & premiums recognised	3	(32)	(33)
Non Cash Capital Grants & Contributions	3	-	-
<b>Net cash provided by (used in) operating activities</b>		<b>54,723</b>	<b>35,395</b>

## **NOTE 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>(c) Non-Cash Financing and Investing Activities</b>		
Acquisition of Plant & Equipment by means of finance leases	–	–
S.94 contributions in kind	–	–
Dedications	–	–
	–	–
<b>(d) Financing Arrangements</b>		
Unrestricted access was available at balance date to the following lines of credit:		
Bank Overdrafts Facility	–	–
Corporate credit cards	40	45
	<b>40</b>	<b>45</b>

**NOTE 12 COMMITMENTS FOR EXPENDITURE**

	2015 (\$'000)	2014 (\$'000)
<b>(a) Capital Commitments (exclusive of GST)</b>		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	-	-
Plant and Equipment	-	-
Construction Services	1,269	-
Architectural Services - Surf Attraction	-	250
LED Upgrade	113	
Parks Restorations	138	-
Traffic Signal Installation	-	88
Seawall Improvements	206	
Street Furniture	100	
Streetscape Upgrade	60	
Granite Paving	375	221
Stormwater/Drainage	100	3
<b>Total</b>	<b>2,361</b>	<b>561</b>
These expenditures are payable:		
– Not later than one year	2,361	561
– Later than one year and not later than 5 years	-	-
– Later than 5 years	-	-
<b>Total</b>	<b>2,361</b>	<b>561</b>
<b>(b) Finance lease commitments</b>		
Commitments under finance leases at the reporting date are payable as follows:		
– Not later than one year	-	-
– Later than one year and not later than 5 years	-	-
– Later than 5 years	-	-
<b>Total</b>	<b>-</b>	<b>-</b>
Minimum lease payments	-	-
Less: future finance charge	-	-
Lease liability	-	-
Representing lease liabilities:		
– Current	-	-
– Non-Current	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

**NOTE 12 COMMITMENTS FOR EXPENDITURE (CONTINUED)**

	2015 (\$'000)	2014 (\$'000)
<b>(c) Non-cancellable operating lease commitments</b>		
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	–	–
<b>Total</b>	<b>–</b>	<b>–</b>
<b>(d) Repairs and maintenance: investment property</b>		
Contractual obligations for future repairs and maintenance	–	–
<b>Total</b>	<b>–</b>	<b>–</b>

## NOTE 13 STATEMENT OF PERFORMANCE MEASURES – CONSOLIDATED RESULTS

	Amounts (\$'000)	Current Year Indicators	2014	2013	Benchmark
<b>1. Operating performance</b>					
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions – operating expenses	8,679	8.53%	1.15%	-6.60%	> 0.00%
Total continuing operating revenue <sup>(1)</sup> excluding capital grants and contributions	101,734				
<b>2. Own source operating revenue</b>					
Total continuing operating revenue <sup>(1)</sup> excluding all grants and contributions	94,802	71.44%	82.04%	66.46%	> 60.00%
Total continuing operating revenue <sup>(1)</sup> inclusive of all grants and contributions	132,693				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	87,410	5.03x	3.59x	3.03x	> 1.5x
Current liabilities less specific purpose liabilities	17,381				
<b>4. Debt service cover ratio</b>					
Operating results <sup>(1)</sup> before capital excluding interest and depreciation/impairment/amortisation (EBITDA)	23,713	20.86x	27.26x	28.29x	> 2x
Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)	1,137				
<b>5. Rates and Annual Charges Outstanding Percentage</b>					
Rates and Annual Charges Outstanding	2,660	3.84%	3.65%	3.93%	< 5.00%
Rates and Annual Charges Collectable	69,241				
<b>6. Cash expense cover ratio</b>					
Current year's cash, cash equivalents + Term Deposits	x 12 107,055	x 12 15.68	13.46	10.00	> 3 months
Payments from cash flow of operating and financing activities	81,938	months	months	months	

<sup>1</sup> Excludes fair value adjustments and reversal of revaluation decrements, net gain on sale of assets and net share of interests in joint ventures

**NOTE 14 INVESTMENT PROPERTIES**

		2015 (\$'000)	2014 (\$'000)
<b>At Fair Value</b>			
Opening balance		2,800	2,620
Acquisitions		1,150	
Transferred from Note 9		101,228	
Classified as held for disposals		-	
Net gain (loss) from fair value adjustment		450	180
Transfer (to) from inventories and other occupied property		-	
<b>Closing Balance</b>		<b>105,628</b>	<b>2,800</b>

**(a) Amounts Recognised in Profit and Loss for Investment Property**

Rental income	3 (d)	483	239
Net gain (loss) from fair value adjustment	3 (d)	450	180
Direct operating expenses from property that generated rental income		(137)	(20)
<b>Total</b>		<b>796</b>	<b>399</b>

**(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 May 2015 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		383	240
- Later than one year and not later than 5 years		685	492
- Later than 5 years		253	16
<b>Total</b>		<b>1,321</b>	<b>748</b>

**Note:** Refer to Note 27 for fair value information.

**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	
	2015 (\$'000)	2014 (\$'000)	2015 (\$'000)	2014 (\$'000)
<b>Financial assets</b>				
Cash and cash equivalents	14,305	15,793	14,305	15,793
Receivables	9,378	8,675	9,378	8,675
Financial assets at fair value through profit or loss	-	-	-	-
Available-for-sale financial assets	-	-	-	-
Held-to-maturity investments	123,447	90,165	123,714	90,529
	<b>147,130</b>	<b>114,633</b>	<b>147,397</b>	<b>114,997</b>
<b>Financial liabilities</b>				
Payables	19,229	19,205	19,229	19,205
Borrowings	6,234	5,615	5,811	2,889 <sup>(1)</sup>
	<b>25,463</b>	<b>24,820</b>	<b>25,040</b>	<b>25,016</b>

**Note: Refer to Note 27 for fair value information.**

<sup>(1)</sup> 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 (CONTINUED)****(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.

	30/06/2015 (\$'000)	30/06/2014 (\$'000)
<b>Estimated Impact of a 10%<sup>(2)</sup> movement in price of investments:</b>		
– Equity	-	-
– Income statement	-	-
<b>Estimated Impact of a 1%<sup>(2)</sup> movement in interest rates on cash and investments:</b>		
– Equity	1,378	1,060
– Income statement	1,378	1,060

**Note:**

<sup>(2)</sup> Sensitivity percentages based on management's expectation of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents, managed funds, and FRNs.) Recent market volatility has seen larger market movements for certain types of investments.



**NOTE 15 FINANCIAL RISK MANAGEMENT (CONTINUED)****(b) Receivables**

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

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

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date follows:

<b>Percentage of Rates and Annual Charges</b>	<b>Notes</b>	<b>2015</b>	<b>2014</b>
– Current		63%	59%
– Overdue Debts		37%	41%
<b>Analysis of overdue debts</b>		<b>(\$'000)</b>	<b>(\$'000)</b>
Less than 1 year		1,672	1,430
1 to 2 years		468	434
2 to 5 years		425	413
Greater than 5 years		95	128
	<b>7</b>	<b>2,660</b>	<b>2,405</b>
<b>Percentage of Other Receivables</b>		<b>2015</b>	<b>2014</b>
– Current		92%	81%
– Overdue Debts		8%	19%
<b>Analysis of overdue debts</b>		<b>(\$'000)</b>	<b>(\$'000)</b>
0 – 30 days overdue		6,458	5,316
31 – 60 days overdue		89	325
61 – 90 days overdue		24	25
91+ days overdue		417	861
	<b>7</b>	<b>6,988</b>	<b>6,527</b>
<b>(ii) Movement in Provision for Impairment for Receivables</b>		<b>2015</b>	<b>2014</b>
Balance at the beginning of the year		257	185
Plus: New provisions recognised during the year		80	100
Less: Amounts already provided for and written off		(67)	(28)
<b>Balance at the end of the year</b>		<b>270</b>	<b>257</b>

**NOTE 15 FINANCIAL RISK MANAGEMENT (CONTINUED)****(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.

2015 (\$'000)	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	19,229	-	-	19,229	19,229
Borrowings	1,193	4,075	1,667	6,935 <sup>(4)</sup>	6,234
	<b>20,422</b>	<b>4,075</b>	<b>1,667</b>	<b>26,164</b>	<b>25,463</b>
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	-	-	23,349	23,349
Borrowings	995	4,144	1,378	6,517 <sup>(4)</sup>	5,615
	<b>20,200</b>	<b>4,144</b>	<b>1,378</b>	<b>29,866</b>	<b>28,964</b>

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs. The Finance Unit regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The following interest rates were applicable to Council's borrowings at balance date:

	30 June 2015		30 June 2014	
	Weighted average interest rate	Balance (\$'000)	Weighted average interest rate	Balance (\$'000)
Overdraft	N/A	-	N/A	-
Bank Loans – Variable <sup>(5)</sup>	3.06%	3,769	3.41%	4,415
Bank Loans – Fixed	5.07%	2,465	5.24%	1,200
		<b>6,234</b>		<b>5,615</b>

**Notes:**

<sup>(4)</sup> 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.

<sup>(5)</sup> 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 2014-2018 Delivery Plan adopted by the Council on 24 June 2014.

Whilst the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the Local Government Act requires Council to review its original budget on a quarterly basis, so that it is able to manage the various variations between actuals and budget that invariably occur throughout the year.

In accordance with section 407 of the Local Government Act 1993, variations to Council's budget are reported to Council on a quarterly basis as part of the Management Plan Implementation Report. These documents can be viewed on Council's website at [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)

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

### Revenues

#### Interest and Investment Revenue \$1,464K (44%) (F)

Council received interest revenue of \$4,811k which was above the original budget by \$1,464k (44%).

Whilst Interest rates have declined slightly, they flattened out for the remainder of the year. With higher than expected Section 94 contributions, Council has received additional interest income, improving Council's operating result. These funds are not usable by Council for normal operations as Council is required to restrict them, with the funds only be used for construction of new works under the Section 94 plan.

#### Other Revenues \$1,878K (27%) (F)

Council received other revenues of \$8,939k which was above the original budget by \$1,878k (27%).

The most significant increase is an unbudgeted Fair Value adjustment for

Council's Investment Properties, where the Accumulated Depreciation on the assets were written back to the Income Statement, as they were derecognised as Non-Current Assets and recognised as Investment Properties, following a resolution of Council. Four of the properties are either in the process of being developed or in the preliminary stages of development, and will be funded 50/50 by external loans and from the Investment Property Reserve. This is to assist in reducing Council's reliance on rating income.

Other items include: Private Works \$0.16m, Insurance Claims \$0.16m, Fuel Tax Rebate \$0.13m, Porters Creek Material Sales \$0.10m, Regulated Parking \$0.40m, Building and Land Use Enforcement \$0.47m.

#### Grants & Contributions provided for operating purposes \$369K (6%) (F)

Council received other revenues of \$6,932k which was above the original budget by \$369k (6%) above

The favourable result relates to the Federal Financial Assistance Grant that was greater than the amount budget by \$0.13m.

Council also received a grant from the Better Waste and Recycling Fund for \$0.26m, which was not budgeted.

#### Grants & Contributions provided for capital purposes \$30,535K (7202%) (F)

Council received capital income of \$30,959k which was above the original budget by \$30,535k (7202%).

Council only budgets as part of its original budget for known 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.

This year Council received \$2.64m for Voluntary Planning Agreements, contributions towards construction works on sportsgrounds in the amount of \$0.37m, a contribution for Affordable Housing of \$0.14m, a grant for the construction of open space in

Macquarie Park of \$6.00m, a grant for the construction of the Parramatta River Walkway of \$1.44m, funding from RMS in the amount of \$0.35m and Section 94 contributions of \$19.77m."

### Expenses

#### Employee Benefits and On-costs -\$3,128K (-7%) (F)

Council incurred employee costs of \$39,538k which was below the original budget by -\$3,128k (-7%).

Council as part of its Special Rating Variation application, identified a number of vacant positions, that were to be removed from the organisational structure of Council. This was due to commence 1 July 2015, to coincide with the commencement of the SRV funding, but it was done as part of the September 2014 Quarterly Review, with the savings of \$1.5m being recognised at that review.

In addition to that Council has also saved on Casuals \$0.27m, Temporary Staff \$0.25m, Training \$0.20m, Workers Compensation Insurance \$0.58m, Fringe Benefits Tax (FBT) \$0.10m."

#### Other Expenses -\$4,359K (-25%) (F)

Council paid other expenses of \$12,865k which was below the original budget by -\$4,359k (-25%).

The budgeted savings are due to: Insurances Premiums \$0.40m (transferred to a self-funded insurance reserve), IT Licence Costs \$0.19m, Street Lighting \$0.45m, Utilities - Power \$0.51m, Waste Development Tax \$0.65m, Water Rates \$0.18m, Strata Fees \$0.07m, Contributions \$0.29m, Carbon Tax \$0.33m (removed at September Quarterly Review).

Notes to the General purpose financial statements

## NOTE 17 STATEMENT OF DEVELOPER CONTRIBUTIONS

Purpose	Opening Balance (\$'000)	Contributions Received During Year <sup>(1)</sup>		Interest and Income Earned During Year (\$'000)	Expended During Year (\$'000)	Internal Borrowings (To/From) <sup>(3)</sup> (\$'000)	Expenditure Reclassified (\$'000)	Held as Restricted Asset <sup>(2)(4)</sup> (\$'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 and Culture	6,458	4,217	-	175	5,020	-	-	5,830	779	40,775	54,969	(8,364)	-
Open Space and Public Domain	13,464	12,669	-	475	6,637	-	-	19,971	14,684	106,349	130,779	(4,459)	-
Roads, Traffic, Carparks and Cycleways	3,508	2,027	-	88	2,909	-	-	2,714	4,061	27,059	31,352	(1,579)	-
Stormwater Management	5,957	760	-	179	286	-	-	6,610	4,903	940	5,699	1,851	-
Administration	496	100	-	12	275	-	-	333	493	79	278	134	-
<b>Total Under Plans</b>	<b>29,883</b>	<b>19,773</b>	-	<b>929</b>	<b>15,127</b>	-	-	<b>35,458</b>	<b>24,920</b>	<b>175,202</b>	<b>223,077</b>	<b>(12,417)</b>	-
Planning agreements	5,665	2,275	-	-	-	-	-	7,940	-	-	-	-	-
<b>Total Contributions</b>	<b>35,548</b>	<b>22,048</b>	-	<b>929</b>	<b>15,127</b>	-	-	<b>43,398</b>	-	-	-	-	-

City of Ryde Council adopted the single Section 94 Development Contributions Plan 2007 - 11 December 2007. This development contribution Plan repealed previous plans.

<sup>(1)</sup> Reconcilable with Note 3

<sup>(2)</sup> Reconcilable with Note 6 (Restricted assets excludes 'amounts expended in advance')

<sup>(3)</sup> Cumulative balance of borrowing within and between plans

<sup>(4)</sup> 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. As such it has an exemption from many of the reporting requirements associated with AASB119.

The expected contributions to the Scheme by Council for the next annual reporting period is \$31,937.

The implication for Council is that additional contributions are estimated to remain in place until 30 June 2016 (\$342,059 p.a.).

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2015 was \$885,114. The last valuation of the Fund was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20th February 2013.

##### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government. Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years. The future realisation and finalisation of claims incurred but not reported to 30 June 2015 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.

#### 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 Council's assets 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**

	2015 (\$'000)	2014 (\$'000)
<b>(a) Retained earnings</b>		
Movements in retained earnings were as follows:		
At beginning of year	1,742,772	1,725,369
Adjustment to correct prior years errors (Note 20 (d))	-	1,832
Net operating result for the year	41,003	15,571
<b>At end of year</b>	<b>1,783,775</b>	<b>1,742,772</b>
<b>(b) Revaluation reserves</b>		
Infrastructure, property, plant and equipment revaluation reserve	679,801	608,326
Available-for-sale investments revaluation reserve		
<b>Total assets</b>	<b>679,801</b>	<b>608,326</b>
<b>Movements:</b>		
<b>Property, plant and equipment revaluation reserve</b>		
At beginning of year	608,326	260,507
Revaluation - gross	59,908	326,038
Adjustment to correct prior years errors (Note 20 (d))	(6,434)	-
Depreciation transfer - gross	18,001	21,782
<b>At end of year</b>	<b>679,801</b>	<b>608,326</b>
<b>Available-for-sale investments revaluation reserve</b>		
At beginning of year	-	-
Revaluation – gross		
Transfer to net profit – gross		
<b>At end of year</b>	<b>-</b>	<b>-</b>
<b>(c) Nature and purpose of reserves</b>		
<b>(i) Infrastructure, property, plant and equipment revaluation reserve</b>		
The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.		
<b>(d) Correction of errors in previous years</b>		
Write on of previously excluded assets – Other Structures Parks	-	1,832
Correct revaluation amount for asset write ons/offers FY 2014	(3,752)	-
Properties duplicated between Infrastructure Assets and Investment Properties	(2,682)	-
	<b>(6,434)</b>	<b>1,832</b>

**NOTE 21 RESULTS BY FUND**

Council has only one consolidated fund.

**NOTE 22 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE**

	2015 (\$'000)	2014 (\$'000)
Operational Land	–	–
Buildings	–	–
<b>Total</b>	<b>–</b>	<b>–</b>

Refer to note 27 for fair value measurement information.

**NOTE 23 EVENTS OCCURRING AFTER REPORTING DATE**

There has been no events occurring after the Balance Sheet Date that directly affect the results for the 2014/2015 Financial Year, the following two events, that either happened before the Balance Date, will affect Council's ongoing financial statements and are significant to require disclosure.

**Special Rating Variation**

Council applied for an increase in its rating base through a Special Rating Variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART). The application was for a 7%, cumulative increase over four years, with a total accumulated increase of 31.8%, including rate pegging estimated at 3% per annum.

The application was approved by IPART and the Minister on 19 May 2015, and takes effect from 1 Jul 2015. Because of this approval, Council has maintained the inclusion of Special Schedule 8 in its Special Schedules.

All additional funds, over the rate peg amount, are to be raised as a Special Infrastructure Rate, and will be reported on separately, as an external restriction.

**NSW State Government Review of Local Government**

The NSW State Government issued the Independent Local Government Review Panel (ILGRP) report in 2012, in which it was recommended that the City of Ryde either be split or form part of a Joint Regional Organisation.

The NSW State Government has progressed this further an in November 2014 issued its review of the performance and sustainability of local government through its Fit for the Future (FFTF) initiative. Under the FFTF Councils need to demonstrate that they meet the Scale and Capacity criteria in the ILGRP report, as a threshold question, to be deemed Fit for the Future.

Once they pass that test, they are required to demonstrate how they will be capable of meeting the seven financial sustainability criteria, to ensure that they will become sustainable, provide effective and efficient services. Should they not meet the criteria immediately, Councils are required to prepare an Action Implementation Plan to ensure that they meet the criteria by the end of 2018/2019.

The NSW State Government appointed IPART to receive and review submissions from Council in relation to FFTF. Submissions were to be submitted by 30 June 2015.

The City of Ryde resolved to stand alone as a Council and make a submission to IPART to that affect. Also the City of Ryde also resolved to make a Joint Submission to IPART, with Hunter's Hill Council and Lane Cove Council for a Joint Regional Authority (JRA), where certain powers would be vested in the JRA and executed on behalf of Council. Those powers mainly relate to certain planning powers.

IPART are due to hand down their report on the submissions received, to the NSW State Government by 16 October 2015. Until that happens, Council is unable to determine the impact of the FFTF initiative.

## **NOTE 24 DISCONTINUED OPERATIONS**

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There were no operations discontinued by Council during the year.

## **NOTE 25 INTANGIBLE ASSETS**

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Council has no Intangible Assets to report.

## **NOTE 26 REINSTATEMENT, REHABILITATION AND RESTORATION LIABILITIES**

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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 2015	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant observable inputs (\$000's)	Total (\$000's)
<b>Investment properties</b>	14	–	105,628	<b>105,628</b>
<b>Infrastructure, Property, Plant and Equipment</b>	9			
– Operational land		–	102,333	<b>102,333</b>
– Community land		–	1,393,318	<b>1,393,318</b>
– Land under roads		–	11,552	<b>11,552</b>
– Buildings (Specialised and non-specialised)		–	61,469	<b>61,469</b>
– Roads, Bridges, Footpaths		–	363,975	<b>363,975</b>
– Stormwater drainage		–	200,633	<b>200,633</b>
<b>Totals</b>		–	<b>2,238,908</b>	<b>2,238,908</b>

30 June 2014	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant observable inputs (\$000's)	Total (\$000's)
<b>Investment properties</b>	14	–	2,800	<b>2,800</b>
<b>Infrastructure, Property, Plant and Equipment</b>	9			
– Operational land		–	164,239	<b>164,239</b>
– Community land		–	1,393,318	<b>1,393,318</b>
– Land under roads		–	11,552	<b>11,552</b>
– Buildings (Specialised and non-specialised)		–	63,042	<b>63,042</b>
– Roads, Bridges, Footpaths		–	336,541	<b>336,541</b>
– Stormwater drainage		–	181,848	<b>181,848</b>
<b>Totals</b>		–	<b>2,153,340</b>	<b>2,153,340</b>

The Council's financial assets relates to its investments in term deposits and FRN'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 (CONTINUED)****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 2015, the fair values of the land have been determined by Scott Fullarton Valuations Pty Ltd.

All investment property valuations are included in level 3 of the hierarchy. The value of investment property has been 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. Valuation of Operational Land and Land Under Roads (LUR) 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 (LUR) 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 (LUR), 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 (LUR).

Community Land was last revalued at 30 June 2009. Council has resolved to not value Land Under Roads (LUR) and Operational Land was last revalued at 30 June 2015.

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 (CONTINUED)**

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
<b>Investment Properties</b>	104,478	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.
<b>Infrastructure, Property, Plant and Equipment</b>				
– Operational land	103,019	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	1,393,318	Rate per square metre	\$109 per square metre – average	The higher the rate, the higher the fair value.
– Land under roads	11,552	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)	61,933	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	363,975	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	200,633	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**

Current use of all assets noted above reflects the highest and best use as Operational Assets, and in accordance with current planning restrictions, the exceptions being the Investment Properties, which are to be developed, and may require planning changes to allow the development.

## 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 accompanying financial statements of the City of Ryde Council, which comprise the statement of financial position as at 30 June 2015 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 at 30 June 2015 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 'Peter Buchholz', written over a light blue rectangular background.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz', written over a light blue rectangular background.

Peter Buchholz  
Partner

Sydney  
28 September 2015

**Private & Confidential**

The Mayor  
 Councillor Jerome Laxale  
 Council of City of Ryde  
 DX 8403  
 RYDE

Dear Councillor Laxale

**Report on the conduct of the Audit for year ended 30 June 2015 –  
 Section 417(3)**

We have completed our audit of the financial reports of the Council for the year ended 30 June 2015, 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 \$95 million in the previous year to \$93 million in the current period. The net operating result before capital contributions was a surplus of \$10 million against the previous year's surplus of \$1.3 million

**Cash position**

Council's overall cash position increased from \$106 million to \$138 million during the period under review. The following table highlights the composition of cash.

	<b>2015</b>	<b>2014</b>
	<b>\$m</b>	<b>\$m</b>
Externally restricted	60	44
Internally restricted	73	56
Unrestricted	5	6
<b>Total</b>	<b>138</b>	<b>106</b>

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**Working capital**

Council’s net current assets increased from \$45 million to \$84 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.

	<b>2015</b>	<b>2014</b>
	<b>\$m</b>	<b>\$m</b>
Net current assets	84	45
Less: External restrictions	(27)	(11)
Internal restrictions	(73)	(50)
Add: Current liabilities deferred	20	20
<b>Available working capital</b>	<b>4</b>	<b>4</b>

The effective unrestricted or available working capital upon which Council could build its 2016 budget was \$4 million.

**Performance indicators**

The financial reports disclose of a number of indicators in Note 13 and these are detailed below:

	<b>2015</b>	<b>2014</b>
	<b>%</b>	<b>%</b>
Operating Performance Ratio	9	1
Own Source Operating Revenue Ratio	71	82
Unrestricted Current Ratio	503	359
Debt Service Cover Ratio	2086	2726
Rates Outstanding Ratio	3.8	3.7
Cash Expense Cover Ratio	16	13

The Operating Performance Ratio improved to 9% and remained above the industry benchmark of 0%

The Own Source Operating Revenue Ratio declined to 71% but remained above the industry benchmark of 60%.

The Unrestricted Current Ratio improved and remained above the industry benchmark of 150%.

The Debt Service Cover Ratio declined but remained well above the industry benchmark of 200%.

The Rates Outstanding Ratio increased slightly but remained better than the industry benchmark of 5%.

The Cash Expense Cover Ratio indicated that Council could continue to cover its operating costs for 16 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 the 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 General Manager and her 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 L Buchholz'.

PricewaterhouseCoopers

A second handwritten signature in blue ink, appearing to read 'P L Buchholz'.

P L Buchholz  
Partner  
28 September 2015

Sydney





**SPECIAL  
PURPOSE  
FINANCIAL  
STATEMENTS**  
FOR THE YEAR ENDED 30 JUNE 2015

# SPECIAL PURPOSE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2015

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## STATEMENT BY COUNCILLORS AND MANAGEMENT

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### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- NSW Government Policy Statement “*Application of National Competition Policy to Local Government*”
- 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 25 August 2015.



Councillor Bill Pickering  
Mayor



Councillor Roy Maggio  
Deputy Mayor



Ms Gail Connolly  
General Manager



Mr John Todd  
Chief Financial Officer  
(Responsible Accounting Officer)

**INCOME STATEMENT OF OTHER BUSINESS ACTIVITIES**

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2015 (\$000's)	2014 (\$000's)	2015 (\$000's)	2014 (\$000's)
<b>Income from continuing operations</b>				
Annual Charges	-	-	-	-
User Charges	5,078	4,661	1,182	811
Fees	-	-	-	-
Interest	-	-	-	-
Other income	16	120	-	-
Grants & Contributions provided for Non-Capital Purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
<b>Total Income From Continuing Operations</b>	<b>5,094</b>	<b>4,781</b>	<b>1,182</b>	<b>811</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on costs	3,104	2,703	-	-
Materials and Contracts	634	742	242	391
Borrowing costs	-	-	-	-
Depreciation and impairment	650	1,167	-	-
Loss on sale of assets	-	-	-	-
Calculated Taxation Equivalent	169	147	-	-
Other expenses	168	44	180	206
<b>Total Expenses From Continuing Operations</b>	<b>4,725</b>	<b>4,803</b>	<b>422</b>	<b>597</b>
<b>Surplus (Deficit) from Continuing Operations before capital amounts</b>	<b>369</b>	<b>(22)</b>	<b>760</b>	<b>214</b>
Grants & Contributions provided for Capital Purposes	-	-	-	-
<b>Surplus (Deficit) from Continuing Operations after capital amounts</b>	<b>369</b>	<b>(22)</b>	<b>760</b>	<b>214</b>
Surplus (Deficit) from Discontinued Operations	-	-	-	-
<b>Surplus (Deficit) from All Operations before Tax</b>	<b>369</b>	<b>(22)</b>	<b>760</b>	<b>214</b>
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	111	-	228	64
<b>Surplus (Deficit) After Tax</b>	<b>258</b>	<b>(22)</b>	<b>532</b>	<b>150</b>
<b>Opening Retained profits*</b>	<b>31,534</b>	<b>31,409</b>	<b>200</b>	<b>200</b>
Adjustments for Amounts Unpaid:				
– Taxation Equivalent Payments	169	147	-	-
– Corporate Taxation Equivalent	111	-	228	64
Plus: Equity Contributions	-	-	-	-
Less: Equity Withdrawals	-	-	-	-
Less: TER Dividend payment (non restricted activities)	-	-	(228)	(64)
Less: Surplus Dividend payment (non restricted activities)	-	-	(532)	(150)
<b>Closing Retained Profits</b>	<b>32,072</b>	<b>31,534</b>	<b>200</b>	<b>200</b>
<b>RETURN ON CAPITAL (%)</b>	<b>1.13%</b>	<b>-0.07%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Required return on capital (%)</b>	<b>5.34%</b>	<b>5.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>SUBSIDY FROM COUNCIL</b>	<b>1,376</b>	<b>1,501</b>	<b>-</b>	<b>-</b>

**STATEMENT OF FINANCIAL POSITION OF OTHER BUSINESS ACTIVITIES**

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2015 (\$000's)	2014 (\$000's)	2015 (\$000's)	2014 (\$000's)
<b>Current Assets</b>				
Cash Asset and cash equivalents	585	1,752	-	-
Investments	-	-	-	-
Receivables	40	72	311	288
Inventories	12	12	-	-
Other	8,533	6,136	393	51
<b>Total Current Assets</b>	<b>9,170</b>	<b>7,972</b>	<b>704</b>	<b>339</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, Property, Plant and Equipment	32,687	29,587	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>32,687</b>	<b>29,587</b>	<b>-</b>	<b>-</b>
<b>Total Assets</b>	<b>41,857</b>	<b>37,559</b>	<b>704</b>	<b>339</b>
<b>Current Liabilities</b>				
Payables	676	257	447	82
Interest Bearing Liabilities	391	-	-	-
Provisions	780	647	-	-
<b>Total Current Liabilities</b>	<b>1,847</b>	<b>904</b>	<b>447</b>	<b>82</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Interest Bearing Liabilities	2,818	-	-	-
Provisions	11	12	57	57
<b>Total Non-Current Liabilities</b>	<b>2,829</b>	<b>12</b>	<b>57</b>	<b>57</b>
<b>Net assets</b>	<b>37,181</b>	<b>36,643</b>	<b>200</b>	<b>200</b>
<b>Equity</b>				
Retained Earnings	32,072	31,534	200	200
Revaluation Reserves	5,109	5,109	-	-
Council Equity interest	-	-	-	-
Minority Equity interest	-	-	-	-
<b>Total Equity</b>	<b>37,181</b>	<b>36,643</b>	<b>200</b>	<b>200</b>

## 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 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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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 statements**

#### **Report on the financial statements**

We have audited the accompanying financial statements, being the special purpose financial statements, of the City of Ryde Council (the Council), which comprises the Statement of Financial Position by Business Activity for the year ended 30 June 2015, the Income Statements by Business Activity for the year then ended, Notes to the financial statements for the Business Activities identified by Council and the Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting for the year ended 30 June 2015.

#### *Councillors' responsibility for the financial report*

The Councillors of the Council are responsible for the preparation and fair presentation of the financial statements and have determined that the accounting policies described in note 1 to the financial statements which form part of the financial statements, are appropriate to meet the 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 statements that are free from material misstatement, whether due to error or fraud.

#### *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. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's 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.

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 statements presents fairly, in all material respects, the financial position by Business Activity of The City of Ryde Council as of 30 June 2015 and its financial performance by Business Activity for the year then ended in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 to the financial statements, 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 statements, which describe the basis of accounting. The financial statements have 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 statements may not be suitable for another purpose. Our report is intended solely for the Council.

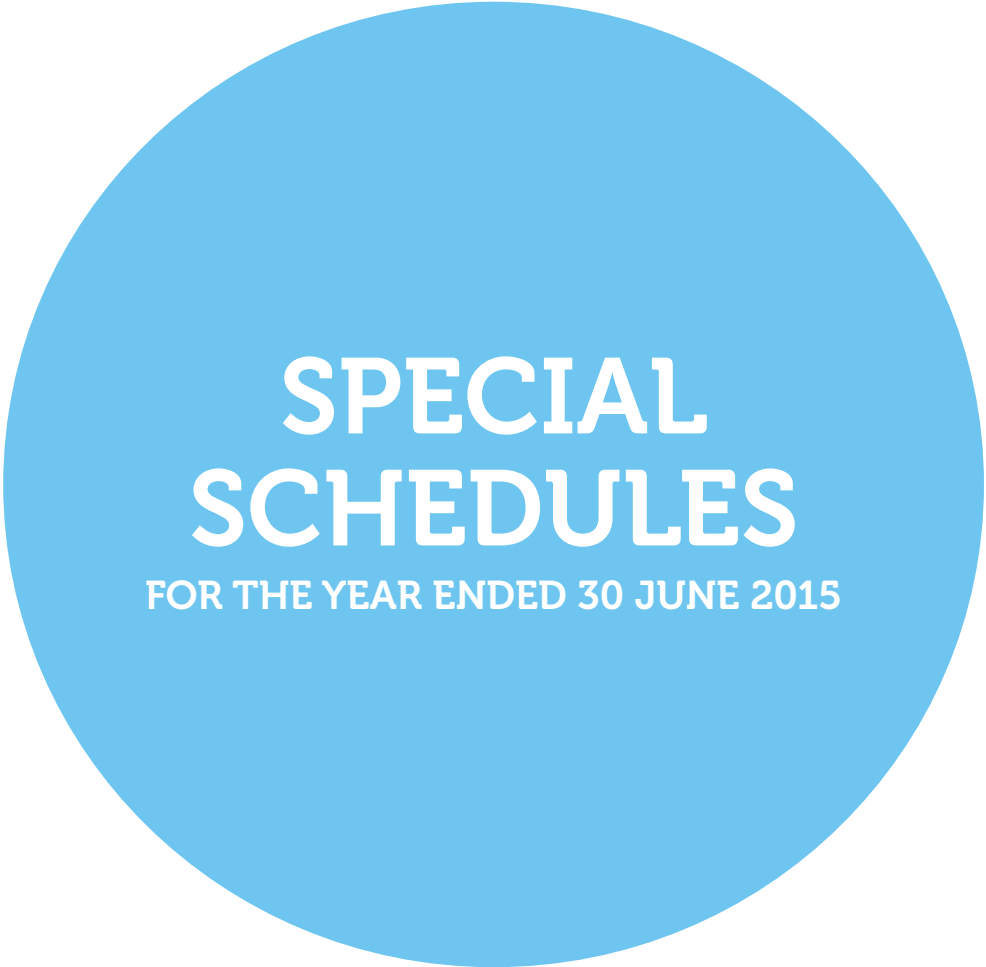
A handwritten signature in blue ink, appearing to read 'Peter Buchholz'.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz'.

Peter Buchholz  
Partner

Sydney  
28 September 2015



**SPECIAL  
SCHEDULES**  
FOR THE YEAR ENDED 30 JUNE 2015

# SPECIAL SCHEDULES YEAR ENDED 30 JUNE 2015

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**SPECIAL SCHEDULE 1 – NET COST OF SERVICES**

Function or Activity	Expenses from Continuing Operations (\$'000)	Income from continuing operations (Non-Capital) (\$'000)	Income from continuing operations (Capital) (\$'000)	Net cost of services (\$'000)
<b>Governance</b>	<b>2,533</b>	<b>187</b>		<b>(2,346)</b>
<b>Administration</b>	<b>18,324</b>	<b>3,011</b>		<b>(15,313)</b>
<b>Public Order and Safety</b>				
Fire Service Levy, Fire Protection, Emergency Services	2,217	16		(2,217)
Animal Control	252	34		(252)
Beach Control				
Enforcement of Local Govt Regs	803	2,575		(803)
Emergency Services				
Other Public Order and Safety	1,935	3,961		(1,935)
<b>Total Public Order and Safety</b>	<b>5,207</b>	<b>6,586</b>		<b>1,379</b>
<b>Health</b>	<b>430</b>	<b>371</b>		<b>(59)</b>
<b>Environment</b>				
Noxious Plants and Insect/Vermin Control				
Other Environment Protection	491	8		(483)
Solid Waste Management	15,998	18,155		2,157
Street Cleaning				
Drainage				
Stormwater Management	3,215	1,026	49	(2,140)
<b>Total Environment</b>	<b>19,704</b>	<b>19,189</b>	<b>49</b>	<b>(466)</b>
<b>Community Services and Education</b>				
Administration and Education	905	31		(874)
Social Protection (Welfare)	1,903	782		(1,121)
Aged Persons and Disabled	537	538		1
Children's Services	169	28		(141)
<b>Total Community Services and Education</b>	<b>3,514</b>	<b>1,379</b>		<b>(2,135)</b>
<b>Housing and Community Amenities</b>				
Public Cemeteries				
Public Conveniences	839	200		(639)
Street Lighting	2,261	365		(1,896)
Town Planning	6,775	3,879	8,275	5,379
Other Community Amenities			139	139
<b>Total Housing and Community Amenities</b>	<b>9,875</b>	<b>4,444</b>	<b>8,414</b>	<b>2,983</b>
<b>Water Supplies</b>				

**SPECIAL SCHEDULE 1 – NET COST OF SERVICES (CONTINUED)**

Function or Activity	Expenses from Continuing Operations (\$'000)	Income from continuing operations (Non-Capital) (\$'000)	Income from continuing operations (Capital) (\$'000)	Net cost of services (\$'000)
<b>Sewerage Services</b>				
<b>Recreation and Culture</b>				
Public Libraries	5,480	959		(4,521)
Museums				
Art Galleries				
Community Centres and Halls	620	274	54	(292)
Performing Arts Venues				
Other Performing Arts				
Other Cultural Services	285	101		(184)
Sporting Grounds and Venues	369	615	315	561
Swimming Pools	5,906	5,325	20	(561)
Parks and Gardens (Lakes)	7,395	84	1,488	(5,823)
Other Sport and Recreation	324	66		(258)
<b>Total Recreation and Culture</b>	<b>20,379</b>	<b>7,424</b>	<b>1,877</b>	<b>(11,078)</b>
<b>Fuel and Energy</b>				
<b>Agriculture</b>				
<b>Mining, Manufacturing and Construction</b>				
Building Control	615	188		(427)
Other Mining, Manufacturing and Construction				
<b>Total Mining, Manufacturing and Construction</b>	<b>615</b>	<b>188</b>		<b>(427)</b>
<b>Transport and Communication</b>				
Urban Roads : Local	8,895	2,924	20,620	14,649
Urban Roads : Regional	12	78		66
Sealed Rural Roads : Local				
Bridges on Urban Roads : Local	57			(57)
Bridges on Urban Roads : Regional				
Bridges on Urban Roads : Other				
Footpaths	1,772			(1,772)
Aerodromes				
Parking Areas	346			(346)
Other	180	152		(28)
<b>Total Transport and Communication</b>	<b>11,262</b>	<b>3,154</b>	<b>20,620</b>	<b>12,512</b>

**SPECIAL SCHEDULE 1 – NET COST OF SERVICES (CONTINUED)**

Function or Activity	Expenses from Continuing Operations (\$'000)	Income from continuing operations (Non-Capital) (\$'000)	Income from continuing operations (Capital) (\$'000)	Net cost of services (\$'000)
<b>Economic Affairs</b>				
Camping Areas and Caravan Parks				
Other Economic Affairs	1,212	1,744		532
<b>Total Economic Affairs</b>	<b>1,212</b>	<b>1,744</b>		<b>532</b>
<b>TOTALS - FUNCTIONS</b>	<b>93,055</b>	<b>47,677</b>	<b>30,960</b>	<b>(14,418)</b>
<b>GENERAL PURPOSE REVENUES <sup>(1)</sup></b>		<b>55,421</b>		<b>55,421</b>
<b>SHARE OF GAIN(DEFICIT) FROM ASSOCIATES AND JOINT VENTURES USING EQUITY METHOD <sup>(2)</sup></b>				
<b>CORRECTION OF FUNDAMENTAL ERROR <sup>(2)</sup></b>				
<b>SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS <sup>(2)</sup></b>	<b>93,055</b>	<b>103,098</b>	<b>30,960</b>	<b>41,003</b>
<b>EXTRAORDINARY ITEMS <sup>(2)</sup></b>				
<b>SURPLUS/(DEFICIT) FROM ALL ACTIVITIES <sup>(2)</sup></b>	<b>93,055</b>	<b>103,098</b>	<b>30,960</b>	<b>41,003</b>

**Notes:**<sup>(1)</sup> Includes:

- Rates and Annual Charges (incl. Ex-Gratia)
- Non-Capital General Purpose Grants
- Interest on Investments.

<sup>(2)</sup> As reported on the Income Statement.

**SPECIAL SCHEDULE 2(A) – STATEMENT OF LONG-TERM DEBT (ALL PURPOSES)**

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)
<b>Loans (By Source)</b>										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	793	4,822	5,615	1,500	881	-	256	993	5,241	6,234
Other										
<b>Total Loans</b>	<b>793</b>	<b>4,822</b>	<b>5,615</b>	<b>1,500</b>	<b>881</b>	<b>-</b>	<b>256</b>	<b>993</b>	<b>5,241</b>	<b>6,234</b>
<b>Other Long Term Debt</b>										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
<b>Total Long Term Debt</b>	<b>793</b>	<b>4,822</b>	<b>5,615</b>	<b>1,500</b>	<b>881</b>	<b>-</b>	<b>256</b>	<b>993</b>	<b>5,241</b>	<b>6,234</b>

**SPECIAL SCHEDULE 2(B) – STATEMENT OF INTERNAL LOANS**

Borrower (by Purpose)	Amount Originally Raised (\$'000) <sup>(2)</sup>	Total Repaid During the Year Principal & Interest (\$'000) <sup>(3)</sup>	Principal Outstanding at End of Year (\$'000)
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other <sup>(1)</sup>	2,009	(702)	2,711
<b>Totals</b>	<b>2,009</b>	<b>(702)</b>	<b>2,711</b>

**Details of Individual Internal Loans**

Borrower (by Purpose)	Lender (by Purpose)	Date of Minister's Approval	Date Raised	Dates of Maturity	Rate of Interest	Amount Originally Raised (\$'000) <sup>(2)</sup>	Total Repaid During the Year Principal & Interest (\$'000) <sup>(3)</sup>	Principal Outstanding at End of Year (\$'000)
RALC <sup>(4)</sup>								
						2,009	(702)	2,711
<b>Total</b>						<b>2,009</b>	<b>(702)</b>	<b>2,711</b>

<sup>(1)</sup> This includes Internal Loans from Internally Restricted Reserves, and not just those from Externally Restricted Reserves<sup>(2)</sup> The amount raised to the beginning of the year, was drawn down over a number of years:

2011/2012	\$364,737
2012/2013	\$323,123
2013/2014	\$1,321,378
<b>TOTAL</b>	<b>\$2,009,238</b>

<sup>(3)</sup> An additional amount of \$701,919, including interest, was drawn down in 2014/2015, to complete the Surf Ryder Project

**SPECIAL SCHEDULE 7 – CONDITION OF PUBLIC WORKS**

Asset Class	Asset Category	Estimated Cost to bring to a satisfactory standard (overdue renewals) (\$'000)	Required Annual Maintenance (\$'000)	Current Annual Maintenance (\$'000)	WDV (\$'000)	GBV (\$'000)
<b>Buildings</b>	Council Offices/ Administration Centres	-	-	-	-	-
	Council Works Depot	12	303	347	11,494	25,862
	Council Public Halls	48	-	-	3,719	10,232
	Libraries	4	-	-	6,353	9,740
	Cultural Facilities	31	-	-	3,954	10,654
	Museum/Art Gallery	-	-	-	-	-
	Amenities/Toilets	-	300	374	-	-
	Other Buildings	73	946	629	21,927	53,341
	Specialised Buildings	-	-	-	-	-
	<b>Sub total</b>	<b>168</b>	<b>1,549</b>	<b>1,350</b>	<b>47,448</b>	<b>109,830</b>
<b>Other Structures</b>	Other Structures	4,622	-	-	87,102	104,805
	<b>Sub total</b>	<b>4,622</b>	<b>-</b>	<b>-</b>	<b>87,102</b>	<b>104,805</b>
<b>Roads</b>	Sealed Roads Surface	17,118	348	305	219,203	295,441
	Sealed Roads Structure	-	-	-	-	-
	Unsealed Roads	-	-	-	-	-
	Bridges	-	43	5	2,592	4,335
	Footpaths	330	1,238	1,261	50,188	59,428
	Cycle ways	-	81	131	-	-
	Kerb and Gutter	90	1,302	1,155	88,468	100,971
	Other Road Assets	1,384	872	1,715	3,527	6,947
	<b>Sub total</b>	<b>18,922</b>	<b>3,884</b>	<b>4,572</b>	<b>363,977</b>	<b>467,123</b>
<b>Stormwater Drainage</b>	Retarding Basins	-	-	-	939	1,045
	Outfalls	-	-	-	-	-
	Stormwater Conduits	872	114	117	147,214	180,181
	Inlet and Junction Pits	101	-	-	45,802	65,599
	Head Walls	-	-	-	-	-
	Outfall Structures	-	-	-	-	-
	Stormwater Converters	-	-	-	-	-
	Other	-	-	-	6,678	12,565
	<b>Sub total</b>	<b>973</b>	<b>114</b>	<b>117</b>	<b>200,633</b>	<b>259,390</b>
<b>Open Space/Recreational Assets</b>	Swimming Pools	-	-	-	18,235	27,908
	Other Open Space/ Recreational Assets	-	-	-	-	-
	<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,235</b>	<b>27,908</b>
<b>Other Infrastructure Assets</b>		-	83	43	-	-
	<b>Sub total</b>	<b>-</b>	<b>83</b>	<b>43</b>	<b>-</b>	<b>-</b>
<b>Total classes</b>	<b>Total – all assets</b>	<b>24,686</b>	<b>5,630</b>	<b>6,081</b>	<b>717,396</b>	<b>969,055</b>



## SPECIAL SCHEDULE 7 – CONDITION OF PUBLIC WORKS (CONTINUED)

Assets in Condition as a % of Gross Book Value				
1	2	3	4	5

16.6%	65.6%	15.8%	2.0%	0.0%
1.0%	87.5%	9.6%	1.4%	0.5%
44.4%	55.3%	0.2%	0.0%	0.0%
0.0%	89.7%	8.9%	1.1%	0.3%
0.4%	90.5%	7.6%	1.4%	0.1%
18.9%	36.5%	29.8%	10.4%	4.4%
36.0%	34.6%	15.3%	8.3%	5.8%
10.2%	59.3%	30.5%	0.0%	0.0%
19.1%	70.0%	7.2%	3.1%	0.6%
1.9%	81.5%	14.3%	2.1%	0.1%
20.3%	19.9%	19.9%	19.9%	19.9%
9.6%	90.4%	0.0%	0.0%	0.0%
23.2%	56.6%	16.2%	3.5%	0.5%
18.2%	39.3%	38.5%	3.8%	0.2%
0.0%	28.5%	52.3%	19.2%	0.0%
0.0%	100%	0.0%	0.0%	0.0%
<b>21.0%</b>	<b>53.4%</b>	<b>17.5%</b>	<b>5.5%</b>	<b>2.5%</b>

**Notes:**

Satisfactory condition refers to an asset that is not due for renewal, 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 5 assets are taken as being overdue for renewal, as the end of Condition 4 is the intervention point, useful life of the asset, at which time it should be renewed or disposed of.

**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. At the end of Condition 4, the asset will be due for renewal or disposal.
- 5** requires major repairs or is not suitable to remain in use due to a significant safety hazard, i.e. it is overdue for renewal.

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life)

The backlog refers to asset renewals that have been deferred due to insufficient funds. Any asset in condition 5 is considered to have been deferred and overdue for renewal and therefore part of the backlog.

Current Annual Maintenance, included in the table above, includes maintenance and operating costs, excluding depreciation, as the 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 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, with the results reflected in this schedule.

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, was being implemented in 2014/2015, but has not extended to budgeting, as yet.

**\*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 (CONTINUED)**

Infrastructure Asset Performance Indicators – Consolidated	Amounts (\$'000)	Current year indicators	2014	2013	2012	Benchmark
<b>Buildings and Infrastructure Renewals Ratio</b>						
Asset Renewals (building, infrastructure and other structures)	\$9,109	0.89	1.23	0.94	0.80	
Depreciation, amortisation and impairment (building, infrastructure and other structures)	\$10,215					>1.00
<b>Infrastructure backlog ratio (WDV)</b>						
Estimated cost to bring assets to a satisfactory condition (overdue renewals)	\$24,686	3.4%	8.6%	8.4%	12.0%	
Total value of infrastructure, building, other structures and depreciable land improvement assets (WDV)	\$717,396					<2%
<b>Infrastructure backlog ratio (GBV)</b>						
Estimated cost to bring assets to a satisfactory condition (overdue renewals)	\$24,686	2.5%	6.1%	6.0%	6.3%	
Total value of infrastructure, building, other structures and depreciable land improvement assets (GBV)	\$969,055					<2%
<b>Asset maintenance ratio</b>						
Actual asset maintenance	\$6,081	1.08	0.91	2.28	0.69	
Required asset maintenance	\$5,630					>1.00
<b>Capital Expense Ratio</b>						
Annual Capital expenditure	\$24,712	1.66	1.52	1.26	1.89	
Annual Depreciation	\$14,883					>1.1

**SPECIAL SCHEDULE 8 – FINANCIAL PROJECTIONS**

	2015 <sup>(1)</sup> (\$'000)	2016 (\$'000)	2017 (\$'000)	2018 <sup>(4)</sup> (\$'000)	2019 (\$'000)	2020 (\$'000)	2021 (\$'000)	2022 (\$'000)	2023 (\$'000)	2024 (\$'000)	2025 (\$'000)
<b>Operating Budget</b>											
Income From Continuing Operations	134,058	104,277	108,986	114,534	120,417	124,062	127,827	131,716	135,734	139,885	144,179
Expenditure From Continuing Operations	93,055	107,521	109,049	112,393	115,303	118,955	122,386	126,460	130,100	134,581	139,113
<b>Operating Result From Continuing Operations</b>	<b>41,003</b>	<b>(3,244)</b>	<b>(63)</b>	<b>2,142</b>	<b>5,115</b>	<b>5,107</b>	<b>5,440</b>	<b>5,256</b>	<b>5,634</b>	<b>5,304</b>	<b>5,066</b>
<b>Operating Result before Capital Contributions</b>	<b>10,044</b>	<b>(4,050)</b>	<b>(609)</b>	<b>1,595</b>	<b>4,568</b>	<b>4,544</b>	<b>4,861</b>	<b>4,659</b>	<b>5,019</b>	<b>4,670</b>	<b>4,413</b>
<b>Capital Budget</b>											
New Capital Works <sup>(2)</sup>	10,594	18,512	12,183	10,465	9,456	6,299	6,488	6,682	6,883	7,089	7,302
Replacement/refurbishment of existing assets	14,018	14,279	13,111	14,819	18,329	18,276	18,825	19,389	19,971	20,568	21,187
<b>Funded By<sup>(3)</sup>:</b>	<b>24,612</b>	<b>32,791</b>	<b>25,295</b>	<b>25,284</b>	<b>27,784</b>	<b>24,575</b>	<b>25,312</b>	<b>26,072</b>	<b>26,854</b>	<b>27,657</b>	<b>28,489</b>
Loans	-	425	900	-	-	-	-	-	-	-	-
Asset Sales	1,000	925	1,075	900	1,000	1,026	1,053	1,080	1,108	1,137	1,167
Reserves	5,643	14,428	13,706	8,625	10,550	6,566	8,086	6,873	8,473	7,196	8,880
Grants & Contributions	1,836	424	884	474	474	469	482	494	507	520	534
General Revenue	16,133	16,589	8,730	15,285	15,760	16,514	15,691	17,625	16,766	18,804	17,908
Other	-	-	-	-	-	-	-	-	-	-	-
	<b>24,612</b>	<b>32,791</b>	<b>25,295</b>	<b>25,284</b>	<b>27,784</b>	<b>24,575</b>	<b>25,312</b>	<b>26,072</b>	<b>26,854</b>	<b>27,657</b>	<b>28,489</b>

<sup>(1)</sup> From income statement

<sup>(2)</sup> New capital works are major non-recurrent projects

<sup>(3)</sup> Projections based on the adopted Delivery Plan and revised Long Term Financial Plan (LTFP)

<sup>(4)</sup> Last Year of the Special Rating Variation, approved on 19 May 2015.

**Note:**

Council is no longer required to complete this Special Schedule, by the Office of Local Government, as the data is collected in another way.

The Council has determined that the information in this schedule is relevant as it shows Council's future progress in becoming Financially Sustainable, following approval by the Independent Pricing and Regulatory Tribunal (IPART) on 19 May 2015 of Council's Special Rating Variation (SRV) application.

The SRV was approved as 7% per annum, over four years, cumulative, as an ongoing permanent increase in Council's rating yield.

With the SRV Council's Operating Result before Capital Contributions will become a surplus.

**SPECIAL SCHEDULE 9 – PERMISSIBLE INCOME**

	2014/15 Calculation (\$'000)	2015/16 Calculation (\$'000)
<b>Notional General Income Calculation<sup>(1)</sup></b>		
Last Year Notional General Income Yield	48,283	49,803
Plus or minus Adjustments <sup>(2)</sup>	402	471
<b>Notional General Income</b>	<b>48,685</b>	<b>50,274</b>
<b>Permissible Income Calculation</b>		
Special variation percentage <sup>(3)</sup>		
OR Rate peg percentage	2.30%	7.00%
OR Crown land adjustment incl. rate peg percentage		
Less expiring special variation amount		
Plus special variation amount		
OR Plus rate peg amount	1,120	3,519
OR Plus crown land adjustment and rate peg amount		
<b>Sub-total</b>	<b>49,805</b>	<b>53,793</b>
Plus or minus last year's Carry Forward Total	18	20
Less Valuation Objections claimed in the previous year		
<b>Sub-total</b>	<b>18</b>	<b>20</b>
<b>Total Permissible income</b>	<b>49,823</b>	<b>53,813</b>
Less Notional General Income Yield	49,803	53,866
<b>Catch-up or (excess) result</b>	<b>20</b>	<b>(52)</b>
Plus Income lost due to valuation objections claimed <sup>(4)</sup>		
Less Unused catch-up <sup>(5)</sup>	20	
<b>Carry forward to next year</b>	<b>20</b>	<b>(52)</b>

**Notes:**

- <sup>(1)</sup> 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.
- <sup>(2)</sup> 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.
- <sup>(3)</sup> The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- <sup>(4)</sup> 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.
- <sup>(5)</sup> 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 ending 30 June 2016.

#### **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. 23. 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.

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**PricewaterhouseCoopers, ABN 52 780 433 757**  
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T: +61 2 8266 0000, F: +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)

Liability limited by a scheme approved under Professional Standards Legislation.

***Independence***

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

***Audit Opinion***

In our opinion, Special Schedule No. 9 of The City of Ryde Council for the year ending 30 June 2016 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.



PricewaterhouseCoopers



Peter Buchholz  
Partner

Sydney  
28 September 2015

## 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 2015.

#### **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. 23. 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 'PricewaterhouseCoopers'.

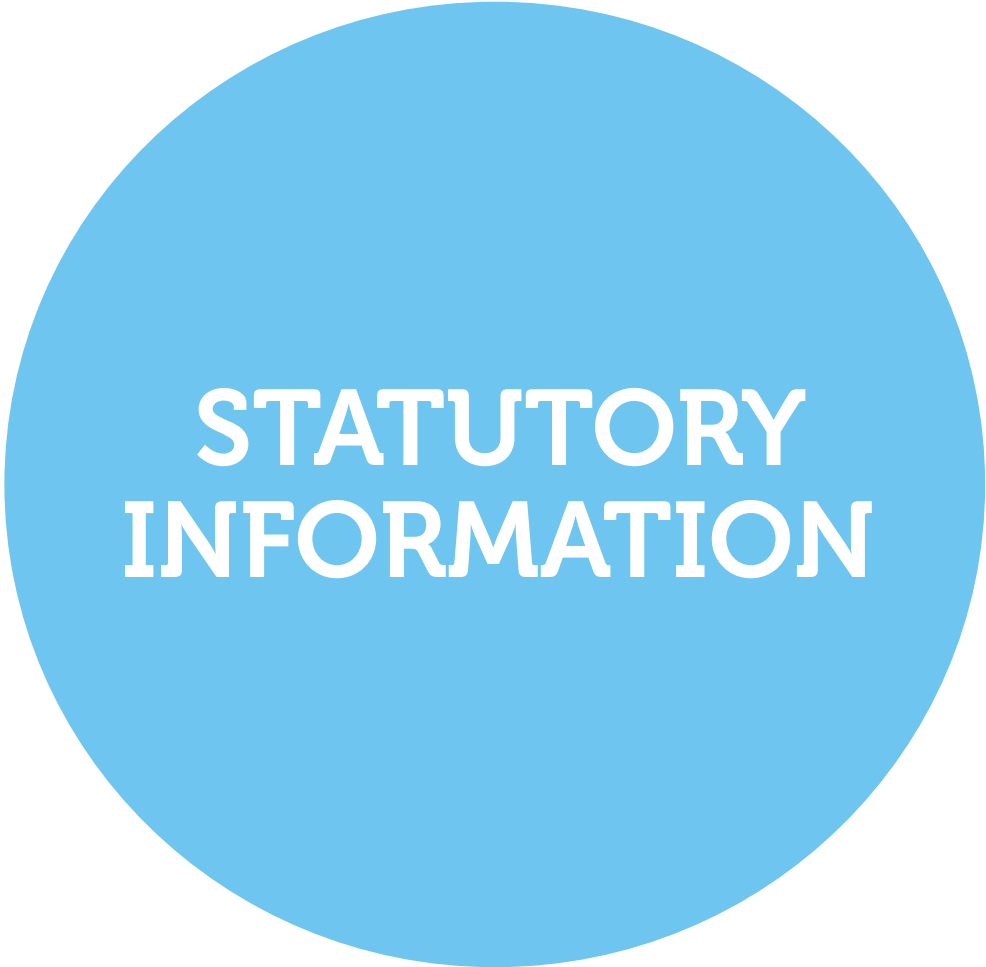
PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz'.

Peter Buchholz  
Partner

Sydney  
28 September 2015





**STATUTORY  
INFORMATION**

# STATUTORY INFORMATION

The 2014/15 Annual Report was completed before 30 November 2015 and was given to the Minister for Local Government on that date. Printed copies of the report are available at the Ryde Civic Centre and an electronic version is available at the following link: [ryde.nsw.gov.au/Council/Plans-and-Publications/Annual-Report](http://ryde.nsw.gov.au/Council/Plans-and-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 2014/15 using outcomes from the City of Ryde's Four Year Delivery Plan 2014–2018 is presented in 'Our performance against the Delivery Plan' from page 54.

## **2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)**

Our Community Strategic Plan was adopted by the Council in 2011 and as such the City of Ryde is not due to produce an end of term report until 2016. However, we report on the seven outcomes identified in our Community Strategic Plan in our quarterly reports to Council, this annual report and any other communications we have with our community.

## **3. Copy of council's audited financial reports and notes and information required by the Regulation or the Guidelines – s428(4)(a)**

The City of Ryde's audited financial reports for the 2014/15 financial year are presented from page 155 (See General Purpose Financial Statements and Special Purpose Financial Statements).

## **4. Amount of rates and charges written off during 2014/15 – cl 132**

Rates and charges written off in respect to interest raised in error, revaluations, category changes and properties becoming non-rateable = \$3,951.06

Statutory and voluntary pension rebates = \$1,366,125.95

Total = \$1,370,077.01

## **5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) s 428 (4)(b), cl 217 (1)(a)**

In June 2015, three Council staff attended the International Federation of Municipal Engineering World Congress and Institute of Public Works Engineering Australasia International Conference, a five-day conference in New Zealand. Council contributed \$9,070.00 towards their associated expenses.

**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).	In June 2015, three Council staff attended the five-day International Federation of Municipal Engineering World Congress and Institute of Public Works Engineering Australasia International Conference in New Zealand. Council contributed \$9070.00 towards their associated expenses.
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.	<b>Total = \$323,371.59</b> This figure includes Councillor fees of \$318,979.96 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.	<b>\$8,113.70</b>
cl 217(1)(a1)(ii)	Telephone calls costs made by councillors. (you may wish to call this communication costs)	<b>\$17,009.15</b>
cl 217(1)(a1)(iii)	Attendance of councillors at conferences and seminars in NSW	<b>\$8,665.12</b>
cl 217(1)(a1)(i v)	Training of councillors and provision of skill development.	<b>NIL</b>
cl 217(1)(a1)(v)	Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	These are all interstate conference costs, and are in addition to those in (iii) above. <b>\$9095.58</b>
cl 217(1)(a1)(vi)	Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	<b>NIL</b>
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.	<b>\$390</b>
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a councillor.	<b>\$6,948.30</b>
		<b>TOTAL = \$382,663.44</b>

## 7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

Payee Name	2014/15 Actual (incl GST)	Payment Type	Description
AGL	\$221,069.57	Contract	Supply electricity
AGL Sales Pty Ltd	\$1,606,314.98	Contract	Supply electricity
Ausgrid	\$1,473,630.46	Contract	Supply electricity
Australia Post	\$289,654.19	Contract	Postage services
Broadlex Services Pty Ltd	\$335,022.30	Contract	Cleaning services
Citiguard Protection Services P/L	\$471,959.39	Contract	Security services
Civica Pty Ltd	\$174,261.22	Contract	IT Licenses and maintenance
Colorfen Constructions	\$159,595.57	Contract	Supply and install fencing
Computer Systems Australia Pty Ltd	\$280,065.50	Contract	IT Licenses and maintenance
Creative Planning Solutions Pty Ltd	\$294,836.00	Contract	Consulting services
Crusher Rentals Pty Ltd	\$228,328.10	Contract	Construction services
Dimension Data Australia Pty Ltd	\$406,330.08	Contract	IT Licenses and maintenance
Fleetwood Urban Pty Ltd	\$221,955.10	Contract	Construction services
Ford Civil Contracting Pty Ltd	\$702,980.66	Contract	Civil works
Fuji Xerox Australia Pty Ltd	\$328,173.20	Contract	Supply and maintenance of MFDs
Get Civil Pty Ltd	\$1,132,579.41	Contract	Construction services
GYC Pty Ltd	\$221,002.41	Contract	Supply of plant and equipment
Hargraves Urban Pty Ltd	\$2,068,357.75	Contract	Construction services
Huntermotive Pty Ltd	\$240,835.99	Contract	Supply motor vehicles
Interactive Pty Ltd	\$155,552.91	Contract	Disaster recovery backup site
James Bennett Pty Ltd	\$338,536.02	Contract	Purchase library resources
KK Civil Engineering	\$317,641.23	Contract	Construction services
Komatsu Australia Pty Ltd	\$268,767.46	Contract	Supply of plant and equipment
M & M Prpic Pty Ltd	\$209,976.37	Contract	Construction services
M Collins & Sons (Contractors) P/L	\$183,388.72	Contract	Sportsfield renovation services
MakMax Australia Pty Ltd	\$345,336.09	Contract	Design and construction services
Metrocorp Technologies	\$217,424.40	Contract	Repair and construction services
MSB Electrical Services	\$250,258.26	Contract	Minor works
Northshore Mitsubishi	\$200,535.57	Contract	Supply motor vehicles
NTT COM ICT Solutions (Aust) Pty Ltd	\$171,839.93	Contract	Communication
Optus Direct Credit - AUD	\$513,026.79	Contract	Communication
Origin Energy	\$305,595.16	Contract	Supply electricity
Performance Concrete Pty Ltd	\$175,725.20	Contract	Construction services
Rosmech Sales & Service P/L	\$324,841.53	Contract	Supply of plant and equipment
Ryde Motor Group Pty Ltd	\$260,141.35	Contract	Supply motor vehicles
Ryde Toyota	\$233,939.97	Contract	Supply motor vehicles
Sam the Paving Man Pty Ltd	\$573,746.81	Contract	Construction services
Scotts Motors Artarmon P/L	\$203,459.30	Contract	Supply motor vehicles
Steelworks Engineering Pty Ltd	\$177,235.88	Contract	Construction services

Payee Name	2014/15 Actual (incl GST)	Payment Type	Description
Swimplex Pty Ltd	\$247,461.58	Contract	Design and construction services
Technology One Ltd	\$444,910.44	Contract	IT licenses and maintenance
Terrafirma Property Developments P/L	\$580,007.68	Contract	Refurbishment services
The Bitzios Family Trust Account	\$218,540.30	Contract	Consulting services
Traffic Lights NSW Pty Ltd	\$237,589.00	Contract	Traffic management services
Ungaro Projects Pty Ltd	\$189,627.32	Contract	Building minor alterations
VIVA Recreation Pty Ltd	\$157,004.10	Contract	Playground upgrade
Warren Design Service Pty Ltd	\$167,508.00	Contract	Consulting services
WSN Environmental Solutions	\$14,203,322.20	Contract	Waste removal and recycling services, plus acquisition
A J Paving	\$504,337.27	Schedule of Rates	Minor works
All Tippers Pty Ltd	\$165,950.99	Schedule of Rates	Minor works
Bibby Financial Services Aust Pty Ltd	\$529,964.58	Schedule of Rates	Agency staff
Boral Construction Materials Group Ltd	\$3,426,497.57	Schedule of Rates	Construction services
C W Concrete Pty Ltd	\$378,965.63	Schedule of Rates	Construction services
Chandler Macleod Group Ltd	\$479,101.79	Schedule of Rates	Agency staff
Flash Plumbing Services	\$212,340.80	Schedule of Rates	Minor works
Hays Specialist Recruitment Aust P/L	\$761,639.46	Schedule of Rates	Agency staff
Jayantha Jayaweera t/as JP Consulting	\$160,083.00	Schedule of Rates	Consulting services
Leonards Advertising	\$404,204.29	Schedule of Rates	Advertising
Maxwell Fulton Pty Ltd	\$242,592.86	Schedule of Rates	Agency staff
Nitro Civil & Earthworks P/L	\$276,575.53	Schedule of Rates	Minor works
Randstad Pty Ltd	\$220,558.83	Schedule of Rates	Agency staff
Sydney Training & Employment Ltd	\$291,758.67	Schedule of Rates	Apprentices and casual staff
Toolijooa Pty Ltd	\$162,652.25	Schedule of Rates	Minor works
Total Drain Cleaning Services Pty Ltd	\$237,243.38	Schedule of Rates	Minor works
Warajadibi Pty Ltd	\$157,764.80	Schedule of Rates	Minor works
Coles Group Finance Ltd	\$436,747.00	Other	GST on contributed asset
Corporation Sole EPA Act	\$249,497.00	Other	Contribution
Department of Planning	\$1,024,616.00	Other	Agent payment
Land and Property Information	\$322,068.01	Other	Valuation fees
LGSS A/C POOL A-RYDE	\$2,980,042.02	Other	Employee superannuation
Local Govt Super Scheme - Div B	\$1,323,261.90	Other	Employee superannuation
Long Service Payments Corporation	\$926,318.02	Other	Agent payment
Macquarie Park TMA Incorporated	\$275,000.00	Other	Funding agreement
Ministry for Police and Emergency Services	\$1,682,828.52	Other	Contribution
National Australia Bank Ltd	\$599,565.18	Other	Loan repayments
State Debt Recovery Office	\$432,332.40	Other	Infringement processing
StateCover Mutual Limited	\$1,550,997.73	Other	Workers compensation
Statewide Mutual	\$919,961.77	Other	Insurance
Superchoice Services Pty Ltd	\$694,867.12	Other	Employee superannuation
Sydney Water	\$411,999.00	Other	Supply water
Westpac Banking Corporation	\$1,071,170.15	Other	Property acquisition

## 8. Summary of the amounts incurred by council in relation to legal proceedings – cl 217 (1) (a3)

During 2014/15, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

Name of Proceedings	Nature of Proceedings	Status	Costs Paid (Incl GST)	Funds Received
Council of the City of Ryde v. Alramon Pty Limited.	Class 6 Appeal Land and Environment Court No.13/60882.	Finalised.	Finalised. Favourable finding for Council.	\$33,105.00
Appeal dismissed.	\$3,369.72	\$800.00	Finalised. Appeal dismissed.	\$26,036.00
Council of the City of Ryde v. Alramon Pty Limited.	Class 1 Appeal Land and Environment Court No.13/10695.	Proceeding.	\$10,622.18	\$17,500
Council of the City of Ryde v. Koskela.	Class 4 Appeal Land and Environment Court No. 14/20055.	Proceeding.	\$6,489.67	Nil
Council of the City of Ryde v. BKB Motor Vehicle Repairs Pty Ltd & Ors.	Class 4 Appeal Land and Environment Court No.15/40510.	Proceeding.	\$760.60	Nil
Council of the City of Ryde v. Montiel.	Class 1 Appeal Land and Environment Court No. 14/11081.	Proceeding.	Nil	Nil
Council of the City of Ryde v. John Zhang.	Class 1 Appeal Land and Environment Court No. 14/10713.	Finalised. Appeal dismissed.	\$7,741.	\$2,000
Council of the City of Ryde v. Gargour.	Class 1 Appeal Land and Environment Court No.14/10929.	Finalised. Appeal upheld.	\$6,129.00	\$4,000
Council of the City of Ryde v. BBDHM Investments Pty Ltd.	Class 1 Appeal Land and Environment Court No. 15/10093.	Finalised. Appeal upheld.	Nil	Nil
Council of the City of Ryde v. BGY North Ryde Pty Ltd.	Class 1 Appeal Land and Environment Court No. 15/10298.	Finalised. Appeal upheld.	\$24,528.90	\$54,000
Council of the City of Ryde v. Mackenzie Architects International Pty Ltd	Class 1 Appeal Land and Environment Court No. 15/10460.	Proceeding.	\$7,986.00	Nil
Council of the City of Ryde v. Liquid Design Pty Ltd.	Class 1 Appeal Land and Environment Court No. 15/10252.	Finalised. Appeal upheld.	Nil	\$4,000

**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 as part of the stormwater asset replacement program at 11 First Avenue, Eastwood in order to alleviate flooding that has been occurring there for numerous years during minor storm events. Works included raising the footpath and street boundary levels; replacing the grated covers on the footpath pits with solid covers; reconstructing the vehicle crossing and driveway, as well as the construction of a pumping well within the site. The City of Ryde covered the project costs of \$50,000.

**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 94, in 2014/15 the City of Ryde provided \$82,000 in community grants and funding, including \$20,500 of in-kind support.

During 2014/15 there was a significant review of the Community Grants Program to clarify the type of grants provided and how the applications would be assessed to ensure greater transparency and equity. This process resulted in grant applications being called for later in the period, and therefore fewer funds were expended than in previous years.

**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 Hunter's Hill Council with respect to the Gladesville Library. Additionally, this service provides Hunter's 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 and the Office of Environment and Heritage 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 2014/15 from the City of Ryde's Four Year Delivery Plan 2014–2018 is presented under Equal Employment Opportunity on page 66 in the City of Progressive Leadership outcome.

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.

In this year's 'Have Your Say Day' staff culture survey, employees were asked to respond anonymously to questions regarding equal employment opportunity principles. Questions were asked about gender, ethnicity, identification as being from CALD background or Aboriginal/Torres Strait Islander, as well as questions about caring responsibilities and disabilities. The data collected from the diversity section of the culture survey will allow the City of Ryde to ensure that the policies and procedures in place to govern employment conditions, meet the needs of our workforce and ensure that we address any specific concerns associated with marginalised or vulnerable groups within our employment population. In addition to the structured survey questions, staff were also given the opportunity to voice open feedback and suggestions that will be considered by the Executive Team and any identified actions implemented in due course.

The City of Ryde also introduced a Grievance and Dispute resolution form and all staff were made aware of the new streamlined mechanism for notifying workplace grievances and disputes. While the focus remains on resolution at the local level, this new procedure and associated form provide staff with increased opportunities to notify relevant managers within Council of any workplace issues or concerns they have and ensure that the matters are addressed in a prompt and conciliatory manner.

This year also saw the completion of the review of all employment-related policies and procedures. The new look and feel documents are easier to access and written in plain English so they are better understood by staff. In communicating these policies and procedures to the organisation, one topic area is dealt with in each edition of the staff newsletter to provide staff with an overview of the documents and main points to note in relation to a particular entitlement or provision. The physical storage of the documents on Infonet (Council's intranet) means they are now grouped according to the various stages of the employment life-cycle so staff can easily locate the required documents.

The mentoring program for our outdoor operational staff was also completed this year. As in previous years, the

program was an outstanding success, and culminated in a project examining how to better communicate the City of Ryde values (Safety, Teamwork, Ethics and Professionalism) throughout the workforce. A number of suggestions are now being implemented to recognise staff who display our values and to encourage all employees to behave in a manner consistent with these principles. The mentoring program allowed cross-unit cooperation with staff in the Operations area working closely with mentors across all areas of the organisation, with the mutual benefit of a better understanding of workplace challenges being shared by all.

Another important measure in relation to EEO at City of Ryde has been the introduction of an EOI (Expression of Interest) process for all vacancies created by absences or positions being vacated. To allow all suitable staff an equal opportunity to relieve in a more senior role, staff are now invited to submit an expression of interest to act in a particular role where the incumbent has resigned (until the position is filled) or is on leave. Each application is assessed on its merits against both organisational and job-specific requirements. This in turn creates further opportunities for the next level in the hierarchy and so on.

This process has afforded a number of staff across the organisation the opportunity to act in a role they may not ordinarily have had access to and in particular, increased exposure to both the Executive Team and Council. Such a framework creates many opportunities for learning and development, as well as building the internal capacity within the organisation. These arrangements have resulted in stronger ties between different areas of Council and the ability for staff to demonstrate their capabilities and identify their own career paths through exposure to different areas and levels of seniority.

#### 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)

	Total Remuneration
General Manager	\$319,677
Senior Staff	\$1,172,425

The City of Ryde Senior Staff consist of the General Manager, four Group Managers and the addition this year of one Legal Counsel position.

#### 16. A statement detailing the stormwater management services provided – cl 217 (1) (e)

The Ryde LGA 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, which has resulted in a comprehensive set of recommended activities and actions to guide the management of stormwater quality throughout the LGA. These plans 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 next stage in our floodplain management program is for properties identified as being at risk of flooding to be noted on Section 149 Certificates. This will enable Council to reduce the impact of flooding and flood liability on individual owners and occupiers of flood prone properties by applying appropriate Development Controls depending on the level of risk for individual properties.

#### 17. A statement detailing coastal protection services provided Clause 217 (1) (e1)

The City of Ryde is a member of the Parramatta River Estuary Management Committee, and is currently implementing its Parramatta River Estuary Coastal Zone Management Plan (CZMP). We are also a member of the Parramatta River Catchment Group (PRCG). The Group is leading efforts to improve the condition of the Parramatta River and its tributaries by improving the environment and environmental management of the Parramatta River Catchment, with the objective of increasing sites that may be potentially swimmable by the general public. The City of Ryde is actively participating in the creation and implementation of a river Master Plan and regional monitoring program.

Relevant works undertaken last year include investigation, trials and confirmation of design for the Meadowbank Park seawall and construction of a section of the Ryde River Walk that extends from Ross Street Reserve to Glades Bay Park. This took the form of a boardwalk.

#### 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)

We are no longer required to prepare a separate State of the Environment report this year. However, we have discussed how we are addressing environmental issues and the sustainability initiatives we have undertaken in our City of Environmental Sensitivity outcome from page 112.



### 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

In 2014/15 City of Ryde applied to IPART and was granted a cumulative 7 percent increase (including the rate peg) Special Rate Variation (SRV) for four years. The SRV will begin in the 2015/16 financial year and will be reported in the 2015/16 Annual Report.

### 21. Report on capital works projects

Details of capital works projects are included in Special Schedule 7 contained within the 2014/15 Financial Report on page 232.

### 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 a key operational program undertaken by Rangers and Parking Services in the financial year, with the level of demand for services remaining steady particularly with the introduction of the new internal Service Level Agreement with Council's Open Space team.

We are proactively promoting responsible companion animal ownership through regular media releases and continue to receive compliments from members of the community on the information within these media releases as well as acknowledging the good work of our compliance and administration teams. This feedback continues to assist Council in reviewing the current education and enforcement programs that provide timely community consultation and education on key companion animal matters.

In 2014/15 Rangers handled 653 formal complaints regarding companion animal issues from the general public, which is an 8 percent decrease on the previous year's figures. Compliance Rangers handled 66 complaints in relation to stray, abandoned or roaming dogs, which is equal to the previous year's figures, and is attributable to increased education on responsible pet ownership, and more regular patrolling of Council's leash-free areas. There were 130 barking dog complaints, which was a 3 percent decrease from last year. Overall, requests for management of companion animal matters within the City of Ryde reduced during the past 12 months.

The increase in feral and infant cats is becoming a concern with 24 separate reported incidents. This area will require some further investigation in the short to mid-term.

#### Companion Animals Guidelines Report

16.2 (a) 138 companion animals were impounded by Compliance Rangers, which was 23 fewer than last year:

- 97 dogs were impounded
- 58 dogs or 59 percent of all impounded dogs were returned home to their owners
- 41 cats were seized, with only 4 returned to their owner as the majority of these cats were feral or infant felines.

16.2 (b) There were 45 reported dog attacks, a decrease of 6 percent from the previous year.

16.2 (c) The combined expenditure budget for Companion Animal Management for 2014/15 was \$269,385, which was significantly lower (26 percent) than the previous year due to several long term vacancies and long service leave.

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. Ranger 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 have directly liaised with most of the Metropolitan not-for profit organisations that help rehome and rescue animals with NSW to develop easier access to animals suitable for rehoming or adoption.

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	2014/15

#### Appendix 1 – Obligations under the GIPA Act

##### 1. Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The City of Ryde's program for the proactive release of information involves a review of the information already being provided on the City of Ryde website and what type of

information is being requested by the public. Checks are also carried out to determine if information relating to current matters that council is involved in or that could be considered of interest to the public is being made available to the public in at least one form.

During the reporting period we reviewed this program by examining the information currently available on the City of Ryde website, in public areas at council offices and in local newspapers. The website continues to provide timely reporting on current issues and functions of council. Matters of particular public interest during the reporting period included the State Government proposals for local government amalgamations. The City of Ryde's response to the proposals and ongoing Fit for the Future program are well reported.

The website also includes timely information on the status of development applications with details about new applications and those that have recently been determined. Additional information is provided for major developments including DA plans and supporting documents. Details about new development applications and the determination of significant developments are also reported in local newspapers.

City of Ryde social media is a well-established avenue for the proactive release of information and continues to experience significant growth. The number of followers has increased by between 68 percent and 90 percent across the different channels compared with the previous reporting period. Copies of all Media Releases are included on the website and provides the public with an additional means of obtaining information about the organisation. Media releases from the past 10 years are also available on the website.

Information requested by the public on an informal basis is regularly reviewed to identify requests of a similar nature that could otherwise be disclosed proactively. Recent changes to the planning controls for duplex subdivision have resulted in an increase in the requests for older information relating to duplex approvals. The preferred forms of access to Open Access information

sought through informal channels is by public viewing at our offices or by email. 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 informal requests.

No public requests for information have resulted from details of Formal Access requests being recorded in the City of Ryde Disclosure Log.

## **2. Number of access applications received - Clause 7(b)**

During the reporting period, our agency received a total of 16 formal access applications. The decision for one application is due outside of this reporting period.

## **3. Number of refused applications for Schedule 1 information - Clause 7(c)**

During the reporting period, we refused no formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

#### 4. 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	1	0	0	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	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)	1	0	0	0	0	0	0	0
Members of the public (other)	7	1	0	0	0	0	0	0

**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)	13	1	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Note: Access granted in part for 1 application due to current pending third party review period.

**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

**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	1
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)	15
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>0</b>

Note: One decision is due outside of the reporting period.

**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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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)

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.

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. The VPA was lodged on 5 November 2012, approved by Council on 25 June 2013 and executed on 8 May 2014 (LEG2014/94).

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.

The Planning Agreement offers Council a monetary contribution of \$150,000. The VPA was lodged on 4 April 2014 and executed on 30 April 2014. It is reported in 2014/15 as a change of ownership delayed activation of the DA and the VPA cash contribution of \$150,000 was not made until July 2015, when it had become \$156,105 due to increases in CPI.

3. 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.

The Planning Agreement offers Council dedication of land, embellishment of Council's foreshore lands and a monetary contribution for the amplification of the existing stormwater infrastructure. The VPA was lodged in October 2008 and executed on 19 March 2014 (LEG2014/49).

4. 7-9 Khartoum Road (VPA 2013/326) Reference LDA2013/326

The DA was approved on 4 April 2014 as a Deferred Commencement Approval and following resolution of several issues subsequently determined on 30 June 2015. The Planning Agreement offers Council a monetary contribution of \$60,000 and the reservation of land for a future road on the site. The VPA was lodged in February 2014 and executed on 16 February 2015.

5. 15 Angas Street (VPA2008/235)  
Reference LDA2008/235

The DA was approved on 12 August 2008 and a subsequent S96 application approved on 5 May 2009.

The developer was advised on 22 May 2015 that a monetary contribution of \$1,000,000 remained outstanding from this VPA. The developer has acknowledged that fact and finalisation of the payment is in hand.

6. 2-10 Wharf Road (VPA 2013/220)  
Reference LDA2013/220

The DA was approved on 11 April 2014 as a Deferred Commencement Approval and subsequent S96 applications approved on 16 February 2015, 7 April 2015, 28 May 2015 and 13 July 2015

The Planning Agreement offers Council works to provide a publicly accessible plaza on private land with appropriate easements, a monetary contribution to be employed by Council in the renovation of an adjacent public heritage item and dedicated land and works to effect the widening of a public road. The VPA was lodged on 24 June 2013 and executed on 9 April 2015.

7. 2-4 Porter Street (VPA2010/331)  
Reference LDA2010/331

The DA was approved on 12 July 2010 and subsequent S96 applications approved on 4 June 2013, 12 March 2014 and 24 February 2015

The Planning Agreement offers Council a monetary contribution of \$60,000 and the reservation of land for a future road on the site. The VPA was lodged 16 July 2010 and executed on 12 April. It was registered on title and the VPA obligations transferred to the purchaser of the site. The new purchaser lodged a Notice of Dispute 15 May 2013. Negotiations on the dispute and other matters are ongoing and Council has seen fit to offer its own Notice of Dispute (8 May 2015) regarding the quality of workmanship of the through site link easement subject of the VPA.

8. 125-135 Church Street (VPA2012/97)  
Reference DA

The DA was approved on 27 June 2013 and subsequent S96 applications approved on 19 February 2014, 18 June

2014, 3 July 2004, 29 August 2014, 30 March 2015 and 10 June 2015

The Planning Agreement dedicates land to Council for road widening, associated public domain works, a through site public link, various road works, and monetary contributions towards traffic upgrades and for the general use of Council. The VPA was executed in 2013 and lodged on title on 7 November 2013.

9. 305 Blaxland Road (VPA2012/247)  
Reference DA

The DA was approved on 17 July 2012 and subsequent S96 applications approved on 13 January 2014 and 18 December 2014

The Planning Agreement offers Council a monetary contribution for improvements to the adjacent public park The VPA was lodged on 27 June 2014 and executed on 18 December 2014.

10. Putney Hill Development, Royal Rehabilitation Centre Sydney (RRCS) (COR2006/1849) Reference DA

The PART IIIA Concept was gazetted by the Minister 2 August 2006. The Deed Agreement offers Council road works outside the demise of the development site, public open spaces, drainage works, the use of meeting facilities and new roads within the development.

The Deed of Agreement was executed on 16 May 2008 and a Deed of Novation between RRCS, City of Ryde and Frasers Putney Pty Ltd finalised on 7 July 2010.

11. Top Ryde City (VPA2006/672)  
Reference LDA2006/672

The DA was approved in 2006 and a subsequent S96 applications approved from 2007 to 2013 as the Top Ryde City shopping Centre required changes to accommodate a wide variety of changes for retail and residential use.

The Planning Agreement offered Council a monetary contribution towards the relocation of the War Memorial, heritage works, a licence to utilise the plaza in the restaurant precinct of the development and a three storey lot of approximately 3,300 sqm. The VPA was lodged on 22 March 2007 and on 6 November 2008 a Deed of

Variation was executed to cater for any additional units that may be constructed in the residential area of the site. The residential works were later carried out by another developer, bound by the Deed of Variation conditions applying to those works.

## 25. Public Interest Disclosures Act

An internal reporting policy and procedure, known as the Public Interest Internal Reporting Policy, is in place at City at Ryde.

The following actions have been implemented to ensure staff awareness:

- Posters on display in all locations
- Trained disclosures officers across the organisation
- Email, staff newsletter and intranet/internet communications
- Discussion of PIDs in Induction and at staff meetings
- Attendance at NSW Ombudsman training.

During this period, the City of Ryde finalised one PID matter and no new PID reports were received.

## 26. Carer's Recognition Act 2010

Not applicable

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# 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
<b>Strategy and analysis</b>		
G4-1 CEO statement	Section 2	Year In Review
G4-2 Risk and Opportunities	Section 4	Corporate Governance Progressive Leadership
<b>Organisational profile</b>		
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	Who we are 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 Developed our people Financials
<ul style="list-style-type: none"> <li>• number of employees</li> <li>• net revenues</li> <li>• total assets</li> </ul>		
G4-10 Size and compilation of the workforce	Section 4	Progressive Leadership: Developed our People
G4-11 Workforce covered by collective bargaining agreements	Section 4	Progressive Leadership: Developed our People
G4-12 Council's supply chain	Section 6	Statutory Information: Contracts awarded



General standard disclosures	Section	Comment
G4-13 Significant changes to the council during the reporting period.	Introduction Section 2 Section 3 Section 5	Year in Review Civic Leadership Financials
G4-15 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction 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
<b>Identified material aspects and boundaries</b>		
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
<b>Stakeholder engagement</b>		
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
<b>Report profile</b>		
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 2014/15 was published in November 2015 and is available on <a href="http://www.ryde.nsw.gov.au">www.ryde.nsw.gov.au</a>
G4-30 Reporting cycle	Introduction	1 July 2014 to 30 June 2015
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	
<b>Governance</b>		
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

General standard disclosures	Section	Comment
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
G4-39 Indicate whether the chair of the highest governance body is also an executive officer.	Section 3	Civic Leadership
G4-40 The selection process for the highest governance body	Section 3	Civic Leadership
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Section 3	
G4-44 Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Section 2 Section 4	Managing the money Our Performance
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Section 3	Civic Leadership
G4-51 Remuneration policies for the highest governance body and senior executives	Section 6	Statutory Information
G4-52 The process for determining remuneration	Section 6	Statutory Information
G4-56 The values, principles and code of conduct	Section 3	Civic Leadership How do we govern our city?
<b>Economic performance indicators</b>		
G4-EC1 Economic value generated and distributed	Introduction Section 5	Managing our Money Financial Statements
G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change	Section 4	Environmental Sensitivity
G4-EC4 Financial assistance received from government	Section 5	Financial Statements
G4-EC7 Development and Impact of Infrastructure Investments and Services supported	Section 4 Section 5	Outcomes Financial Statements
G4-EC8 Significant Indirect Economic Impacts	Section 4 Section 5	Environmental Sensitivity Financial Statements
<b>Environmental performance indicators</b>		
G4-EN2 Percentage of materials used that are recycled input materials	Section 6	Purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn't specifically refer to the recycled input materials. The extent to which the policy is applied is not currently measured.
G4-EN3 Energy consumption within the organisation	Section 4	Environmental Sensitivity
G4-EN6 Reduction of Energy Consumption	Section 4	Environmental Sensitivity
G4-EN13 Habitats protected or restored	Section 4	Environmental Sensitivity
G4-EN16/17 Indirect greenhouse gas emissions	Section 4	Environmental Sensitivity
G4-EN19 Reduction of greenhouse gas emissions	Section 4	Environmental Sensitivity

General standard disclosures	Section	Comment
G4-EN23 Total weight of waste by type and disposal method	Section 4 Section 6	
<b>Social performance indicators</b>		
G4-LA1 Total number and rates of new employee hires and employee turnover	Section 4	Progressive Leadership
G4-LA5 Percentage of workforce represented in health and safety committees	Section 4	Progressive Leadership
G4-LA6 Rates of injury and lost days	Section 4	Progressive Leadership
G4-LA9 Hours of training per year	Section 4	Progressive Leadership
G4-LA11 Employees receiving regular performance and career development reviews	Section 4	Progressive Leadership Developing our People
<b>Society performance indicators</b>		
G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Section 4	Progressive Leadership
G4-SO3 Business units assessed for risks related to corruption	Section 4	Progressive Leadership
G4-SO4 Communication and Training on anti-corruption policies and procedures	Section 4	Our Performance Progressive Leadership Risk Management
G4-SO5 Confirmed incidents of corruption and actions taken	Section 3	Risk Management
<b>Product responsibility performance indicators</b>		
G4-PR2 Incidents of non-compliance – health and safety	Section 4	Progressive Leadership – WHS
G4-PR5 Results of surveys measuring customer satisfaction	Section 4	Progressive Leadership

# 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

**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

**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.

**IPART:**

Independent Pricing and Regulatory Tribunal

**JRA:**

Joint Regional Authority, comprising the City of Ryde, Hunter's Hill Council and Lane Cove Council

**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.

**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

**Performance Indicator:**

Objective evidence on the extent of, or progress towards, achievement of a desired outcome

**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: 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 تلفون المجلس هو 9952 8222، وساعات العمل هناك هي من الساعة 8.30 صباحا إلى 4.30 بعد الظهر من يوم الاثنين إلى يوم الجمعة.

## Armenian

Եթէ այս նամակը չէք հասկնար, խնդրեմ եկէք՝ *Րայդ Միլիթ Սենթըր, Տելվին փողոց, Րայդ, խօսակցելու* Քաղաքապետարանի պաշտօնեաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանության Սպասարկության՝ 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 부탁하셔도 됩니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.



# CONTACT US

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways:

## Website

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

## Telephone

Call (61 2) 9952 8222 between 8.30am and 5.30pm, Monday to Friday

## Post

Write to us at:  
City of Ryde  
Locked Bag 2069  
NORTH RYDE NSW 1670

## Fax

Send us a fax on (61 2) 9952 8070

## Email

Send us an email at  
[cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

## Mayor and Councillors

Contact details for the Mayor and Councillors are available on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) or contact the Customer Service Centre on (61 2) 9952 8222.

## In Person

You can visit our Customer Service Centre located at 1 Devlin Street, Ryde or any of our five libraries.

## Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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