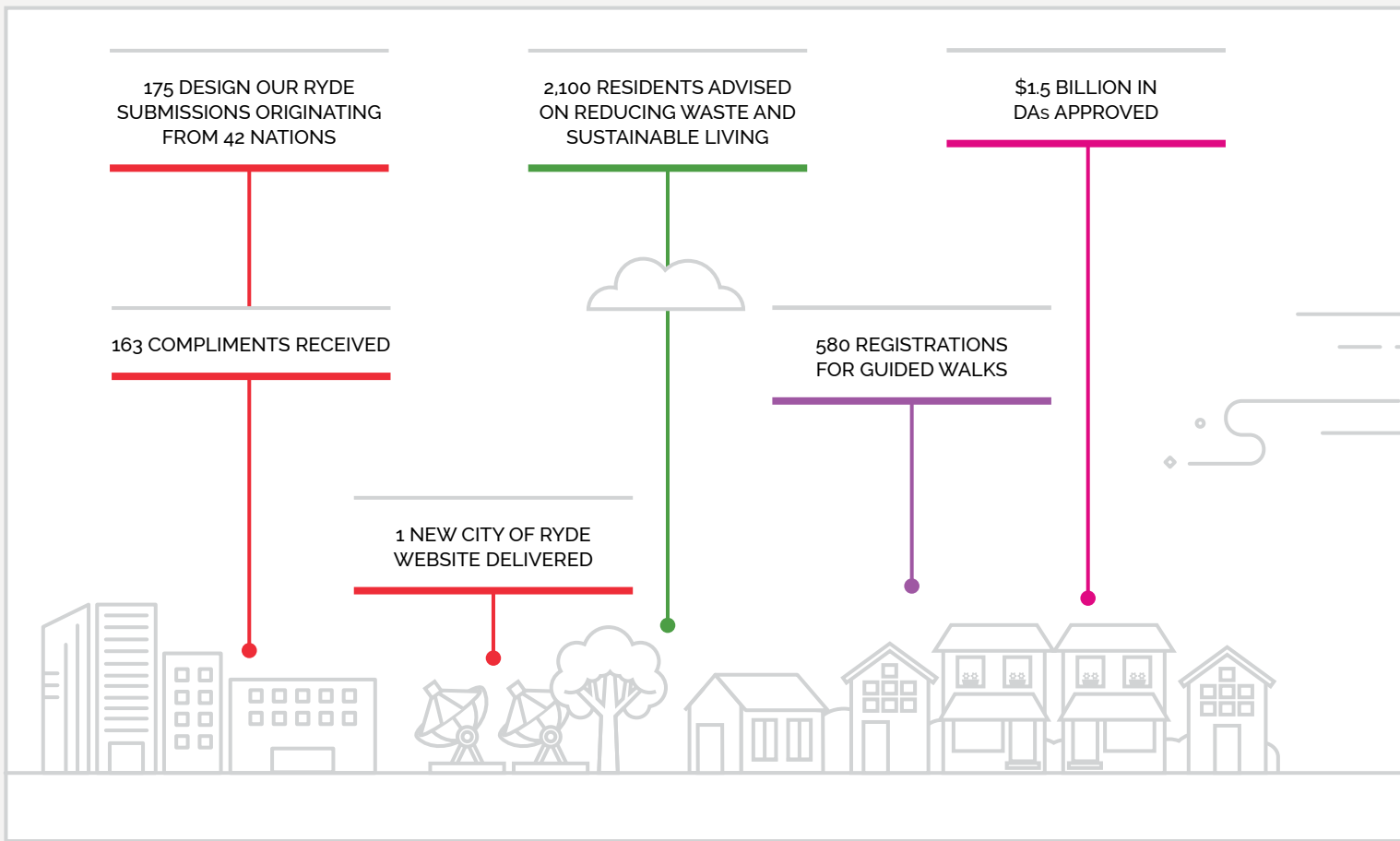




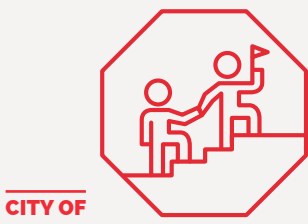
# SERVING OUR COMMUNITY

ANNUAL REPORT 2015/16





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 holistic, 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:

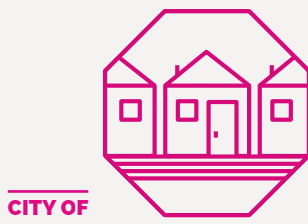


CITY OF

**PROGRESSIVE LEADERSHIP**

- Hosting the Design our Ryde competition
- Responding to Fit for the Future
- Developing the Strengthening Ryde Program
- Relocating from the Civic Centre to the North Ryde Office

▶ 56

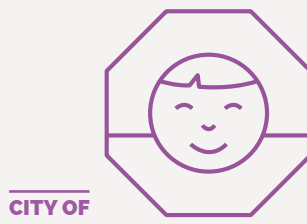


CITY OF

**LIVEABLE NEIGHBOURHOODS**

- Approving dwellings and commercial premises
- Upgrading Neighborhood centres
- Supporting affordable housing
- Adding Dellina Palm Cottage to the Heritage Schedule

▶ 74

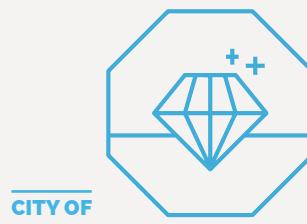


CITY OF

**WELLBEING**

- Helping our community to get active
- Provided Community Grants
- Informing our community about the National Disability Insurance Scheme
- Raising safety awareness

▶ 82

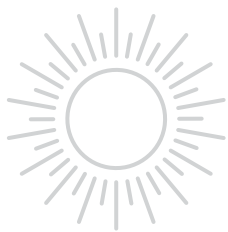


CITY OF

**PROSPERITY**

- Reinvigorating Eastwood town centre
- Finalising our Voluntary Planning Policy
- Hosting Small Business September and the Ryde Jobs Expo.
- Holding the Ryde-China Business Forum

▶ 92



\$2 MILLION WORTH OF ESSENTIAL ROAD AND FOOTPATH WORKS DELIVERED AHEAD OF SCHEDULE

RYDE LIBRARY'S GRAND PIANO NOMINATED AS A TOP 10 #FABULOUSFINDS

\$1 MILLION SPENT ON BUSH REGENERATION AND BUSH CARE

MORE THAN 400 ATTENDEES AT NDIS INFORMATION SESSIONS

682 GO4FUN SCHOOL HOLIDAY PARTICIPANTS

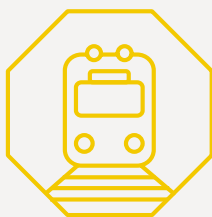


CITY OF

### ENVIRONMENTAL SENSITIVITY

- Continued focus on Stormwater
- Restoring Blue Gum High Forest in Denistone and Darvall Parks
- Improving water quality and riparian areas along Terry's Creek
- Cutting water consumption despite increasing demand

▶ 100



CITY OF

### CONNECTIONS

- Making our roads safer
- Launching our integrated transport strategic plan
- Improving pedestrian movements in Macquarie Park
- Finalising our Road Safety Plan
- Improving safety in Eastwood

▶ 112



CITY OF

### HARMONY AND CULTURE

- Hosted 106,500 people at community events
- Commemorating the Centenary of ANZAC
- Embracing social inclusion
- Winning a National Trust Award for the Ryde Heritage Walking Trail

▶ 124

These are just some of our highlights for the year, others are discussed throughout the report.





Outdoor Rhyme Time in Top Ryde







## ABOUT THIS REPORT

The theme of this year's Annual Report 'Serving our community' is a response to our year spent working closely with our community to meet – and wherever possible exceed – their expectations, despite uncertainty over the future.

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 2015/16, documenting our performance against the 2015/16 budget, and our progress against our Four Year Delivery Plan 2015–2019. 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 100.

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 239 lists the location of relevant indicators within the Annual Report for further information.

### ACKNOWLEDGEMENT

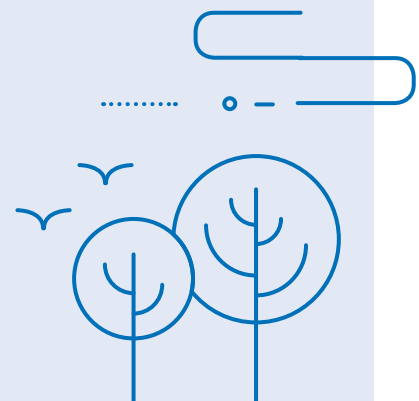
The City of Ryde acknowledges the Wallumedegal clan of the Dharug people as the traditional custodians of this land.

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.

### AUDIENCE FOR THIS REPORT

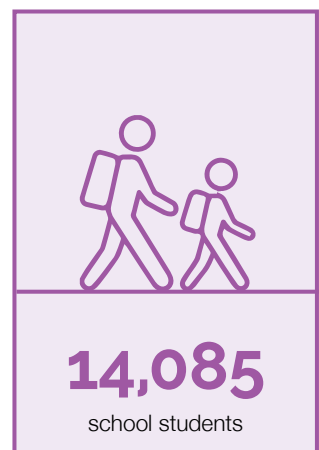
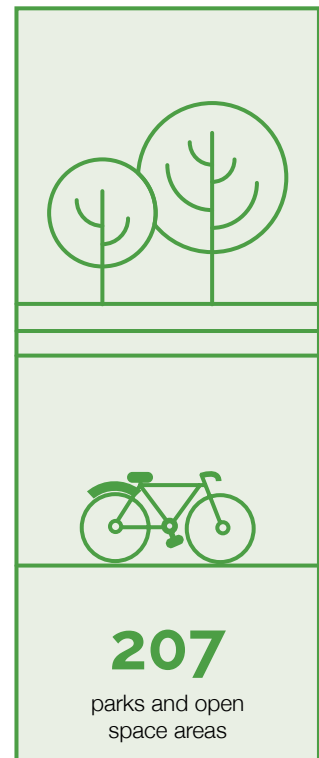
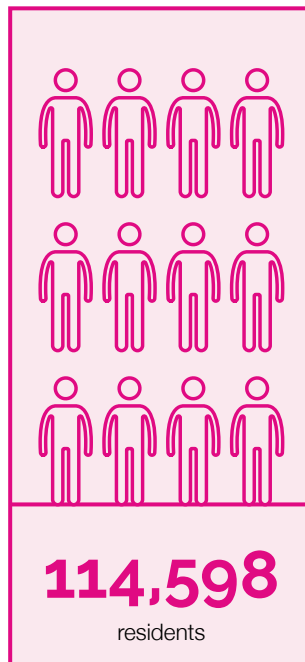
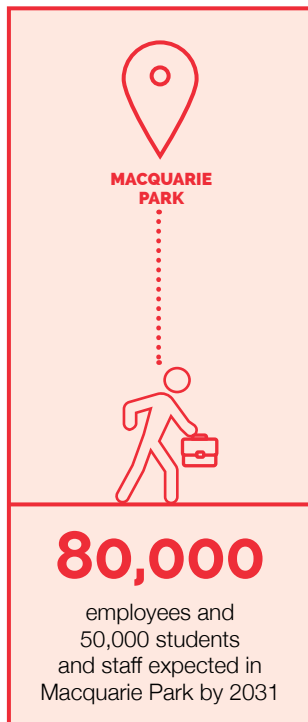
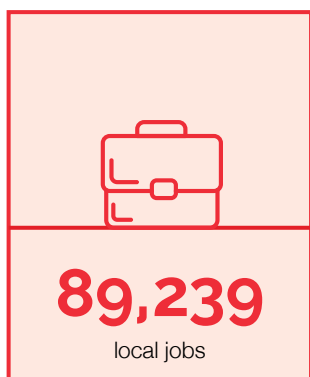
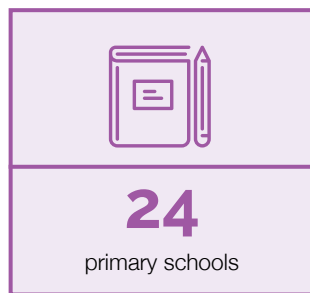
This report is intended to provide important information to a broad range of stakeholders including, City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies.

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.



# SNAPSHOT

Our city in 2015/16





PROGRESSIVE LEADERSHIP



LIVEABLE NEIGHBOURHOODS



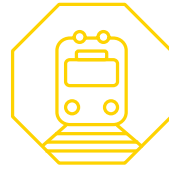
WELLBEING



PROSPERITY



ENVIRONMENTAL SENSITIVITY



CONNECTIONS



HARMONY AND CULTURE




**1**  
new Affordable Housing Policy



**3.41**  
hectares of dedicated open space per 1,000 people



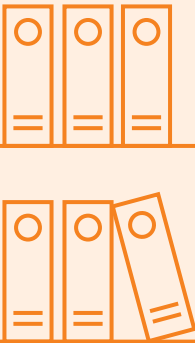
**14**  
events held for small businesses




**39,157**  
homes



**1**  
University



**5**  
public libraries




**41,508**  
passengers carried on the Shop Ryder bus



**217**  
job seekers helped to connect



**1 NEW**  
Voluntary Planning Agreement policy



**2**  
TAFE colleges





Wrap with Love Annual Knit-in at Ryde Library



# CONTENTS

## Introduction

About this report	03
Snapshot of our City	04
Vision, mission and values	09
Who we are	10
Our stakeholders	12

## Year in Review

Our performance snapshot	16
Integrated Planning and Reporting Framework	18
Mayor's message	20
General Manager's review	21
Managing the money	24
Calendar of events	32
Key statistics	34

## Civic Leadership

Our Councillors	39
How we govern our City	42
The committee set-up	44
Organisational leadership	46
Executive team	47
Awards and recognition	50

## Outcomes

Our performance 2015/16	54
City of Progressive Leadership	56
City of Liveable Neighbourhoods	74
City of Wellbeing	82
City of Prosperity	92
City of Environmental Sensitivity	100
City of Connections	112
City of Harmony and Culture	124
Chief Financial Officer's Report	134

## Financials

General purpose financial statements	137
Special purpose financial statements	203
Special schedules	211

## Statutory Information

Local government reporting	226
SRV Instrument of Approval	238
Global Reporting Initiative index	239
Glossary	244
Index	246







Remembering 100 years of ANZAC







# VISION

## City of Ryde: the place to be for lifestyle & opportunity at 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:

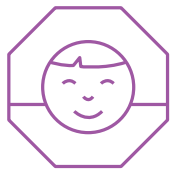
### CITY OF



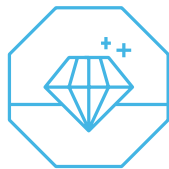
PROGRESSIVE  
LEADERSHIP



LIVEABLE  
NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL  
SENSITIVITY



CONNECTIONS



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.

# VALUES

## Safety

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

## Teamwork

We work together with respect and support.

## Ethics

We are honest, responsible and accountable for our actions.

## Professionalism

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





# WHO WE ARE

The City of Ryde has a rich history with the traditional Indigenous 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 an 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 land-use, 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 by accounting firm Pricewaterhouse Coopers in 2014 identified the Macquarie Park business precinct as a 'powerhouse of employment and economic growth' and has predicted that Macquarie Park will become NSW's second largest economy and Australia's ninth in the next few years.



**33,000+**

businesses



**800,000m<sup>2</sup>**

commercial floor space







Celebrating seven years as a white ribbon supporter



# OUR STAKEHOLDERS

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

## COUNCIL

PARTNERS regional and national	COMMUNITY groups and volunteers	GOVERNMENT	EMPLOYEES and their representatives	VISITORS
<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 on-site 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: <a href="http://ryde.nsw.gov.au">ryde.nsw.gov.au</a></li> <li>Published information.</li> <li>Social media.</li> </ul>
<p>Provide shared knowledge, cultural experiences and resources.</p>	<p>Build trust and bridges to local communities through services.</p>	<p>Provide funding opportunities, services, planning direction, legislation and networks.</p>	<p>Central to the success of our business by providing valuable knowledge, skills and labour.</p>	<p>Provide economic benefit, generate employment opportunities and financial viability.</p>
<p>Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation.</p>	<p>Provide support and partnership.</p>	<p>Provide local strategies, partnerships and networks.</p>	<p>Provide a fair, engaging and enriching work experience with career development and flexible work arrangements.</p>	<p>Provide products, services and facilities.</p>

### 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 ...





**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 2015/16 we engaged with our stakeholders to understand their expectations on the issues most important to them, notably in relation to Fit to the Future (the State Government's council amalgamation plan), as well as other locally significant issues such as Development Applications and Voluntary Planning Agreements, Pedestrian Access Mobility Plans among others.

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.

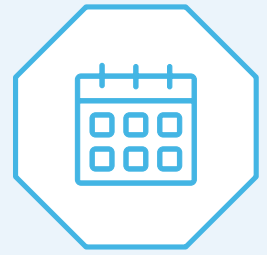
SUPPLIERS	MEDIA	BUSINESS	RESIDENTS	RATEPAYERS	CUSTOMERS
<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Account management relationships</li> <li>• Regular engagement through site visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Briefings</li> <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>
Provide good value and quality products and services.	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.	Provide us with feedback and utilise the services and products.
Provide fair access to business opportunities in line with policy and legislation.	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.



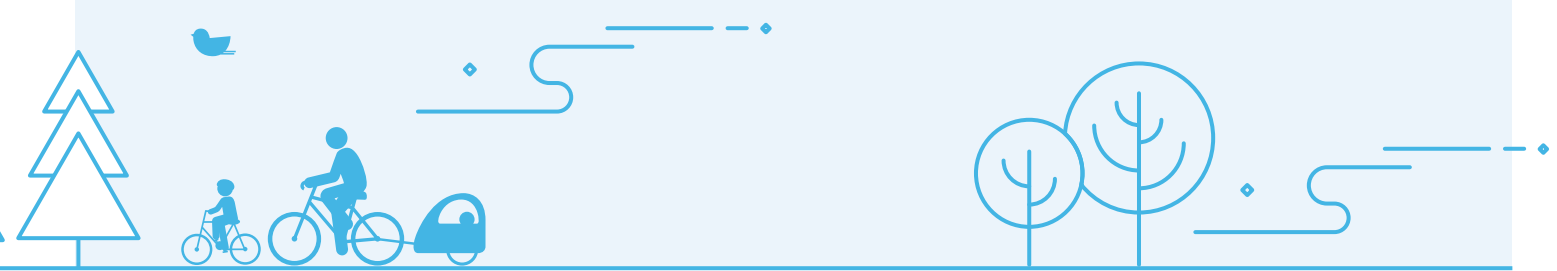
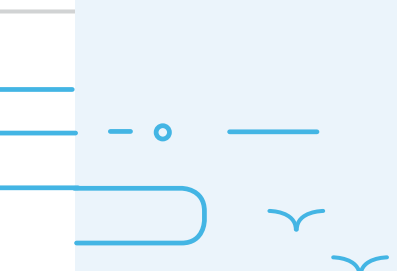


Granny Smith Festival parade

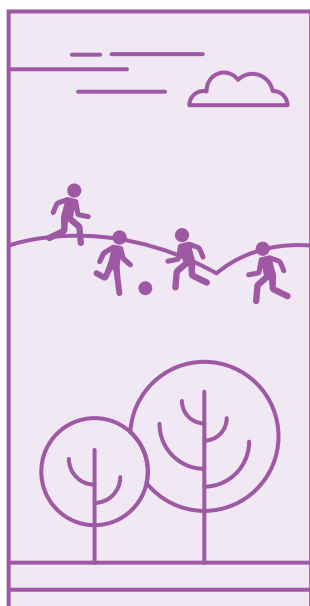




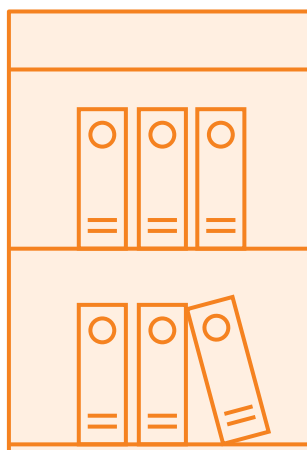
# YEAR IN REVIEW



# OUR PERFORMANCE SNAPSHOT




**\$5.1m**  
We invested \$5.1 million in open space, sport and recreation



**\$800,000**  
We invested \$800,000 in our libraries



**\$7.9m**  
We invested \$7.9 million in making our roads safer



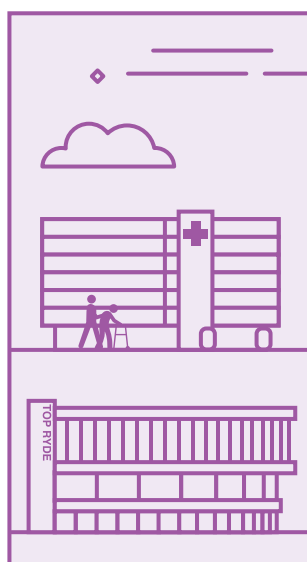
**\$500,000**  
We invested \$500,000 in our waste and recycling program




**\$2.6m**  
We spent \$2.6 million on improving our paths and cycleways



**\$4m**  
We invested \$4 million in making our neighbourhoods great



**\$100m+**  
We spent \$100 million on services to support business and the community



**\$900,000**  
We invested \$900,000 on improving our foreshores



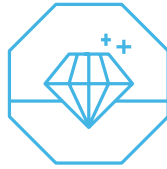
PROGRESSIVE LEADERSHIP



LIVEABLE NEIGHBOURHOODS



WELLBEING



PROSPERITY



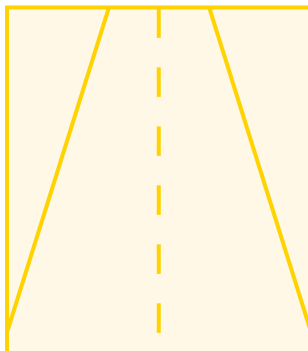
ENVIRONMENTAL SENSITIVITY



CONNECTIONS



HARMONY AND CULTURE



**\$2.3m**

The Special Rating Variation provided \$2.3 million and funded and additional \$1.8 million in road resurfacing renewal



**\$71.8m**

We earned \$71.8 million from rates and annual charges



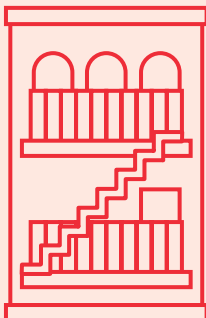
**\$197,742**

We gave \$197,742 to our community as grants and in-kind support



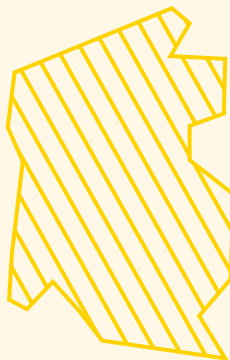
**\$2.5m**

We spent \$2.5 million on activities to clean up our waterways



**\$23.3 m**

Our investment properties increased in value by \$23.3 million



**\$2.5 b**

We managed \$2.54 billion worth of land and infrastructure



**\$43m**

We earned \$43 million in capital grants and contributions



**\$200,000**

\$200,000 in footpath construction renewal \$300,000 in asset maintenance



# 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.

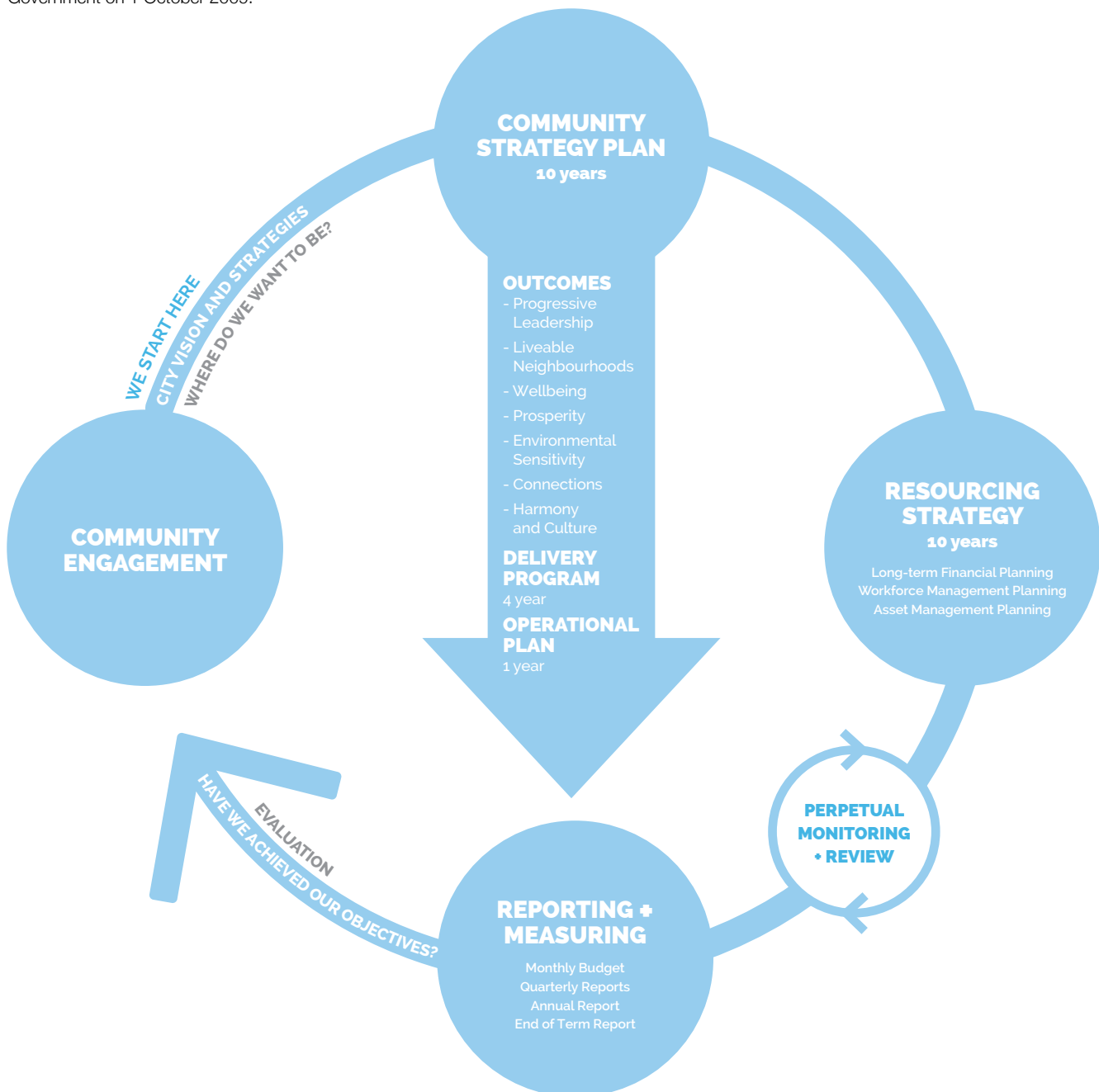
We use the Integrated Planning and Reporting Framework introduced by the Office of Local Government on 1 October 2009.

## 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.







Hot Potato Band at the Granny Smith Festival

# MAYOR'S MESSAGE

This document includes a summary of Council's financial accounts, achievements, future plans and the ways in which Council is continuing to build a better Ryde for the people who live, work and visit our City.



As Mayor of the City of Ryde, I am delighted to present the 2015/16 Annual Report which reviews the last 12 months.

Ryde residents identify the local area as solid and community-focused, with strong foundations and a good record for providing them a say in what happens in their neighbourhood.

The theme of this year's Annual Report 'Serving our Community' reflects the work carried out by Council during the past year with the community and partner groups 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 at your doorstep.

As this report discusses, Council remains committed to delivering high-quality services for its diverse and vibrant community. We live in an enviable location. As Mayor, I want to promote inclusiveness and access to sporting and public facilities, parks and walkways, while at the same time, help to ensure we have thriving town centres and great neighbourhoods.

Ryde is facing an amalgamation with Lane Cove and Hunters Hill Councils. We have prevented Ryde from being split up after I presented a strong case to the State Government, but now we need to work hard to ensure our city is well represented in whatever form it takes in the future. It is very important that our proud history, identity and strong financial performance be recognised.

Finally, I would like to congratulate all staff in particular our Acting General Manager, Roy Newsome for their ongoing commitment and dedication during what has been a difficult time.

Our organisation exists to serve you. On behalf of my fellow Councillors, I present to you this Annual Report. Please take the time to read through it and see what has been achieved in Ryde.

A handwritten signature in blue ink, appearing to read 'Bill Pickering', written over a light blue circular stamp.

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





# GENERAL MANAGER'S REVIEW

Serving our community is the theme of this year's Annual Report and reflects our continued commitment to meeting our community's expectations, despite the uncertainty surrounding our future.



It is with great pleasure that I provide this review on our Council's performance and achievements for the 2015/16 year.

Our theme for this year's Annual Report is 'Serving our Community' and this Annual report comprehensively details how Council has worked extremely hard in delivering quality services and facilities to our community in striving to exceed our community's expectations.

Despite the on-going uncertainty in respect of when the Proposed Merger with Hunters Hill and Lane Cove Councils will be determined, we have continued to deliver for our community over the past year.

Some of these key outcomes were;

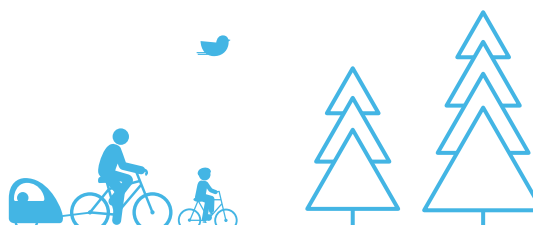
- Consulted extensively with our community during the State Government's Local Government reform program and reinforced our community's wish to retain the City of Ryde's identity and their opposition to forced amalgamations in every submission we have made on this matter.
- We delivered on works that were part of the approved Special Rate Variation, in addition to undertaking a substantial capital works program in maintaining and improving roads, footpaths, seawalls, bridges and cycleways, drainage, sustainable waste services, open space, sports and community and cultural facilities.
- We continued with our neighbourhood upgrade program that has injected economic and social vibrancy into our neighbourhood centres, whilst we continued a range of measures to improve housing affordability across the City.
- We supported local business through the implementation of our Economic Development Plan, Macquarie Park Marketing Plan and Centres Activation Program, as well as hosting business bootcamps and a range of other services that will ensure the City of Ryde's businesses are well positioned to take advantage of any opportunities that arise.





# GENERAL MANAGER'S REVIEW (CONTINUED)

- We engaged with stakeholders and partners to take a holistic approach to managing our environment, from reducing internal resource consumption to helping our community to improve their own sustainability initiatives.
- We continued to support our community's wellbeing through our Active in Ryde program, while also undertaking projects as diverse as building new playgrounds, lighting upgrades, drainage works and the installation of synthetic playing services to meet the diverse recreational needs of our community. With our ongoing investment in the RALC, it remains a very popular and profitable community facility, with visitor numbers in 2015/16 the highest for the last three years.
- In January 2016 we launched the Design our Ryde competition, an international architectural competition that attracted designers to creatively transform the gateway Ryde Civic Hub Site (1 Devlin Street), with an iconic vision to rejuvenate Ryde's civic, commercial and cultural heart. The competition received 566 registrations from architects in 73 countries, culminating in 175 design submissions originating from 42 nations. A winning design was chosen and Council has resolved to undertake a review of the winning design's economic viability, as the next stage in determining the future plan for this site.
- Our libraries have continued to be hubs of community activities, with activities during the year including children's events, technology classes, Justice of the Peace services, author's talks, musical events, and the annual knit-in. The library volunteers program, initiated last year, has become an increasingly valuable addition to our libraries and has significantly increased the number of children's activities we are able to offer to our community. Parents and children attending Storytime/Rhymetime increased to 40,168 for the year, while at our annual Knit-In our community completed a massive 533 blankets and wraps. Other events for the community are also increasingly popular, with a 10 percent increase in attendance at events across the five branch locations this year.
- We also finalised our Voluntary Planning Agreements Policy and Procedures, which provide guidelines both for Council and for developers to effectively negotiate and prepare Voluntary Planning Agreements (VPA). The new policy aims to establish a fair, transparent and accountable framework governing the use of Planning Agreements by the City of Ryde, as well as give development stakeholders greater involvement in the type, standard and location of public facilities and other public benefits. It also allows for the adoption of innovative and flexible approaches to the provision of infrastructure and other public benefits in a manner that is consistent with Council's strategic and infrastructure plans.
- We have undertaken a number of projects across the City aimed at improving the overall sustainability of our City. These include projects as diverse as restoring Blue Gum High Forest in Darvall and Denistone Parks to installing solar panels at North Ryde Library and promoting sustainable corporate transport. We also made significant improvements to improve access and safety in Brush Farm Park while also addressing erosion concerns. Among a range of initiatives aimed at improving stormwater and water quality across the City, we actively supported efforts to make Parramatta River swimmable again by 2025 and undertook a major program of works along Terry's Creek including pollution reduction, bank stabilisation and erosion control and habitat restoration.
- In terms of development, this financial year has seen a significant increase in development, with substantial growth in the approved dwelling numbers and commercial floor space. A total of 4,446 dwellings and over 70,016m<sup>2</sup> of commercial floor space were approved, resulting in an estimated \$1.5 billion of approved development for 2015/16, an increase of 175 percent from 2014/15. Despite this surge, housing affordability is becoming increasingly challenging in our area. Our Draft Affordable Housing Policy was adopted by Council in April 2016 with recommendations, that include amending the Ryde Local Environmental Plan 2014 to include affordable housing provisions and inviting Lane Cove and Hunters Hill Councils to participate in expanding the Affordable Housing Policy to address affordable / key worker housing within their local government areas.
- As part of our continued focus on ensuring the health of our community, our staff inspected 854 food businesses this year, and we have joined the NSW Food Authority's Scores on Doors program that enables food businesses that comply with food safety legislation to show off their good record to potential customers.
- Additional safety-related activities included the installation of CCTV cameras and additional lighting aimed at curbing antisocial behaviour in the Glen Street Car Park and Glen Reserve. We finalised our Road Safety Plan, which is intended to reduce road accidents while also increasing pedestrian and other road users' sense of safety.





- We also increased the safety of our roads and amenity of our neighbourhoods, by undertaking repairs and upgrades to roads, footpaths and cycleways and installed traffic calming measures on Morrison Road, a notorious rat run, as well as on Pittwater Road. Our integrated transport management strategy, 'Regionally Connected, Locally Accessible', has been developed to guide future economic growth and increase the use of public transport, as well as active transport options like walking and cycling.

With respect to our customer focus, Council's highlights were;

- Engaging with our community remained a focus through the year with improved online engagement, a new, more functional website that better serves the needs of users, and the ongoing 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.
  - Part of the new website is an online community engagement platform that includes detailed project information, promotes upcoming consultations and surveys, and enables community members to stay informed about ongoing projects. More than just a 'Have your Say' tool for the community, it is a progressive example of best practice in community engagement and has significantly increased transparency around our projects.
- In serving our community, we maintained our high response rate to customer requests, with action taken on 93 percent of requests within agreed timeframes and 94% of correspondence within agreed timeframes. Our online customer enquiry submission service was also expanded this year, resulting in an increase of 14 percent in customer enquiries.
  - Our overall customer satisfaction score has increased by four percent this year, to an 82 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, while the call centre received a 90 percent satisfaction rating.
  - In terms of complaints management, during 2015/16, 70 percent of the 46 complaints were completed within five working days with 98 percent completed within 10 working days. It is positive to note that the number of complaints reduced by 28 percent during the year, however the complexity of the issues increased, with a number of complaints requiring more than one department investigating before the complaint could be completed. Compliments received (163) still far outweigh the number of complaints we received.

## OUR FINANCES

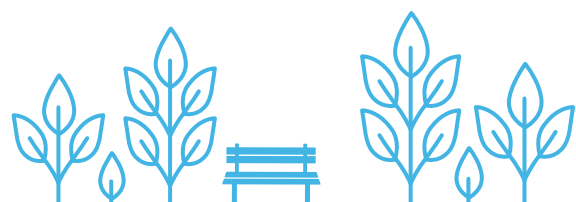
As this report shows, Council achieved an Operating Result surplus of \$78 million, which is an increase of \$37 million from last year. However, it should be noted that within this result, \$48 million relates to Capital externally restricted funds and \$23.3 million relating to the revaluation of Council's Investment Property Portfolio.

Our Operating Result before Capital was a surplus of \$34 million, an increase of \$24 million, noting \$23.3 million was related to the revaluation of Council's Investment Property Portfolio.

With this improving result, the City of Ryde is on track to being financially sustainable by June 2019, which will also see Council's backlog of infrastructure renewal works being contained and reduced as a result of the approved SRV.

In closing, I would like to thank the Mayor and all Councillors for their hard work, who have tirelessly represented the views of their community. I would also like to thank my Executive Team and all Managers and staff for their outstanding efforts in 2015/16.

**Roy Newsome**  
Acting General Manager



# MANAGING THE MONEY

The City of Ryde has spent over \$100 million this year to provide 55 direct services to the community, 61 internal services to support and run Council and an additional 42 services that provide benefit to the community.

We manage \$2.56 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 2015/16 financial statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of Council's Financial Statements are available from page 137.

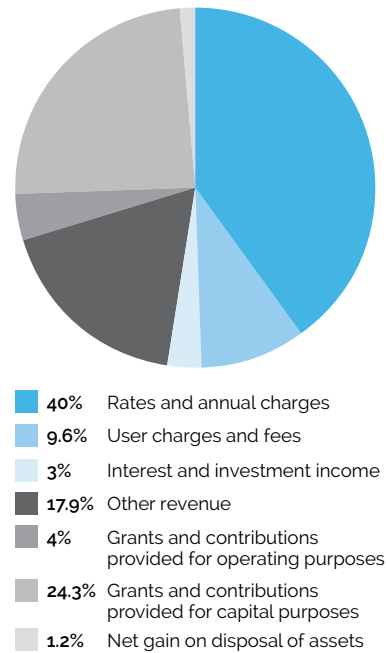
## WHERE DID OUR MONEY COME FROM?

This year, our main source of income, other than rates, was from capital grants and contributions of \$43.58 million or 24.3 percent (2014/15 \$30.96 million or 23.1 percent). Income from rates and annual charges contributed \$71.8 million or 40 percent (2014/15 \$66.6 million or 49.7 percent).

In 2015/16 we were required to revalue our properties that are held for investment purposes and this had the effect of increasing our 'other revenue' by \$23.3 million. While this amount is significant, the transaction was non-cash so does not affect Council's ordinary operations.

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.

**2015/2016  
TOTAL INCOME \$179.4 m**





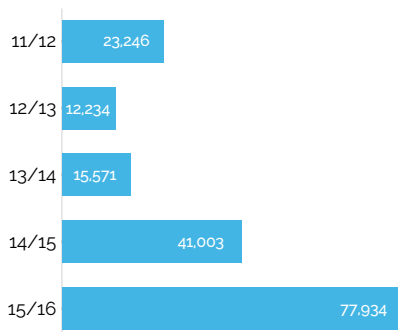


### HOW DOES OUR PERFORMANCE COMPARE WITH PREVIOUS YEARS?

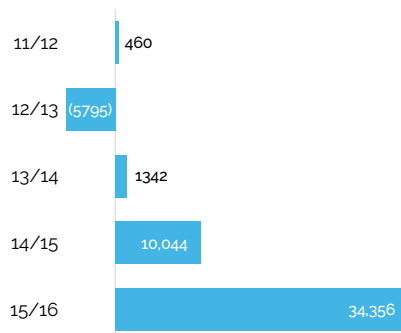
We have generated an operating surplus over the past five years which includes significant capital grants and contributions that we spend on new or improvements to our assets.

Excluding capital income we have generated, on average, a surplus of around \$8 million. Any surplus funds from our operations help to fund our capital program or boost our reserves so that we can meet future expenditure obligations without affecting our service delivery.

#### OPERATING RESULT (\$'000s)



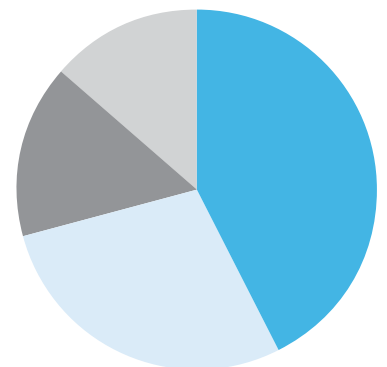
#### OPERATING RESULT BEFORE CAPITAL (\$'000s)



#### WHERE WAS THE MONEY SPENT?

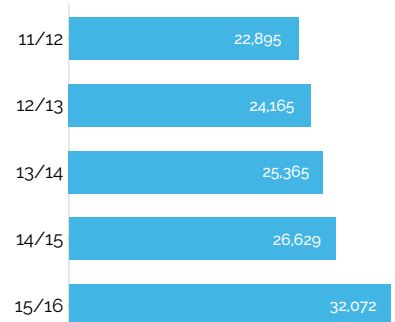
Due to the funds received from our special rate variation we have been able to increase the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$33.9 million in capital expenditure (2014/15 \$26.6 million) and received no contributed public domain infrastructure assets (2014/15 nil) associated with major developments within our City.

#### 2015/2016 TOTAL OPERATING EXPENSES \$101.5 m



- 42.5% Employee Benefits and on Costs
- 0.2% Borrowing costs
- 28.2% Materials and Contracts
- 15.5% Depreciation, Amortisation and Impairment
- 13.6% Other Expenses
- 0% Loss from disposal of assets

#### CAPITAL EXPENDITURE (EXCLUDING CONTRIBUTED ASSETS) (\$'000s)

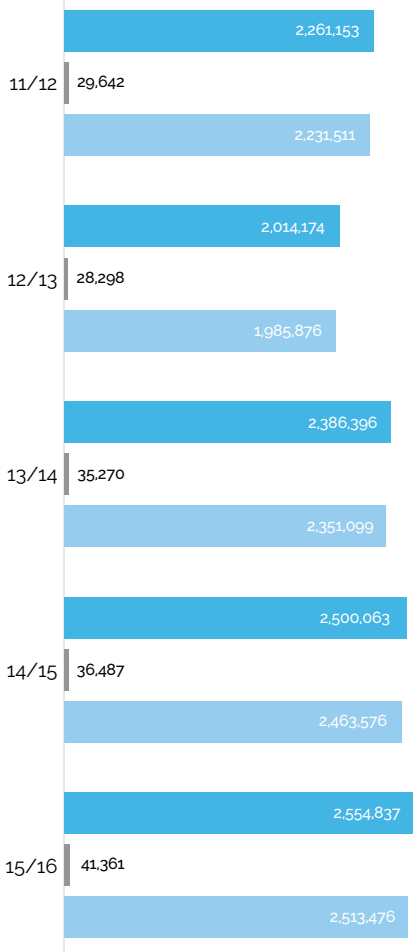


# MANAGING THE MONEY (CONTINUED)

## 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 2016 to our position over the past four years.

### CAPITAL EXPENDITURE (EXCLUDING CONTRIBUTED ASSETS) (\$'000s)



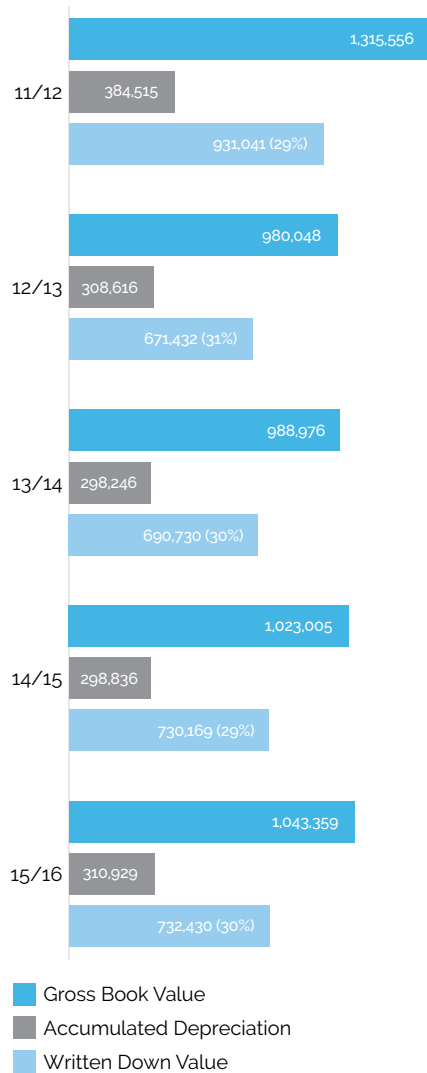
■ Assets  
■ Liabilities  
■ Equity

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

We own and maintain over \$2.56 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. In May 2015 we were granted a special rate variation from the Independent Pricing and Regulatory Tribunal that allowed us to increase our expenditure on our assets by \$2.3 million. The additional income we collect over the next three years will be directed towards asset renewal and maintenance so that we provide infrastructure to the community at the levels and in the condition they expect.

## INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (EXCLUDING LAND) (\$'000)



■ Gross Book Value  
■ Accumulated Depreciation  
■ Written Down Value

**MACQUARIE PARK CORRIDOR SPECIAL RATE**

The Macquarie Park Corridor Special Rate raised approximately \$1.33 million from business properties located within the Macquarie Park Corridor. These funds assist in implementing the Macquarie Park Corridor Master Plan, which has been developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor, and the construction of the Epping to Chatswood rail link.

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

Revenue and expenditure are as follows:

**MACQUARIE PARK SPECIAL RATE 2015/16**

	Original Budget	Actuals
<b>Opening Balance in the Reserve</b>	<b>\$1,146,146</b>	<b>\$1,146,146</b>
<b>Revenue 2015/2016</b>	<b>\$1,332,180</b>	<b>\$1,332,194</b>
<b>Expenditure</b>		
Place Management	\$134,790	\$ 61,899
TMA for Macquarie Park	\$200,000	\$200,000
Marketing Plan implementation	\$50,000	\$12,896
Public Domain Upgrade Waterloo Road		\$ 345
Pedestrian Access and Mobility Plan	\$100,000	\$122,055
Footpath Upgrade Delhi Road		\$557,182
Street Tree Planting in Byfield Street Macquarie Park	\$50,000	\$7,500
Cycleways Construction Expansion		\$247,752
Footpath Upgrade - Byfield Street Macquarie Park	\$700,000	\$105,000
<b>Total Expenditure</b>	<b>\$1,234,790</b>	<b>\$1,314,629</b>
<b>Closing Balance in the Reserve</b>	<b>\$1,243,536</b>	<b>\$1,163,711</b>

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

**STORMWATER MANAGEMENT SERVICE CHARGE**

The Stormwater Management Service Charge raised approximately \$1.02 million from residential and business properties (but not including vacant land, land owned by the Crown, land held under lease for private purposes under the Housing Act 2001 or the Aboriginal Housing Act 1998).

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

See page 232 for details of Stormwater Management activities undertaken in 2015/16.

**STORMWATER MANAGEMENT SERVICE CHARGE 2015/16**

	Original Budget	Actuals
<b>Opening Balance in the Reserve</b>	<b>\$747,784</b>	<b>\$747,784</b>
<b>Revenue 2015/2016</b>	<b>\$1,008,100</b>	<b>\$1,020,164</b>
<b>Expenditure</b>		
Stormwater Asset Replacement Renewal	\$787,860	\$629,334
Water Quality & Riparian Improvement		\$85,588
<b>Total Expenditure</b>	<b>\$787,860</b>	<b>\$714,922</b>
<b>Closing Balance in the Reserve</b>	<b>\$968,024</b>	<b>\$1,053,026</b>

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



# MANAGING THE MONEY (CONTINUED)

## INFRASTRUCTURE SPECIAL RATE LEVY

The Infrastructure Special Rate Levy raised approximately \$2.36 million from residential and business properties.

The funds raised are separately accounted for and are used to assist in providing infrastructure assets renewal and additional maintenance expenses across the City of Ryde.

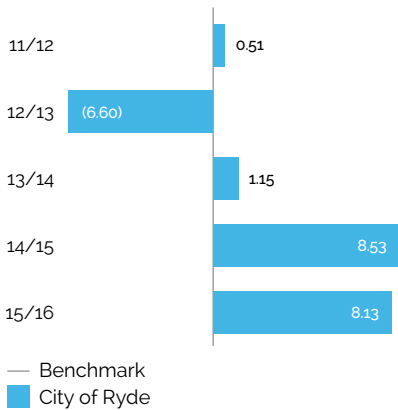
Revenue and expenditure is as follows:

## INFRASTRUCTURE SPECIAL RATE LEVY 2015/16

	Original Budget	Actuals
<b>Opening Balance in the Reserve</b>		
<b>Revenue 2015/2016</b>	<b>\$2,346,300</b>	<b>\$2,362,462</b>
<b>Expenditure</b>		
Road Resurfacing Renewal	\$1,792,300	\$1,792,300
Footpath Construction Renewal	\$200,000	\$200,000
Assets Maintenance	\$298,570	\$350,000
<b>Total Expenditure</b>	<b>\$2,290,870</b>	<b>\$2,342,300</b>
<b>Closing Balance in the Reserve</b>	<b>\$55,430</b>	<b>\$20,162</b>

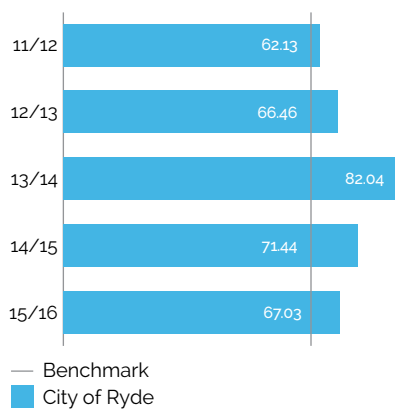
Surplus funds are restricted for use in future years, under the conditions for which they are raised.

## PERFORMANCE MEASURES OPERATING PERFORMANCE RATIO



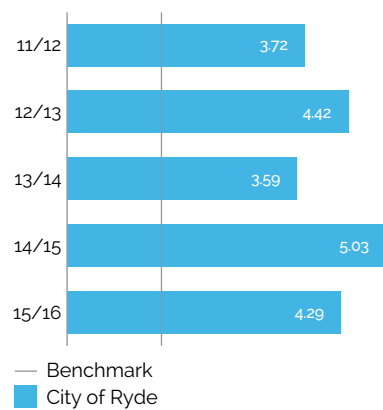
This ratio measures a Council's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio is focussing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are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

## OWN SOURCE OPERATING REVENUE



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.

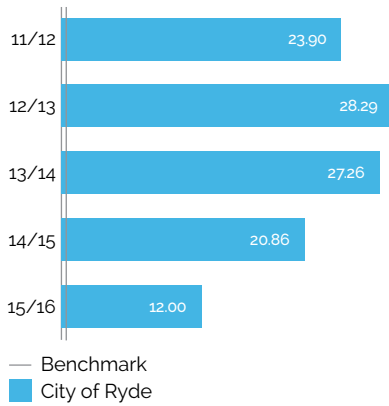
## UNRESTRICTED CURRENT RATIO



For every \$1 of current liabilities, we have \$4.29 of working capital to satisfy these obligations in the short term. It is generally accepted that a ratio above 1:1 is satisfactory, meaning that the organisation has liquid assets that can meet short-term liabilities as they fall due.

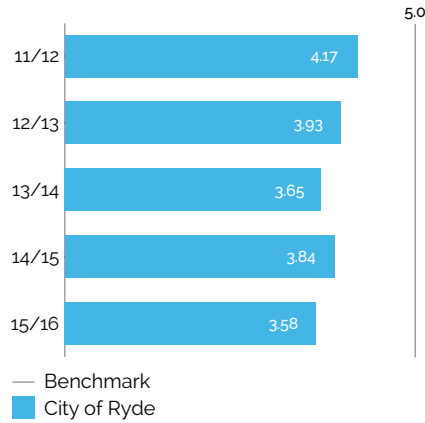


### DEBT SERVICE COVER RATIO (%)



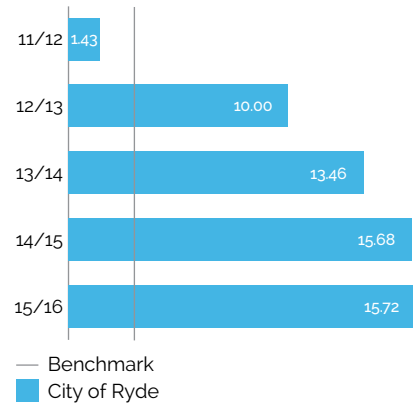
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. As directed by the Office of Local Government, this measure replaces the debt service ratio. The benchmark is greater than 2.

### RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE (%)



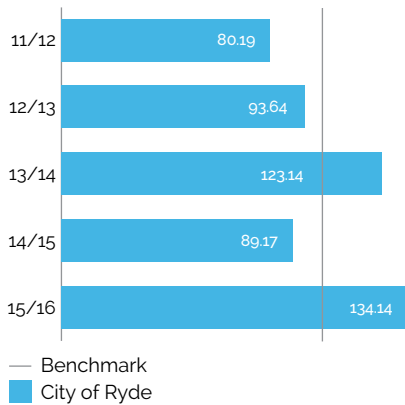
We maintain a strong recovery rate of 3.58 percent of outstanding rates and annual charges as at June 2016, which compares favourably with the industry benchmark of 5 percent.

### CASH EXPENSE RATIO (MONTHS)



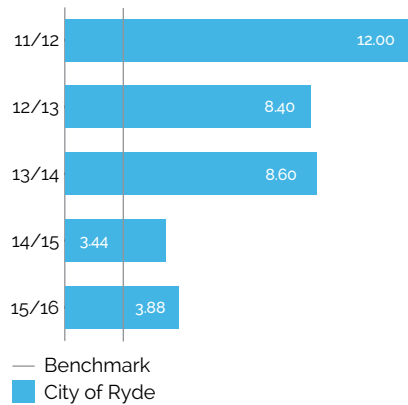
This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark is greater than three months.

### BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO



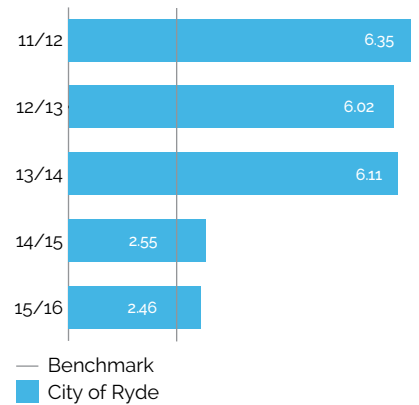
This ratio is used to assess the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark is 100 percent.

### INFRASTRUCTURE BACKLOG RATIO (WRITTEN DOWN VALUE)



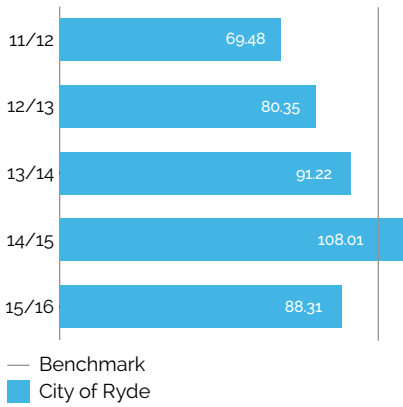
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure. A benchmark of 2 percent has been set as part of the Fit for the Future initiative. Council changed what is considered a backlog during 2014/2015 and only the value of the assets in Condition 5 (overdue for renewal) are considered as the backlog.

### INFRASTRUCTURE BACKLOG RATIO (GROSS BOOK VALUE)



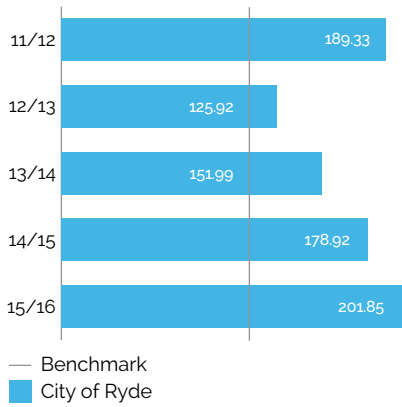
# MANAGING THE MONEY (CONTINUED)

## ASSET MAINTENANCE RATIO



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

## CAPITAL EXPENDITURE RATIO



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).





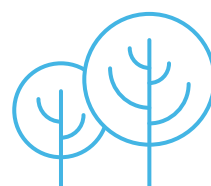
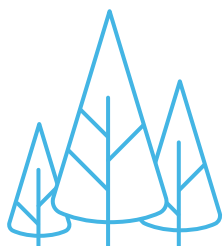


RYDE  
AQUATIC  
LEISURE  
CENTRE

30 Years of the Granny Smith Festival

# CALENDAR OF EVENTS

2015



## July

- 2015 Ryde Eisteddfod
- Musical Morning Tea: Gabrielle Hiu
- Live Life Get Active
- Technology at Your Library: Tablet Basics
- Knit In

## August

- Ryde Remembers: Battle of Lone Pine Service
- Child Car Seat Safety Check
- Musical Morning Tea: Diana Kim
- Technology at Your Library: Tablet Basics
- Celebrate at Gladesville Library
- Kids Club: 'Batteries Not Included' Science Workshop
- Ryde Jobs and Skills Expo

## September

- Brush Farm Open Day
- Strata Living Workshop
- Free Guided Walk: Wallumatta Nature Reserve and Kittys Creek
- School Holiday Fun
- TEDx Macquarie Uni
- Compost Workshop



## October

- Go4Fun Program
- Ryde River Walk
- Ride2Work Day
- Granny Smith Festival
- Bird Watching Walk
- Backyard Bird Count
- Garage Sale Trail
- Waste Adventure
- Halloween Cinema

## November

- West Ryde Library Refurbishment
- Halloween Cinema in Eastwood
- Heritage Trail Launch
- Ryde Rollercoaster Run
- Car Seat Checks
- Waste Less Workshop
- Free Guided Walk: Ryde River Walk
- Ryde China Business Forum

## December

- White Ribbon Day
- Christmas Light Competition
- National Disability Insurance Scheme Info Session
- Cinema in the Plaza
- Community Christmas Event
- West Ryde Library Reopening Celebration
- School Holiday Activities
- Sustainability Challenge



2016



## January

- Australia Day Celebrations
- Australia Day Award Winners Announced
- Citizenship Ceremony



## February

- Eight-week Seniors Exercise Program
- Community Grant Info Sessions
- Lunar New Year Celebrations
- Kitchen Gardening Workshop
- Sustainability Challenge
- Our Living River Competition



## March

- Clean Up Australia Day
- Understanding Strata Living
- West Ryde Easter Parade and Fair
- Cinema in the Park
- Harmony Day
- Your Waste Adventure
- Community Info Expo



## April

- Guided Walk: Banjo Paterson Park and Looking Glass Bay.
- Ryde Youth Theatre Production
- Declutter Workshop
- Career Kickstart
- School Holiday Activities
- School Holiday Cinema in the Park
- Go4Fun 10 Week Program
- Household Chemical Cleanout
- Anzac Service



## May

- Eastwood Night Markets launched
- A Ryde Through Architectural History
- Making & Breaking Ships near Kissing Pt
- Ryde Urban History Guided Walk
- Willandra Showcase Open Day
- Compost & Worm Farm Workshop
- Women's Art Workshop
- National Walk Safely To School Day
- Pedestrian Safety Campaign



## June

- Eastwood Night Markets
- Darvall Park Discovery
- Brush Farm Open House
- Waste & Recycling Adventure
- Strata Living Workshop
- Women's Art Prize and Exhibition

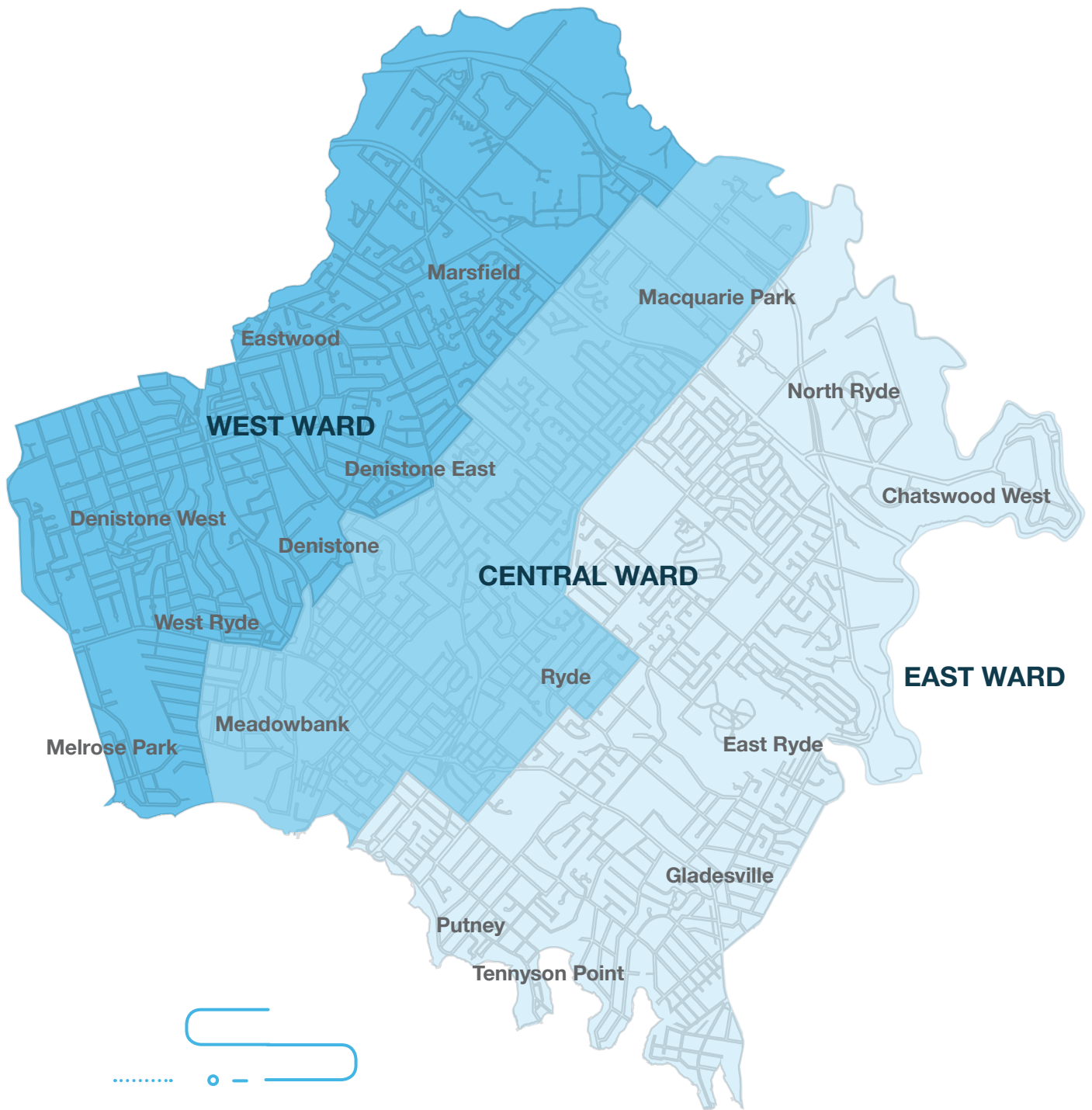
# KEY STATISTICS

	2011		2006		Change
	Number	%	Number	%	2006-2011
Males	50,060	48.6	47,515	48.2	+2,545
Females	52,978	51.4	51,004	51.8	+1,974
Total population	103,038	100	98,519	100	+4,519
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>Household 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





Rally against forced amalgamations in Martin Place November 2015





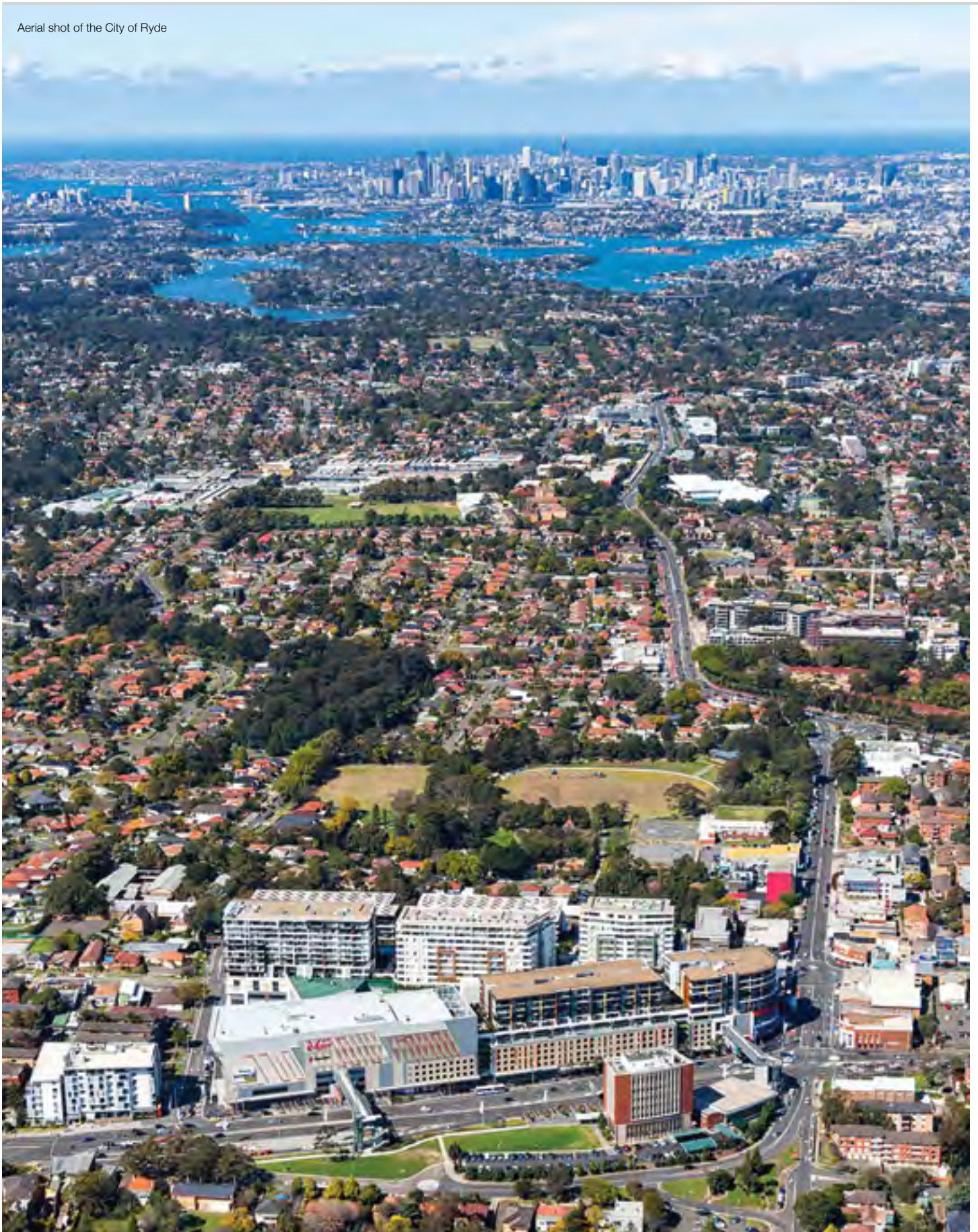
## CIVIC LEADERSHIP

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 8 September 2012. The Councillors elect the Mayor annually. Together, the Councillors make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future.





Aerial shot of the City of Ryde







2015/16

# COUNCILLORS EAST WARD



### Clr Craig Chung

Resigned effective  
29 September 2016

### Clr Jane Stott

Elected Deputy Mayor  
in September 2016

### Clr Roy Maggio

Deputy Mayor until  
September 2016

### Clr George Simon

Locked Bag 2069  
North Ryde NSW 1670

**T** 0412 605 5971  
**E** craig@craigchung.com.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 2015/16 Clr Chung was Chair of the Macquarie Park Forum and sat on the East Ward Events and Promotions Committee, Ryde Hunters Hill Joint Library Services Committee, Economic Development Committee, Planning and Environment Committee and Finance and Governance Committee.

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 2015/16 Clr Stott chaired the East Ward Events and Promotions Committee and 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.

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 well-being 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.

In 2015/16 Clr Maggio was Chair of the Sport and Recreation and Wheeled Sports Advisory Committee and sat on the East Ward Events and Promotions Committee, Status of Women Advisory Committee, Macquarie Park Forum and the Works and Community Committee.

Locked Bag 2069  
North Ryde NSW 1670

**T** 0400 055 081  
**E** gsimon@ryde.nsw.gov.au

Clr Simon was first elected in 2012. In 2015/16 Clr Simon was Chair of the Planning and Environment Committee and Deputy Chair of the Ryde Civic Hub Committee. He sat on the Works and Community Committee, Finance and Governance Committee, the East Ward Events and Promotions Committee and the Ryde Hunters Hill Joint Library Services Committee.

2015/16

## COUNCILLORS CENTRAL WARD



### Clr Denise Pendleton

### Clr Bill Pickering

Elected Mayor in  
September 2016

### Clr Jeff Salvestro-Martin

### Clr Sarkis Yedelian OAM

Locked Bag 2069,  
North Ryde NSW 1670

**T** 9877 6658  
**E** 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 2015/16 Clr Pendleton chaired the Status of Women Advisory Committee, Bushland and Environment Committee, Access Committee, and the Finance and Governance Committee. She was Deputy Chair of the Works and Community Committee and the Planning and Environment Committee, and also sat on the Heritage Advisory Committee, Community Harmony Reference Group, Audit and Risk Committee, and the Ryde Civic Hub Committee.

Locked Bag 2069  
North Ryde NSW 1670

**T** 0404 074 299  
**E** 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 well-being of the City. Focused on putting the City of Ryde on a business footing that makes it less dependent on rates for income, he is working to keep rates affordable for the community in the future.

In 2015/16 Clr Pickering sat on the Planning and Environment Committee and the Ryde Civic Hub Committee.

PO Box 4104  
Denistone East NSW 2112

**T** 0413 043 423  
**E** salvestro-martin@ryde.nsw.gov.au

First elected in 2008, in 2015/16 Clr Salvestro-Martin was a member of the Audit and Risk Committee.

PO Box 631  
Gladesville NSW 1675

**T** 0412 048 330  
**E** sarkis@yedelian.com

Clr Yedelian OAM 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 2015/16 he chaired the Community Harmony Reference Group and sat on the Planning and Environment Committee.



2015/16

# COUNCILLORS WEST WARD



## Clr Artin Etmekdjian

**Clr Jerome Laxale**  
Mayor until September 2016

## Clr Justin Li

## Clr Terry Perram

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0418 248 821  
**E** [artine@ryde.nsw.gov.au](mailto:artine@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 2015/16 Clr Etmekdjian chaired the Economic Development Committee and the Eastwood and West Ryde Events and Promotions Committee and West Ryde Easter Parade and Fair Sub-Committee and was Deputy Chair of the Macquarie Park Forum. He was a member of the Community Harmony Reference Group, Audit and Risk Committee, Planning and Environment Committee, Works and Community Committee, Finance and Governance Committee, Ryde Civic Hub Committee and the Granny Smith Festival Sub-Committee.

PO Box 4187,  
Denistone East NSW 2112

**T** 0426 273 298  
**E** [jlaxale@ryde.nsw.gov.au](mailto: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 2015/16 Clr Laxale chaired the Centenary of ANZAC and World War 1 Committee. As mayor, he was Ex-Officio on all Council committees.

Locked Bag 2069,  
North Ryde NSW 1670

**T** 0412 614 174  
**E** [jli@ryde.nsw.gov.au](mailto: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 20 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, parking, community facilities, crime prevention, youth, the arts and multiculturalism issues in Ryde and is committed to serving the community with Christian values.

In 2015/16 Clr Li sat on the Eastwood and West Ryde Events and Promotions Committee, Community Harmony Reference Group, and the Works and Community Committee.

12 Clanwilliam Street,  
Eastwood NSW 2122

**T** 9874 7904  
**E** [tperram@ryde.nsw.gov.au](mailto: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.

In 2015/16 Clr Perram was Chair of the Heritage Advisory Committee, Bicycle Advisory Committee, the Works and Community Committee and the Ryde Civic Hub Committee. He was Deputy Chair of the Finance and Governance Committee, and sat on the Macquarie Park Forum, Sport and Recreation and Wheeled Sports Advisory Committee, Eastwood and West Ryde Events and Promotions Committee and the Bushland and Environment Committee.

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# HOW WE GOVERN OUR CITY

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

The 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' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the Code.

During 2015/16 there were three 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
- One of the complaints resulted in the referral of the matter to a Conduct reviewer.

The investigation of two complaints continued over financial years: they were first reported in 2014/15 but were predominantly investigated and action taken in 2015/16. Another complaint was first reported in 2015/16 but action will continue in 2016/17.





### 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.

Our 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 on the delivery of services for the community. More information on our community engagement activities is available on our website and on page 61.

### COUNCILLORS' FEES AND EXPENSES

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

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

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Councillor Expenses Policy. Information relating to these expenses in 2015/16 can be found in Statutory Information on page 226.

The Mayor's Fee for 2015/16 was \$62,090 plus a Councillor Fee of \$23,370.

The Councillor's Fee for 2015/16 was \$23,370 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

Seventeen Council meetings were held from 1 July 2015 to 30 June 2016. The statutory meeting, including election of the Mayor, was held on 8 September 2015. The table below lists only meetings and workshops attended during the current term, which began on 8 September 2015. Workshops are held to advise Councillors on topical issues, such as the proposed budget. The Mayor is an ex officio member of all committees and not required to attend committee meetings.

Councillor attendance at meetings and workshops for the period 8 September 2015 to 30 June 2016 is detailed below.

	Workshops attended		Council meetings attended		Council Committee meetings attended	
	Number	%	Number	%	Number	%
Clr Jerome Laxale – Mayor	14/15	93%	11/11	100%	7/33 <sup>1</sup>	21%
Clr Roy Maggio Deputy Mayor	4/15	27%	7/11	64%	5/9	56%
Clr Bill Pickering	7/15	47%	9/11	82%	12/15	80%
Clr Craig Chung	12/15	80%	11/11	100%	12/16	75%
Clr Artin Etmekdjian	15/15	100%	10/11	91%	29/33	88%
Clr Justin Li	4/15	27%	6/11	55%	6/9	67%
Clr Denise Pendleton	5/15	33%	8/11	73%	26/33	79%
Clr Terry Perram	12/15	80%	10/11	91%	19/25	76%
Clr Jane Stott	15/15	100%	11/11	100%	16/16	100%
Clr Jeff Salvestro-Martin	0/15	0%	5/11	45%	0/0 <sup>2</sup>	0%
Clr George Simon	5/15	33%	11/11	100%	15/33	45%
Clr Sarkis Yedelian OAM	13/15	87%	9/11	82%	6/8	75%

<sup>1</sup> The Mayor, Councillor Jerome Laxale, was ex-officio for 33 Committee Meetings.  
<sup>2</sup> Councillor Jeff Salvestro-Martin did not elect to sit on any Council Committees.

# 2015/16 COMMITTEE SET-UP

## PLANNING AND ENVIRONMENT COMMITTEE

**Chairperson:** Clr Simon  
**Deputy Chairperson:** Clr Pendleton  
**Members:** Clr Chung, Clr Etmekdjian, Clr Pickering and Clr Yedelian OAM  
**Ex Officio:** Mayor

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

## WORKS AND COMMUNITY COMMITTEE

**Chairperson:** Clr Perram  
**Deputy Chairperson:** Clr Pendleton  
**Members:** Clr Li, Clr Etmekdjian, Clr Maggio, Clr Simon 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 Perram  
**Deputy Chairperson:** Clr Simon  
**Members:** Clr Etmekdjian, Clr Pendleton, Clr Pickering and Clr Stott  
**Ex Officio:** Mayor

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

## FINANCE AND GOVERNANCE COMMITTEE

**Chairperson:** Clr Pendleton  
**Deputy Chairperson:** Clr Perram  
**Members:** Clr Chung, Clr Etmekdjian and Clr Simon  
**Ex Officio:** Mayor

The Finance and Governance Committee deals with matters relating to Finance, Governance, Procurement/Tenders, Audit and Property 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.

Note—Council endorsed the removal of the General Purposes Committee at its meeting on 25 August 2015.

## 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 2015/16 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:** Mr John Gordon (external independent member)  
**External independent member:** Ms Elizabeth Gavey  
**Councillor representatives:** Clr Etmekdjian, Clr Pendleton, 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.



### 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.

### EAST WARD EVENTS AND PROMOTIONS COMMITTEE

**Chairperson:** Clr Stott  
**Councillor representatives:**  
Clr Chung, Clr Maggio and Clr Simon

The East Ward Events and Promotions Committee promotes and sponsors entertainment, new activities and initiatives that enhance the profile of the East Ward.

### 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 Terry 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 (Hunter's Hill Council)  
**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, Recreation and Wheeled Sports 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).

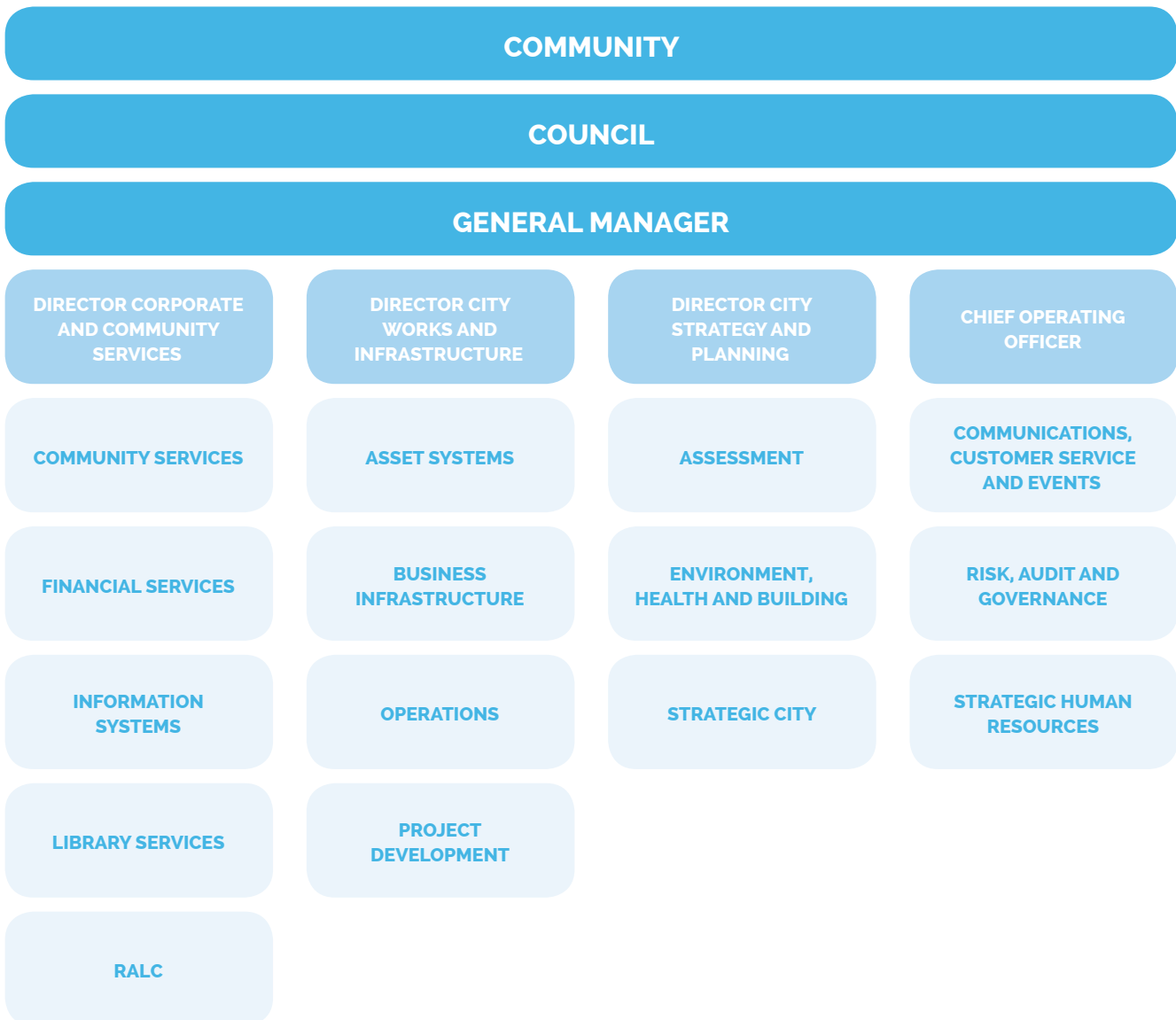


# ORGANISATIONAL LEADERSHIP

The City of Ryde Executive Team is led by the General Manager and comprises four directorates:

- Office of the Chief Operating Officer
- City Strategy and Planning
- City Works and Infrastructure
- Corporate and Community Services.

Our organisation has many skilled and professional people who are passionate about our City, its future and delivering better value services. Within the four Directorates there were 15 Departments that delivered services and projects made up of 444.84 FTE (full time equivalent) employees.







## EXECUTIVE TEAM

In 2015/16, the Executive Team consisted of the General Manager, Chief Operating Officer and three Directors.



### Gail Connolly

General Manager  
Until May 2016

#### Qualifications:

Bachelor of Town Planning (Hons 1) (UNSW)  
Grad Cert Design and Technology (UTS)

#### Appointed: 2015

Gail Connolly brought 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

Ms Connolly was appointed to the position of Interim General Manager of the newly formed Georges River Council in the proclamation made by the Premier of NSW on 12 May 2016. As a result of this Ms Connolly ceased her role as General Manager of the City of Ryde effective of that date.



### Roy Newsome

Acting General Manager from May 2016  
Acting Director Corporate and Community Services

#### 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 the key areas including Finance, Procurement, Risk and Audit, Information Systems, Human Resources, Customer Services, Communication and Media, Governance, Property and Legal Services.

Roy is currently Acting General Manager and was appointed to this role on 17 May 2016, following Council's previous General Manager, Gail Connolly, being appointed as the Interim General Manager at Georges River Council on 12 May 2016.

During 2015/16, as part of a review of Council's organisational structure, Roy was appointed to the role of Acting Director Corporate and Community Services, that comprises a portfolio including Finance, Information Systems, Ryde Aquatic Leisure Centre, Library Services and Community Services. Bringing this portfolio together and leading this new Directorate has been the main focus throughout 2015/16, along with identifying opportunities to further improve these services to the community and the organisation.

The other major focus area throughout 2015/16 has been coordinating and finalising Council's submission relating to the State Government's Fit for the Future reform initiative and responding to the Minister for Local Government's proposed merger for the City of Ryde, with both Hunter's Hill and Lane Cove Councils. This role has also included coordinating City of Ryde's collaboration with Hunters Hill and Lane Cove Councils to prepare the Action Plan required to be 'merger ready' when the proposed merger is announced.

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## EXECUTIVE TEAM (CONTINUED)



**Angela Jones-Blayney**  
Acting Chief Operating Officer



**Liz Coad**  
Acting Director, City Strategy and Planning

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**Qualifications:**

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

**Appointed:** 2015

Throughout Angela's extensive 26-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.

Key outcomes during this year included work on major projects that have had a significant impact on the future of our staff and the community.

The Design Our Ryde International design competition exceeded expectations with 175 submissions received from around the globe and was viewed a great example of the City of Ryde competing on the world stage in this space.

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**Qualifications:**

BTP, Diploma of Management

**Appointed:** 2015

Liz has almost 30 years experience working in local government, with extensive experience in statutory and land use planning and in-depth knowledge of the political and legislative process.

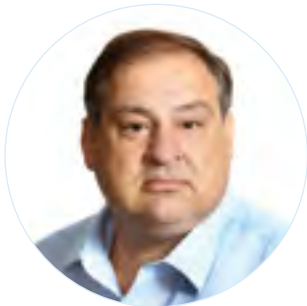
She has expertise in service delivery and business improvement and has worked in various leadership roles at City of Ryde.

Most recently, in the role of Director City Strategy and Planning from January 2016, she has overseen the portfolios of Assessment, Strategic City and Environment Health and Building.

Key outcomes by the Directorate in 2015/16 include:

- approval of \$1.5 billion of development
- adoption by Council of an Affordable Housing Policy
- hosting the Ryde Jobs Expo, the Ryde China Business Forum and a series of NDIS Information Expos for our community
- over \$1 million was also spent on bush regeneration and bushcare in Ryde's natural areas and 854 food shop inspections occurred, focusing on food safety and education.

During this time, Liz also took on the role of mentor in the 2015/16 City of Ryde Mentoring Program and helped to deliver another successful year of this program.



## George Dedes

Director, City Works and Infrastructure

### Qualifications:

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

### Appointed: 2015

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 and transport, parks, asset-related intellectual property and business infrastructure management.

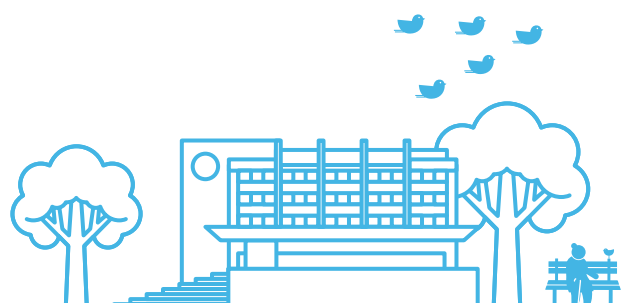
This year, some of George's initiatives include streamlining project management procedures to meet the challenges of an increasing capital works program while addressing the needs of the community, and strengthening the Directorate's commercial and customer focus in an environment of continual improvement for the residents of Ryde.

In addition, George's team won the Australian Institute of Project Management award for Small Project of the Year NSW 2016 for the Ryde River Walk attraction. They also:

- completed over 89 percent of planned capital projects
- constructed a new seawall on the Parramatta River at Meadowbank Park
- completed all special rate variation (SRV) road and footpath projects in 2015
- completed construction of the Terry's Creek riparian works and a detention basin at Waterloo Park to minimise flooding.

### Also on George's watch:

- Council adopted a new Road Safety Plan and developed the draft Integrated Transport Strategy 2016 – 2031
- three new synthetic sports fields were approved and tenders awarded to begin construction in 2016/17
- playgrounds were completed at Gannan, Melrose, Dunbar, Carrara, Henri Dunant, Hardy and Watts Parks
- construction of major drainage works to eliminate flooding in West Ryde Town Centre were completed, and
- new sportsfield lighting at Morrison Bay Park was completed and upgraded lights installed in Ryde and Eastwood Park.





# AWARDS AND RECOGNITION

We received the following awards and commendations during 2015/16.

Award	Association	Received for
Small Project of the Year NSW 2016	Australian Institute of Project Management	Ryde River Walk
Highly Commended	Annual National Trust Heritage Awards	Ryde Heritage Walking Trail booklet
Gold Award	Australasian Reporting Awards	2014/15 City of Ryde Annual Report
Finalist Work Health and Safety Reporting Award	Australasian Reporting Awards	2014/15 City of Ryde Annual Report

# COMMUNITY AWARDS

We awarded the following prizes to members of our community in 2015/16.

### AUSTRALIA DAY AWARDS

The City of Ryde Citizen and Young Citizen of the Year 2016 were presented during the City of Ryde Australia Day citizenship ceremony.

#### 2016 CITIZEN OF THE YEAR:

Joy Piotrowski

#### YOUNG CITIZEN OF THE YEAR:

Nicholas Purcell

### VOLUNTEERS OF THE YEAR

Nineteen individuals and eight groups were nominated by their peers for the annual City of Ryde Volunteer Recognition Awards.

#### 2016 VOLUNTEER OF THE YEAR:

David Duval

### 2016 YOUNG VOLUNTEER OF THE YEAR:

Kevin Luu

### 2016 VOLUNTEER GROUP OF THE YEAR:

Ivanhoe Estate Tenant Group

### 2016 SPECIAL COMMENDATION AWARD:

Kim Phillips





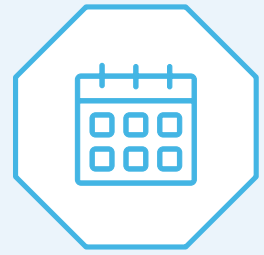


Presentation of Cedric Moussa Memorial Award to 2015 winner Fred Rehutai

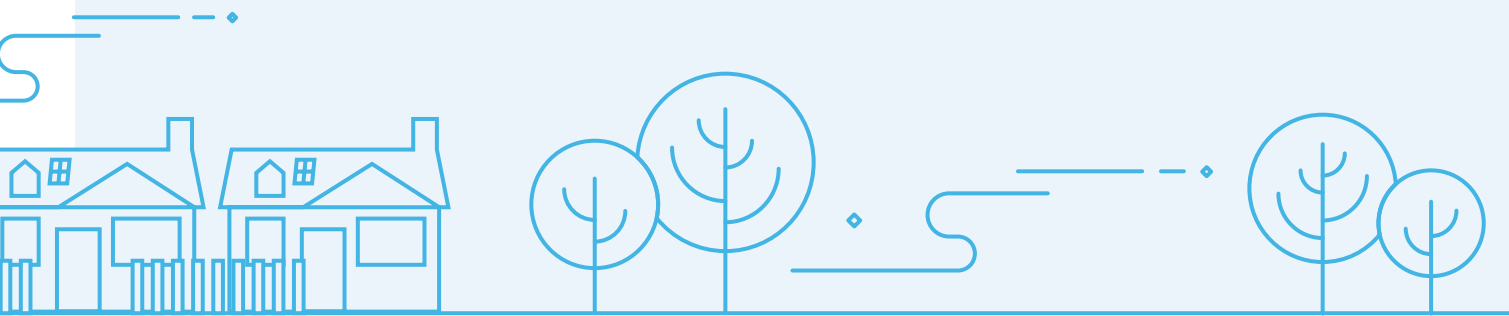
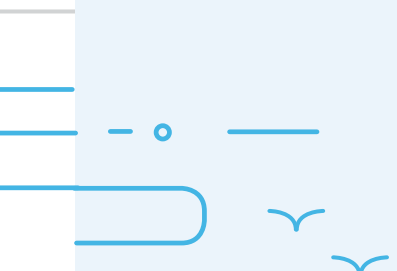




City of Ryde Community Stall



# OUTCOMES 2015/16



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# OUR PERFORMANCE AGAINST THE FOUR YEAR DELIVERY PLAN 2015-2019

## 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 2015/16?

Our services and programs are identified and planned in the annual operational plan contained within the Four Year Delivery Plan 2015–2019. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

## OVERALL PROJECT PERFORMANCE SUMMARY

During 2015/16 we undertook a total of 118 capital and non capital projects, which had a planned end date of 30 June 2016. The 118 projects are made up of our 2015/16 operational plan projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2014/15. Of those projects, 80 were completed with a further 30 projects that were on track to be completed, which have now been carried over due to various factors such as weather, or they are multiple year projects. Four projects were not started and two projects were deferred.

## MEASURING OUR PROGRESS

The following pages address the key strategic activities we planned for completion in 2015/16 and include targets and results. They also include what is planned for the coming year. Our operational planning process begins with a review of our achievements against the Four Year Delivery Plan 2015-2019 and the actions contained within Department 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

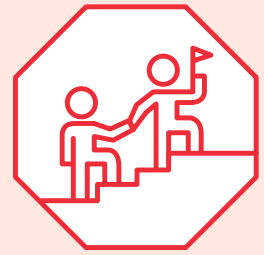




Measure	Performance Indicator	2014/15 Result	2015/16 Target	2015/16 Result	Status/Comment
<b>Customers and Partners</b>					
Customer satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers (internal and external)	78%	<b>&gt;=84%</b>	<b>82%</b>	A four percent increase from the previous year.
Responsiveness to customer requests	% of customer requests actioned within agreed standards (10 working days)	93%	<b>&gt;= 90%</b>	<b>93%</b>	
	% inward correspondence actioned within agreed standards (10 working days)	94%	<b>&gt;= 90%</b>	<b>90%</b>	
Effective complaints handling	% of tier one and two complaints resolved within agreed standards	98%	<b>100%</b>	<b>78%</b>	Some complaints were closed late due to the complexity of the investigation required.
<b>Financial Management</b>					
Base budget management	Our base budget income is no less than -2% of the year to date approved budget	9.90%	<b>&gt;= -2%</b>	<b>3.59%</b>	
	Our base budget expenditure is no greater than +2% of the year to date approved budget	-9.62%	<b>&lt;= 2%</b>	<b>-8.12%</b>	
<b>Project Management</b>					
Projects are well managed	% project milestones completed on time	94%	<b>&gt;= 90%</b>	<b>91%</b>	
Completion of projects scheduled to finish within the year	% of scheduled projects completed within the year	71%	<b>&gt;=90%</b>	<b>80%</b>	
Projects are well managed	% scheduled projects completed on or under budget	73%	<b>&gt;=85%</b>	<b>75%</b>	
<b>People and Culture</b>					
Workplace Health and Safety	Number of LTI days per year (reduction from previous year)	465	<b>&lt;465</b>	<b>259</b>	
Management of annual leave balances in excess of 40 days	Number of staff with annual leave balances of >40 days (reduction from previous year)	34	<b>&lt;34</b>	<b>37</b>	Managers continue to arrange for staff to reduce annual leave below 40 days.
Risk management	% of internal audit recommendations implemented within agreed time frames	97%	<b>100%</b>	<b>98%</b>	

Design our Ryde exhibition opening





## 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.

### GOAL ONE

Our City is well led and managed.

#### STRATEGIES

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

### GOAL TWO

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

#### STRATEGIES

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

### GOAL THREE

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

#### STRATEGIES

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



# OUR HIGHLIGHTS

In 2015/16 we engaged in a number of activities to help us become a City of Progressive Leadership. We:

## RESPONDED TO FIT FOR THE FUTURE

In 2015, the State Government announced a major local government reform program—Fit for the Future—that proposed to merge 41 Sydney metropolitan councils into 18 'mega councils'. It was created as a response to the findings in the Independent Local Government Review Panel's Report and would have seen the City of Ryde and the community split and dissolved between two new, mega-councils.

We responded with a joint proposal for a formation of a joint 'regional' organisation, with the 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 east in a way that would meet the State Government's criteria of scale and strategic capacity and capability that would demonstrate that both the City of Ryde and the region under this model were sustainable and 'fit for the future'.

Subsequently, a report from the Parliamentary Inquiry into Local Government in NSW, focusing on the State Government's 'Fit for the Future' reform packages, strongly supported City of Ryde, Hunter's Hill and Lane Cove Councils proposed a Joint Regional Authority (JRA). The report urged the NSW Government to work with local government on a statutory model for joint organisations based on the Hunters Hill, Ryde and Lane Cove Council model, as a cooperative and consensus model for local council reform in Metropolitan Sydney.

However, on 18 December 2015, the State Government announced a proposed forced merger between the City of Ryde, Hunter's Hill and Lane Cove Councils. This was in spite of the views of our communities, which as a result of community surveys had demonstrated 92 percent support for our JRA model. Research and studies conducted by Council in preparing its submission had revealed the following disadvantages of mergers including:

- The cost of creating the proposed merged entity was estimated at \$120 million in transition costs in the short and medium term
- The first three years of the merged entity would accumulate deficits of \$62.2 million
- Empirical evidence on amalgamations falls overwhelmingly against forced amalgamations and there is little, if any evidence that forced mergers result in cost savings.

In response, both Hunter's Hill and Lane Cove Councils have challenged the forced merger in court with the judge's decision handed down in September 2016, rejecting their appeal. However, Hunter's Hill Council has advised the Government of their intention to further appeal this decision.

## FAREWELLED OUR GENERAL MANAGER

In May 2016 former General Manager, Ms Gail Connolly was nominated by the State Government to relocate to the newly formed Georges River Council (formerly Hurstville and Kogarah Councils) as its interim General Manager.

During Ms Connolly's 15 month tenure leading the City of Ryde, she made a significant contribution to the stability, growth and expanded vision of the Council.

Ms Connolly's extensive knowledge of the NSW local government legislative framework assisted in the implementation and completion of a number of complex, high-profile projects.

These include the Joint Regional Authority, Merger Submission and the Parliamentary Inquiry into the State Government's Fit for the Future reform agenda, Design our Ryde Civic Hub International Design Competition, and the relocation of administration staff from the Civic Centre to new offices in North Ryde.







### **DEVELOPED COUNCIL'S STRENGTHENING RYDE PROGRAM – DRAFT PROPERTY STRATEGY**

We have developed the Strengthening Ryde Program to provide the ongoing support for our long-term financial sustainability. This initiative has identified potential opportunities to provide ongoing income streams to Council, thereby reducing Council's reliance on rate revenue.

The Strengthening Ryde Program has established five key priority areas for action, one of which is the preparation of a Property Strategy to improve the strategic management of our property portfolio. The property strategy was developed to help optimise our property portfolio and to make the most from our investments in both community and commercial property as part of wider moves to ensure our financial viability in the long term.

The Strategy will provide clear direction for development of the property portfolio so that it better supports the provision of community services and is able to make a greater contribution to the City of Ryde's financial sustainability.

The key themes, framework and strategic directions of the Property Strategy have now been developed and a number of internal workshops held. The draft Strategy is expected to be finalised by December 2016.

### **HOSTED THE DESIGN OUR RYDE COMPETITION**

In January 2016 we launched the Design our Ryde competition. This international architectural competition aimed to attract the world's best designers to transform the gateway Ryde Civic Hub Site (1 Devlin Street) with an iconic vision to rejuvenate Ryde's civic, commercial and cultural heart.

The competition received 566 registrations from architects in 73 countries, culminating in 175 design submissions originating from 42 nations. These included Australia, France, Italy, Spain, the UK, Hong Kong, China, Peru, Russia, Mexico, Kazakhstan, India, Iran, Indonesia and the United States.

The competition was conducted in two stages. All 175 designs were exhibited in Stage 1 and the general public asked to identify their preferred design to add to the independent jury's selection.

Four entries were short-listed and invited to proceed to Stage 2 and these were from architects in Sydney (the 'people's choice'), a joint Rome/Perth entry, New York and Beijing.

Each short-listed entrant was required to submit further details and a short video. This extra information was exhibited and the public invited to comment on each design.

The Jury consisted of (Chair) Peter Poulet, NSW Government Architect, Shaun Carter, President NSW Chapter, Australian Institute of Architects and Maria Atkinson AM, District Commissioner for Sydney and Sustainability Strategist. The competition was conducted in accordance with the Australian Institute of Architects 'Guidelines for Architectural Competitions' and the NSW Government's Design Excellence Guidelines.

On 8 August 2016 at the Council's offices Peter Poulet, the Jury Chair, announced the winner as Entry 572 submitted by the Beijing Institute of Architectural Design.

Council has subsequently resolved to undertake a review of the winning design's economic viability, as the next stage in determining the future plan for the Ryde Civic Hub site.



# OUR HIGHLIGHTS (CONTINUED)

## RELOCATED TO NORTH RYDE

Following the issuing of a Safe Work Notice, the Council resolved to relocate from our Civic Centre premises to alternative accommodation in North Ryde.

The ongoing cost of the relocation is approximately \$2.6 million per annum and is not financially sustainable, so we are working towards resolving our medium-term accommodation requirements. Planning for the future has been complicated by the forced merger with Lane Cove and Hunter's Hill Councils and subsequent legal challenges. Actions taken following completion of the 'Design our Ryde' competition may provide a viable option for Council in the near future.

This issue has also been identified as a priority under our Property Strategy.

## WON A SIXTH CONSECUTIVE GOLD AWARD FOR OUR ANNUAL REPORT

The City of Ryde's 2014/15 Annual Report was awarded gold at the prestigious 65th Australasian Reporting Awards, the sixth consecutive year the City of Ryde received a gold award. The award confirms that our reporting is of the highest standard.

To achieve a gold award an Annual Report must:

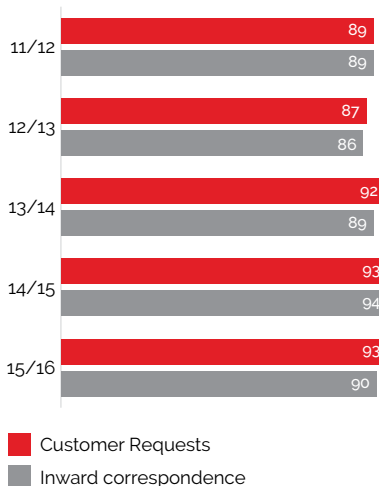
- Achieve overall excellence in annual reporting
- Provide high quality coverage of most aspects of the Australasian Reporting Awards criteria
- Provide full disclosure of key aspects of its core business
- Address current legislative and regulatory requirements; and
- Be a model for other peer reports.

## LISTENED TO OUR CUSTOMERS

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 is still on target, with action taken on 90 percent of correspondence within agreed timeframes. Our online customer enquiry submission service was also expanded this year, resulting in an increase of 14 percent in customer enquiries.

Our overall customer satisfaction score has increased by four percent this year to 82 percent, percent satisfaction rating for all services provided by the City of Ryde. The Customer Service Centre achieved 79 percent of calls being resolved at first point of contact. The call centre also received a 89 percent satisfaction rating.

## RESPONSE TO CUSTOMER REQUESTS WITHIN AGREED TIMEFRAMES



## RESPONDED TO COMPLAINTS PROACTIVELY

Our Feedback and Business Improvement Coordinator acknowledges receipt of complaints within 48 hours of being received and while every effort is made to provide a comprehensive investigation and response within five working days this cannot always be achieved. During 2015/16, 70 percent of the 46 complaints were completed within five working days with 98 percent completed within 10 working days.

It is positive to note that the number of complaints reduced by 28 percent from 61 tier one and three tier two complaints (total 64) registered during 2014/15 to 45 tier one and one tier two complaints (total 46) during 2015/16.

While the number of complaints dropped, the complexity of the issues increased with a number of complaints requiring more than one department investigation to be completed before a final outcome could be provided.

Compliments received (163) still far outweigh the number of complaints we received.



## CONTINUED ENGAGING WITH THE COMMUNITY

Engaging with our community remained a focus through the year with improved online engagement, a new, more functional website that better serves the needs of users, and the ongoing roll-out 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.

### OUR NEW WEBSITE

This critical upgrade project was necessary due to a failing and unsuitable website and system. The website offers 24/7 access to Council by the community, and the delivery of this project has seen a vast improvement in our communications, which are now more engaging, more user-friendly, and readily accessible from multiple devices.

The project included the transfer of more than 1,900 pages from our previous site, consultation with key stakeholders and was delivered within the projected timeframe.

The new website has resulted in:

- A fast, reliable, and highly available website
- A customer-centric and feature-rich experience for users
- An effective communication and engagement medium
- A user-friendly, quick to update and intuitive system.

### NEW COMMUNITY ENGAGEMENT PLATFORM

We developed a new online community engagement platform as a component of the new website. This portal includes detailed project information, promotes upcoming consultations and surveys, and enables community members to stay informed about ongoing projects.

It is more than just a 'have your say' tool for the community; it is a progressive example of best practice in community engagement and has significantly increased transparency around our projects.

### OTHER COMMUNITY CONSULTATION

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

- Planning proposals
- Draft Delivery Plan 2016-2020 (including Operational Plan and Fees and Charges)
- Morrison Bay Park Plan of Management Addendum 1
- 'Eat Out in Ryde' Trial Program
- Development Applications and Voluntary Planning Agreements
- Macquarie University Affordable Housing Survey
- Pedestrian Access Mobility Plans (Top Ryde and North Ryde Small Centres)
- Proposed Fees and Charges for Morrison Bay Park, New Sports Fields Lighting
- Devlin Street Pedestrian Bridges
- Immunisation Clinic Customer Experience Survey
- Proposed Changes to Parking in Macquarie Park
- Draft Amendments to Ryde Development Control Plan (DCP) Tree Preservation

- Development Application - Mixed Use Redevelopment of Macquarie Centre
- Survey into Graffiti Vandalism in the City of Ryde
- Draft Affordable Housing Policy
- Pedestrian Access Mobility Plans (Top Ryde, Cox's Road and Blenheim Road Centres)
- Morrison Road Safety Plan
- ELS Hall Park Dog Off Leash Area Upgrade
- Proposed Change to Parking Meter Fees in Macquarie Park
- Eastwood Plaza No Smoking Zone Trial
- 2014-2015 Financial Statements
- Draft Code of Meeting Practice 2015
- Sport and Recreation Strategy Survey
- Draft Policy on Expenses and Facilities for the Mayor and Other Councillors
- Section 94A Contributions Plan
- Planning Proposal - 20 Waterview Street, Putney
- Sport and Recreation Strategy Survey
- Draft Amendments to North Ryde Precinct Development Control Plan

# OUR HIGHLIGHTS (CONTINUED)

## DEVELOPED OUR PEOPLE

As discussed on page 46, the City of Ryde's Executive Team is led by the Acting General Manager and comprises four Directorates – City Works and Infrastructure, Corporate and Community Services, Office of the Chief Operating Officer and City Strategy and Planning.

Within these Directorates in 2015/16 there were 15 Departments that delivered services and projects made up of 444.84 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.

Staff turnover at the end of June 2016 was 15.73 percent, an increase in turnover from the 2014/15 financial year.

## LEARNING AND DEVELOPMENT

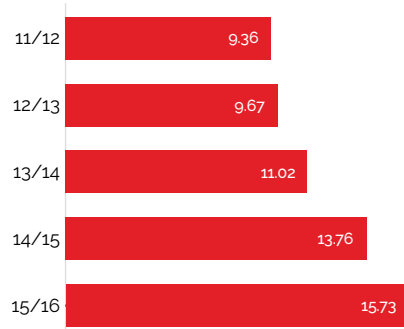
Some highlights of our staff development programs for 2015/16 include:

- running Certificates III and IV in Operational Works and Civil Construction for 18 operations staff over two years
- rollout of the SafeHold Electronic Incident Management System Training
- running a tertiary sponsorship program contributing funds to employees wanting to undertake further study
- running a mentoring program for staff
- conducting Top Team Alignment and Emotional Intelligence workshops for Asset Services and Project Development Departments
- running Coping with Change programs for staff; and
- conducting leadership team programs.

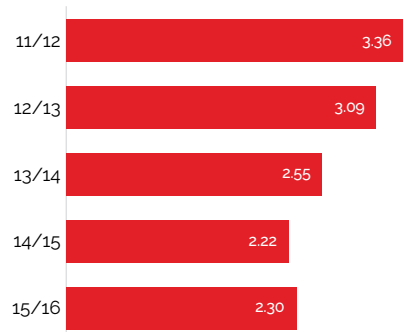
In 2015/16 a total of 7,814 labour hours was spent on training courses and attending conferences and seminars, not including tertiary-sponsored studies. Training was undertaken across a wide range of areas, from operational indoor and outdoor staff training, to management and leadership programs, team building programs, communication programs, corporate systems training, mandatory WHS and regulatory/governance training, as well as attendance at conferences and seminars.

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

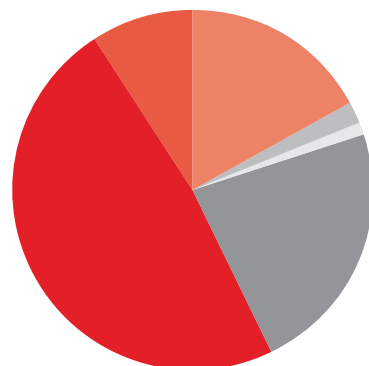
## STAFF TURNOVER %



## PERCENTAGE OF TOTAL STAFF SALARY AND WAGES SPENT ON TRAINING AND DEVELOPMENT (%)



## COURSE CATEGORY



- 48% Operational-Outdoor
- 23% Work Health & Safety
- 17% Seminars/Conferences
- 9% Operational-Indoor
- 2% Computers
- 1% Management



### **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.

Our revised and updated EEO Management Plan focuses 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.

We are continuing to raise the level of staff awareness of, and participation in, 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.

Across the organisation, the proportion of women in management positions is currently at 35 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 231 for more information about our EEO activities for the year.

### **ENGAGED WITH OUR EMPLOYEES- WORK.LIFE.FIT. INITIATIVE**

In May 2016 the City of Ryde launched the Work.Life.Fit. program. This initiative included improvements in the areas of career development, health and well-being and flexibility.

We also provided a variety of health and well-being initiatives including Weightwatchers at Work, health checks, flu shots, fruit box deliveries, yoga classes, a Work.Life.Fit Expo and office exercise equipment.

### **PROVIDED WORK EXPERIENCE PLACEMENTS**

2015/16 saw the City of Ryde providing practical work experience across the organisation for 14 university and school students from a number of universities and local schools. 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.





# OUR HIGHLIGHTS (CONTINUED)

## MANAGED RISK PROACTIVELY

We continued to proactively manage risk throughout our business in 2015/16. 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.

The ongoing reviews of our risk protocols are closely managed by the Risk Review Group (RRG). Our activities in 2015/16 included a continued focus on the development and review of key components of the Enterprise Risk Management model. This includes ongoing analysis and collaboration with the proposed merger Councils to identify and review common and individual risks. This will include establishing the Risk Appetite and Thresholds for the new entity.

Another key ongoing activity is our Business Continuity Plan (BCP). In 2015/16 we conducted training and scenario testing, which involved the Executive Team, Managers and Senior Coordinators. Following their input, improvements to the BCP were made, and members of the organisation advised accordingly. As the BCP is a critical activity the essential ongoing review will include the relocation to the North Ryde Office and the alternative emergency sites that are now available as a result of our move.

We completed our Work Health and Safety framework, had more training across all Directorates in electronic incident reporting and updated 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 2015/16 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.



### 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.

During the 2015/16 year Internal Audit continued to develop its use of both data mining/analysis (IDEA Software) and automated working papers, which will continue during 2016/17. 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:

- Major events
- Environment Protection Authority (EPA) reporting (Porters Creek)
- EDRMS (Records Management) applications review
- Petty cash security
- Stores petty cash misappropriation investigation
- Petty cash check – splitting purchases
- IT assets verification
- Accounts Payable Investigation (Procurement Audit)
- ICAC Botany Bay Council Investigation – preliminary implications for City of Ryde
- Updates resulting from the Internal Audit Quality Assessment Project (Internal Audit Manual).

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

- Tender process review
- Procurement checks (monthly)
- Payroll checks (monthly)
- KPI Corporate Reporting (quarterly)
- RMS Drives 24
- Petty cash and cash holdings count
- Attendance – stores physical stocktake, and
- Preparation of Audit and Risk Committee Meetings (quarterly).

Our 2016/17 Internal Audit Plan will focus on conducting audit reviews in the following proposed key areas:

- Work, Health and Safety
- Grants; and
- Assets Unit – restorations.

### External Audit

The external auditors primarily provide an assurance that our financial statements reflect our financial position at the end of the financial year.

The external auditors:

- Test a sample of Council's internal controls
- Observe processes being performed
- Make enquiries of key staff within Council
- Examine financial and accounting records and other documents and tangible assets
- Obtain written confirmation of certain items, and
- Review Internal Audit Reports and Recommendations.

### 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
- Ongoing development and updating of our Business Continuity Plan, and
- Ongoing monitoring and review of our Enterprise Risk Management Plan.

### Improved procurement practices

During 2015/16 we instigated 77 formal procurement processes made up of 53 Requests for Quotations, 14 Requests for Tenders, four Requests for Fee Proposals and six Expressions of Interest. 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.

Other initiatives undertaken in the 2015/16 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)

## 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 foster a consultative approach between management, employees and others who work for the City of Ryde.

## CONSULTED EMPLOYEES

Our main consultative mechanism on health and safety remains the Health and Safety Committee (HSC). During 2015/16 there were 10 employee representatives on the HSC. However, during 2016 a number of employee representatives left Council. In the forthcoming nominations/elections in September 2016, we are moving to a combination of Health and Safety Representatives (HSR) and the HSC, where HSR may not necessarily sit on the HSC. This increases the representation for workers in Council.

## COMPLETED OUR ANNUAL SELF-ASSESSMENT

The annual 2015/16 WHS self-assessment was completed in August 2016. It is anticipated that a \$60,000 rebate from our workers compensation insurer will be paid for completing this assessment and accompanying report.

## PROVIDED WHS TRAINING

This year 351 staff participated in various aspects of WHS training or related seminars, a reduction from 484 staff in 2014/15.

## PROMOTED WHS

Newsletters specifically produced for indoor staff and one for our outdoor staff continued to be sent to staff in 2015/16. Common to 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, an employee interview, and a team who are photographed explaining how 'We Stay Safe By...'

## REPORTED INCIDENTS ELECTRONICALLY

Following collaboration with other councils that use electronic incident reporting, we completed the replacement of our paper-based incident reporting system with an electronic system. 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.

The system has been taken up both within outdoor and indoor work environments. During the year, there was an increase in reports from the two previous years and it is yet to be determined if the electronic system had an impact on this increase. However, the system is very easy to use, with staff commenting that the program is 'self-explanatory', 'very easy', 'first go was a bit daunting, but not hard' and 'straightforward'.

## ATTENDED EXTERNAL WHS MEETINGS

The WHS Coordinator from the City of Ryde attends two external WHS meetings – Council Safe and the Sydney Metropolitan WHS Group (Metro Group) – every quarter.

Council Safe consists of regional councils, Local Government NSW and representatives from State Government bodies such as Roads and Maritime Services, Public Works and SafeWork NSW, as well as a representative from the United Services Union. Our WHS Coordinator 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

With our focus on continual improvement, the WHS Policy, WHS Management System and related procedures were reviewed by an expert consultancy group to ensure our framework is up to date. Risk assessments across Council were also reviewed by the same consultant, with input from relevant management and staff.

The Health and Safety Committee are provided with procedures for their review and input to fulfil our obligations on consultation, within our WHS Policy and procedures framework.

A number of other procedures have been identified to be developed throughout 2016/17.

## PROVIDED ASSISTANCE TO EMPLOYEES

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 21 employee contacts with our EAP provider over the year, noting all contacts are confidential.



### HELD HEARING TESTS

In November 2015, our outdoor staff attended audiometric tests across four days. These were conducted on-site by trained and experienced staff. More than 120 staff attended the program.

### INDUCTED STAFF INTO NEW PREMISES

In May 2016, we moved into a new building. Prior to moving, staff members were provided with inductions to the site. This included an orientation of the building, emergency evacuation information including alarm tones, a description of the elements of the fire detection system such as sprinklers, red break-glass alarms and the location of first-aid kits, defibrillator and the first-aid room.

Posters of emergency wardens and first-aiders were updated and placed in key areas in the building. Additionally, before the move, we had our fire and emergency consultant provide an information session to wardens about the building and its location adjacent to natural bushland, which may present bushfire risks over the warmer months of the year. Through significant planning and the equipment provided to staff to help them pack and unpack their items for the move, no muscular injuries were reported from the more than 100 staff involved.

### INTERACTED WITH WORKCOVER

During 2015/16, there were five main interactions between the City of Ryde and SafeWork NSW:

1. 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. SafeWork NSW was advised at the time, due to its classification 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. Over the course of the financial year, we maintained in contact with an inspector at SafeWork, as there were two improvement notices issued in October 2015. These were complied with in June 2016.
2. In September 2015 and ongoing through 2015/16 and beyond, we will continue to participate in a pilot program known as 'PERforM'. This program identifies hazardous manual tasks and assesses and implements safety measures to reduce the occurrence of severe musculoskeletal injuries. This is a recognised program developed in Queensland. The project required significant preparation work between SafeWork NSW representatives and the City of Ryde.

Five workers were trained as PERforM Facilitators by SafeWork NSW to undertake the assessments. A PERforM work group has been set up consisting of facilitators, two management staff who are also part of the Plant Committee, staff from Risk and Insurance and the Field Safety Officer from our Operations Department.

The program has seen changes in some hazardous manual tasks with the use of mechanical aids replacing team lifts previously undertaken by two or more people. A number of other assessments are scheduled to be undertaken by the facilitators, while in the future the PERforM program is expected to be rolled out across different areas of the organisation where there are hazardous manual tasks. This will help reduce our muscular injury incidence rate while also meeting our legislative requirement to undertake assessments where hazardous manual tasks are identified. The changes made so far not only reduce muscular injury risks, but also improve production outcomes by reducing the need for other workers to help in team lifts.

3. In December 2015, a SafeWork NSW Inspector was invited to one of our Health and Safety Committee (HSC) meetings. The Inspector provided information on working in heat and expanding the representation of Health and Safety Representatives (HSRs) beyond the HSC. The members were agreeable to the proposal.
4. The City of Ryde participated in the making of a SafeWork NSW video in December 2015 on working in extreme heat. A number of passive park staff and workshop staff participated in the video, which was released in February 2016 on the SafeWork NSW website.
5. With the rollout of the Global Harmonised System (GHS) for chemical labelling fast approaching, two representatives from SafeWork NSW provided an information session on the requirements for the GHS that needs to be in place by January 2017. Key staff from the City of Ryde, Lane Cove and Hunter's Hill Councils attended the session.



# OUR HIGHLIGHTS (CONTINUED)

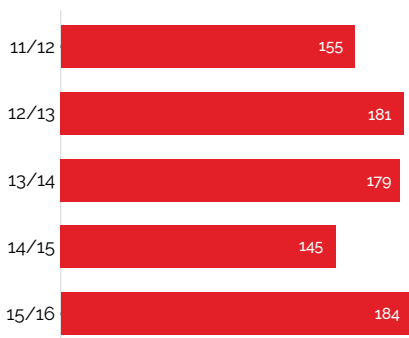
## REPORTED WORKPLACE INCIDENTS

As shown in the chart below, the total number of incident reports in 2015/16 was 184, compared with 145 in 2014/15.

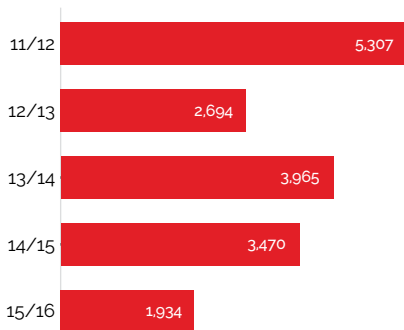
There was an increase in hazard/near miss reporting with 24 near misses reported and 10 hazard reports compared with a total of 14 near misses and 10 hazards the previous year.

The City of Ryde continues to view hazard and near miss reporting as a positive means of reducing the potential for injuries. In addition, there was a slight increase in reported first-aid injuries with 21 reports compared with 19 for the previous year.

## INCIDENT AND INJURY REPORTS 2011-2016

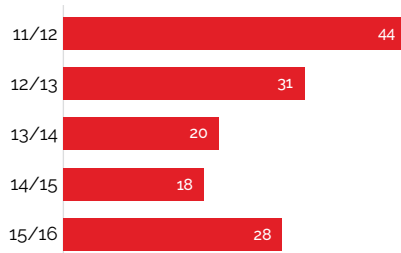


## LOST TIME IN HOURS DUE TO INJURY<sup>1</sup>



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

## WORKERS COMPENSATION CLAIMS 2011-16

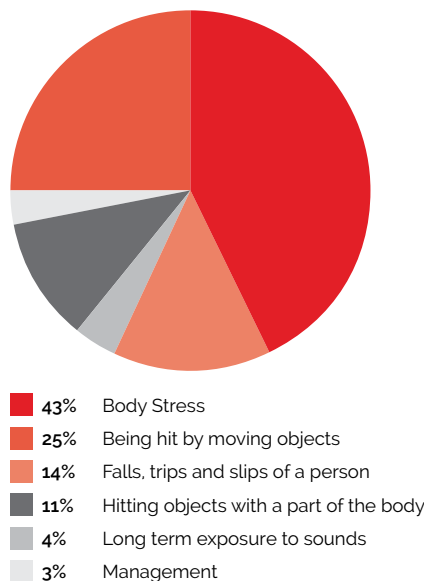


The above chart indicates the lost time hours has decreased by 1,536 hours. This is half the lost time from the previous year.

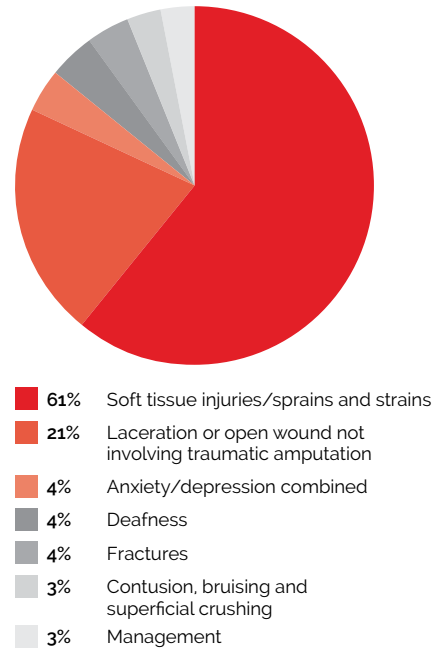
The chart below shows that in 2015/16 there were 28 workers compensation claims, an increase of 10 claims from 2014/15. Although there has been an increase in claims, there has been a substantial decrease in lost time.

The charts below show the mechanism of injuries and nature of injuries recorded by the City of Ryde in 2015/16.

## MECHANISM OF INJURY



## NATURE OF INJURY 2015/2016



Soft tissue injuries/sprains/strains continue to account for the largest number of claims. The percentage remains the same to 2014/15–61 percent. Lacerations or open wounds not involving traumatic amputation is the second largest category at 21 percent; this is an increase of 10 percent from 2014/15. Hernias have decreased by 8 percent, while contusion, bruising and superficial crushing injuries have also decreased by 2 percent over the same period. Fractures were not represented in 2014/15 but made up 4 percent of injuries in 2015/16.



Received the RH Dougherty Award for  
excellence in communication for SRV campaign



















# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2015/16

The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.



Program/projects	Status	Comment
<b>Property Portfolio program</b>		
Civic Centre Essential Renewal		
Commercial Buildings Renewal		
Corporate Buildings Renewal		
Development of 33-35 Blaxland Road Ryde (Argyle Centre)		
Development of 742-747 Victoria Road (Battery World Site)		
Operational Buildings Renewal		
Property Strategy Plan		
<b>Customer and Community Relations program</b>		
Community forums		
<b>Internal Corporate Services program</b>		
CSO Reporting Systemisation		Carried over to 2016/17.
Fit for the Future		
Fit for the Future Action Plan Implementation		
Fit for the Future Strategic Asset Management Capability		
Information Technology Renewals		Civic Centre office and data centre relocated to North Ryde Office. Payment gateway/ portal implementation delayed due to CFO resignation. Health & Building Inspectors' mobility application development delayed due to technical issues.
Plant and Fleet Purchases		
Works and Assets System Manual		
TechOne Enhancements		Further Tech One enhancements are pending the appointment of CFO and the results of amalgamation.

## Measuring our performance

**TARGET MET**



4

**ACTION  
REQUIRED**



4

Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
<b>Governance and Civic program</b>				
Number of known breaches of statutory/ council policy requirements	0	<=0	0	
% of Councillor requests responded to within agreed service standard	85%	>=90%	84%	
% of Councillor satisfaction with the quality of responses provided by the helpdesk	75%	>=80%	N/A	2015/16 result not available.
<b>Customer and Community Relations program</b>				
% customer satisfaction with the service provided at the Customer Service Centre	90%	>=80%	89%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	91%	>=80%	N/A	2015/16 result not available.
% of calls to the Customer Call Centre resolved at the first point of contact	81%	>=85%	75%	
<b>Internal Corporate Services program</b>				
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market)–BBSW)	1.09%	>=0.85%	1.03%	
% of annual capital works program completed	88%	85%	89%	





Signing of the JRA MOU by all three Mayors



# SERVING OUR COMMUNITY

Throughout the State Government's Local Government reform program to amalgamate Councils, we have extensively consulted with our community. At every stage our community has provided strong feedback relating to retaining the City of Ryde's identity and opposing any forced amalgamations with adjoining Councils. The City of Ryde has reinforced this position in every submission it has made on the matter.

We have allocated considerable resources to maintaining and improving sustainable waste services, roads, footpaths and cycleways, drainage, open space, sports, community and cultural facilities, as well as planning to deliver essential new infrastructure.

Internally, we have been driven by innovation, sustainability and leading-edge local government practices and made them central to the way our organisation responds to the aspirations of our community.

# LOOKING AHEAD

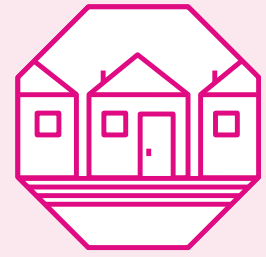
In 2016/17 we have the following projects planned:

- Renewing information technology
- Developing an innovation fund
- Purchasing plant and fleet
- Fitting out new offices in North Ryde and Top Ryde
- Renewing operational and corporate buildings
- Further investigation into developing buildings at 741 Victoria Road and 33-35 Blaxland Road
- Hosting community forums
- Delivering a substantial Capital Works Program, including infrastructure renewal projects, funded from the Special Rate Variation (SRV).





Church Street, Ryde



## 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.

### 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

In 2015/16 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:

## APPROVED DWELLINGS AND COMMERCIAL PREMISES

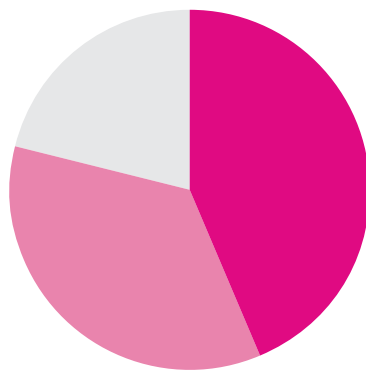
The first significant increase in the development sector since the 2006/07 Global Financial Crisis occurred in 2013/14 with a 25.5 percent surge from the previous year. This was also sustained in the 2014/15 financial year with a 22 percent increase in the value of development applications determined. This financial year has seen a manifold increase in the development sector with substantial growth in the approved dwelling numbers and commercial floor space compared with earlier years. This has resulted in an estimated \$1.5 billion of approved development for 2015/16, an increase of 175 percent from 2014/15, and equates to a total of 4,446 dwellings and over 70,016m<sup>2</sup> of commercial floor space.

The City of Ryde's Assessment Department has determined 5 percent more applications in general than in the previous year—a total of 839 Development and Section 96 applications, compared with 799 in 2014/15.

The Assessment Department is currently processing a further \$1.5 billion worth of development throughout the City, both residential and commercial, representing sustained growth, improved housing choice and future employment opportunities for our community.

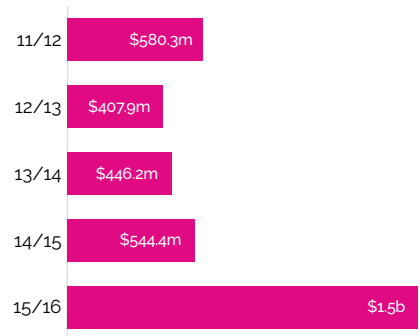
Throughout this period of growth the Assessment Team has continued to provide value to the community. In 2015/16 the mean number processed per person was 87.2 (up from 84.1) and we have consistently determined more applications per officer compared with the average for similarly sized (Group 3) councils (the Group 3 average for 2014/15 was 59). We have also achieved lower mean gross DA determination times against the other Group 3 Council averages. Our results for residential alterations and additions, new single dwellings and commercial/retail have all been lower than the other Group 3 Councils.

## NEW DWELLINGS APPROVED

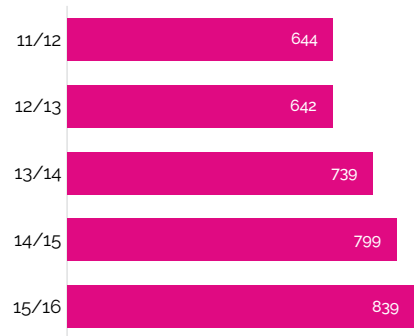


- 240 Residential
- 195 Single new dwelling
- 115 Commercial, retail, office

## VALUE OF DEVELOPMENT APPLICATIONS DETERMINED

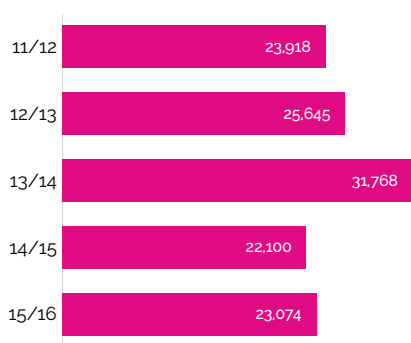


## NUMBER OF APPLICATIONS DETERMINED





### NUMBER OF DA-RELATED ENQUIRIES RECEIVED



### SUPPORTED AFFORDABLE HOUSING

With housing affordability becoming increasingly challenging for many in the City of Ryde, we developed an Affordable Housing Policy in 2015.

The Draft Affordable Housing Policy was adopted by Council in April 2016. Recommendations include amending the Ryde Local Environmental Plan 2014 to include affordable housing provisions and inviting Lane Cove and Hunter's Hill Councils to participate in expanding the Affordable Housing Policy to address affordable and key worker housing within their local government areas.

### ADDED DELLINA PALM COTTAGE TO THE HERITAGE SCHEDULE

Following a development application to demolish Dellina Palm Cottage, a significant Federation-style dwelling at 87 Bowden Street, Council stepped in to formally list the home as a Heritage Item.

The action follows intervention by the Mayor, which resulted in an Interim Heritage Order being gazetted on the property in February 2016.

The move is in response to concerns over the loss of local heritage, and will not only save the structure, but also the architecture and layers of information and stories of those who have lived here before us that make our City a vital and enviable place to live.

### UPGRADED NEIGHBOURHOOD CENTRES

Sager Place works were completed in mid-September 2015 and included the installation of new paving, street furnishings, bike racks, landscaping, signage and other infrastructure upgrades. A playground upgrade was also completed at nearby Heatley Reserve, including a fenced playground with shadecloth and softfall. Work has also commenced to upgrade Allars St Denistone West, which will be completed in 2016/17.

### PLANTED TREES

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

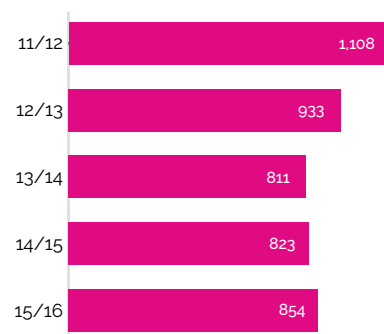
### INSPECTED FOOD PREMISES

As part of our continued focus on ensuring the community can purchase food safely, our staff inspected 854 food businesses this year.

We are also participating in the NSW Food Authority's Scores on Doors Program. The aim of the program is to enable participating food businesses that comply with food safety legislation to show off their good food safety record.

Under the program, Council officers use a standardised checklist to rate businesses during routine food safety inspections and businesses that receive good, very good or excellent ratings are issued a certificate with a complementary star rating to display on their premises. The program is open to businesses processing and selling potentially hazardous food for immediate consumption, including restaurants, cafes, takeaway food shops, bakeries, hotels and clubs. So far more than 50 businesses have signed up to the program.










### NUMBER OF FOOD PREMISES INSPECTED



# OUR HIGHLIGHTS (CONTINUED)












## How our planned projects progressed in 2015/16

The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED	
 2	 —	 —	 1	 —	 —	
Program/projects		Status	Comment			
<b>Centres and Neighbourhood program</b>						
Gladesville Clocktower Monument Conservation			Conservation works for the Gladesville Clock Tower are scheduled to follow completion of the adjoining development at Wharf Road. Drafting of a Conservation Management Plan has commenced and this plan will guide the ongoing conservation works required under the Voluntary Planning Agreement for the adjoining development.			
Neighbourhood Centre Renewal			Sagar Place was completed in early 2015/16, and scoping/design of Allars Street Centre followed. The commencement of works in Allars Street Centre was delayed due to resourcing and the project was not completed in 2015/16. Funds have been carried over into 2016/17 to allow for the completion of the works.			
<b>Open Space, Sport and Recreation program</b>						
Street Tree planting						

## Measuring our performance



Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
<b>Regulatory program</b>				
% applicants satisfied with City of Ryde's development assessment service	83%	74%	74%	
Total development value of approved development applications (in \$million—cumulative)	\$544.4 million	N/A	\$1.5 billion	
Mean number of DAs processed per person	99	>=57	87	
DA assessment time (days)—against the Group 3 benchmark (Mean Gross Assessment Time)	74	<= 95	74	
Mean gross DA determination times: Residential alterations and additions (against Group 3 Average)	60	<=77	74	
Mean gross DA determination times: Single new dwelling (against Group 3 Average)	72	<= 105	81	
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	86	<=91	81	
No. of DAs in each category—residential	211	N/A	240	
No. of DAs in each category—single new dwelling	166	N/A	195	
No. of DAs in each category—commercial, retail, office	104	N/A	115	
No. of food premises inspections	823	<=850	854	





Neighbourhood Centre renewal as Sager Place





## SERVING OUR COMMUNITY

While the last year has created uncertainty for our organisation and community we have prioritised and continued to deliver the fundamental services that our community expects. Our neighbourhood upgrade program injects economic and social vibrancy through the City's neighbourhood centres. We have continued to work on improving housing affordability across our City and are pursuing this using a range of measures.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

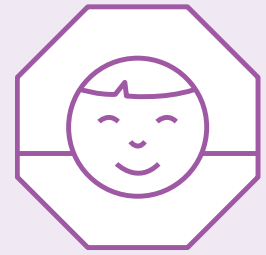
- Planting street trees
- Conserving Gladesville Clocktower monument
- Conserving Ryde Town Centre monuments
- Renewing neighbourhood centres
- Developing inclusionary zoning testing and analysis – affordable housing
- Developing an Affordable Housing Calculator
- Developing our Section 94 Contribution plan
- Developing a bushfire mapping system
- Updating open space plans of management and site master plans







Soccer teams at ELS Hall Park



## 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.

### 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 well-being
- To collaborate with our partners to encourage more people to lead healthy and active lives locally.

### GOAL TWO

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

#### STRATEGIES

- To provide services and facilities that 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

In 2015/16 we undertook a range of projects to enhance the wellbeing of our community. We:

## WORKED COLLABORATIVELY WITH THE COMMUNITY

The Go4Fun 10-week program is a preventative health initiative which is offered free of charge to the community. It is designed to specifically target families with children aged seven to 13 years of age who are above a healthy weight range (based on BMI calculations). In total, over 45 local families participated in the four programs. This program is delivered by NSW Health with support from the City of Ryde and is now hosted at the Ryde Aquatic Leisure Centre.

Live Life Get Active is a partnership program providing the community with access to free outdoor fitness and activity classes with lunchtime sessions in Macquarie Park and morning sessions in Blenheim Park and at the Royal Rehabilitation Centre. Sessions are held mid-week and include x-training, boxing and yoga.

The City of Ryde's Active in Ryde, Active Transport and Road Safety teams worked together with Connect (Macquarie Park + North Ryde) to conduct two new corporate cycling programs. The first was designed to help the local corporate community to 'Get Back On Your Bike' by improving their confidence and basic bike handling skills. The second program helped the local corporate community to build their cycle skills for commuting to work and using shared paths.

City of Ryde staff were provided with the opportunity to participate in health and wellbeing programs (on a user pays basis). In total there were 54 registered participants in four lunchtime yoga programs.

## KICKED GOALS WITH NEW ALL-WEATHER SPORTSFIELDS

The City of Ryde is delivering three new all-weather synthetic sports fields to keep pace with the growing demand on sports facilities and the need to provide all-weather playing and training surfaces for multiple sports codes.

The \$5.5 million upgrades will be undertaken at ELS Hall Park Field No 1 at North Ryde, and Fields 1 and 2 at Christie Park, Macquarie Park.

The upgrade responds to the short-term demand for fields, particularly for winter sport, through a combination of new all-weather surfaces, additional lighting and redesign to address the current over-use of grassed playing fields. This will ensure safe conditions for players and create a sustainable and long-lasting community facility.

The upgrades follow extensive analysis of the sites and consultation with sporting codes, residents and synthetic field experts to maximise the use of the sports fields. Work will commence on ELS Hall Park in September 2016. Work on Christie Park is scheduled to follow.

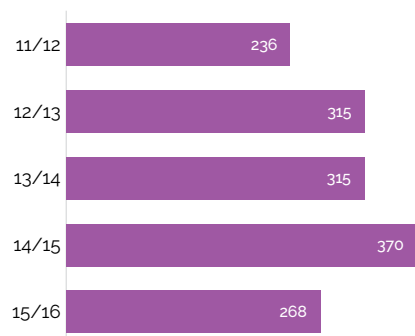
## UPGRADED OUR SPORTING FACILITIES

We continued our program of sportsfield renewals and upgrades, with new sportsfield lighting installed at Morrison Bay Park, while upgraded lighting was also installed at Ryde Park, Eastwood Oval and ELS Hall Park Field No1 to improve their functionality. Amenities upgrades were also undertaken at Marsfield Park, Tyagarah and Meadowbank Parks, while sportsfield renewal works were undertaken at Bremner Park.

## CELEBRATED VOLUNTEERS

Volunteering continues to play an important role the City of Ryde community. In 2015/16 Council referred 268 enquiries to volunteer organisations operating in the Ryde LGA. Sixty-seven percent of these referrals came from the CALD community who were seeking voluntary positions for a variety of reasons including: as a way of improving their English language skills, gaining local work experience, developing social networks to facilitate in their integration into the local community and as a way of contributing to their community.

## NUMBER OF VOLUNTEER REFERRALS





## 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. Active in Ryde programs included school holiday activities for kids, exercise programs for seniors and a number of other wellbeing programs.

### 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, guided walks and Surf Ryder sessions.

Go4Fun School Holiday sessions were held in Eastwood, North Ryde, Gladesville and Ryde. These free sessions are provided to help primary school-aged kids become fitter, healthier and happier. Different sports and activities are profiled 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 682 registered participants in eight sessions (an average of more than 85 children per session).

Furthermore, this is an inclusive program where culturally and linguistically diverse (CALD) communities are strongly encouraged to participate. Statistics indicate that approximately 80 percent of children participating in these sessions were from culturally and linguistically diverse families. The remaining 20 percent were from Australian backgrounds. This program is conducted with the support of NSW Health and the Community Migrant Resource Centre.

Skate and Scooter Clinics were held in Meadowbank 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 (such as skating, scooting, stopping, turning) and increase their confidence. In total there were 80 registered participants in five sessions.

The Active in Ryde program also included school holiday Surf Ryder sessions at the Ryde Aquatic Leisure Centre. With 11 sessions, this initiative encouraged 152 local children and teenagers to try the Surf Ryder facility.

Finally, in conjunction with AFL NSW/ACT we staged a school holiday AFL Feature Sport session in Eastwood. This culturally inclusive program saw 47 local children attend a fun and interactive introductory AFL session.

### PREVENTATIVE HEALTH EXERCISE PROGRAMS FOR SENIORS AND RETIREES

The Lift for Life program is a nine-week, low-cost exercise and resistance program for seniors and retirees. Each program is conducted outdoors twice a week in a small group. It is delivered by an accredited trainer and is specifically designed to help seniors at risk of diabetes or other chronic conditions improve their health. In total there were 126 registrations for the eight programs held in Marsfield and Meadowbank (an average of approximate 15 participants per program).

The Heartmoves program is a nine-week, low-cost, gentle exercise program for seniors and retirees. Each program is 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 136 registrations for eight programs held in Ryde (an average of 17 participants per program).

The Aquatic Exercise program is another nine-week, low-cost gentle exercise program for seniors and retirees. Conducted in an indoor pool, it is delivered by an accredited trainer and is specifically designed to be safe for seniors with stable long-term health conditions. In total there were 63 registrations for four programs held at the Ryde Aquatic Leisure Centre (an average of 15 participants per program).

### GUIDED WALKS

With over 200 hectares of natural areas and other open spaces throughout the City of Ryde, each year we invite our residents to join us on guided walks. These walks promote the local availability of natural areas and open spaces and promote active recreation and return visitations 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 walks in and around:

- Darvall Park and miniature steam train ride (school holiday program)
- NAIDOC Week at Glades Bay
- Buffalo Creek and Field of Mars Reserve
- National Biodiversity Month at Wallumatta Nature Reserve, along the banks of Kitty's Creek through Portius Park and Pryor Park
- Bird watching in the Field of Mars Reserve and promoting the Aussie Backyard Bird Count
- Family ferry and Ryde River Walk from Meadowbank, along the banks of the Parramatta River to Kissing Point Park
- Brush Farm Park and Brush Farm House
- Seniors Week at Banjo Paterson Park and Looking Glass Bay
- Buffalo Creek and tree planting in Burrows Park (school holiday program)
- Ryde Urban History Walk, linking with the 2016 Heritage Festival
- World Environment Day – Darvall Park Discovery, which included bilingual guided walks with translations into Mandarin, Cantonese and Korean.

A total of 580 registrations were received for guided walks during the year. The demand for the guided walks program continues to increase with the majority of the guided walks reaching full capacity well in advance of the scheduled date.

In addition, 519 registrations were received for the World Environment Day – Darvall Park Discovery event. This culturally inclusive event included a range of environmentally-focused activities, such as guided walks, tree planting, wildlife shows, information stalls, bush-themed face painting, story time and roaming entertainment.

Close collaboration with our Bushcare program when offering guided walks has enabled us to promote the valuable contribution the Bushcare program makes to the community.

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.



# OUR HIGHLIGHTS (CONTINUED)

## PROVIDED COMMUNITY GRANTS

In line with the City of Ryde's Community Grants Policy and Guidelines we committed and approved \$131,168 in community grants funding to eligible community groups for 2015/16.

This funding consisted of:

- \$14,750 under the Sport and Recreation category
- \$21,485 under the Seniors Grants category
- \$16,500 under the Events Grant category
- \$19,360 under the Emerging and Small Group category
- \$10,372 under the Capacity Building category
- \$48,701 under the Community Projects Grants category
- \$3,000 under the Small Grants category.

In addition to the community grants category funding, the City of Ryde was committed to providing historical grants funding to locally based community organisations, totalling \$80,000. In total we committed \$211,168 worth of Grant funding to the community.

As well as the grants funding program, the City of Ryde contributed \$20,500 in financial support and \$63,574 of in kind support (hall hire) to local community groups.

We are committed to building a stronger and more resilient community through the availability of a variety of Grant and Funding initiatives. From July 2017 local community organisations will be able to apply for an additional \$40,000 in historical grant funding as part of a Social Support Grant to address social disadvantage in the City. This means a total of \$120,000 will be made available to the organisations working in the local community.

More information can be found at [ryde.nsw.gov.au/grants](http://ryde.nsw.gov.au/grants)

## CONNECTED COMMUNITY MEMBERS WITH SERVICE ORGANISATIONS

In March 2016, the City of Ryde joined forces with Relationships Australia's Ryde Community Hub to present the annual Community Information Expo at Eastwood Plaza. Part of Harmony Week celebrations, the Information Expo is a celebration of inter-culturalism and community spirit.

The multi-lingual one-stop-shop provided information on local services available to residents and new migrants, on aged and home and community care, housing, education, volunteering, as well as family and legal services. It also showcased local talent, including community choirs, dance groups and more.

To cater to the more than 50 nationalities represented in the local community, information was made available in a number of community languages including English, Korean, Cantonese, Mandarin, Farsi and Tamil.

Over 44 local service providers, government and non-government, were promoted at the Expo including:

- Benevolent Society
- Community Migrant Resource Centre
- Christian Community Aid
- Ryde Family Services
- Ability Links NSW
- NSW Police Force
- Department of Human Services
- NSW Health
- NSW TAFE
- Local NGOs and charities.

Interpreters assisted community members to receive the information in their own languages. More than 1,000 people from different cultural backgrounds attended, and feedback from residents, service providers and staff was extremely positive.

## INFORMED OUR COMMUNITY ABOUT THE NATIONAL DISABILITY INSURANCE SCHEME

Between December 2015 and April 2016 we hosted four information sessions on the National Disability Insurance Scheme (NDIS). The first NDIS Information Session was held at the Civic Hall as part of the International Day of People with Disability celebrations and was attended by over 100 people, consisting of 75 participants and 27 service provider representatives from 13 local agencies.

Following the success of this session and based on the feedback obtained from the participants, a second NDIS Information Expo was hosted in partnership with Ryde Public School. This session received an overwhelming response from the service sector and the local community, with 239 attendees, including 179 community members and 60 service providers representing 25 local agencies. Further information sessions were also well attended, with 57 and 35 participants respectively.



### RAISED SAFETY AWARENESS

In 2014 there were 1,595 pedestrian casualties in NSW, 41 of these fatalities. 'Distracted...?', a pedestrian safety awareness campaign aimed at persuading people to put their heads up and their mobiles down while walking, ran throughout the year. The campaign 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 partnered with Ryde Local Area Command to deliver the Schools Drink Drive Awareness Program to five local high schools. The half-day workshop included presentations, activities and a session with Wheelchair Sports.

We also worked with the Eastwood Gladesville Liquor Accord to develop the Mobile Education Resource Centre (MERC)—a trailer fitted with computers, screens, interactive games and resources to educate the community on the risks of drink driving. The MERC has been to a number of community events and is a key part of the Schools Drink Drive Awareness Program.

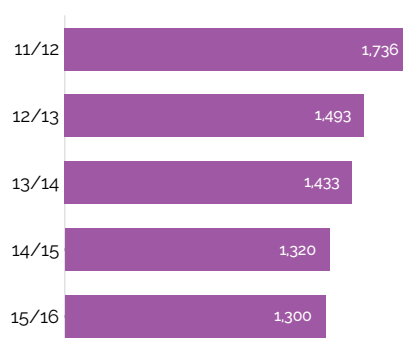
In addition we ran a series of safety programs including six low risk driving workshops for seniors (with two in Mandarin), three workshops for parents and supervisors of learner drivers, four pedestrian safety workshops for seniors, and four free child car seat checking days. We also delivered the Safety School Program at five schools to help keep our young children safe.

### IMMUNISED OUR COMMUNITY

The City of Ryde's Immunisation program assists local families to immunise children aged up to five years old.

The total number of children immunised at clinics this year was 1,300. The immunisation program also vaccinated approximately 240 Council staff with the Influenza vaccine in 2015/16.

#### CHILDREN IMMUNISED USING RYDE'S IMMUNISATION SERVICE



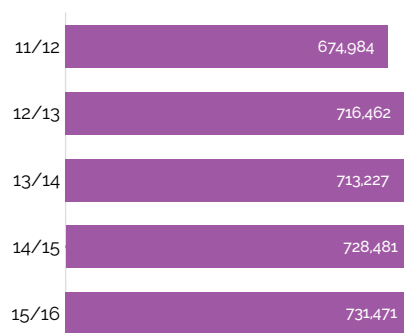
### RODE THE WAVES AT RALC

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. 6,790 people rode the waves in 2015/16. The total number of visitors to Ryde Aquatic Leisure Centre (RALC) in 2015/16 was 755,737, which was bolstered by swim school attendance and the Surf Ryder.

We continued to undertake a range of renewal projects to maintain the RALC at an optimum level. These included painting, electrical switchboard work, carpeting and tiling, replacement of a trolley jack, CCTV renewal, change room restoration, renewal of the landmark sign on Victoria Road and replacement of some eaves.

We have also continued working to reduce tap water usage from a high of 146.6 KL per day that is now down to 69.7 KL this year—a reduction of 52.5 percent through water recycling and rainwater harvesting initiatives.

### NUMBER OF VISITORS TO THE RYDE AQUATIC LEISURE CENTRE



### FOUND GIANT WOMBAT BONES IN A PARK

The science world was abuzz with the news that bones of a Diprotodon, also known as the Giant Wombat, had been 'uncovered' at a newly-built playground at Hardy Park in Buffalo Road, Ryde.

The fossilised dinosaur, which measured 3.5 metres from head to tail and weighed upwards of 3 tonnes, was made by Ryde Council while installing a new pocket playground at the popular neighbourhood park.

Along with the Dino-Dig site, there is a giant femur bone modelled into a seat, as well as slides, swings, climbing elements and a boardwalk through a grove of casuarinas.

Final touches, including a safety fence to protect the important archaeological site on busy Buffalo Road, were made prior to the park's opening in mid-March 2016.

The Hardy Park playground was one of eight playspaces to be upgraded during the year. The other playgrounds were:

- Melrose Park
- Gannan Park
- Dunbar Park
- Carrara Park
- Henri Dunant Park
- Watts Park
- Elouera Reserve Neighbourhood Park.



















# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2015/16









The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.



Program/projects	Status	Comment
<b>Open Space, Sport &amp; Recreation program</b>		
Active in Ryde Program Implementation		Ongoing program
Adventure Park upgrade		
Community Garden and nursery		
Dog off-leash park – ELS Hall Park		
Central Park, Waterloo Road		Council has secured funding for delivery of a new park on Waterloo Road. Land acquisition and preliminary design work is underway with community consultation on the name and final design is anticipated in early 2017.
Playground construction		
RALC Asset renewal		Upgrades to electrical switchboards and repainting works.
Sportsfield floodlighting		Project completion date amended to Q1 2016/17 due to unfavourable subsurface conditions. Lighting upgrade projects at Eastwood and Ryde Park are completed with ELS Hall Park Field #1 to be completed early Q1 2016/17.
Sportsfield renewal and upgrade works		Meadowbank Park project funds carried over for re-scoped projects, as per Council Resolution 26 April 2016. Meadowbank field drainage project was amended to a drainage, capping and irrigation project.
Sportsfield amenities renewal and upgrade works		
Synthetic Sports Surface action Plan		Work on the ELS Hall field #1 is scheduled to commence in September 2016.
<b>Library program</b>		
Community Buildings Renewals – Libraries		
Digital enhancement for Libraries		
<b>Community and Cultural program</b>		
Community Buildings Renewal		
<b>Traffic and Transport program</b>		
Road Safety Plan		

## Measuring our performance



Measure	2014/15 Result	2015/16 Target	2015/16 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	728,481	>=780,000	755,737	
No. of organised sport participants using Council's active open space areas	523,500	>=500,000	603,000	
<b>Community and Cultural program</b>				
No. of new clients using the home modification service	578	>=250	199	
No. of children immunised	1,321	>=1,424	1,300	
% capacity of leased halls booked (capacity based on 8 hour booking per day)	72%	>=60%	75%	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	52%	>=45%	50%	
% customers satisfied with road safety programs and workshops	95%	80%	92%	



Giant wombat bones in Hardy Park

## SERVING OUR COMMUNITY

We are continuing to support our community's wellbeing through our much loved Active in Ryde programs, as well as investing in the future with new playgrounds, and undertaking projects as diverse as lighting upgrades to drainage works and the installation of synthetic playing surfaces to meet the expectations of our growing community.

We have continued to invest in the RALC to ensure it remains a popular and profitable community facility as well as a wide range of other health, community and social services that support our population throughout the stages of their lives.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

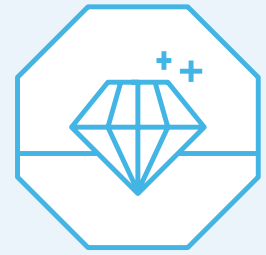
- Renewing community buildings
- Digitally enhancing our libraries
- Renewing our library buildings
- Implementing our Synthetic Sports Surface Action Plan
- Renewing and expanding sportsfield floodlighting
- Renewing and upgrading sportsfields
- Renewing and upgrading sportsground amenities
- Renewing and upgrading playgrounds
- Renewing assets at RALC
- Developing the Olympic Park Strategic Plan and Master Plan
- Improving and expanding our passive parks
- Investigating skate facilities







Ryde-China Business Forum in Macquarie Park



## 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.

### GOAL ONE

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

#### STRATEGIES

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

### 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 collocate jobs, transport and housing, 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 2015/16 we undertook a number of projects to enhance our City's prosperity. We:

## BREATHED NEW LIFE INTO EASTWOOD

Following extensive community consultation, works commenced in late 2015 and include the construction of a centre median strip on which multi-function poles will be installed and trees planted, resurfaced footpaths, more seating and bins, and the undergrounding of electrical wires and other services.

A gateway public artwork is also planned for the corner of Rowe St and Blaxland Rd. Drawing inspiration from the Granny Smith apple peel design, it will feature the word 'Eastwood' and a sculptural lightweight metal wall weaving through a row of trees.

Other activities undertaken in Eastwood this year included improved lighting and the installation of CCTVs in the Glen Street carpark, and improved safety measures in Glen Reserve aimed at reducing antisocial behaviour.

## FINALISED OUR VOLUNTARY PLANNING POLICY

In July 2015, Council adopted the City of Ryde Voluntary Planning Agreements Policy and Procedures, which provide guidelines both for Council and for developers to effectively negotiate and prepare a Voluntary Planning Agreement (VPA). A VPA is an agreement between Council and a developer ensuring appropriate infrastructure and public benefits are provided to support new developments.

The new policy aims to:

- establish a fair, transparent and accountable framework governing the use of Planning Agreements by the City of Ryde
- give development stakeholders greater involvement in the type, standard and location of public facilities and other public benefits; and
- adopt innovative and flexible approaches to the provision of infrastructure and other public benefits in a manner that is consistent with Council's strategic and infrastructure plans.

## HOSTED SMALL BUSINESS SEPTEMBER AND THE RYDE JOBS 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 local residents.

To help support the small business community we partnered with Northern Sydney Institute of TAFE and the Ryde Business Forum to host Small Business September. It featured 14 free events including issues as diverse as WHS and Workers Compensation for Small Business, to e-Marketing and How to Prepare Press Releases, Accounting for Small Business, How to Prepare a Budget and Managing Cash Flow, and Selling Your Products Online and B-Pay Payment Gateways, among many others. Twenty-nine people graduated from these courses.

Ryde Jobs and Skills Expo was held during National Skills Week in August 2015 to provide information for job seekers and small business owners on vocational training and employment opportunities. The free event, which was attended by 150 people, is similar to other careers expos with stallholders and workshops throughout the day. We hosted this event in partnership with Department of Human Services, TAFE NSW, Macquarie Community College, Salvation Army Employment Plus, and Ryde Business Forum.

## HELD THE RYDE-CHINA BUSINESS FORUM

In November 2015 we hosted the Ryde China Business Forum, in partnership with the Austrade, Macquarie University and Ryde Business Forum. The event showcased the City of Ryde economy, with a particular focus on Macquarie Park—Australia's fastest growing business precinct over the last 10 years—and included a tour of Macquarie University, the Australian Hearing Hub, Cochlear and Optus.

## ENJOYED THE EASTWOOD NIGHT MARKETS

In May 2016 we launched the Eastwood night markets as part of plans to reinvigorate the Eastwood Town Centre. Held every Saturday night, food stalls serve everything from noodles to pop cakes, as well as Turkish delights and Japanese-style treats, plus fashion bargains, jewellery, chips, toys and roving entertainment including children's activities and free face painting.





Eastwood Night Markets










# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2015/16

The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.



Program/projects	Status	Comment
<b>Centres and Neighbourhoods program</b>		
Shared path signage		
Street tree planting in Byfield Street Macquarie Park		Progress on the Byfield footpath renewal and tree planting were delayed due to a change in project scope arising from development activity in the street.
Town Centre Upgrade Renewal		Works on Rowe Street continue and are on track for completion within Q1 2016/17.
<b>Land Use Planning program</b>		
Transport Management Association		
<b>Economic Development program</b>		
Centres Activation Program (Town and Neighbourhood Centres)		
Economic Development Plan implementation		
Implementation of the Macquarie Park Master Plan		TedX and promotion of the Macquarie Park prospectus delivered on schedule.

## 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.



Ryde Jobs and Skills Expo August 2015



Hon Victor Dominello and Mayor Laxale  
at Ryde-China Business Forum



## SERVING OUR COMMUNITY

Although the proposed amalgamation has brought uncertainty, we have continued to support local businesses through the implementation of the Economic Development Plan, Macquarie Park Marketing Plan and our Centres Activation Program. We have also hosted Business Bootcamps, an online directory, websites, a business eNewsletter, awards, and surveys as well as employment and development programs, that will help ensure the outlook for the City of Ryde's businesses continues to be positive.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

- Implementing our Economic Development Plan
- Activating town and neighbourhood centres
- Supporting a Macquarie-Ryde Futures PhD in urban planning (Macquarie Park)
- Supporting a Macquarie-Ryde Futures PhD in social inclusion and building resilience
- Embellishing planting along Waterloo Road
- Enhancing West Ryde Plaza
- Upgrading and renewing town centres
- Implementing the Macquarie Park Marketing Plan
- Upgrading public domain along Lane Cove Road (east)
- Supporting the Transport Management Association for Macquarie Park
- Installing multi function poles in Macquarie Park







New waste branding



## 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.

### 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

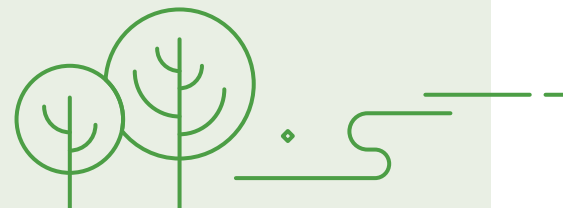
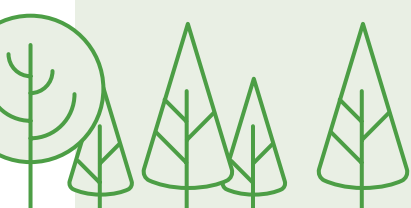
- To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development
- To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.

### 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.



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# OUR HIGHLIGHTS

In 2015/16 we undertook a number of projects to improve the environment in our City. We:

## COUNTED BACKYARD BIRDS

Local residents participated in the Aussie Backyard Bird Count in October 2015, encouraged by the Active in Ryde Program and Bushcare. This citizen science project helped to record over 1,000,000 bird sightings across Australia. We helped contribute to this with 113 local residents taking part in the surveys, and helping to spot a total of 3,152 individual birds across 81 different species. Our three most common bird species reflected the rest of the nation, with the Rainbow Lorikeet taking out the number-one spot (865 local sightings).

Two of the country's most vulnerable birds, the Powerful Owl and the Brown Treecreeper, were spotted in the Ryde area, as was the endangered Australasian Bittern. These sightings, along with those from our Bushcare volunteers help to provide a snapshot of the diversity of bird species in the area and complement our more formal fauna surveys.

## RESTORED BLUE GUM HIGH FOREST IN DENISTONE AND DARVALL PARKS

The City of Ryde had previously received grant funding from the Greater Sydney Local Land Services (GSLLS) to help restore Blue Gum High Forest in Darvall and Denistone Parks. As part of the project we removed noxious weeds and undertook bush regeneration works in both parks. We also provided educational signage for park users, praising the achievements of volunteers and community who have worked in the park for many years, and educating visitors about the critically endangered community that exists on the site. We hosted an event in Denistone Park, a popular recreation spot favoured by bike riders and bush walkers, to discuss the significance of the site with park users and gather feedback for future planning to protect the park.

To celebrate World Environment Day we hosted an event in Darvall Park. The day included Council and community stalls promoting sustainability and environmental awareness. Five planting sessions also gave our community the opportunity to experience bushcare and to learn about the Blue Gum High Forest community. A total of 523 registrations were received and all five guided walk and tree planting sessions were fully booked out well in advance.

## INSTALLED SOLAR PANELS IN NORTH RYDE LIBRARY

We continued our energy reduction initiatives by installing 126 solar panels on North Ryde Library. The panels use the latest solar monitoring technology and are helping reduce greenhouse gas emissions by over 1,900kg each month. The project also provides opportunity for the community to visit the library and interact with the system via an online portal.

## PROMOTED SUSTAINABLE CORPORATE TRANSPORT

To help achieve our goal of enhancing sustainable transport across our community, we hosted cycling and bike safety skills sessions for the local corporate community to promote using sustainable transport options. The sessions included Getting Back On Your Bike for safely building riding confidence and Cycle Skills for Shared Paths and Commuting to Work. Participants were provided with an overview on trip planning and practical tips for commuting to work.

## IMPROVED BRUSH FARM PARK

Significant improvements at Brush Farm Park have been made with the long-awaited installation of steps and wayfinding signage to improve access, usage and enjoyment of the park. Old timber steps were replaced with sturdy fibre-mesh steps to create safer access, address erosion concerns, reduce ongoing maintenance and impacts on the native vegetation in the park.

The signage, the first of its kind in the park, has improved the network of walking trails through Brush Farm Park and into Lambert Park and has created a loop track so visitors can enjoy the best the park has to offer. The signage also recognises the natural and heritage values of the park, including the presence of two endangered ecological communities and its history as part of Gregory Blaxland's Brush Farm Estate (c1820).

## HELPED MAKE PARRAMATTA RIVER SWIMMABLE BY 2025

We continue to actively contribute as a partner to the Make Parramatta Swimmable Campaign. Our stormwater improvement works, waterway education campaigns and volunteer foreshore clean ups helped educate the community about the campaign and improved waterway health. In 2015/16 the community voted on their favourite potential swimming sites and in 2016 Council agreed to support water quality monitoring at the three chosen locations (Meadowbank, Kissing Point Park and Putney Park).



### IMPROVED WATER QUALITY AND RIPARIAN AREAS ALONG TERRY'S CREEK

In 2014 we received \$100,000 grant funding from the Office of Environment and Heritage to improve several sections along Terry's Creek. Works including litter and other pollution reduction, bank stabilisation and erosion control, as well as riparian planting and habitat restoration works, were completed in January 2016.

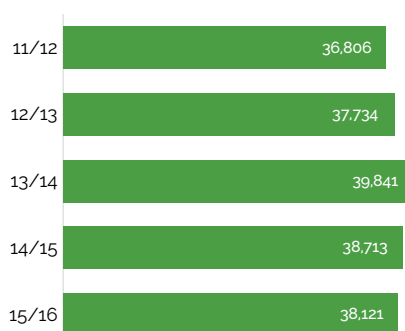
Following the grant works in Terry's Creek, the City of Ryde provided further water quality improvement funding to undertake an extensive restoration project along the severely degraded Jim Walsh Park creekline. Works included removing noxious weeds choking the creek, the construction of restorative rock riffles to provide aeration to otherwise stagnant water and riparian planting to further support water quality and habitat outcomes.

### KEPT OUR EMISSIONS IN CHECK

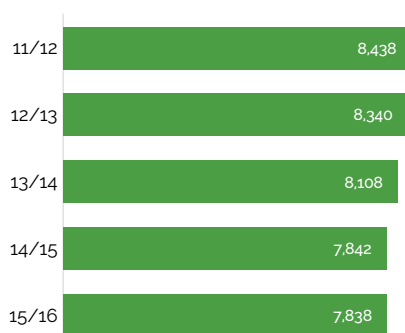
We have continued to identify strategic energy saving opportunities. This year we completed a number of lighting upgrades, including the installation of energy efficient LEDs at our Civic Centre and North Ryde Library, installation of solar panels at North Ryde Library and the installation of a building management system at the Operations Centre, Ryde Planning and Business Centre and various libraries.

Our total energy use (excluding street lighting) for 2015/16 is 38,121 GJ. This represents a one percent increase over the 2003/04 baseline of 37,744 GJ, despite the growth in various facilities such as the new surf attraction at the RALC and the organisation moving its headquarters to North Ryde in May 2016.

### ENERGY CONSUMED (GJ) (EXCLUDING STREET LIGHTING)



### GREENHOUSE GAS EMISSIONS TCO<sub>2</sub>-E (EXCLUDING STREETLIGHTING)<sup>1</sup>



<sup>1</sup> Energy emissions from electricity, mains gas and fleet

This financial year our scope one and two\* greenhouse gas emissions were less than one percent below the 2014/15 financial year. This decrease was mainly due to lighting upgrades at the different facilities and improvements in building operations. In 2015/16 – 100 percent of our light fleet and plant fleet meet Euro 4 or above emission standards. Bio-diesel usage was discontinued in 2014/15 due to related ongoing maintenance issues.

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





# OUR HIGHLIGHTS (CONTINUED)

## CONTINUED OUR FOCUS 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.

This multi-year project involved extensive stakeholder and community consultation and resulted in a comprehensive set of recommended activities and actions that will guide the management of stormwater quality throughout the LGA.

Our stormwater pit replacement and renewal program continued, with 39 pits replaced and 30 pits repaired. 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 517 metres of stormwater pipe being replaced and renewed across the City during 2015/16.

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 \$220,000 to install a gross pollutant trap (GPT) in Bill Mitchell Park to capture pollutants entering the Parramatta River and to undertake an anti littering waste education program, undertaken in the Gladesville catchment.

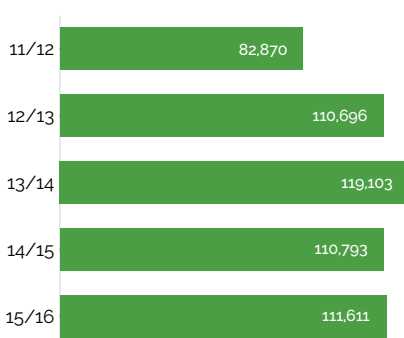
## CUT WATER CONSUMPTION DESPITE INCREASING DEMAND

During 2015/16 our water consumption increased by one percent from 2014/15 levels. This is a relatively small increase despite the introduction of significant new infrastructure such as the RALC Surf Ryder facility. While we did not meet our water reduction target (which is a 10 percent reduction from 2003/04) we are currently only two percent below, and 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.

Water conservation measures undertaken in 2015/16 include installing irrigation management systems at Waterloo Park Marsfield and Eastwood Ovals; irrigation upgrades at Christie and Peel Parks and synthetic playing surfaces at ELS Hall Park and Christie Parks. Additional metering and quicker response to leaks from meter alerts has also assisted in reducing consumption.

### TOTAL CONSUMPTION OF WATER BY THE CITY OF RYDE (KL)



## 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 2015/16, 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
- SecondHand Saturday Garage Sale Program to encourage residents to sell unwanted furniture
- The annual Household Chemical CleanOut, coordinated in conjunction with the EPA, which collected over 45 tonnes of hazardous materials from 1,203 vehicles at the Meadowbank Netball Courts site on 17 April 2016
- We continued to provide the community with waste tours to the recycling processing plant and the landfill site to understand how waste is managed and diverted.



In May 2015 we entered into a new domestic waste collection contract and several improvements were made as a result of this change. The introduction of the new at-call Household Cleanup collection was well received by the community with the streets of Ryde being a lot cleaner and the incidence of illegal dumping dropping significantly owing to easier monitoring.

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 is being used to promote the City's Waste Management Strategy throughout all waste communication and educational campaigns.

A smaller 80L waste bin was also introduced to encourage residents to reduce the amount of waste, with a financial reward for resizing their waste bin.

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.
- **Through the Ryde Environmental Educators Network (REEN)** local preschools continued to be provided with waste education materials, workshops and information sessions to assist them in educating students on the four Rs (Refuse, Reduce, Reuse and Recycle). This program has expanded to include composting and garden based workshops.
- **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 195 artwork submissions of which around 80 were selected for exhibition.

Waste education is a great tool to assist with recycling and minimising waste throughout the City of Ryde. During 2015/16 the City of Ryde's waste department coordinated, developed and delivered a suite of workshops to address key waste issues to the local community, including the following.

- **A litter reduction education campaign** was carried out in conjunction with the Gladesville Catchment Litter Prevention Campaign to raise awareness of the issue of litter entering our waterways. Car litter bags and other resources were distributed with a large mural painted on a wall in Trim Place, Gladesville being the highlight of the campaign.
- **Your Waste Adventure:** Four waste tours were held to help participants to better understand what happens to their waste. The half-day tours started with an informative video on how a recycling facility works and followed by a visit to the Eastern Creek Landfill and the Visy Material Recycling Facility at Smithfield where residents can see what happens to their recyclables and how they are sorted.
- **Compost/worm farm demonstrations:** Two demonstrations were conducted at the local community garden and local nursery 'The Habitat', which provided information on constructing compost bins and worm farms and answered questions about maintenance. Together these will help minimise 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.
- **Promotion of the new At Call Household Cleanup** and reducing plastic bottles and increasing recycling awareness was the focus of this year's Granny Smith Festival. A water station was available for festival goers to refill reusable drink bottles to reduce plastic bottle consumption.

## COLLABORATED WITH LOCAL SCHOOLS

During the year we encouraged community participation in CleanUp Australia Day with eight businesses, 10 schools, 10 youth groups and 22 community groups helping to clean up our City, resulting in the collection of nearly three tonnes of rubbish over the week.

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' (RSG) school gardens workshops 154 students got their hands dirty and learned about growing food.

A introductory RSG workshop was also held in conjunction with NSW Health at Field of Mars Environmental Education Centre. Speakers included Council staff, an OEH sustainability education expert, EEC staff, permaculture, gardening and composting experts and NSW Health staff. Teachers attending the workshop said they were very satisfied with the event.

We also worked with Keep Australia Beautiful to conduct litter and environmental education workshops for local schools. Meetings with guest speakers from organisations such as the Australian Museum, ECEEN, Cool Australia, Education for Sustainability, Tuckshop, Dirt Girl World and a former senior sustainability coordinator at the City of Ryde were organised throughout the year for REEN schools.

Sixteen of the 29 schools within the City took part in challenges to increase awareness of the environment.

A professional development day was held at Eden Gardens for early childhood learning educators, with approximately 50 attendees keen to improve their environmental knowledge and gather ideas to pass on to their preschoolers. The 'Environmental Educator Professional Development Day' was held in September 2015 with over 50 representatives from local child care, preschool and after school centres. Surveys indicate very high level of satisfaction and strong interest in ongoing programs.

# OUR HIGHLIGHTS (CONTINUED)

## HELPED OUR COMMUNITY LIVE SUSTAINABLY

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

Two 'Bush Skills–Wild Foods and Bush Navigation' workshops invited the community to explore their own 'backyard', Ryde, and learn about edible and Indigenous foods used throughout centuries of Indigenous culture. This was an extremely popular event and was fully booked within only 24 hours of registration.

A 'Sustainable Gardening and Bushcare in Ryde' talk was provided to the community at the Eastwood Evening Garden Club to explain the principles and positives of sustainable gardening and how both the environment and community benefit from this practise. Our Natural Areas Coordinator also gave a presentation explaining the work undertaken by Bushcare in the area.

The Environment team also hosted 'Garden', a drought tolerant, native plant-based workshop to educate community on the benefits of low maintenance and drought tolerant garden design that can save them money and benefit the environment. Community members were invited to tour Eden Gardens' rainwater harvesting initiatives and discuss water sensitive urban design advantages. The event was supported by The Habitat–Community Garden and Nursery, and more than 90 people registered to hear the five talks and tour the gardens.

Our 'Abundant Kitchen–Natural Food Preservation' workshop was brought back by popular demand. Once again, this pickling and preserving workshop was booked out and very well received.

International Permaculture Day is a local Open Garden event that gave community members an introduction to permaculture. The workshop provided hands-on demonstrations and practical tips with a guided garden tour of a permaculture garden. Participants also learned about herbs and healing properties. Four garden tours were conducted and 108 people attended the event.

## ADVISED ON HOME SUSTAINABILITY AND WASTE

Now in its sixth year, the Future Focus Home Waste and Sustainability advisory service has reached over 2,100 residents with the goal of reducing residential home waste, energy and water consumption.

A combination of free home audits were provided to over 122 residents through the 'Ryde Sustainable Home Challenge', offering advice on reducing a home's ecological footprint while giving residents the opportunity to win sustainable home improvements.

The advisory service targets 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 be well received by the community.

## 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 57 sites.

In 2015/16 4,200 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 27 groups and 146 active volunteers, and we are currently working to expand the program further while continuing to provide an adequate level of support to existing groups.

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.

CA Technologies, Toshiba and Canon 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 included Bushcare as an extra-curricular activity for the fifth year in a row. They helped to remove woody weeds at Wilga Park, planted native tubestock, did some water testing, learnt about the local environment and had great fun in the process.

## STUDIED FLORA AND FAUNA

This year we recommenced our Flora and Fauna studies project, which was last undertaken in 2008, with autumn studies undertaken in six of our key bushland parks and reserves. They included Brush Farm Park, Lambert Park, Bell Park, Outlook Park, Darvall Park and Field of Mars Reserve.

The data gathered during the on-ground surveying will enable us to compare results from previous surveys, and identify changes over time as well as any trends in biodiversity composition of bushland areas. We will also gain further information about our identified vegetation communities, individual threatened species, and rare or significant species. Onsite analysis will confirm the presence of particular vegetation communities, as well as individual threatened, rare and vulnerable species.

This data will quantify biodiversity in a scientific way and will help inform our ongoing management of bushland areas.

## PLANTED TREES

On National Tree Day 136 volunteers from the local community helped plant 830 plants, including 30 trees belonging to the endangered Blue Gum High Forest at Jim Walsh Park. The event brought community members together to add the finishing touches to the Jim Walsh Park creekline restoration and stormwater project. The plantings will help create habitat for native wildlife, including small birds, frogs and lizards, while overall the project has helped improve water quality in Terry's Creek and delivered improved amenity and accessibility for park users.

Schools Tree Day this year saw 60 students from St Ignatius College spread 60m<sup>3</sup> of mulch and plant 400 plants at Waterloo Park, Marsfield. 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 is run by volunteers from The Habitat Network. In 2015/16 a total of 3,099 volunteer hours were spent helping to grow plants for local habitat plantings and Bushcare groups as well as tending to the food gardens and contributing to the bounty of home-grown produce.

There were 1,422 visitors to the site, many of whom purchased plants for their home gardens. The Habitat has hosted 11 workshops and functions and continues to garner more support and interest from the local community, with Habitat-grown plants used in planting activities in local parks and reserves to help improve wildlife corridors.

### HOSTED THE 2015 SPRING GARDEN COMPETITION

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 cultures and community groups.

The 2015 Spring Garden Competition received 87 high-quality category entries from individuals, families, schools, community groups and local businesses in the local government area. Participation continues to grow with a 35 percent increase in entries from the previous year.

There were 11 categories this year including: Large Gardens, Small Gardens, Courtyard and/or Balcony Gardens, Edible Gardens, Native and Habitat-friendly Gardens (new category), Children's Gardens, Community Gardens, Commercial Gardens, Pre-school Gardens, School Gardens and Bushcare sites. 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 highlight of the event was the Gala Evening held at Eden Gardens. Almost 200 entrants, Council representatives, invited guests and sponsors met, celebrated the announcement of the awards recipients for each category and enjoyed an informative presentation by keynote speaker Indira Naidoo, author of 'Edible City' and 'The Edible Balcony', sustainability advocate and former ABC and SBS journalist.

The City of Ryde Spring Garden Competition is one of a handful of Council-produced garden competitions run for the benefit of the community. The support of event sponsors Eden Gardens (Gold), Snowden Parkes Real Estate (Gold), Top Ryde City (Gold), SUEZ environment (Silver) and Sam the Paving Man (Bronze) was greatly appreciated.
















# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2015/16

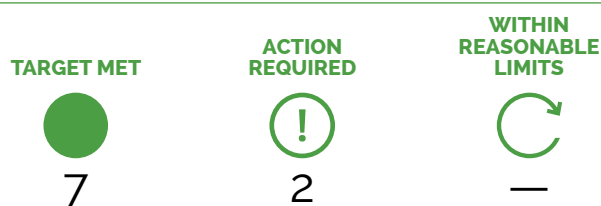
The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.












Program/projects	Status	Comment
<b>Open Space, Sport and Recreation program</b>		
Brush Farm Park signage		
Brush Farm Park steps		
Flora and fauna surveys		Surveys being conducted over Autumn 2016 and Spring 2016 months. Spring survey to be completed by November 2016 with final report covering both seasons to be completed before 30 November 2016.
Park and Open Space Tree Planting Program		
<b>Catchment program</b>		
Stormwater Asset Replacement Renewal		
Stormwater Improvement Works Renewal		Local Flooding Improvement Quandong Reserve – commenced and id due for completion in Quarter 1 2016.  The Buffalo/Kittys Creek Flood Study has commenced and due for completion in Quarter Two 2016.
<b>Environmental program</b>		
Lighting upgrade – Council facilities		Lighting in the City of Ryde Operations Centre, Ryde Civic Centre and West Ryde Library was upgraded during the year.
Waste-to-Art		Project logistics, media and promotions and some workshops completed in 2015/16. Competition and awards nights to be held in August 2016.
<b>Waste and Recycling program</b>		
Home Waste & Sustainability Project		
Porters Creek Project		
Old landfill sites subsidence program		Projects completed in Marsfield, North Ryde and Christie Park.



## Measuring our performance



Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
<b>Catchment program</b>				
% of stormwater assets that are condition level 4 or better	90%	90%	93%	
<b>Environmental program</b>				
Equivalent Tonne (et) CO2 saved across organisation from mitigation actions implemented	911 tonnes	>= 400 tonnes	850 tonnes	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	0.1%	<5%	0%	
% reduction in Council water consumption across all facilities below 2003/04 base year	7%	<15%	8%	
State of Environment Report as part of Annual Report completed	1	1	1	 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.
<b>Waste and recycling program</b>				
% tonnes of recycling from all domestic waste services	42%	48%	43%	
% community satisfaction with CoR's domestic waste and recycling service	86%	Baseline year	N/A	 A community perceptions survey is scheduled for 2016/17.
<b>Internal Corporate Services program</b>				
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	100%	95%	100%	
% Council's fleet cars to meet 3.5 green star rating	100%	95%	100%	



Our living river



## SERVING OUR COMMUNITY

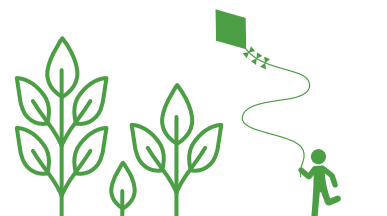
We have continued to engage with stakeholders and key partners to ensure that we take a holistic approach to the environment, from reducing our own resource consumption to assisting our community to improve the sustainability of their homes and the amenity of their neighbourhoods while also reducing waste.

To achieve these objectives we have partnered with a range of organisations from the not for profit, government, business and private sectors, resulting in enhanced natural and built environments across our City – and a stronger sense of community among our diverse population.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

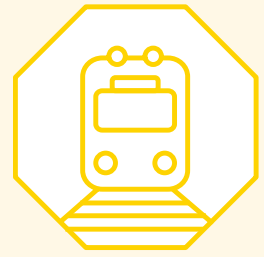
- Running the Waste-to-Art competition
- Investigations into providing a community problem waste recycling centre
- Running the Home Waste and Sustainability service
- Replacing or renewing stormwater assets
- Undertaking stormwater improvement works
- Installing solar panels at RALC
- Enhancing the Terry's Creek Walking Trail
- Delineating bushland at Putney Park Bushland
- Planting trees in parks and open spaces
- Managing the Porters Creek precinct
- Continuing with our old landfill sites subsidence program







Cycleway alongside Kissing Point Park, Putney



## OUTCOME: A CITY OF CONNECTIONS

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

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

### GOAL ONE

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

#### STRATEGIES

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

### GOAL TWO

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

#### STRATEGIES

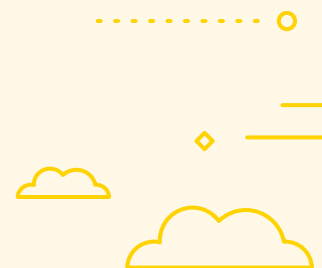
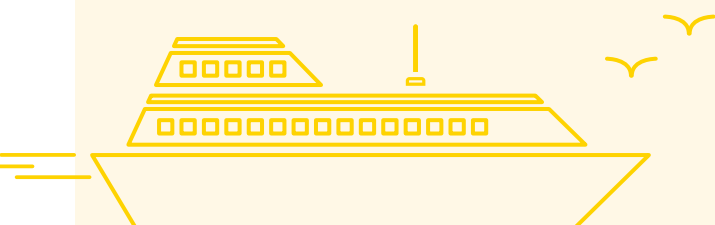
- To improve connectivity between and accessibility to our suburbs, centres, open spaces and places
- To improve car parking options in our busiest centres
- To influence decision makers so they respond to our major road, cycle and pathway needs.

### 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.



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# OUR HIGHLIGHTS

In 2015/16 we undertook a number of projects to improve the connections in our City. We:

## RESURFACED ROADS AND BUILT CYCLE PATHS AND FOOTPATHS

Close to \$2 million worth of essential road and footpath works were delivered ahead of schedule as part of the City of Ryde's Special Rates Variation (SRV) program of works.

Road resurfacing and footpath repairs, which had been identified in the Assets Condition Register as requiring priority work, included 38 road sites and more than 100 footpath locations and were completed in the first quarter of the year.

During 2015/16, additional footpath upgrades were undertaken on 23 streets, while new footpaths were constructed on Byfield Street Macquarie Park, Dehli Road and Plassey Road, North Ryde.

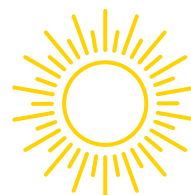
Our network of cycle-paths was extended along Khartoum, Pittwater and Hermitage Roads as well as in and around ELS Hall Park. Planning for a cycleway along Meadowbank Park was also completed.

## TOOK STEPS TOWARDS 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.

Increasing the proportion of journeys that are undertaken on foot can make a significant contribution to achieving a better quality of life and environment for all and contribute to wider sustainable transport themes of promoting alternative to cars. There are significant benefits to be derived from encouraging more walking, particularly for shorter distance trips, including improved health, better environmental conditions, decreased traffic congestion and improved safety.

Priority works have commenced in Macquarie Park following the development of the Macquarie Park Pedestrian Access and Mobility Plan. Drawing on funds set aside from the Macquarie Park Levy, works this year have focused on providing continuous footpaths and pedestrian connectivity in a number of locations, installing new kerb ramps to improve mobility access, investigating the installation of pedestrian crossing signals on public desire lines in areas of high traffic flow, installing pedestrian refuges, installing a new bus shelter, and undertaking maintenance work on damaged footpaths. Other planning work was also undertaken to continue the work in 2016/17.





### PROVIDED A COMMUNITY BUS SERVICE

During this financial year some 41,508 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.

### BUILT A SEAWALL

We constructed a new 400 metre seawall along Meadowbank Park from Archers Creek to Charity Creek, to protect the foreshore, underground services and adjacent cycleway. The former seawall had been in an advanced state of deterioration and was placing pressure on adjacent underground infrastructure such as high pressure oil and gas pipelines.

### MADE OUR BUS STOPS MORE APPEALING

During 2015/16 we installed a new bus shelter at Busaco Road. Another shelter was relocated in Balaclava Road as part of a construction project. We also made a further 20 bus stops DDA compliant and undertook ongoing work to replace bus stop seats across our City.

### UPGRADED BRIDGES AND IMPROVED FLOOD MANAGEMENT

Bridge upgrade and renewal works were undertaken at Cressy Road, Charity Creek and Burnett Street, while flood mitigation works were undertaken along Constitution Road.

### IMPROVED SAFETY IN EASTWOOD

In addition to ongoing works to improve footpaths and other pedestrian connectivity measures in Eastwood, work was undertaken in Glen Reserve and in the Glen Street carpark to create a safer environment for the Eastwood community and to make the town centre a more attractive destination for eating, shopping and socialising.

CCTV cameras and additional lighting were also installed in the Glen Street carpark, supported by a \$200,000 Safer Streets Communities Grant from the Federal Government. Thirteen CCTV cameras – more than originally intended – now monitor all key access points throughout the carpark and its surrounds to enhance the community's feeling of safety.

In addition a complete upgrade of lighting, including light poles, is being undertaken to improve security and sight lines through the carpark precinct.

Following reported anti-social behaviour in Glen Reserve, a day and night audit of the park was undertaken and a number of improvements subsequently implemented. These included tree trimming and a cleanup of the park, improving lighting, relocating picnic settings to where there is more public passive surveillance and continued maintenance of vegetation to improve sight lines from Shaftsbury Road to the car park and to allow better lighting from existing sources on the north side of Glen Reserve.

Eastwood Police are also undertaking additional patrols during times when anti-social behaviour is common.







Devlin Street, Top Ryde



## MADE ROAD SAFETY A PRIORITY

Following extensive community consultation and investigation by the City of Ryde, traffic calming devices are being installed on Morrison Road, funded by an RMS grant. Morrison Road runs between Meriton Street and Church Street and provides a parallel route to Victoria Road. Home to residential dwellings, Putney Village town centre and Putney Public School, it is also a public bus route and part of a regional bike route.

The road carries 10,000 to 13,000 vehicles per day, with approximately 500-600 vehicles in each direction during peak periods when it functions as a rat run to avoid Victoria Road.

The City of Ryde worked in conjunction with RMS and NSW State Government to develop a local area traffic management scheme. Public consultation revealed support from both residents and businesses although additional concerns over the safety at the intersection of Morrison Road, Parry Street and Acacia Avenue were raised and will be addressed separately.

Traffic calming works were also undertaken along Pittwater Road supported by associated drainage works.

### DRAFT INTEGRATED TRANSPORT STRATEGIC PLAN

We have developed a draft City of Ryde Integrated Transport Strategy 2016–2031 Regionally Connected, Locally Accessible. Research shows there will be strong employment growth in Macquarie Park and many more students enrolled at Macquarie University in the future. This Strategy will support this growth while also improving the travel experience for residents, business and visitors.

The Strategy, which was developed to meet the needs of the community and to support our social, economic, environmental and planning policies, explores the challenges our City faces. It also identifies actions that will guide future transport planning and development to deliver a sustainable, integrated network with better active transport options.

The Strategy identifies opportunities to increase the use of public transport, walking and cycling—including connecting missing links in pedestrian and cycling infrastructure, improving wayfinding signage and bus stops, improving local traffic access and parking, and overall providing a framework for a more cohesive transport network by 2031.

One of the key short-term actions is to improve public transport access to Macquarie Park by facilitating high frequency metro bus services and planning for a future light rail corridor. The Strategy also looks at new transport technologies and trends and how land use impacts transport needs.

Efficient bus services will be essential to encourage people away from using private vehicles. One of the most visible parts of this initiative will be the creation of bus boulevards along Waterloo Road from Herring Road to Epping Road near Delhi Road. These will provide buses a travel time advantage over cars while also providing cyclists with a continuous priority path adjacent to the bus boulevard. The bus boulevards will also help move people during the temporary rail line shutdown period.

Plans are also underway for a new intersection where Waterloo and Khartoum Roads meet. Plans are complete, however negotiations are underway with TfNSW regarding the impact of the bus priority lanes affecting the intersection. Once all consultation is completed, particularly with RMS and TfNSW, the strategy will be recommended to Council for adoption.

### NEW ROAD SAFETY PLAN

Over 300 residents from the City of Ryde are involved in road accidents each year. In response, in 2015/16 we finalised the City of Ryde Road Safety Plan (RSP), which is aimed not only at reducing road accidents but also on increasing pedestrians and other road users' sense of safety and wellbeing.

The RSP complements the City of Ryde's Integrated Transport Strategy by providing the framework to ensure that the Strategy is implemented with full regard to the safety of everyone interacting with the road network of the City of Ryde

The plan has four goals: safer roads, safer people, safer speeds and safer vehicles. Supported by the RMS, these objectives will be achieved by a combination of factors, including designing road layouts that recognise and prioritise vulnerable road users (pedestrians and cyclists) from the earliest design stages, providing a safe physical environment including crossings, lighting, and signage placement and vegetation control and creating a network that is easy to understand and negotiate by all road users.

Ongoing campaigns will improve awareness of safe travel speeds and encourage lower, safer travel speeds appropriate for the conditions, encourage safe driving and other road use practices and generate community support for lower speeds.

### TRAFFIC STUDIES TO INFORM FUTURE PLANS

In response to community concerns raised over the volume of cars using some roads in Meadowbank and Gladesville we undertook a traffic study to identify usage patterns and proposals to calm the traffic and make the streets safer for residents. These measures will be prioritised and implemented in coming years.

















# OUR HIGHLIGHTS (CONTINUED)

## How our planned projects progressed in 2015/16

The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.



Program/projects	Status	Comment
<b>Roads program</b>		
Bridge Upgrade / Renewal		
Flood mitigation/Constitution Road upgrade		
Flood mitigation/Constitution Road investigation		
Heavy Patching		
Integrated Transport Strategic Plan		
Multi-function poles (MFP) Streetlighting		
Road Kerb Renewal		
Road Resurfacing Renewal		
Traffic Facilities renewal		
<b>Centres and Neighbourhood program</b>		
Footpath upgrade – Byfield Street Macquarie Park		Progress on the Byfield footpath renewal and tree planting were delayed due to a change in project scope arising from development activity in the street. Funds have been carried over to allow for completion of the project in 2016/17.
Pedestrian Accessibility & Mobility Plan – Macquarie Park		
<b>Paths and Cycleways program</b>		
Cycleways Construction Expansion		Talavera Road reduced in length due to adjacent development.
Footpath Construction Expansion		
Footpath Construction Renewal		

Program/projects	Status	Comment
<b>Traffic and Transport program</b>		
Bus Shelters	●	Busaco Road shelter completed. Balaclava Road shelter completed using shelter relocated at contractor expense.
Bus Stop DDA Compliance	●	
Bus Stop Seats –new	●	
Car Park Renewal	●	
Eastwood Transport Management and Access Plan 2008	🕒	Raised platforms and signage completed. Wayfinding signage and the Wingate Street roundabout to be completed
PAMP Implementation works	●	
Pedestrian Access and Mobility Plan	●	
Shop Ryder Community Bus Service	●	
Traffic Facilities Khartoum and Waterloo Roads	🕒	Design complete and suspended while negotiations underway with Transport for NSW on potential bus priority lanes affecting the intersection
Traffic Calming Devices	●	
214 Pittwater Road to Rene Street Traffic Calming and associated Road and Drainage Works	●	
<b>Foreshore program</b>		
Seawalls/Retaining Walls Refurbishment	●	
<b>Internal Corporate Services program</b>		
Integrated Field Connectivity	🕒	Project carryover to 2016/17, to allow scope to be confirmed.



# OUR HIGHLIGHTS (CONTINUED)

Measuring our performance



Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
<b>Roads program</b>				
% of road pavement network that are condition level 4 or better	94%	93%	95%	●
<b>Paths and cycleways program</b>				
% of paths and cycleways that are condition level 4 or better	97%	97%	98%	●
<b>Traffic and transport program</b>				
No. of passengers transported by Top Ryder Community Bus Service	41,377	>=38,000	41,508	●
<b>Foreshore program</b>				
% of seawalls that are condition level 4 or better	95%	95%	96%	●



Council Operations Staff



Meadowbank Ferry Terminal



## SERVING OUR COMMUNITY

We have continued to forge ahead with projects that provide long-term benefit to our community, including the implementation of Pedestrian Access and Mobility Plans across the city to assist pedestrian movement and accessibility.

We have conducted essential repairs to roads, footpaths, cycleways, seawalls and other foreshore infrastructure to ensure they meet our community's expectations now and in the future.

We have also developed a cohesive traffic management plan for our growing city that will both support economic growth and local amenity by stimulating land development, encouraging the use of sustainable transport whilst promoting safety and equity.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

- Running the Shop Ryder community bus service
- Installing new bus shelters and seats and ensuring our bus stops are DDA compliant
- Expanding our cycleways network
- Renewing seawalls and retaining walls
- Implementing Pedestrian Access & Mobility Plans across our city
- Expanding and improving our footpath network
- Installing traffic calming devices
- Renewing carparks
- Improving traffic facilities on Khartoum and Waterloo Roads
- Patching and resurfacing our roads and renewing kerbs
- Upgrading bridges
- Undertaking flood mitigation works on Constitution Road







Harmony Day Story Time at Top Ryde City



## 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.

### 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

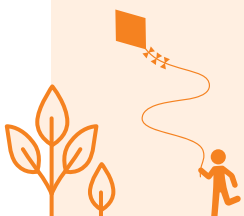
- To create and activate diverse cultural spaces and places for people to come together
- To support opportunities for creative industries to flourish in our City
- To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.

### 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.



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# OUR HIGHLIGHTS

In 2015/16 we undertook a range of activities to enhance culture and harmony in our City. We:

## COMMEMORATED THE CENTENARY OF ANZAC

As part of our Ryde Remembers Centenary of ANZAC commemoration we hosted a special Remembrance Day service at Ryde Cenotaph on 11 November 2015 and ANZAC Commemoration Service on 22 April 2016. Both events were attended by approximately 50 people from our community, local schools, staff and service personnel.

In April 2016 we unveiled a new interactive honour board at Ryde Library, with details of over 2,000 local men and women who served in World War I. The touchscreen kiosk features an interactive 42" HD display and operates on a search-by-name database. It provides brief biographic details of individuals such as enlistment date and whether they died overseas or returned to Australia. Photos, where available, are also shown along with details of their inclusion on war memorials or other honour boards in the Ryde area.

The data was compiled by volunteer members of the Ryde District Historical Society, with purchase of the touchscreen system made possible through an ANZAC Centenary Federal Government grant. The database is also available online at [ryderemembers.com.au](http://ryderemembers.com.au)

## LOVED OUR LIBRARIES

During May 2016, we invited our community to visit their local library and find a treasure trove of surprises. Among many other finds treasures included microscopes, a curiosity cabinet and dodos at the newly refurbished West Ryde Library, a telescope, old maps, a plant germination kit, ANZAC touchscreen and giant chess set at Ryde, a board games club at Gladesville and knitting groups and tablet classes at all libraries.

Ryde Library's Grand Piano was selected as one of the Top 10 #fabulousfinds in the Australian Library and Information Association annual Library Week celebrations (23-29 May). The grand piano has been a star attraction since 2011, providing professional and talented local players the chance to 'tickle the ivories' for library visitors, offering anything from popular classics, to jazz and show tunes. Part of the piano's attraction is that skilled local players can come to the Library and play on a grand piano for free, meaning that library visitors are regularly treated to impromptu performances.

Our libraries have 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, and the annual knit-in. The library volunteers program that was initiated last year has become an increasingly valuable addition to our libraries and has significantly increased the number of children's activities we are able to offer to our community.

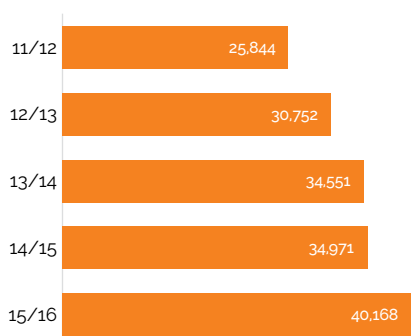
Community events have become increasingly popular, with a 10 percent increase in attendance across the five branch locations this year.

Use of our wifi service continues to be strong, with over 273,000 logins recorded. The library collection also continued to develop, with a highlight being the growth of our collections of e-books, e-audiobooks and e-magazines, including for children aged 0–12 years.

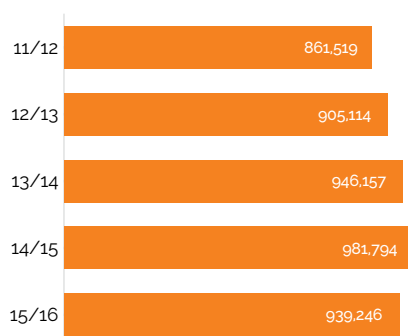
We now have over 2,000 children's fiction, beginner readers, picture books and non-fiction titles in the online collection. The community has enthusiastically supported these with e-loans of over 87,000 loans in the year.

E-loans now make up over 9 percent of total loans, however, the physical collections continue to be very popular, with total loans for the year reaching over 940,000 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.

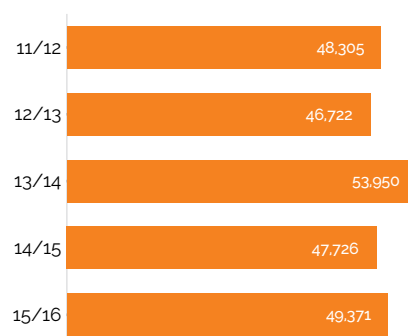
**TOTAL ATTENDEES (PARENTS AND CHILDREN) AT STORYTIME/RHYMETIME**



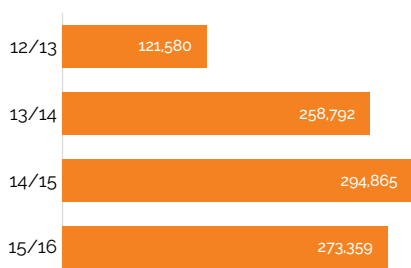
**TOTAL NUMBER OF VISITORS AT ALL LIBRARIES**



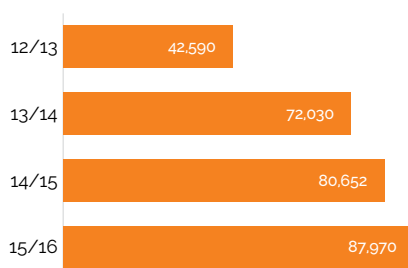
**HOURS OF COMPUTER USE AT OUR LIBRARIES**



**WIFI LOGINS AT THE LIBRARIES**



**E-LENDING**





## OUR HIGHLIGHTS (CONTINUED)

### HELD OUR ANNUAL KNIT-IN

In August 2015, 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 533 wraps. Over tea, chat and the rhythmic clicking of needles in City of Ryde's libraries our community have now produced thousands of these very special rugs that find their way to people in need across the world. The activity attracts community volunteers from a range of backgrounds who share a common love for creativity and giving.

### CELEBRATED NATIONAL YOUTH WEEK 2016

With the 2016 theme 'It starts with us', Youth Week is the largest celebration of young people in Australia. The Ryde Youth Council (RYC) organized and hosted a number of events, including a Career Workshop, the SHORESHOCKED 2016 Youth Music Festival, a block party and dance competitions.

### EMBRACED SOCIAL INCLUSION

To celebrate Social Inclusion Week (21-29 November 2015) and International Day of People with a Disability (3 December 2015), the City of Ryde, in partnership with several community organisations, hosted a series of events and activities. This included a Social Inclusion Campaign launch event, held on 25 November 2015, attended by 40 participants who were invited to take Council's Social Inclusion Pledge, committing to the values of equity, equality, social justice, human rights and freedoms and embracing diversity in the City of Ryde. We also transported a group of residents to the ThinkAbility Forum, which was aimed at developing strategies to progress access and inclusion issues, and held an NDIS Information session on International Day of People with a Disability (see page 86 for more information).

### 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.

The Winter Arts Festival took place in 2016. This festival consisted of the City of Ryde Women's Art Prize (WAP) which was held at See Street Gallery, Meadowbank as well as a number of other arts-based activities. The City of Ryde Women's Art Prize is in its sixth year and was inspired by International Women's Day. It is aimed at promoting creativity and talent for the empowerment of women through art. WAP attracted over 300 entries from local and interstate artists, and offers a total prize pool of \$3,250.

### 2016 WOMEN'S ART PRIZE WINNERS

Open Category First Place Winner:  
Ingrid Stiertzel – Memoirs in the Mist

Community Category First Place Winner:  
Rose Basile – Bin Night

Youth Category First Place Winner:  
Erin O'Neill – Window Dressing

Local Artist Award Recipient:  
Janet Parker-Smith – Ordinary, Extraordinary

The Women's Art Prize exhibition was the opening event of Ryde's three-month long Winter Arts Festival. The Winter Arts Festival also included the Hungry for Art Mobile PhotoComp, workshops, Art Trail through the City of Ryde and the SWAP (Sustainable Waste to Art Prize) Exhibition which saw 275 entries.

Women from all walks of life joined us for free Art Workshops, held on the fourth Wednesday of every month in partnership with Artisans Ryde Inc., with each workshop showcasing a different creative art technique.

### HOSTED 106,500 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. This year, the Granny Smith Festival saw approximately 90,000 people flock to Eastwood, in what is now one of Sydney's biggest street festivals.

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, our Australia Day celebrations, Christmas themed events, Harmony Day, Volunteer Awards Night and other celebratory events.

We also continued to support long-standing community activities including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, and North Ryde Rotary Club Community Christmas Carols.

### WELCOMED OVER 1,000 NEW CITIZENS

In 2015/16 we welcomed 1,080 new citizens into our community through nine citizenship ceremonies. The grantees came from many different countries, highlighting the diversity of our community. New citizens were welcomed by a local Aboriginal elder and entertained by a cultural digeridoo performance.

### **SUPPORTED WHITE RIBBON DAY**

2016 marked seven years of support for the White Ribbon campaign with City of Ryde staff forming a human white ribbon logo on the forecourt of the Civic Centre and raising \$736 from a cake bake-off. It is part of our ongoing efforts to partner with business, community groups and individuals to highlight the need for concerted action to stop violence against women.

### **CELEBRATED HERITAGE MONTH**

We celebrated Heritage Month in May 2016 and hosted a series of events to mark the occasion.

The Ryde Heritage Trail was launched in November. The 44-page walking trail booklet, which can be downloaded from our website, features 28 locations within a 500m radius of Top Ryde, including some of the most significant and historic landmarks of post-European settlement in the area. It takes a leisurely two hours to complete the walk, or it can be done in stages.

St Anne's Church, Willandra House, Hatton's Cottage and Ryde Park Rotunda are all must-see stops for locals and visitors who are keen to understand the City's local heritage and history. With a diversity of architectural styles from Old Colonial Georgian to Free Gothic, and what may be the oldest functioning police station building in NSW (the Police Watch House on Victoria Road built in 1837), there is something for everyone to discover.

Other Heritage Month events included a talk by the City of Ryde's Heritage Advisor, Michael Edwards, who discussed the historical, social and technological influences that have defined and shaped the architectural character of Ryde. Dr Peter Mitchell gave a lecture on the making and breaking of ships near Kissing Point which was the birthplace—and final resting ground—of innumerable ships.

A guided walk took residents on a journey through time to understand how Ryde has been shaped from the territory of the Wallumedegal clan to land grants made by Governor Phillip in 1792 and subsequent farms, orchards and estates to the progressively evolving urban environment.

The passionate volunteers from the Ryde District Historical Society hosted a special open day of Willandra, a Colonial Georgian house built by James Devlin in the 1840s, providing tours of the house and museum and displays of historic photographs of the area.

### **CELEBRATED OUR NATIONAL TRUST AWARD FOR THE RYDE HERITAGE WALKING TRAIL**

The City of Ryde's Ryde Heritage Walking Trail booklet received a Highly Commended Award at the Annual National Trust Heritage Awards, in the Tours Category. The Awards were the highlight of the National Trust Heritage Festival.

The booklet was competing against several high profile entries, including a Japanese Mini Submarine Tour, South Solitary Island Helicopter Tours and Ghost of Courtney Puckey tour.

### **WATCHED RYDE YOUTH THEATRE PERFORM THE DOORBELL**







Ryde Youth Theatre's new production The Doorbell is the first in a new series of plays developed from the Underground Writers' Workshop.





Inspired by the true story of seventeen-year-old playwright Rachel Rasker's grandmother, who survived the Holocaust hidden from the Nazis while her parents died in concentration camps, The Doorbell was wholly created by young people for young people.

## OUR HIGHLIGHTS (CONTINUED)

How our planned projects progressed in 2015/16





The table below highlights how each project in our One Year Operational Plan 2015/16 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
3	—	1	—	—	—

Program/projects	Status	Comment
<b>Library program</b>		
Library Books		Annual purchases complete.
<b>Community and Cultural program</b>		
Ryde Youth Theatre Group		
Ryde Remembers - ANZAC		Completed in April 2016.
Hungry for Art		

## Measuring our performance



Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
<b>Library program</b>				
% customer satisfaction of library users satisfied with quality of service	—	Baseline year	97%	
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	8.3	>= 7.3	7.3	
No. of visits to libraries annually	975,506	>=900,000	939,246	
<b>Community and Cultural program</b>				
No. of people attending key events and programs conducted by the City of Ryde	120,830	>=100,000	106,570	





Celebrating 30 years of the Granny Smith Festival

## SERVING OUR COMMUNITY

Despite the prospect of amalgamation we have continued to support our community's cultural needs, through funding for new books and extending the digital catalogue provided by our libraries. We have also continued to support our thriving arts community through festivals like Hungry for Art, which has united a number of small scale arts activities, connected local people and groups and provided a focal point for creative expression in our community.

## LOOKING AHEAD

In 2016/17 we have the following projects planned:

- Hosting Hungry for Art
- Expanding our collection of library books and eBooks
- Hosting the Heritage Grants Scheme



# CHIEF FINANCIAL OFFICER'S REPORT

In 2015/16 our operating result was a surplus of \$77.9 million which reflects our sound financial position and commitment to robust financial management.

It should be noted that this result was influenced by two significant items being the receipt of \$43 million in capital income, which mainly relates to developer contributions, and \$23.3 million increase in the value of our investment properties. While these items contribute to a significant surplus they do not impact on our funding for ordinary operations.

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. In 2015/16, excluding the \$23.3 million which relates to a revaluation of investment properties, our surplus before capital was \$11 million.

Achieving these results 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. In 2015/16 we spent \$34 million on our capital programs which included \$26 million on renewing or building infrastructure assets.

Other features of the 2015/16 result include:

- Working capital of \$4.5 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- We received approximately 52 percent of our revenue (excluding capital) from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.58 percent of rates outstanding
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained stable with a ratio of 4.29 to 1 (above the industry benchmark of 1.50 to 1)
- Our level of internal reserves (funds put aside for specific projects) is \$82.9 million.

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

In 2015/16 we began our new asset renewal program based on the special rate variation (SRV) approved by the Independent Pricing and Regulatory Tribunal in May 2015. The SRV provided for \$2.3 million in additional rates revenue which funded \$1.8 million in road resurfacing renewal, \$200,000 in footpath construction renewal and \$300,000 in asset maintenance beyond what would have otherwise been provided.

We continue to address our long-term financial sustainability through our Long Term Financial Plan which we review on an annual basis.

Further information on our financial performance is contained in the Community Financial Report from page 24 and Financial Statements from page 137.



**Christine Joyce**  
Acting Chief Financial Officer  
City of Ryde

# KEY FEATURES OF THE 2015/16 RESULT

In 2015/2016 Council delivered a \$34 million Capital Works Program, with major projects including:

Catchment program	\$ 2.5 million
Centres and Neighbourhood program	\$ 4.0 million
Community and Cultural program	\$ 0.3 million
Foreshore program	\$ 0.9 million
Internal Corporate Services program	\$ 6.0 million
Library program	\$ 0.8 million
Open Space, Sport & Recreation program	\$ 5.1 million
Paths and Cycleways program	\$ 2.6 million
Property Portfolio program	\$ 1.4 million
Roads program	\$ 7.9 million
Traffic & Transport program	\$ 1.9 million
Waste and Recycling program	\$ 0.5 million
<b>TOTAL</b>	<b>\$33.9 million</b>

## KEY PERFORMANCE INDICATORS

Note 13 Performance Indicators	2013	2014	2015	2016
Operating performance	-6.60%	1.15%	8.53%	8.13%
Own source operating revenue	66.46%	82.04%	71.44%	67.03%
Unrestricted current ratio	3.03x	3.59x	5.03x	4.29x
Debt service cover ratio	28.29x	27.26x	20.86x	12.00x
Rates & annual charges outstanding percentage	3.93%	3.65%	3.84%	3.58%
Cash expense cover ratio (months)	10.00	13.46	15.68	15.72

### Special Schedule 7 Indicators

Building & infrastructure renewal ratio	0.94	1.23	0.89	1.34
Infrastructure backlog ratio (WDV)	8.4%	8.6%	3.4%	3.4%
Infrastructure backlog ratio (GBV)	6.0%	6.1%	2.5%	2.5%
Asset maintenance ratio	2.28	0.91	1.08	0.88



International Women's Day Art Exhibition





# GENERAL AND SPECIAL PURPOSE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

Table of Contents	Page
<b>Council's Statement [s.413 (2)(c)]</b>	139
<b>GENERAL PURPOSE FINANCIAL STATEMENTS</b>	
• Income statement	140
• Statement of comprehensive income	141
• Statement of financial position	142
• Statement of changes in equity	143
• Statement of cash flows	144
<b>NOTES TO THE FINANCIAL STATEMENTS</b>	
Note 1 Summary of significant accounting policies	145
Note 2(a) Functions or activities	154
Note 2(b) Components of functions or activities	155
Note 3 Income from continuing operations	156
Note 4 Expenses from continuing operations	161
Note 5 Gain or loss from the disposal of assets	166
Note 6(a) Cash and cash equivalents	168
Note 6(b) Investments	168
Note 6(c) Restricted cash, cash equivalents & investments	170
Note 7 Receivables	172
Note 8 Inventories and other assets	174
Note 9(a) Infrastructure, property, plant and equipment	175
Note 9(b) Restricted infrastructure, property, plant and equipment	176
Note 10(a) Payables, borrowings, and provisions	177
Note 10(b) Description of and movements in provisions	179
Note 11 Reconciliation of operating result to net cash movement from operating activities	180
Note 12 Commitments for expenditure	182
Note 13 Statement of performance measures – consolidated results	184
Note 14 Investment properties	185
Note 15 Financial risk management	186
Note 16 Material budget variations	190
Note 17 Statement of developer contributions	191
Note 18 Contingencies	192
Note 19 Interests in joint ventures and associates	193
Note 20 Revaluation reserves and retained earnings	194
Note 21 Results by fund	195
Note 22 Non-current assets classified as held for sale	195
Note 23 Events occurring after balance sheet date	195
Note 24 Discontinued operation	195
Note 25 Intangible assets	195
Note 26 Reinstatement, rehabilitation and restoration liabilities	195
Note 27 Fair value measurement	196
<b>Auditor's Report [s.417 (2)] – Report on the financial statements</b>	198
<b>Auditor's Report [s.417 (3)] – Report on the conduct of the audit</b>	200
Auditor's Report Council's Certificate	
<b>SPECIAL PURPOSE FINANCIAL STATEMENTS</b>	<b>203</b>
<b>Statement by Councillors and Management</b>	<b>204</b>
• Income statement of other business activities	205
• Statement of financial position of other business activities	206
<b>Notes to the Special Purpose Financial Statements</b>	<b>207</b>
Note 1 Significant accounting policies	
<b>Auditor's Report</b>	<b>209</b>

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## STATEMENT BY COUNCILLORS AND MANAGEMENT

### 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 (NSW) (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 27 September 2016.



Councillor Bill Pickering  
Mayor



Councillor Jane Stott  
Deputy Mayor



Mr Roy Newsome  
Acting General Manager



Mrs Christine Joyce  
Responsible Accounting Officer



# INCOME STATEMENT

for the year ended 30 June 2016

Budget* 2016 (\$'000)		Notes	Actual 2016 (\$'000)	Actual 2015 (\$'000)
<b>INCOME FROM CONTINUING OPERATIONS</b>				
71,163	Rates and annual charges	3(a)	71,821	66,641
14,730	User charges and fees	3(b)	17,142	14,861
3,447	Interest and investment revenue	3(c)	5,420	4,811
7,274	Other revenues	3(d)	32,171	8,939
6,856	Grants & contributions provided for operating purposes	3(e&f)	7,218	6,932
806	Grants & contributions provided for capital purposes	3(e&f)	43,578	30,959
<b>Other Income:</b>				
-	Net gain from the disposal of assets	5	2,075	915
-	Net share of interests in joint ventures and associates using the equity method	19	-	-
<b>104,276</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>179,425</b>	<b>134,058</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
45,295	Employee benefits and on-costs	4(a)	43,124	39,538
248	Borrowing costs	4(b)	218	256
28,594	Materials and contracts	4(c)	28,600	25,618
15,585	Depreciation, amortisation and impairment	4(d)	15,723	14,778
17,807	Other expenses	4(e)	13,826	12,865
-	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>107,529</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>101,491</b>	<b>93,055</b>
<b>(3,253)</b>	<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>		<b>77,934</b>	<b>41,003</b>
-	Operating result from discontinued operations	24	-	-
<b>(3,253)</b>	<b>NET OPERATING RESULT FOR THE YEAR</b>		<b>77,934</b>	<b>41,003</b>
<b>(4,059)</b>	<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</b>		<b>34,356</b>	<b>10,044</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

for the year ended 30 June 2016

	Notes	2016 (\$'000)	2015 (\$'000)
<b>Net operating result for the year – from Income Statement</b>		<b>77,934</b>	<b>41,003</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)	(10,786)	77,909
Adjustment to correct prior period errors	20(d)	(17,248)	(6,434)
<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>(28,034)</b>	<b>71,475</b>
<b>Total comprehensive income for the year</b>		<b>49,900</b>	<b>112,478</b>
Attributable to:			
– Council		49,900	112,478
–Non-controlling interests		–	–

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

# STATEMENT OF FINANCIAL POSITION

As at 30 June 2016

	Notes	2016 (\$'000)	2015 (\$'000)
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	6(a)	9,464	14,305
Investments	6(b)	91,248	90,704
Receivables	7	8,835	8,314
Inventories	8	646	618
Other	8	3,020	798
Non-current assets classified as held for sale	22	–	–
<b>Total current assets</b>		<b>113,213</b>	<b>114,739</b>
<b>Non-current assets</b>			
Investments	6(b)	77,331	32,743
Receivables	7	936	1,064
Inventories	8	–	–
Infrastructure, property, plant and equipment	9	2,250,192	2,245,889
Investments accounted for using equity method	19	–	–
Investment property	14	113,165	105,628
Intangible assets	25	–	–
Other	8	–	–
Total non-current assets		2,441,624	2,385,324
<b>TOTAL ASSETS</b>		<b>2,554,837</b>	<b>2,500,063</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	10(a)	24,901	19,229
Borrowings	10(a)	873	993
Provisions	10(a)	11,897	10,868
<b>Total current liabilities</b>		<b>37,671</b>	<b>31,090</b>
<b>Non-current liabilities</b>			
Payables	10(a)	–	–
Borrowings	10(a)	3,503	5,241
Provisions	10(a)	187	156
<b>Total non-current liabilities</b>		<b>3,690</b>	<b>5,397</b>
<b>TOTAL LIABILITIES</b>		<b>41,361</b>	<b>36,487</b>
<b>NET ASSETS</b>		<b>2,513,476</b>	<b>2,463,576</b>
<b>EQUITY</b>			
Retained earnings	20	1,861,709	1,783,775
Revaluation reserves	20	651,767	679,801
Council equity interest		2,513,476	2,463,576
Minority equity interest		–	–
<b>TOTAL EQUITY</b>		<b>2,513,476</b>	<b>2,463,576</b>

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

## STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2016

							2016 (\$'000)
	Note	Retained Earnings	Asset Revalu- ation Reserve	Other Reserves	Council Equity Interest	Non- controlling Interest	Total Equity
<b>Opening balance</b>	<b>20</b>	<b>1,783,775</b>	<b>679,801</b>		<b>2,463,576</b>	–	<b>2,463,576</b>
Correction of errors	20		(17,248)		(17,248)		(17,248)
Changes in accounting policies					–		–
<b>Restated opening balance</b>	<b>20</b>	<b>1,783,775</b>	<b>662,553</b>	–	<b>2,446,328</b>	–	<b>2,446,328</b>
Net operating result for the year	20	77,934			77,934		77,934
Other comprehensive income	20		(10,786)		(10,786)		(10,786)
<b>Total comprehensive income</b>	<b>20</b>	<b>77,934</b>	<b>(10,786)</b>	–	<b>67,148</b>	–	<b>67,148</b>
<b>Closing balance</b>	<b>20</b>	<b>1,861,709</b>	<b>651,767</b>	–	<b>2,513,476</b>	–	<b>2,513,476</b>

							2015 (\$'000)
	Note	Retained Earnings	Asset Revalu- ation 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	20				–		–
Changes in accounting policies	20				–		–
<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>

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



# STATEMENT OF CASH FLOWS

for the year ended 30 June 2016

Original Budget* 2016 (\$'000)		Notes	Actual 2016 (\$'000)	Actual 2015 (\$'000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
71,163	Rates & annual charges		71,737	66,383
16,000	User charges & fees		18,509	16,307
3,447	Investment revenue and interest		5,034	4,742
7,151	Grants and contributions		51,445	39,483
-	Deposits and retentions		4,477	2,359
7,574	Other		6,354	6,506
<b>Payments</b>				
(45,402)	Employee benefits and on-costs		(42,171)	(39,393)
(30,996)	Materials and contracts		(28,776)	(28,518)
(248)	Borrowing costs		(244)	(256)
-	Deposits and retentions		(1,540)	(1,426)
(19,339)	Other		(13,918)	(11,464)
<b>9,351</b>	<b>Net cash provided (or used) in operating activities</b>	<b>11(b)</b>	<b>70,907</b>	<b>54,723</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
90,704	Sale of investments		47,736	18,761
-	Sale of investment property		-	-
-	Sale of real estate assets		-	-
1,183	Sale of infrastructure, property, plant and equipment		1,398	3,224
-	Sale of interests in joint ventures/associates		-	-
-	Proceeds from boundary Adjustment		-	-
-	Other		-	-
<b>Payments</b>				
(91,248)	Purchase of investments		(91,074)	(52,000)
-	Purchase of investment property		(1,485)	(1,150)
(36,070)	Purchase of property, plant and equipment		(30,465)	(25,665)
-	Purchase of real estate		-	-
-	Purchase of interests in joint ventures/associates		-	-
-	Other		-	-
<b>(35,432)</b>	<b>Net cash provided by (or used in) investing activities</b>		<b>(73,890)</b>	<b>(56,830)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
425	Borrowings and advances		-	1,500
-	Other		-	-
<b>Payments</b>				
(1,008)	Borrowings and advances		(1,858)	(881)
-	Lease liabilities		-	-
-	Other		-	-
<b>(583)</b>	<b>Net cash provided by (or used in) financing activities</b>		<b>(1,858)</b>	<b>619</b>
(26,664)	Net increase (decrease) in cash & cash equivalents		(4,841)	(1,488)
14,305	Cash & cash equivalents at beginning reporting pd	11(a)	14,305	15,793
<b>(12,359)</b>	<b>Cash &amp; Cash Equivalents at end of Reporting Pd</b>	<b>11(a)</b>	<b>9,464</b>	<b>14,305</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**

There have been no new accounting standards adopted in this year's financial statements.

#### **ii) Early adoption of standards**

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2015, except for AASB2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities, which has reduced the fair value disclosures for Level 3 assets.

#### **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.

### **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) 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 recent actual costs to replace infrastructure assets by Council.

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 rateable property or, where earlier, upon receipt of the rates.

Control over granted assets/contributed 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.

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.

## NOTE 1

### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### 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

Interest income is recognised using the effective interest rate at the date that the interest is earned.

#### Rent

Rental income is accounted for on a straight-line basis over the lease term.

#### C) PRINCIPLES OF CONSOLIDATION

##### i) The Consolidated Fund

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

##### ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (NSW) (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.

#### 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) IMPAIRMENT OF ASSETS

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are 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 that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

#### F) CASH AND CASH EQUIVALENTS

For Statement of Cash Flow 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 statement of financial position.

#### G) 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) Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

## **NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

### **iii) 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.

### **H) 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 statement of financial position. The liabilities of a disposal group held for sale are presented separately from other liabilities in the statement of financial position.

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.

### **I) 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 reporting date which are classified as non-current assets. Loans and receivables are included in other receivables (note 8) and receivables (note 7) in the statement of financial position.

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 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

#### **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 reporting 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.



## NOTE 1

### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value.

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

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as 'fair value through profit or loss' category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non-monetary securities classified as 'available-for-sale' are recognised in equity in the available-for-sale investments revaluation reserve.

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

#### 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.

Collectability of receivables is reviewed on an on-going 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 asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

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.

#### Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW). 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 the care, diligence and skill that a prudent person would exercise in investing Council funds.

#### J) FAIR VALUE ESTIMATION – FINANCIAL INSTRUMENTS

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 reporting 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

## NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

flows at the current market interest rate that is available to the Council for similar financial instruments.

### K) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (IPPE)

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).

Council utilises a condition basis for calculating depreciation, which determines the remaining useful life and loss of future benefit, based on its condition. To support this, Council has also commenced a rolling inspection of its infrastructure assets, plus reviews as part of its ongoing maintenance works, so that condition data is kept as current as possible.

Whilst this is not true "condition based" depreciation, Council, in adopting this new method of depreciation, has broken each of its asset categories into five condition ratings. Within each of these condition ratings, Council has reviewed and determined both the useful life and loss of future benefit, while

the asset traverses through that condition rating. Therefore in each condition rating the asset will have a straight line depreciation, which will increase as the condition rating increases and the condition of the asset decreases. Condition 5 represents those assets that are due for renewal, but are still in service.

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.

#### Useful life (range of years)

Asset Category	1	2	3	4	5	Total
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

#### Depreciation (range of %)

Asset Category	1	2	3	4	5	Total
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)**

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 reporting 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.

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

#### **L) 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.

Properties that are under construction for future use as investment properties are regarded 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.

#### **M) 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.

#### **N) 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 statement of financial position 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 reporting date.

#### **O) 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.

#### **P) 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.

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

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

## **NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

### **Q) EMPLOYEE BENEFITS**

#### **i) Short-term obligations**

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

#### **ii) Other Long term employee benefit obligations**

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

The obligations are presented as current liabilities in the Statement of financial position if the entity does not have an unconditional right to defer settlement for at least 12 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.

##### **Defined Benefit Plans**

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the statement of financial position, 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 – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'.

This scheme has been deemed to be a 'multi-employer fund' for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the scheme was performed by Mr Richard Boyfield, FIAA on 24 February 2016 and covers the period ended 30/06/15.

However the position is monitored annually and the actuary has estimated that as at 30 June 2016 the prior period deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of superannuation expenses at Note 4 (a) for the year ending 30 June 2016 was \$819,460.

The share of this deficit that can be broadly attributed to Council is estimated to be in the order of \$675,473 as at 30 June 2016.

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 these financial statements.

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.

##### **Defined Contribution Plans**

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.

### **R) ROUNDING OF AMOUNTS**

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

### **S) LAND UNDER ROADS**

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB116 Property, Plant and Equipment



## NOTE 1

### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### T) 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 reporting date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting 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.

Specific information about Council's provisions relating to close down, restoration and remediation costs can be found at Note 26.

#### U) 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.

#### V) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2016.

Council has not adopted any of these standards early.

Apart from the AASB disclosures below, there are no other standards that are 'not yet effective' that are expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

Council's assessment of the impact of upcoming new standards and interpretations that are likely to have an effect are set out below.

##### i) AASB 9 – Financial Instruments

AASB 9 replaces AASB 139 Financial Instruments: Recognition and Measurement and has an effective date for reporting periods beginning on or after 1 January 2018 (and must be applied retrospectively).

The overriding impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets and financial liabilities.

These requirements are designed to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139.

Under the new requirements the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories:

- fair value, and
- amortised cost (where financial assets will only be able to be measured at amortised cost when very specific conditions are met).

Council is yet to undertake a detailed assessment of the impact of AASB 9.

## **NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

### **ii) AASB 15 – Revenue from Contracts with Customers and associated amending standards**

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts.

AASB 15 will introduce a 5-step process for revenue recognition with the core principle of the new standard being that entities recognise revenue so as 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.

The changes in revenue recognition requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements, as well as additional disclosures.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2018.

Council is yet to undertake a detailed assessment of the impact of AASB 15.

### **iii) AASB ED 260 Income of Not-for-Profit Entities**

The AASB previously issued exposure draft AASB ED 260 on Income of Not-for-Profit Entities in April 2015.

The exposure draft proposed specific not-for-profit entity requirements and guidance when applying the principles of AASB 15 to income from certain transactions.

Much of the material in AASB 1004 is expected to be replaced by material included in AASB ED 260.

Specific revenue items that may considerably change are Grants and Contributions.

The most likely financial statement impact is the deferred recognition of Grants and Contributions (i.e. recognition as unearned revenue [liability]) until Council has met the associated performance obligation/s relating to the Grants or Contribution.

At this stage there is no specific date of release for a standard nor a date of applicability.

### **iv) AASB16 – Leases**

AASB 116 Leases replaces AASB 117 Leases and some associated lease-related Interpretations.

AASB 16 introduces a single lease accounting model (for lessees) that will require all leases to be accounted for in the statement of financial position (i.e. recognition of both a right-of-use asset and a corresponding lease) for all leases with a term of more than 12 months unless the underlying assets are determined to be of 'low value'. There will also be detailed disclosure requirements for all lessees.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2019.

Council is yet to undertake a detailed assessment of the accounting impacts from AASB 16. However, based on preliminary assessments, impacts from the first time adoption of the standard are likely to include:

- a significant increase in lease assets and financial liabilities recognised on the statement of financial position,
- a reduction in reported equity as the carrying amount of lease assets will reduce more quickly than the carrying amount of lease liabilities,
- lower operating cash outflows and higher financing cash flows in the statement of cash flows as principal repayments on all lease liabilities will now be included in financing activities rather than operating activities.

### **V) AASB2015-6 – AMENDMENTS TO AUSTRALIAN ACCOUNTING STANDARDS – EXTENDING RELATED PARTY DISCLOSURES TO NOT-FOR-PROFIT PUBLIC SECTOR ENTITIES**

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

### **W) CROWN RESERVES**

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

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

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

### **X) 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 statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

## NOTE 2(a)

# FUNCTIONS OR ACTIVITIES INCOME, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES

Details of these functions / activities are provided in note 2(b)

FUNCTIONS/ACTIVITIES	Income From Continuing Operations			Expenses From Continuing Operations			Operating Results From Continuing Operations			Grants Included In Income			Total Assets Held (Current & Non-Current)		
	Original Budget	Actual 2016	Actual 2015	Original Budget	Actual 2016	Actual 2015	Original Budget	Actual 2016	Actual 2015	Actual 2016	Actual 2015	Actual 2016	Actual 2015	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Catchment Program	28	508	65	4,103	3,705	3,171	(4,075)	(3,197)	(3,106)	407				204,594	200,680
Centres And Neighbourhood Program	412	583	593	4,083	3,673	3,782	(3,671)	(3,090)	(3,188)	544			364		
Community And Cultural Program	1,759	1,809	1,832	4,486	4,243	3,951	(2,726)	(2,434)	(2,120)	701			705	230	230
Customer And Community Relations Program	15	15	14	3,439	2,993	3,041	(3,425)	(2,978)	(3,028)						
Economic Development Program	6	4	5	427	239	235	(421)	(235)	(230)						
Environmental Program	19	6	8	538	547	465	(519)	(541)	(457)						
Foreshore Program				148	163	99	(148)	(163)	(99)						
Governance And Civic Program	10	6	3	3,475	3,395	3,320	(3,465)	(3,389)	(3,317)						
Internal Corporate Services Program	3,997	30,996	7,335	13,923	13,025	12,629	(9,924)	17,971	(5,294)	190			152	442,055	410,732
Land Use Planning Program	123	40,541	28,108	1,250	1,178	1,134	(1,126)	39,363	26,975				6,066		
Library Program	982	1,036	959	6,291	5,564	5,393	(6,310)	(4,528)	(4,434)	283			280	1,088	1,210
Open Space, Sport & Recreation Program	6,931	6,895	6,706	17,214	17,142	15,031	(10,284)	(10,247)	(8,325)	3			25	1,482,878	1,475,164
Organisational Development Program	5	13	13	290	294	266	(285)	(281)	(253)						
Paths And Cycleways Program	56	252	1,900	2,700	2,178	2,057	(2,644)	(1,926)	(157)	252			1,701		
Property Portfolio Program	2,249	2,108	2,171	4,466	4,430	3,506	(2,217)	(2,322)	(1,335)					34,058	28,006
Regulatory Program	7,496	10,779	10,834	8,140	7,544	7,595	(644)	3,235	3,239						
Risk Management Program	344	267	366	3,036	2,842	2,350	(2,692)	(2,575)	(1,984)						
Roads Program	3,041	3,562	2,595	9,070	9,239	7,830	(6,028)	(5,676)	(5,235)	1,583			559	388,919	383,093
Strategic City Program	13		5	179	366	135	(166)	(366)	(130)						
Traffic & Transport Program	962	1,560	853	1,617	1,903	1,349	(655)	(343)	(497)	631			129		
Waste And Recycling Program	18,943	20,400	15,515	18,656	16,829	15,715	287	3,571	(201)	226			226	1,016	950
<b>Total Functions &amp; Activities</b>	<b>47,391</b>	<b>121,340</b>	<b>79,879</b>	<b>107,529</b>	<b>101,491</b>	<b>93,055</b>	<b>(60,138)</b>	<b>19,849</b>	<b>(13,176)</b>	<b>4,821</b>			<b>10,207</b>	<b>2,554,837</b>	<b>2,500,063</b>
General Purpose Revenue	56,885	58,085	54,179				56,885	58,085	54,179	3,685			3,704		
<b>Totals</b>	<b>104,276</b>	<b>179,425</b>	<b>134,058</b>	<b>107,529</b>	<b>101,491</b>	<b>93,055</b>	<b>(3,253)</b>	<b>77,934</b>	<b>41,003</b>	<b>8,506</b>			<b>13,911</b>	<b>2,554,837</b>	<b>2,500,063</b>

## **NOTE 2(b) COMPONENTS OF FUNCTIONS OR ACTIVITIES**

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

### **CATCHMENT PROGRAM**

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

### **CENTRES AND NEIGHBOURHOOD PROGRAM**

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

### **COMMUNITY AND CULTURAL PROGRAM**

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

### **CUSTOMER AND COMMUNITY RELATIONS PROGRAM**

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

### **ECONOMIC DEVELOPMENT PROGRAM**

Business sector and economic development.

### **ENVIRONMENTAL PROGRAM**

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

### **FORESHORE PROGRAM**

Managing all aspects of our foreshore.

### **GOVERNANCE AND CIVIC PROGRAM**

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

### **INTERNAL CORPORATE SERVICES PROGRAM**

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

### **LAND USE PLANNING PROGRAM**

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

### **LIBRARY PROGRAM**

Delivering all our library services.

### **OPEN SPACE, SPORT & RECREATION PROGRAM**

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

### **ORGANISATIONAL DEVELOPMENT PROGRAM**

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

### **PATHS AND CYCLEWAYS PROGRAM**

Developing, managing and maintaining our footpaths and cycleways.

### **PROPERTY PORTFOLIO PROGRAM**

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

### **REGULATORY PROGRAM**

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

### **RISK MANAGEMENT PROGRAM**

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

### **ROADS PROGRAM**

Managing and maintaining our roads, bridges and retaining walls.

### **STRATEGIC CITY PROGRAM**

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

### **TRAFFIC & 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

	2016 (\$'000)	2015 (\$'000)
<b>a) Rates and Annual Charges</b>		
<b>Ordinary rates</b>		
Residential	27,560	27,389
Business	15,023	13,959
Environmental management levy	6,605	6,388
<b>Total ordinary rates</b>	<b>49,188</b>	<b>47,736</b>
<b>Special rates</b>		
Macquarie Park	1,331	1,299
Infrastructure special rate levy	2,362	–
<b>Total special rates</b>	<b>3,693</b>	<b>1,299</b>
<b>Annual charges (pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</b>		
Domestic waste management services	17,653	16,343
Non-rateable waste management charges	139	135
Stormwater management service charge	1,018	1,007
Section 611 charges	130	121
<b>Total annual charges</b>	<b>18,940</b>	<b>17,606</b>
<b>Total rates and annual charges</b>	<b>71,821</b>	<b>66,641</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	5,472	5,171
Sports facility rental	713	673
Hall hire	457	502
Road restorations	905	576
Gutter crossings	388	374
Commercial waste service	1,232	1,047
Other	167	89
<b>Total user charges</b>	<b>9,334</b>	<b>8,432</b>

## **NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)**

	2016 (\$'000)	2015 (\$'000)
<b>Fees</b>		
Regulatory/statutory fees	2,772	2,691
s603 certificates	161	171
Discretionary		
– Parking fees	1,256	1,171
– Environmental planning	3,038	1,719
– Private works	129	199
– Home maintenance & modification	82	104
– Other	370	374
<b>Total fees</b>	<b>7,808</b>	<b>6,429</b>
<b>Total user charges and fees</b>	<b>17,142</b>	<b>14,861</b>
<b>c) Interest and investment revenue (losses)</b>		
Overdue rates & charges	168	177
Cash, cash equivalents and investments:		
– Externally restricted	1,608	929
– Internally restricted	–	–
– Unrestricted	3,619	3,673
Amortisation of discounts and premiums:		
– Investments held to maturity	25	32
<b>Total interest and investment revenue</b>	<b>5,420</b>	<b>4,811</b>

## NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)

	2016 (\$'000)	2015 (\$'000)
<b>d) Other revenues</b>		
Fair value increments – investment properties	23,300	450
Rental income:		
– Investment property	560	483
– Other property	1,876	1,838
Parking fines	4,044	3,741
Other fines	47	58
Ex gratia rates	48	–
Fuel tax credit	61	176
Materials recycling	442	336
Lease – telecommunications	112	121
Legal fees recoveries		
– Rates	15	18
– Other	118	43
Insurance claims	–	154
Staff vehicle leases and other payments	609	515
Eastwood plaza	54	66
Sundry sales	46	22
Other	839	918
<b>Total other revenue</b>	<b>32,171</b>	<b>8,939</b>

## NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)

	Operating		Capital	
	2016 (\$'000)	2015 (\$'000)	2016 (\$'000)	2015 (\$'000)
<b>e) Grants</b>				
<b>General purpose (untied)</b>				
Financial assistance	3,194	3,203	–	–
Pensioner rebate subsidy – rates	491	501	–	–
<b>Total general purpose (untied)</b>	<b>3,685</b>	<b>3,704</b>	<b>–</b>	<b>–</b>
<b>Specific purpose</b>				
Pensioner rebate subsidy – domestic waste	226	223	–	–
Macquarie park construction	–	–	–	6,000
Library	283	280	–	–
Home maintenance & modification	436	377	–	–
Stormwater improvement projects	–	–	317	–
DEEWR – Apprentice rebate scheme	6	–	–	–
Community staff funding	259	271	–	–
Street & traffic lighting	364	364	–	–
Roads To recovery	–	–	1,182	492
RMS transport	–	–	1,167	354
Parks grants	–	–	–	–
Waste education	–	3	–	–
Ryde Parramatta river walk	–	–	–	1,488
Environmental projects	–	–	100	–
WH&S incentive rebate	100	115	–	–
LIRS subsidy	82	66	–	–
Other	129	154	170	20
<b>Total specific purpose</b>	<b>1,885</b>	<b>1,853</b>	<b>2,936</b>	<b>8,354</b>
<b>Total grants</b>	<b>5,570</b>	<b>5,557</b>	<b>2,936</b>	<b>8,354</b>
Comprising:				
– Commonwealth funding	3,477	3,486	317	–
– State funding	2,093	2,071	2,619	8,354
– Other funding	–	–	–	–
	<b>5,570</b>	<b>5,557</b>	<b>2,936</b>	<b>8,354</b>



## NOTE 3 INCOME FROM CONTINUING OPERATIONS (CONTINUED)

	Operating		Capital	
	2016 (\$'000)	2015 (\$'000)	2016 (\$'000)	2015 (\$'000)
<b>f) Contributions</b>				
<b>Developer contributions (s94)</b>				
– Open space	–	–	26,636	12,669
– Parking	–	–	–	–
– Drainage	–	–	894	760
– Traffic facilities	–	–	3,637	2,027
– Other	–	–	163	100
– Community facilities	–	–	7,220	4,217
Voluntary planning agreements	–	–	1,875	2,275
Other councils	650	583	–	–
Community facilities	–	–	–	–
Community events	84	76	–	–
Other	84	–	183	370
RMS contributions				
– Roads & bridges	379	305	–	–
– Other	66	114	–	–
Buildings & property (in kind)	–	–	–	–
Buildings & property (in kind) – s94	–	–	–	–
Customer/resident contributions	–	–	34	48
LSL contributions from other councils	126	38	–	–
s94F affordable housing	–	–	–	139
DWM better waste and recycling fund	259	259	–	–
<b>Total Contributions</b>	<b>1,648</b>	<b>1,375</b>	<b>40,642</b>	<b>22,605</b>
<b>Total Grants &amp; Contributions</b>	<b>7,218</b>	<b>6,932</b>	<b>43,578</b>	<b>30,959</b>

	2016 (\$'000)	2015 (\$'000)
<b>g) Restrictions relating to grants and contributions</b>		
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:		
Grants and contributions recognised in the current reporting period which have not been spent	42,654	29,432
Less:		
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period	12,754	15,666
<b>Net increase/(decrease) in restricted grants and contributions</b>	<b>29,900</b>	<b>13,766</b>

## **NOTE 4 EXPENSES FROM CONTINUING OPERATIONS**

	2016 (\$'000)	2015 (\$'000)
<b>a) Employee Benefits &amp; On Costs</b>		
Salaries and wages	31,982	29,706
Employee leave entitlements	9,102	7,817
Superannuation	4,194	3,907
Workers' compensation insurance	1,069	1,134
Fringe benefits tax (FBT)	167	178
Training costs (excluding salaries)	289	219
Other	350	278
Less: capitalised costs	(4,029)	(3,701)
<b>Total employee costs expensed</b>	<b>43,124</b>	<b>39,538</b>
<b>Number of full time equivalent (FTE) employees</b>	<b>445</b>	<b>441</b>
<b>b) Borrowing costs</b>		
Interest on overdrafts	-	-
Interest on loans	218	256
Charges on finance leases	-	-
Discounts recognised on financial instrument transactions		
Amortisation of discounts and premiums		
- Investments held to maturity	-	-
- Remediation		
Less: capitalised costs		
<b>Total borrowing costs expensed</b>	<b>218</b>	<b>256</b>

## NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)

	2016 (\$'000)	2015 (\$'000)
<b>c) Materials and Contracts</b>		
Raw materials and consumables	2,057	1,420
Contractor and Consultancy Costs		
– Contractors – Roads and Footpaths Maintenance	1,599	1,192
– Contractors – Parks Maintenance	1,874	1,365
– Contractors – Waste Disposal, Collection and Recycling	11,247	11,359
– Contractors – Building Cleaning & Maintenance	660	598
– Contractors – Home Modification & Maintenance	198	177
– Contractors – Temporary and Agency Staff	2,419	1,366
– Contractors – Repairs and Maintenance	709	358
– Consultants Fees – Town Planning	792	903
– Consultants Fees – Open Space Planning	59	24
– Contractors – Electrical	615	479
– Contractors – Painting	215	72
– Contractors – Concrete Works	577	446
– Consultants Fees – Project Development Design	173	160
– Consultants Fees – Property	225	64
– Consultants Fees – Risk Management	157	69
– Contractors – Commercial Waste Services	186	116
– Contractors – Community Research	149	78
– Contractors – Events	384	387
– Contractors – External Roadwork	156	150
– Contractors – Fire Protection Services	108	178
– Contractors – Labour Hire	378	487
– Contractors – Mechanical Services	192	259
– Contractors – Security	426	388
– Contractors – Plumbing	205	297
– Contractors – Project Design & Construction	400	549
– Contractors – Shelf Ready Library Books	113	92
– Consultants Fees – IT	215	138
– Contractors – Parking Meter	121	157
– Plant Hire External	256	282
– Contractors – IT	88	150

## **NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)**

	2016 (\$'000)	2015 (\$'000)
– Contractors – RALC	140	82
– Consultants Fees – Community Engagement	69	102
– Consultants Fees – Heritage	64	30
– Contractors – Drainage Cleaning	62	30
Other Contractor and Consultancy Costs	2,313	2,588
Audit Fees:		
– Audit Services	58	77
– Other <sup>1</sup>	–	–
Legal Fees:		
– Planning & Development	22	32
– Other	326	90
Infringement Notice Contract (SEINS)	424	521
Other	–	–
Less: capitalised costs	(1,831)	(1,694)
<b>Total Materials &amp; Contracts</b>	<b>28,600</b>	<b>25,618</b>
1) During the year the following fees were paid or payable for services provided by the Council's auditor – PriceWaterhouseCoopers		
i) Audit and other assurance services		
Audit and review of financial statements	58	57
Other assurance services:		
– Audit of regulatory returns	–	–
– Due diligence services	–	–
<b>Total remuneration for audit and other assurance services</b>	<b>58</b>	<b>57</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
Attendance of Council meetings	–	–
<b>Total remuneration for other services</b>	<b>–</b>	<b>20</b>
<b>Total remuneration of PricewaterhouseCoopers</b>	<b>58</b>	<b>77</b>

## NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)

	Depreciation/Amortisation		Impairment	
	2016 (\$'000)	2015 (\$'000)	2016 (\$'000)	2015 (\$'000)
<b>d) Depreciation, Amortisation and Impairment</b>				
Plant and equipment	2,439	2,498		
Office Equipment	1,235	1,075		
Furniture & fittings	131	212		
Property, plant and equipment leased	–	–		
Land improvements (depreciable)	517	517		
Buildings – specialised	650	650		
– non-specialised	919	875		
Infrastructure:				
– Roads, Bridges and Footpaths, Other Road Assets	6,364	5,761		
– Stormwater Drainage	1,630	1,507		
– Open space/recreational assets	1,214	1,076		
– Other Structures	223	151		
Other Assets:				
– Heritage Collections	–	–		
– Library Books	567	561		
<b>Total Depreciation Costs</b>	<b>15,889</b>	<b>14,883</b>	<b>–</b>	<b>–</b>
Less: Capitalised Costs/Impairment reversals	(166)	(105)	–	–
<b>Total Depreciation and Total Impairment</b>	<b>15,723</b>	<b>14,778</b>	<b>–</b>	<b>–</b>



## **NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (CONTINUED)**

	2016 (\$'000)	2015 (\$'000)
<b>e) Other Expenses</b>		
Other expenses for the year include the following:		
Fair value decrements – investment properties	–	–
Bad & doubtful debts	30	86
Mayoral fee	62	61
Councillors' fees	280	258
Councillors' (incl. Mayor) expenses	88	97
Election costs (excl. employee costs)	–	128
Interest on refundable deposits	33	352
Insurance	1,228	992
Insurance – Statewide Mutual provision	–	–
Street lighting	1,923	1,960
Communications costs	171	145
Contribution to fire control	1,583	1,528
Contribution to Dept of Planning	256	249
Contributions & donations – community grants	628	519
Waste development tax	4,212	3,220
Membership fees	191	148
Valuation fees	164	241
Electricity & heating	1,149	1,348
Water rates	367	392
Bank fees & charges	270	195
Property lease costs	313	4
Postage & courier costs	344	323
Advertising	351	469
Other expenses	198	161
Less: capitalised costs	(15)	(11)
<b>Total other expenses from continuing operations</b>	<b>13,826</b>	<b>12,865</b>

## NOTE 5 GAIN OR LOSS FROM THE DISPOSAL OF ASSETS

	2016 (\$'000)	2015 (\$'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	–	–
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>–</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF COMMUNITY LAND</b>		
Proceeds from disposal	55	834 <sup>1</sup>
Less: Carrying amount of assets sold	–	–
<b>Gain (or loss) on disposal</b>	<b>55</b>	<b>834</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	1,343	2,392
Less: Carrying amount of assets sold	(1,058)	(2,293)
<b>Gain (or loss) on disposal</b>	<b>285</b>	<b>99</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE</b>		
Proceeds from sales	–	–
Less: Cost of sales	–	(28)
<b>Gain (or loss) on disposal</b>	<b>–</b>	<b>(28)</b>
<b>GAIN (OR LOSS) ON DISPOSAL OF OFFICE EQUIPMENT</b>		
Proceeds from disposal	–	(2)
Less: Carrying amount of assets sold	(9)	–
<b>Gain (or loss) on disposal</b>	<b>(9)</b>	<b>(2)</b>



## NOTE 5 GAIN OR LOSS FROM THE DISPOSAL OF ASSETS (CONTINUED)

	2016 (\$'000)	2015 (\$'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 OTHER STRUCTURES – ROAD ANCILLARY</b>			
Proceeds from disposal	-	-	
Less: Carrying value of Works in Progress	(25)	-	
<b>Gain (or loss) on disposal</b>	<b>(25)</b>	<b>-</b>	
<b>GAIN (OR LOSS) ON DISPOSAL OF RBF – FOOTPATHS &amp; CYCLEWAYS</b>			
Proceeds from disposal	-	-	
Less: Carrying value of Works in Progress	-	-	
<b>Gain (or loss) on disposal</b>	<b>-</b>	<b>-</b>	
<b>GAIN (OR LOSS) ON DISPOSAL OF WORKS IN PROGRESS</b>			
Proceeds from disposal	-	-	
Less: Carrying value of Works in Progress	-	-	
<b>Gain (or loss) on disposal</b>	<b>-</b>	<b>-</b>	
<b>GAIN (OR LOSS) ON DISPOSAL OF FINANCIAL ASSETS</b>			
Proceeds from disposal <sup>2</sup>	5,766	1,011	
Less: Carrying value of financial assets <sup>3</sup>	(3,997)	(999)	
<b>Gain (or loss) on disposal</b>	<b>1,769</b>	<b>12</b>	
<b>NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS</b>	<b>2,075</b>	<b>915</b>	
1) This includes the sale of land under roads, which is Community Land.			
2) 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 <sup>2</sup>	CF	47,736	18,761
Less: Carrying value of financial assets <sup>3</sup>	6	(45,967)	(18,749)
<b>Gain (or loss) on disposal</b>		<b>1,769</b>	<b>12</b>

3) This includes the settlement from legal action in regards to CDO investments.

## NOTE 6(a) CASH AND CASH EQUIVALENTS

	2016 (\$'000)	2015 (\$'000)
Cash at bank and on hand	1,639	567
Deposits at call <sup>1</sup>	7,825	13,738
	<b>9,464</b>	<b>14,305</b>

1) Includes term deposits with a term of less than 3 months

## NOTE 6(b) INVESTMENTS

The following financial assets are held as investments:

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	-	-	-	-
Held to Maturity Investments	91,248	77,331	90,704	32,743
Available for Sale Financial Assets	-	-	-	-
<b>Total</b>	<b>91,248</b>	<b>77,331</b>	<b>90,704</b>	<b>32,743</b>
<b>Financial Assets at Fair Value Through Profit and Loss</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>

## NOTE 6(b) INVESTMENTS (CONTINUED)

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Held to Maturity Investments</b>				
At beginning of year	90,704	32,743	51,500	38,665
Amortisation of discounts & premiums	13	12	–	32
Additions	32,750	58,324	33,250	18,750
Disposals	(43,967)	(2,000)	(17,750)	(999)
Impairment	–	–	–	–
Transfer to Current	11,748	(11,748)	23,704	(23,704)
<b>At end of year</b>	<b>91,248</b>	<b>77,331</b>	<b>90,704</b>	<b>32,744</b>
<b>Comprising of:</b>				
– CDOs	–	–	–	–
– FRNs	3,000	50,108	8,954	19,747
– Fixed Bonds	1,998	6,973	–	1,996
– Term Deposits <sup>2</sup>	86,250	20,250	81,750	11,000
<b>TOTAL</b>	<b>91,248</b>	<b>77,331</b>	<b>90,704</b>	<b>32,743</b>
2) Does not include term deposits with a term of less than 3 months				
<b>Available for Sale Financial Assets</b>				
At beginning of year	–	–	–	–
Additions	–	–	–	–
Disposals	–	–	–	–
Impairment	–	–	–	–
Revaluation to income statement	–	–	–	–
<b>At end of year</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Comprising of:</b>				
– Unlisted equity securities	–	–	–	–
– Equity Linked Notes	–	–	–	–
<b>TOTAL</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>



## NOTE 6(c) RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Total cash, cash equivalents and investments</b>	<b>100,712</b>	<b>77,331</b>	<b>105,009</b>	<b>32,743</b>
External restrictions	23,263	67,489	27,000	32,743
Internal restrictions	73,071	9,842	73,214	-
Unrestricted	4,378	-	4,795	-
<b>Total</b>	<b>100,712</b>	<b>77,331</b>	<b>105,009</b>	<b>32,743</b>

	Opening Balance	Transfers To	Transfers From	Closing Balance
	30 June 2015 \$'000	Restriction \$'000	Restriction \$'000	30 June 2016 \$'000
<b>External restrictions</b>				
<i>Included in liabilities</i>				
Specific purpose unexpended loans				
RTA advances				
Self-insurance claims				
Other				
	-	-	-	-
<b>Other</b>				
Developer contributions <sup>A</sup>	43,398	42,033	(11,537)	73,894
Specific purpose unexpended grants <sup>B</sup>	6,669	545	(588)	6,626
Domestic waste management <sup>C</sup>	5,740	17,926	(16,690)	6,976
Stormwater management	749	1,020	(715)	1,054
Affordable housing contribution	139	-	-	139
LIRS	1,346	-	(469)	877
Macquarie Park special rate	1,147	1,332	(1,315)	1,164
Infrastructure special rate reserve	-	2,362	(2,342)	20
External works drainage contributions	555	76	(629)	2
<b>Total external restrictions</b>	<b>59,743</b>	<b>65,294</b>	<b>(34,285)</b>	<b>90,752</b>
<b>Total restricted grants and contributions</b>	<b>50,622</b>	<b>42,654</b>	<b>(12,754)</b>	<b>80,522</b>

## **NOTE 6(c) RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)**

	Opening Balance	Transfers To	Transfers From	Closing Balance
	30 June 2015 \$'000	Restriction \$'000	Restriction \$'000	30 June 2016 \$'000
<b>Internal restrictions</b>				
Plant replacement reserve	2,874	2,207	(1,706)	3,375
Employee leave entitlements	2,456	1,704	(1,005)	3,155
Incomplete/carry over works and projects	873	1,209	(873)	1,209
Refundable deposits	9,699	3,285	–	12,984
Asset replacement reserve	33,328	4,456	(18,492)	19,292
Ryde Aquatic Leisure Centre	138	5,483	(4,997)	624
Investment property reserve	14,405	5,186	(1,224)	18,367
Accommodation reserve	–	18,234	(2,815)	15,419
Merger & transition reserve	–	5,267	–	5,267
Civic Centre precinct redevelopment reserve	947	–	(330)	617
Financial security reserve	3,438	1,748	(5,186)	–
Insurance fluctuation reserve	751	48	–	799
Fit for the future reserve	2,712	–	(2,712)	–
Risk rebate reserve	79	36	(4)	111
Other	1,514	379	(199)	1,694
<b>Total internal restrictions</b>	<b>73,214</b>	<b>49,242</b>	<b>(39,543)</b>	<b>82,913</b>
<b>Total restrictions</b>	<b>132,957</b>	<b>114,536</b>	<b>(73,828)</b>	<b>173,665</b>

A) Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans and voluntary planning agreements (VPAs)(See separate Note 17).

B) Grants which are not yet expended for the purposes for which the grants were obtained.

C) Domestic Waste Management funds are externally restricted assets which must be applied for the purposes for which they were raised.

## NOTE 7 RECEIVABLES

Purpose	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and annual charges	1,572	847	1,401	934
Rates interest & extra charges	166	89	195	130
User charges & fees				
– Environmental & health	601	–	409	–
– Restorations	138	–	130	–
– Recreational facilities	251	–	241	–
– Property & infrastructure works	97	–	94	–
– Home modification service	21	–	28	–
– Ryde Aquatic Leisure Centre	40	–	40	–
Interest on investments	1,693	–	1,332	–
Contributions to works	1	–	220	–
Government grants & subsidies	1,300	–	1,234	–
Commercial waste	461	–	363	–
GST	1,669	–	1,180	–
Asset sales	45	–	1,640	–
Workers compensation	24	–	5	–
Staff payments	–	–	–	–
Voluntary planning agreement	–	–	–	–
Fines	275	–	–	–
Other	887	–	72	–
<b>Total<sup>1</sup></b>	<b>9,241</b>	<b>936</b>	<b>8,584</b>	<b>1,064</b>
Less: provision for impairment				
– Rates and annual charges	–	–	–	–
– Interest and extra charges				
– User charges and fees	406	–	270	–
– Government grants & subsidies	–	–	–	–
	<b>8,835</b>	<b>936</b>	<b>8,314</b>	<b>1,064</b>
<b>EXTERNALLY RESTRICTED RECEIVABLES</b> (Included Above)				
Domestic waste management <sup>2</sup>	–	–	–	–
<b>TOTAL RESTRICTED RECEIVABLES</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>UNRESTRICTED RECEIVABLES</b>	<b>8,835</b>	<b>936</b>	<b>8,314</b>	<b>1,064</b>
<b>TOTAL RECEIVABLES</b>	<b>8,835</b>	<b>936</b>	<b>8,314</b>	<b>1,064</b>

1) Total refers to Note 15

2) 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.

## **NOTE 7 RECEIVABLES (CONTINUED)**

### **RATES AND ANNUAL CHARGES**

Rates are secured by underlying properties.

Interest is charged on overdue rates at 8.5% (2015 8.5%). 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 \$2,419,000 (2015 \$2,335,000)

### **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 \$406,000.

### **GOVERNMENT GRANTS**

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

## NOTE 8 INVENTORIES & OTHER ASSETS

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>a) Inventories</b>				
Real estate	-	-	-	-
Stores and materials (refer <sup>1</sup> below)	646	-	618	-
Other	-	-	-	-
<b>Total inventories</b>	<b>646</b>	<b>-</b>	<b>618</b>	<b>-</b>
<b>b) Inventories not expected to be realised within the next 12 months<sup>1</sup></b>	<b>446</b>	<b>-</b>	<b>329</b>	<b>-</b>
<b>c) Other Assets</b>				
Prepayments	1,571	-	798	-
Prepayments – salaries and wages	824	-	-	-
Prepayments – waste alliance	625	-	-	-
<b>Total other assets</b>	<b>3,020</b>	<b>-</b>	<b>798</b>	<b>-</b>

### EXTERNALLY RESTRICTED INVENTORIES AND OTHER ASSETS

NIL

1) This represents a stockpile of material that is held at Porters Creek, made from recycled building materials and it will take more than 12 months for this to be used.



## NOTE 9(a) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

ASSET TYPE	At 30 June 2015				MOVEMENTS DURING THE YEAR				At 30 June 2016							
	Cost	Fair Value	Accumulated Depreciation & Impairment	Carrying Value	Renewals	New Assets	Transfers From WIP	Carrying Value of Disposals	Transfers and Adjustments	Depreciation & Impairment	Gross Book Value	Accumulated Depreciation & Impairment	Cost	Fair Value	Accumulated Depreciation & Impairment	Carrying Value
Plant and Equipment	26,026	14,858	11,168	11,168	8	2,559	182	1,058	-	2,439	-	-	-	26,322	15,902	10,420
Office Equipment	10,451	8,322	2,129	2,129	389	108	808	9	-	1,235	-	-	-	9,230	7,040	2,190
Furniture and Fittings	4,459	3,461	998	998	-	1	-	-	-	131	-	-	-	4,459	3,591	868
Leased Plant & Equipment	163	163	-	-	-	-	-	-	-	-	-	-	-	163	163	-
<b>Land</b>																
- Operational Land	102,333	-	102,333	-	-	-	-	-	-	-	-	-	-	102,333	-	102,333
- Community Land	1,393,318	-	1,393,318	-	-	1,660	-	-	-	-	-	-	-	1,394,978	-	1,394,978
- Land Improvements (non-depr'n)	8,517	-	8,517	-	147	170	65	-	-	-	-	-	-	8,899	-	8,899
- Land Improvements (depr'n)	13,718	12,397	1,321	1,321	1	364	33	-	-	517	-	-	-	14,116	12,914	1,202
- Land Under Roads	11,552	-	11,552	-	-	-	-	-	-	-	-	-	-	11,552	-	11,552
<b>Buildings</b>																
- Non-specialised	105,616	62,382	43,234	43,234	294	274	4,565	-	-	919	(4,503)	6,488	-	106,245	69,788	36,457
<b>Other Structures</b>																
- Carparks	11,362	1,486	9,876	9,876	-	-	-	-	-	165	228	13	-	11,590	1,664	9,926
- Foreshore Assets	5,239	1,689	3,550	3,550	553	1	72	-	-	58	(533)	(386)	-	5,333	1,362	3,971
- Road Ancillary	10,516	2,953	7,563	7,563	818	4	-	-	-	290	(200)	(150)	-	11,048	3,003	8,045
- Other	-	-	-	-	58	-	39	-	-	-	-	-	-	96	-	96

## NOTE 9(a)

# INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ASSET TYPE	At 30 June 2015				MOVEMENTS DURING THE YEAR				At 30 June 2016						
	Cost	Fair Value & Impairment	Accumulated Depreciation & Impairment	Carrying Value	Renewals	New Assets	Transfers From WIP	Carrying Value of Disposals	Transfers and Adjustments	Gross Book Value	Accumulated Depreciation & Impairment	Cost	Fair Value	Accumulated Depreciation & Impairment	Carrying Value
<b>Infrastructure</b>															
- Roads, Bridges and Footpaths	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Road Pavement	295,441	76,239	219,202	6,235	504	76	25	4,805	(1,472)	(646)	-	300,759	80,398	220,361	
- Road Ancillaries	6,947	3,420	3,527	180	73	68	-	118	(196)	44	-	7,072	3,582	3,490	
- Bridges	4,335	1,743	2,592	204	-	41	-	54	(245)	-	-	4,335	1,797	2,538	
- Footpaths and Cycleways	59,428	9,241	50,187	1,525	1,882	1,171	-	456	(1,997)	324	-	62,009	10,021	51,988	
- Kerb & Guttering	100,971	12,504	88,467	166	88	-	-	641	1,567	203	-	102,792	13,348	89,444	
- Stormwater Drainage	259,390	58,757	200,633	2,645	196	918	-	1,630	3,351	1,559	-	266,500	61,946	204,554	
- Swimming Pools	27,908	9,673	18,235	-	-	-	-	650	-	-	-	27,908	10,323	17,585	
- Other Open Space/ Recreational assets	65,339	11,574	53,765	1,199	1	293	-	1,214	(158)	(821)	-	66,675	11,968	54,707	
Other Assets															
- Heritage Collections	229	-	229	-	-	-	-	-	-	-	-	-	229	-	229
- Library Books	3,182	1,974	1,208	445	-	-	-	567	-	-	-	3,204	2,119	1,085	
Capital Works in Progress	12,285	-	12,285	-	9,320	(8,331)	-	-	-	-	-	13,274	-	13,274	
<b>TOTALS</b>	<b>12,285</b>	<b>2,526,440</b>	<b>2,245,889</b>	<b>14,867</b>	<b>17,205</b>	<b>-</b>	<b>1,092</b>	<b>15,889</b>	<b>(4,158)</b>	<b>6,628</b>	<b>13,274</b>	<b>2,547,847</b>	<b>310,929</b>	<b>2,250,192</b>	

## NOTE 9(b)

# RESTRICTED INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

Includes DWM															
Restricted Assets	1009	263	746	-	-	-	-	-	-	-	-	-	-	-	-

Notes:  
 Excludes investment properties and non-current assets held for sale.  
 Renewals are defined as replacements of existing assets as opposed to the acquisition of new assets.  
 Impairment of Civic Centre of \$5,241K is included in Depreciation and Impairment for FY2016.

## **NOTE 10(a) PAYABLES, BORROWINGS & PROVISIONS**

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Payables</b>				
Goods and services	8,247	–	6,201	–
Payments received in advance	474	–	278	–
Payments received in advance – rates	490	–	340	–
Accrued expenses	2,619	–	982	–
Advances	–	–	–	–
Interest expenses	27	–	53	–
Deposits and retentions	12,985	–	9,996	–
Staff taxation payments	–	–	–	–
Staff salaries & wages	–	–	–	–
Trust account deposits	–	–	–	–
Deferred lease expense	21	–	–	–
Domestic waste	–	–	1,354	–
Other contributions	–	–	–	–
Other	38	–	25	–
<b>Total payables</b>	<b>24,901</b>	<b>–</b>	<b>19,229</b>	<b>–</b>
<b>Current payables not expected to be settled within the next 12 months</b>	<b>10,388</b>	<b>–</b>	<b>7,747</b>	<b>–</b>
<b>Borrowings</b>				
Bank overdraft	–	–	–	–
Loans – secured <sup>1</sup>	873	3,503	993	5,241
Loans – unsecured	–	–	–	–
Government advances	–	–	–	–
Ratepayers advances	–	–	–	–
Finance lease liability	–	–	–	–
Deferred payment liabilities	–	–	–	–
<b>Total borrowings</b>	<b>873</b>	<b>3,503</b>	<b>993</b>	<b>5,241</b>

## NOTE 10(a) PAYABLES, BORROWINGS & PROVISIONS (CONTINUED)

	2016		2015	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Provisions<sup>2</sup></b>				
Annual & other accrued leave	3,161	–	2,864	–
Sick leave	202	–	198	–
Long service leave	8,006	187	7,368	156
Employee leave entitlements on costs	–	–	–	–
Self insurance liabilities	–	–	–	–
Other employee provisions	528	–	438	–
<b>Total provisions</b>	<b>11,897</b>	<b>187</b>	<b>10,868</b>	<b>156</b>
<b>Total payables, borrowings and provisions</b>	<b>48,059</b>	<b>3,690</b>	<b>38,837</b>	<b>5,397</b>
<b>Current provisions not expected to be settled within the next 12 months</b>	<b>6,425</b>	<b>–</b>	<b>5,963</b>	<b>–</b>
<b>Liabilities relating to restricted assets</b>				
Domestic waste management	–	–	–	–
<b>Total restricted liabilities</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Liabilities relating to unrestricted assets	37,671	3,690	31,090	5,397
<b>Total</b>	<b>37,671</b>	<b>3,690</b>	<b>31,090</b>	<b>5,397</b>

1) Loans are secured by the rating income of Council.

2) Vested ELE is all carried as a current provision.

## **NOTE 10(b)**

### **DESCRIPTION OF AND MOVEMENTS IN PROVISIONS**

The movement in each class of provision is presented in the table below.

<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 & Other Accrued Leave	2,864	2,908	2,611	–	3,161
Sick Leave	198	1,224	1,220	–	202
Long service leave	7,524	1,807	1,138	–	8,193
Other employee provisions	438	1,685	1,595	–	528
<b>Total</b>	<b>11,024</b>	<b>7,624</b>	<b>6,564</b>	<b>–</b>	<b>12,084</b>



## NOTE 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES

	Notes	2016 (\$'000)	2015 (\$'000)
<b>a) Reconciliation of Cash Assets</b>			
Total cash and cash equivalents	6(a)	9,464	14,305
Less: bank overdraft	10	-	-
<b>Balances as per statement of cash flow</b>		<b>9,464</b>	<b>14,305</b>
<b>b) Reconciliation of net operating result to cash provided from operating activities</b>			
Net operating result from income statement		77,934	41,003
<b>Add:</b>			
Depreciation and impairment	4	15,723	14,778
Impairment of investments	3	-	-
Increase in provision for doubtful debts	7	136	13
Increase in provision for leave entitlements	10	1,060	574
Increase in other provisions	10	-	-
Decrease in receivables	7	-	-
Decrease in inventories	8	-	-
Decrease in other current assets	8	-	-
Increase in payables	10	2,440	-
Increase in accrued interest payable	10	-	-
Increase in other current liabilities	10	1,819	1,703
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	-	-

## **NOTE 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES (CONTINUED)**

	Notes	2016 (\$'000)	2015 (\$'000)
<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	(529)	(716)
Increase in inventories	8	(28)	(129)
Increase in other current assets	8	(2,222)	(483)
Decrease in payables	10	–	(623)
Decrease in accrued interest payable	10	(26)	–
Decrease in other current liabilities	10	–	–
Reversal of previous revaluation decrements	–		
Non cash contributions and dedications	–		
Gain on sale of assets	5	(2,075)	(915)
Fair value adjustments to financial assets at fair value through profit and loss	6	–	–
Fair value adjustments to investment properties	3	(23,300)	(450)
Amortisation of discounts & premiums recognised	3	(25)	(32)
Non cash capital grants & contributions	3	–	–
<b>Net cash provided by (used in) operating activities</b>		<b>70,907</b>	<b>54,723</b>
<b>c) Non-Cash Financing and Investing Activities</b>			
Acquisition of plant & equipment by means of finance leases	–	–	
S.94 contributions in kind	–	–	
Dedications	–	–	
	–	–	
<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	40	
	<b>40</b>	<b>40</b>	

## NOTE 12 COMMITMENTS FOR EXPENDITURE

	2016 (\$'000)	2015 (\$'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	1,500	–
Plant & equipment	–	–
Construction services	1,650	1,269
Tree planting	55	–
LED upgrade	–	113
Parks restorations	–	138
Park improvements	5,700	–
Seawall improvements	–	206
Street furniture	166	100
Streetscape upgrade	–	60
Granite paving	300	375
Stormwater/drainage	–	100
<b>Total</b>	<b>9,371</b>	<b>2,361</b>
These expenditures are payable:		
– Not later than one year	7,871	2,361
– Later than one year and not later than 5 years	1,500	–
– Later than 5 years	–	–
<b>Total</b>	<b>9,371</b>	<b>2,361</b>
<b>b) Finance lease commitments</b>		
Commitments under finance leases at the reporting date are payable as follows:		
– Not later than one year	–	–
– Later than one year and not later than 5 years	–	–
– Later than 5 years	–	–
<b>Total</b>	<b>–</b>	<b>–</b>
Minimum lease payments	–	–
Less: future finance charge	–	–
<b>Lease liability</b>	<b>–</b>	<b>–</b>
Representing lease liabilities:		
– Current	–	–
– Non-Current	–	–
<b>Total</b>	<b>–</b>	<b>–</b>

## **NOTE 12 COMMITMENTS FOR EXPENDITURE (CONTINUED)**

	2016 (\$'000)	2015 (\$'000)
<b>c) Non-cancellable operating lease commitments</b>		
Commitments under non-cancellable operating leases at 30 June 2016 but not recognised in the financial statements are payable as follows:		
– Not later than one year	2,146	–
– Later than one year and not later than 5 years	8,327	–
– Later than 5 years	–	–
<b>Total</b> <sup>1</sup>	<b>10,473</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>

1) This represents the leased premises at the North Ryde office.

## NOTE 13

### STATEMENT OF PERFORMANCE MEASURES – CONSOLIDATED RESULTS

	Amounts (\$'000)	Current Year Indicators	2015	2014
<b>1. Operating performance</b>				
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions – operating expenses	8,981	8.13%	8.53%	1.15%
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions	110,472			
<b>2. Own source operating revenue</b>				
Total continuing operating revenue <sup>1</sup> excluding all grants and contributions	103,254	67.03%	71.44%	82.04%
Total continuing operating revenue <sup>1</sup> inclusive of all grants and contributions	154,050			
<b>3. Unrestricted current ratio</b>				
Current assets less all external restrictions	89,504	4.29x	5.03x	3.59x
Current liabilities less specific purpose liabilities	20,858			
<b>4. Debt service cover ratio</b>				
Operating results <sup>1</sup> before capital excluding interest and depreciation/impairment/amortisation (EBITDA)	24,922	12x	20.86x	27.26x
Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)	2,076			
<b>5. Rates and annual charges outstanding percentage</b>				
Rates and annual charges outstanding	2,674	3.58%	3.84%	3.65%
Rates and annual charges collectible	74,664			
<b>6. Cash expense cover ratio</b>				
Current year's cash, cash equivalents + Term Deposits x 12	115,964	x 12 15.72	15.68	13.46
Payments from cash flow of operating and financing activities	88,507	months	months	months

1) Excludes fair value adjustments, reversal of revaluation decrements, net gain/loss on sale of assets and net share/loss of interests in joint ventures



## NOTE 14 INVESTMENT PROPERTIES

	Notes	2016 (\$'000)	2015 (\$'000)
<b>At fair value</b>			
Opening balance at July 1 2015		105,628	2,800
Correction of prior years errors		(17,248)	–
Acquisitions		1,485	1,150
Transferred from Note 9		–	101,228
Classified as held for disposals		–	–
Net gain (loss) from fair value adjustment		23,300	450
Transfer (to) from inventories and other occupied property		–	–
<b>Closing balance at 30 June 2016</b>		<b>113,165</b>	<b>105,628</b>
<b>a) Amounts recognised in profit and loss for investment property</b>			
Rental income	3 (d)	560	483
Net gain (loss) from fair value adjustment	3 (d)	23,300	450
Direct operating expenses from property that did not generate rental income		–	–
<b>Total</b>		<b>23,638</b>	<b>796</b>
<b>b) Valuation basis</b>			
<p>The basis of the valuation of investment properties is at fair value being the amounts for which the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location and condition subject to similar leases. The 2016 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.</p>			
<b>c) Contractual obligations</b>			
<p>Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.</p>			
<b>d) Leasing arrangements</b>			
<p>The investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows.</p>			
Minimum lease payments under non-cancellable operating leases of investment			
– Not later than one year		285	383
– Later than one year and not later than 5 years		566	685
– Later than 5 years		182	253
<b>Total</b>		<b>1,033</b>	<b>1,321</b>

Refer to note 27 Fair value measurement for information regarding the fair value of investment properties held.

## NOTE 15 FINANCIAL RISK MANAGEMENT

### RISK MANAGEMENT

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the Finance Unit under policies approved by the Council.

Council held the following financial instruments at balance date:

	Carrying Value		Fair Value	
	2016 (\$'000)	2015 (\$'000)	2016 (\$'000)	2015 (\$'000)
<b>Financial assets</b>				
Cash and cash equivalents	9,464	14,305	9,464	14,305
Receivables	9,771	9,378	9,771	9,378
Financial assets at fair value through profit or loss	–	–	–	–
Available-for-sale financial assets	–	–	–	–
Held-to-maturity investments	168,579	123,447	168,654	123,714
	<b>187,814</b>	<b>147,130</b>	<b>187,889</b>	<b>147,397</b>
<b>Financial liabilities</b>				
Payables	24,901	19,229	24,901	19,229
Borrowings	4,376	6,234	4,470	5,811 <sup>1</sup>
	<b>29,277</b>	<b>25,463</b>	<b>29,371</b>	<b>25,040</b>

**Note: Refer to Note 27 for fair value information.**

1) The fair value represents the present value of the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates, discounted by the bond rates used for employee leave entitlement discounting.

## **NOTE 15 FINANCIAL RISK MANAGEMENT (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.

### **a) Market risk – price risk and interest rate risk**

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.

	<b>30/06/2016 \$'000</b>	<b>30/06/2015 \$'000</b>
Estimated impact of a 10% <sup>2</sup> movement in price of investments:		
– Equity	n/a	n/a
– Income statement	n/a	n/a
Estimated impact of a 1% <sup>2</sup> movement in interest rates on cash and investments:		
– Equity	1,780	1,378
– Income statement	1,780	1,378

#### **Note:**

2) Sensitivity percentages based on management's expectation of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents, managed funds, and FRNs). Movement in price of investments is calculated only on tradable investments.

## NOTE 15 FINANCIAL RISK MANAGEMENT (CONTINUED)

### b) Credit risk

Council's major receivables comprise rates and annual charges and user charges and fees. Council manages the credit risk associated with these receivables 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:

	Notes	2016	2015
<b>Percentage of rates and annual charges</b>			
– Current		69%	63%
– Overdue debts		31%	37%
<b>Analysis of overdue debts</b>		<b>\$'000</b>	<b>\$'000</b>
Less than 1 year		1,839	1,672
1 to 2 years		437	468
2 to 5 years		394	425
Greater than 5 years		4	95
	7	<b>2,674</b>	<b>2,660</b>
<b>Percentage of other receivables</b>			
– Current		87%	92%
– Overdue debts		13%	8%
<b>Analysis of overdue debts</b>		<b>\$'000</b>	<b>\$'000</b>
0 – 30 days overdue		6,496	6,458
31 – 60 days overdue		260	89
61 – 90 days overdue		75	24
91+ days overdue		672	417
	7	<b>7,503</b>	<b>6,988</b>
<b>ii) Movement in provision for impairment for receivables</b>			
Balance at the beginning of the year		270	257
Plus: New provisions recognised during the year		140	80
Less: Amounts already provided for & written off		(4)	(67)
<b>Balance at the end of the year</b>		<b>406</b>	<b>270</b>

## NOTE 15 FINANCIAL RISK MANAGEMENT (CONTINUED)

### c) Liquidity risk

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.

2016 \$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	24,901	–	–	24,901	24,901
Borrowings	993	2,610	1,141	4,744 <sup>3</sup>	4,376
	<b>25,894</b>	<b>2,610</b>	<b>1,141</b>	<b>29,645</b>	<b>29,277</b>

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>3</sup>	6,234
	<b>20,422</b>	<b>4,075</b>	<b>1,667</b>	<b>26,164</b>	<b>25,463</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 2016		30 June 2015	
	Weighted average interest rate %	Balance \$'000	Weighted average interest rate %	Balance \$'000
Overdraft	N/A	–	N/A	–
Bank loans – variable <sup>4</sup>	2.90%	3,088	3.06%	3,769
Bank loans – fixed	4.95%	1,288	5.07%	2,465
		<b>4,376</b>		<b>6,234</b>

#### Note:

3) 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.

4) 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 2015–2019 Delivery Plan adopted by the Council on 23 June 2015.

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 Quarterly Budget Review 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 amountsof 10% or more of the budgeted amount, or if considered appropriate to comment.

#### REVENUES

##### User charges and fees \$2,412K (16%) (F)

Council received user charges and fees revenue of \$17,142k which was above the original budget by \$2,412K (16%).

The additional income received was predominantly related to environmental enforcement levies and other development related income which were, \$1.8 million and \$840k respectively, over budget. The original budgets for this type of income were conservative as they rely on the levels of development activity throughout the local government area which, in turn, remained high throughout the course of the year.

##### Interest and investment revenue \$1,973K (57%) (F)

Council received interest revenue of \$5,420k which was above the original budget by \$1,973k (57%).

During this financial year the RBA cut official interest rates by 0.25% which occurred in May 2016. Overall, Council's interest rate earnings decreased slightly

during the year but higher than expected Section 94 contributions have resulted in additional interest income than was originally budgeted for. It should be noted that these Section 94 funds, and the interest earned on their investment, cannot be applied to Council's normal operations and they are restricted in Council's reserves to be used for construction of new works under the Section 94 plan they were collected under.

##### Other revenues \$24,897K (342%) (F)

Council received other revenues of \$32,171k which was above the original budget by \$24,897k (342%).

There are several items contributing to this income category exceeding budget, the most significant being: fair value on investment properties \$23.3M; parking fines \$395k; recovery of legal fees \$100k; sales of recycled materials \$200k; parking meter income \$250k; waste recycling rebate \$381k.

The increase in Fair Value on Investment Properties (\$23.3M) is a requirement of AASB140(75). The valuations are reviewed annually by a member of the Australian Property Institute. Changes in fair value are recorded in profit and loss as part of other income.

##### Grants & contributions provided for capital purposes \$42,772K (5307%) (F)

Council received capital income of \$43,578k which was above the original budget by \$42,772k (5307%).

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. Up until three years ago Council had only received, on average, \$1.5 million per annum in Section 94 contributions. In 2015/16 this figure was \$38.5 million.

This year Council also received \$1.9m for Voluntary Planning Agreements and grants for stormwater improvement projects – \$317k and lighting and CCTV in Eastwood -\$180k. Additionally, Council's Roads to Recovery grant was \$685K more than anticipated and Council received \$1.16 million in transport grants from RMS for road resurfacing, road kerb renewal, cycleway construction and traffic management.

##### Net gain from the disposal of assets \$2,075K (100%) (F)

Council received other revenues of \$2,075k which was above the original budget by \$2,075k (100%).

The majority of this budget variation relates to \$1,747K received for settlement of legal cases regarding Collateralised Debt Obligation investments.

#### EXPENSES

##### Borrowing costs -\$30K (-12%) (F)

Council incurred borrowing costs of \$218k which was below the original budget by -\$30k (-12%).

Council's interest rates on loans are largely variable and with interest rates decreasing, borrowing costs were less than anticipated.

##### Other expenses -\$3,981K (-22%) (F)

Council paid other expenses of \$13,826k which was below the original budget by -\$3,981k (-22%).

The budgeted savings are due to; street lighting \$0.5m, utilities – power \$0.7m, waste development tax \$0.13m and water rates \$0.2m. A budget for \$330k for recognition of interest due on deposits and retentions was incorrectly included in the 2015/16 financial year.

## NOTE 17 STATEMENT OF DEVELOPER CONTRIBUTIONS

Purpose	Opening Balance \$'000	Contributions Received During Year <sup>1</sup>		Interest & Investment Income Earned During Year		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	Cumulative Internal Borrowings Due/(Payable) \$'000
		Cash \$'000	Non-Cash \$'000	During Year \$'000	During Year \$'000						
Community & Culture	5,830	7,220	-	261	-	2,930	-	-	10,381	779	-
Open Space & Public Domain	19,971	26,636	-	1,041	-	2,927	-	-	44,721	14,684	-
Roads, Traffic, Carparks & Cycleways	2,714	3,637	-	88	-	3,658	-	-	2,781	4,061	-
Stormwater Management	6,610	894	-	209	-	1,311	-	-	6,402	4,903	-
Administration	333	163	-	9	-	274	-	-	231	493	-
<b>TOTAL UNDER PLANS</b>	<b>35,458</b>	<b>38,550</b>	<b>-</b>	<b>1,608</b>	<b>-</b>	<b>11,100</b>	<b>-</b>	<b>-</b>	<b>64,516</b>	<b>24,920</b>	<b>-</b>
Planning agreements	7,940	1,875	-	-	-	437	-	-	9,378	-	-
<b>TOTAL CONTRIBUTIONS</b>	<b>43,398</b>	<b>40,425</b>	<b>-</b>	<b>1,608</b>	<b>-</b>	<b>11,537</b>	<b>-</b>	<b>-</b>	<b>73,894</b>	<b>-</b>	<b>-</b>

**City of Ryde Council adopted the single Section 94 Development Contributions Plan 2007 – 11 December 2007. This development contribution Plan repealed previous plans.**

- 1) Reconcilable with Note 3
- 2) Reconcilable with Note 6 (Restricted assets excludes 'amounts expended in advance')
- 3) Cumulative balance of borrowing within and between plans
- 4) The total balance under plans are restricted and reflected in Note 6(c) as External Restrictions, whereas the total balance of planning agreements (Voluntary Planning Agreements) is restricted in Note 6 (c) as Internal.

**Note:**

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

Council participates in an employer sponsored Defined Benefits Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees. Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due. The Scheme's most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Scheme's Defined Benefit member category with member councils required to make significantly higher contributions in future years. The Local Government Superannuation Scheme has estimated that as at 30 June 2016 a deficit still exists and employers are required to contribute additional contributions in order to rectify this deficit. The share of this deficit that can be attributed to Council is estimated to be in the order of \$675,473 as at 30 June 2016.

##### 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 2016 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.

##### iv) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

##### v) S94 Plans

Council levies Section 94/94A Contributions upon various developments across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

## 2 Remediation Works

### i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No known 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.

### 3 Council Amalgamation

On 6 January 2016 the Minister for Local Government referred 35 merger proposals to the Chief Executive of the Office of Local Government for examination and report under the Local Government Act. The merger of the City of Ryde with Hunters Hill and Lane Cove Councils was included as one of these proposals.

The Chief Executive delegated the examination and reporting function for the merger proposals to Delegates. The reports of the Delegates were sent to the Minister for Local Government as well as the Local Government Boundaries Commission for comment.

On 22 April 2016, Hunters Hill Council commenced legal action against the Minister for Local Government and Delegate, Dr Robert Lang regarding the proposed merger with the City of Ryde and Lane Cove Council. At the time of preparing this report no judgement has been handed down in relation to these proceedings.

On 12 May 2016, the Minister for Local Government and the Premier of NSW announced the proclamation of 19 new councils. The City of Ryde's proposed merger with Hunters Hill and Lane Cove Councils was not progressed due to the legal action taken by Hunters Hill. The Minister has indicated his in principle support to create a further 9 new councils, subject to the decision of the courts, which includes the merger of the City of Ryde, Hunters Hill and Lane Cove Councils. The finalisation of the proceedings is uncertain and therefore Council is unable to determine when the proposed merger may commence.

## **NOTE 18 CONTINGENCIES (CONTINUED)**

### **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 to the developer 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 asset that will become Council's assets at the end of the lease.

#### **iii) Land Under Roads**

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to and including 30/6/08.

## **NOTE 19 INTERESTS IN JOINT VENTURES AND ASSOCIATES**

Council has no interests in joint ventures or associates.

## NOTE 20 REVALUATION RESERVES AND RETAINED EARNINGS

	2016 (\$'000)	2015 (\$'000)
<b>a) Retained earnings</b>		
Movements in retained earnings were as follows:		
At beginning of year	1,783,775	1,742,772
Adjustment to correct prior years errors (Note 20 (d))	-	-
Net operating result for the year	77,934	41,003
<b>At end of year</b>	<b>1,861,709</b>	<b>1,783,775</b>
<b>b) Revaluation reserves</b>		
Infrastructure, property, plant and equipment revaluation reserve	651,768	679,801
Available-for-sale investments revaluation reserve		
<b>Total assets</b>	<b>651,768</b>	<b>679,801</b>
<b>Movements:</b>		
<b>Property, plant and equipment revaluation reserve</b>		
At beginning of year	679,801	608,326
Revaluation – gross	(4,158)	59,908
Adjustment to correct prior years errors (Note 20 (d))	(17,248)	(6,434)
Impairment <sup>1</sup>	(5,241)	
Depreciation transfer – gross	(1,387)	18,001
<b>At end of year</b>	<b>651,767</b>	<b>679,801</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 off of values for structures on investment properties	(17,248)	-
Correct revaluation amount for asset write ons/offers	-	(3,752)
Properties duplicated between Infrastructure Assets and Investment Properties	-	(2,682)
	<b>(17,248)</b>	<b>(6,434)</b>

1) During the 2015/16 financial year, Council vacated its administration centre at 1 Devlin Street Ryde due to health and safety issues identified throughout the building. In consideration of AASB 136 – Impairment of Assets, Council engaged independent and qualified valuers to value the administration centre and attached civic hall. The valuers determined that the buildings are rapidly approaching the end of their useful lives. The residual structure value of the buildings provided is \$Nil and as a consequence the assets have been recognised as being impaired.



## **NOTE 21 RESULTS BY FUND**

Council has only one consolidated fund.

## **NOTE 22 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE**

	2016 (\$'000)	2015 (\$'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 BALANCE SHEET DATE**

There are no events occurring after the Balance Sheet Date that directly affect the results for the 2015/2016 Financial Year.

## **NOTE 24 DISCONTINUED OPERATIONS**

There were no operations discontinued by Council during the year.

## **NOTE 25 INTANGIBLE ASSETS**

Council has no Intangible Assets to report.

## **NOTE 26 REINSTATEMENT, REHABILITATION AND RESTORATION LIABILITIES**

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 known 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.

## NOTE 27 FAIR VALUE MEASUREMENT

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:

	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant observable inputs (\$000's)	Total (\$000's)
<b>30 June 2016</b>				
<b>Investment properties</b>	14	–	113,165	<b>113,165</b>
<b>Infrastructure, Property, Plant and Equipment</b>	9			
– Operational land		–	102,333	<b>102,333</b>
– Community land		–	1,394,978	<b>1,394,978</b>
– Land under roads		–	11,552	<b>11,552</b>
– Buildings (Specialised and non-specialised)		–	54,042	<b>54,042</b>
– Roads, Bridges, Footpaths		–	367,821	<b>367,821</b>
– Stormwater drainage		–	204,554	<b>204,554</b>
<b>Subtotal I,PP &amp; E</b>		–	<b>2,135,280</b>	<b>2,135,280</b>
<b>TOTALS</b>		–	<b>2,248,445</b>	<b>2,248,445</b>

	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant observable inputs (\$000's)	Total (\$000's)
<b>30 June 2015</b>				
<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>Subtotal I,PP &amp; E</b>		–	<b>2,133,280</b>	<b>2,133,280</b>
<b>TOTALS</b>		–	<b>2,238,908</b>	<b>2,238,908</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 2016, 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.

#### **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 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.

#### **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 Operational 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 the 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.

#### **Infrastructure assets**

Valuations for infrastructure assets are performed internally by the Council's 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.

#### **Transfers between levels of the hierarchy**

There were no transfers of assets and liabilities between the hierarchies.

#### **Highest and Best Use**

Current use of the 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.



## 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 City of Ryde Council (the Council), which comprise the Statement of Financial Position as at 30 June 2016 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, nor the attached Special Schedules, and accordingly, we express no opinion on them.

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*PricewaterhouseCoopers, ABN 52 780 433 757  
Darling Park Tower 2, 201 Sussex Street, GPO BOX 2650, SYDNEY NSW 1171  
T +61 2 8266 0000, F +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)*

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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 2016 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 black ink, appearing to read 'PricewaterhouseCoopers', written in a cursive style.

PricewaterhouseCoopers

A handwritten signature in black ink, appearing to read 'Marc Upcroft', written in a cursive style.

Marc Upcroft  
Partner

Sydney  
12 October 2016





**Private & Confidential**

The Mayor  
Councillor Bill Pickering  
Council of the City of Ryde  
DX 8403  
RYDE

Dear Councillor Bill Pickering

**Report on the conduct of the Audit for year ended 30 June 2016 –  
Section 417(3)**

We have completed our audit of the financial reports of the Council for the year ended 30 June 2016, 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 improved from \$41 million in the previous year to \$79 million in the current period. The net operating results before capital contributions was surplus of \$36 million against the previous year's surplus of \$10 million. Revaluation of Investment properties (\$24m) contributed to this improvement.

**Cash position**

Council's overall cash position increased from \$138 million to \$178 million during the period under review. The following table highlights the composition of cash.

	<b>2015</b>	<b>2016</b>
	<b>\$m</b>	<b>\$m</b>
Externally restricted	60	91
Internally restricted	73	83
Unrestricted	5	4
<b>Total</b>	<b>138</b>	<b>178</b>

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Darling Park Tower 2, 201 Sussex Street, GPO BOX 2650, SYDNEY NSW 1171  
T: +61 2 8266 0000, F: +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)

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### ***Working capital***

Council's net current assets declined from \$84 million to \$75 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>2016</b>
	<b>\$m</b>	<b>\$m</b>
Net current assets	84	75
Less: External restrictions	(27)	(23)
Internal restrictions	(73)	(73)
Add: Current liabilities deferred	20	25
<b>Available working capital</b>	<b>4</b>	<b>4</b>

The effective unrestricted or available working capital upon which Council could build its 2017 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>2016</b>
	<b>%</b>	<b>%</b>
Operating Performance Ratio	9	8
Own Source Operating Revenue Ratio	71	67
Unrestricted Current Ratio	503	429
Debt Service Cover Ratio	2086	1200
Rates Outstanding Ratio	3.8	3.6
Cash Expense Cover Ratio	16	16

The Operating Performance Ratio was relatively stable at 8% and remained above the industry benchmark of 0%

The Own Source Operating Revenue Ratio declined to 67% but remained above the industry benchmark of 60%.

The Unrestricted Current Ratio declined but remained well 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 improved slightly and 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 Acting General Manager and his staff for the cooperation and courtesy extended to us during the course of our audit.

Yours faithfully

A handwritten signature in black ink, appearing to read 'PricewaterhouseCoopers', written in a cursive style.

PricewaterhouseCoopers

A handwritten signature in black ink, appearing to read 'Marc Upcroft', written in a cursive style.

Marc Upcroft  
Partner

12 October 2016  
Sydney



# SPECIAL PURPOSE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2016

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Table of Contents	Page
<b>STATEMENT BY COUNCILLORS AND MANAGEMENT</b>	204
<b>SPECIAL PURPOSE FINANCIAL REPORTS</b>	
• Income statement of other business activities	205
• Statement of financial position of other business activities	206
<b>NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS</b>	
Note 1 Significant accounting policies	207
<b>AUDITOR'S REPORT</b>	209

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## STATEMENT BY COUNCILLORS AND MANAGEMENT

### STATEMENT BY COUNCILLORS AND MANAGEMENT

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, Application of National Competition Policy to Local Government
- Division of Local Government Guidelines, Pricing & Costing for Council Businesses: A guide to Competitive Neutrality
- The Local Government Code of Accounting Practice and Financial Reporting
- The NSW Office of Water Best-Practice Management of Water Supply and Sewerage Guidelines.

To the best of our knowledge and belief, these reports:

- presents fairly the 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 27 September 2016.



Councillor Bill Pickering  
Mayor



Councillor Jane Stott  
Deputy Mayor



Mr Roy Newsome  
Acting General Manager



Mrs Christine Joyce  
Responsible Accounting Officer





## INCOME STATEMENT OF OTHER BUSINESS ACTIVITIES

for the year ended 30 June 2016

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2016 (\$000's)	2015 (\$000's)	2016 (\$000's)	2015 (\$000's)
<b>Income from continuing operations</b>				
Annual Charges	–	–	–	–
User Charges	5,373	5,078	1,371	1,182
Fees	–	–	–	–
Interest	–	–	–	–
Other income	20	16	–	–
Grants & Contributions provided for Non-Capital Purposes	–	–	–	–
Profit from the sale of assets	–	–	–	–
<b>Total Income From Continuing Operations</b>	<b>5,393</b>	<b>5,094</b>	<b>1,371</b>	<b>1,182</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on costs	3,363	3,104	–	–
Materials and Contracts	586	634	323	242
Borrowing costs	45	–	–	–
Depreciation and impairment	650	650	–	–
Loss on sale of assets	–	–	–	–
Calculated Taxation Equivalents	183	169	–	–
Other expenses	157	168	266	180
<b>Total Expenses From Continuing Operations</b>	<b>4,984</b>	<b>4,725</b>	<b>589</b>	<b>422</b>
<b>Surplus (Deficit) from Continuing Operations before capital amounts</b>	<b>409</b>	<b>369</b>	<b>782</b>	<b>760</b>
Grants & Contributions provided for Capital Purposes	–	–	–	–
<b>Surplus (Deficit) from Continuing Operations after capital amounts</b>	<b>409</b>	<b>369</b>	<b>782</b>	<b>760</b>
Surplus (Deficit) from Discontinued Operations	–	–	–	–
<b>Surplus (Deficit) from All Operations before Tax</b>	<b>409</b>	<b>369</b>	<b>782</b>	<b>760</b>
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	123	111	235	228
<b>Surplus (Deficit) After Tax</b>	<b>286</b>	<b>258</b>	<b>547</b>	<b>532</b>
<b>Opening Retained profits *</b>	<b>32,072</b>	<b>31,534</b>	<b>200</b>	<b>200</b>
Adjustments for Amounts Unpaid:				
– Taxation Equivalent Payments	183	169	–	–
– Corporate Taxation Equivalent	123	111	235	228
Plus: Equity Contributions	–	–	–	–
Less: Equity Withdrawals	–	–	–	–
Less: TER Dividend payment (non restricted activities)	–	–	(235)	(228)
Less: Surplus Dividend payment (non restricted activities)	–	–	(547)	(532)
<b>Closing Retained Profits</b>	<b>32,664</b>	<b>32,072</b>	<b>200</b>	<b>200</b>
<b>RETURN ON CAPITAL (%)</b>	<b>1.15%</b>	<b>1.13%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Required return on capital (%)</b>	<b>5.35%</b>	<b>5.34%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>SUBSIDY FROM COUNCIL</b>	<b>1,486</b>	<b>1,376</b>	<b>–</b>	<b>–</b>

## FINANCIAL POSITION OF OTHER BUSINESS ACTIVITIES

for the year ended 30 June 2016

	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2016 (\$000's)	2015 (\$000's)	2016 (\$000's)	2015 (\$000's)
<b>Current Assets</b>				
Cash Asset and cash equivalents	624	585	–	–
Investments	–	–	–	–
Receivables	40	40	409	311
Inventories	12	12	–	–
Other	4,633	8,533	121	393
<b>Total Current Assets</b>	<b>5,309</b>	<b>9,170</b>	<b>530</b>	<b>704</b>
<b>Non-Current Assets</b>				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, Property, Plant & Equipment	35,446	32,687	–	–
Other	–	–	–	–
<b>Total Non-Current Assets</b>	<b>35,446</b>	<b>32,687</b>	<b>–</b>	<b>–</b>
<b>Total Assets</b>	<b>40,755</b>	<b>41,857</b>	<b>530</b>	<b>704</b>
<b>Current Liabilities</b>				
Payables	613	676	281	447
Interest Bearing Liabilities	271	391	–	–
Provisions	849	780	–	–
<b>Total Current Liabilities</b>	<b>1,733</b>	<b>1,847</b>	<b>281</b>	<b>447</b>
<b>Non-Current Liabilities</b>				
Payables	–	–	–	–
Interest Bearing Liabilities	1,236	2,818	–	–
Provisions	13	11	49	57
<b>Total Non-Current Liabilities</b>	<b>1,249</b>	<b>2,829</b>	<b>49</b>	<b>57</b>
<b>Net Assets</b>	<b>37,773</b>	<b>37,181</b>	<b>200</b>	<b>200</b>
<b>Equity</b>				
Retained Earnings	32,664	32,072	200	200
Revaluation Reserves	5,109	5,109	–	–
Council Equity Interest	–	–	–	–
Minority Equity Interest	–	–	–	–
<b>Total Equity</b>	<b>37,773</b>	<b>37,181</b>	<b>200</b>	<b>200</b>

## NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Report (SPFS) for National Competition Policy reporting purposes follows.

These financial statements are a SPFS prepared for use by the Council and 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 \$482,000 but less than \$2,947,000. 2% of the value in excess of \$2,947,000
Payroll Tax	5.45% of total labour payments for the individual business activity in excess of \$750,000
Stamp Duty	Statutory rates as published by the Office of State Revenue.



## NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### INCOME TAX

An income tax equivalent has been applied on the profits of the business. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level (gain/ (loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional, that is, it is payable to the “Council” as the owner of business operations, it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the GPFR. The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

### LOCAL GOVERNMENT RATES & CHARGES

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned or exclusively used by the business activity.

### LOAN AND DEBT GUARANTEE FEES

The debt guarantee fee is designed to ensure that Council business activities face “true” commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and the council’s borrowing rate for its business activities.

#### i) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the income statement of Business Activities.

#### ii) Return on Investments (Rate of Return)

The Policy statement requires that Councils with Category 1 businesses “would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field”. Funds are subsequently available for meeting commitments or financing future investment strategies. Where a business activity has required the investment of capital assets, the rate of return on investment is disclosed in the income statement of Business Activities.

#### iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses or to any external entities.



## City of Ryde 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 City of Ryde Council (the Council), which comprise the Statement of Financial Position by Business Activity for the year ended 30 June 2016, 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 2016.

#### *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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PricewaterhouseCoopers, ABN 52 780 433 757  
Darling Park Tower 2, 201 Sussex Street, GPO BOX 2650, SYDNEY NSW 1171  
T: +61 2 8266 0000, F: +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)

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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 City of Ryde Council as of 30 June 2016 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 describes 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 cursive script, appearing to read 'PricewaterhouseCoopers'.

PricewaterhouseCoopers

A handwritten signature in cursive script, appearing to read 'Marc Upcroft'.

Marc Upcroft  
Partner

Sydney  
12 October 2016



# SPECIAL SCHEDULES

YEAR ENDED 30 JUNE 2016

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Table of Contents	Page
<b>Special Schedule 1</b> – Net Cost of Services	212
<b>Special Schedule 2(a)</b> – Statement of Long Term Debt (All Purpose)	215
<b>Special Schedule 2(b)</b> – Statement of Internal Loans	216
<b>Special Schedule 7</b> – Report on Infrastructure Assets	217
<b>Special Schedule 8</b> – Permissible Income	221
<b>Special Schedule 9</b> – Auditors Report	222

## 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>2,846</b>	<b>99</b>		<b>(2,747)</b>
<b>Administration</b>	<b>20,002</b>	<b>24,720</b>		<b>4,718</b>
<b>Public Order &amp; Safety</b>				
Fire Service Levy, Fire Protection, Emergency Services	2,344	15		(2,329)
Animal Control	250	43		(207)
Beach Control				
Enforcement of Local Govt Regs	700	3,593	180	3,073
Emergency Services				
Other Public Order & Safety	1,845	4,211		2,366
<b>Total Public Order &amp; Safety</b>	<b>5,139</b>	<b>7,862</b>	<b>180</b>	<b>2,903</b>
<b>Health</b>	<b>394</b>	<b>402</b>		<b>8</b>
<b>Environment</b>				
Noxious Plants and Insect/Vermin Control		9		9
Other Environment Protection	415	6		(409)
Solid Waste Management	17,112	20,141		3,029
Street Cleaning				
Drainage				
Stormwater Management	3,797	1,087	441	(2,269)
<b>Total Environment</b>	<b>21,324</b>	<b>21,243</b>	<b>441</b>	<b>360</b>
<b>Community Services &amp; Education</b>				
Administration & Education	928	34		(894)
Social Protection (Welfare)	1,744	716		(1,028)
Aged Persons and Disabled	497	575		78
Children's Services	140	29		(111)
<b>Total Community Services &amp; Education</b>	<b>3,309</b>	<b>1,354</b>		<b>(1,955)</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>Housing &amp; Community Amenities</b>				
Public Cemeteries				
Public Conveniences	1,050	189		(861)
Street Lighting	2,198	398		(1,800)
Town Planning	7,161	6,489	1,875	1,203
Other Community Amenities	72			(72)
<b>Total Housing &amp; Community Amenities</b>	<b>10,481</b>	<b>7,076</b>	<b>1,875</b>	<b>(1,530)</b>
<b>Water Supplies</b>				
<b>Sewerage Services</b>				
<b>Recreation &amp; Culture</b>				
Public Libraries	5,655	1,036		(4,619)
Museums				
Art Galleries				
Community Centres and Halls	762	283		(479)
Performing Arts Venues				
Other Performing Arts				
Other Cultural Services	461	149		(312)
Sporting Grounds and Venues	470	693	183	406
Swimming Pools	6,176	5,631	1	(544)
Parks & Gardens (Lakes)	8,854	10		(8,844)
Other Sport & Recreation	360	82		(278)
<b>Total Recreation &amp; Culture</b>	<b>22,738</b>	<b>7,884</b>	<b>184</b>	<b>(14,670)</b>
<b>Fuel &amp; Energy</b>				
<b>Agriculture</b>				
<b>Mining, Manufacturing &amp; Construction</b>				
Building Control	680	151		(529)
Other Mining, Manufacturing & Construction				
<b>Total Mining, Manufacturing &amp; Construction</b>	<b>680</b>	<b>151</b>		<b>(529)</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>Transport &amp; Communication</b>				
Urban Roads: Local	10,710	3,997	40,898	34,185
Urban Roads: Regional				
Sealed Rural Roads: Local				
Bridges on Urban Roads: Local	104			(104)
Bridges on Urban Roads: Regional				
Bridges on Urban Roads: Other				
Footpaths	1,877			(1,877)
Aerodromes				
Parking Areas	306			(306)
Other	257	157		(100)
<b>Total Transport &amp; Communication</b>	<b>13,254</b>	<b>4,154</b>	<b>40,898</b>	<b>31,798</b>
<b>Economic Affairs</b>				
Camping Areas and Caravan Parks				
Other Economic Affairs	1,324	1,771		447
<b>Total Economic Affairs</b>	<b>1,324</b>	<b>1,771</b>		<b>447</b>
<b>TOTALS – FUNCTIONS</b>	<b>101,491</b>	<b>76,716</b>	<b>43,578</b>	<b>18,803</b>
<b>GENERAL PURPOSE REVENUES</b> <sup>1</sup>		59,131		59,131
<b>SHARE OF GAIN(DEFICIT) FROM ASSOCIATES AND JOINT VENTURES USING EQUITY METHOD</b> <sup>2</sup>				
<b>CORRECTION OF FUNDAMENTAL ERROR</b> <sup>2</sup>				
<b>SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS</b> <sup>2</sup>	<b>101,491</b>	<b>135,847</b>	<b>43,578</b>	<b>77,934</b>
<b>EXTRAORDINARY ITEMS</b> <sup>2</sup>				
<b>SURPLUS/(DEFICIT) FROM ALL ACTIVITIES</b> <sup>2</sup>	<b>101,491</b>	<b>135,847</b>	<b>43,578</b>	<b>77,934</b>

### Notes

1) Includes:  
Rates and Annual Charges (incl. Ex-Gratia)  
Non-Capital General Purpose Grants  
Interest on Investments

2) As reported on the Income Statement



## SPECIAL 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	Debt Redemption during the year (\$000)			Principal Outstanding at end of Year		
	Current	Non- Current	Total		From Revenue	Sinking Funds	Interest Applicable For Year	Current	Non- Current	Total
<b>Loans (By Source)</b>										
Commonwealth Bank										
Treasury Corporation										
Other State Government										
Public Subscriptions										
Financial Institutions	993	5,241	6,234	–	1,858	–	218	873	3,503	4,376
<b>Other</b>										
<b>Total Loans</b>	<b>993</b>	<b>5,241</b>	<b>6,234</b>	<b>–</b>	<b>1,858</b>	<b>–</b>	<b>218</b>	<b>873</b>	<b>3,503</b>	<b>4,376</b>
<b>Other Long Term Debt</b>										
Ratepayer's Advances										
Government Advances										
Finance Leases										
Deferred Payments										
<b>Total Long Term Debt</b>	<b>993</b>	<b>5,241</b>	<b>6,234</b>	<b>–</b>	<b>1,858</b>	<b>–</b>	<b>218</b>	<b>873</b>	<b>3,503</b>	<b>4,376</b>

## SPECIAL SCHEDULE 2(b) – STATEMENT OF INTERNAL LOANS

### SUMMARY OF INTERNAL LOANS

Borrower (by Purpose)	Amount Originally Raised <sup>2</sup> (\$'000)	Total Repaid During the Year Principal & Interest (\$'000)	Principal Outstanding at End of Year (\$'000)
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other <sup>1</sup>	2,711	–	2,711
<b>Totals</b>	<b>2,711</b>	<b>–</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 <sup>2</sup>	Total Repaid During the Year Principal & Interest	Principal Outstanding at End of Year
RALC <sup>4</sup>								
– Surf Ryder						2,711	–	2,711
<b>Totals</b>						<b>2,711</b>	<b>–</b>	<b>2,711</b>

1) This includes Internal Loans from Internally Restricted Reserves, and not just those from Externally Restricted Reserves

2) 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
2014/2015	\$701,919
<b>TOTAL</b>	<b>\$2,711,157</b>

## SPECIAL SCHEDULE 7 – REPORT ON INFRASTRUCTURE ASSETS

Asset Class	Asset Category	Estimated Cost to bring to a satisfactory standard over/dure renewals)	\$'000	Required Annual Maintenance Expense	\$'000	Current Annual Maintenance	\$'000	Carrying Value	\$'000	Gross Replacement Cost (GRC)	\$'000	Assets in Condition as a % of Gross Replacement Cost				
												1	2	3	4	5
<b>Buildings</b>	Council Offices/ Administration Centres	13	389	485	26,355	12.5%	24.7%	15.8%	2.0%	45.0%						
	Council Works Depot	-	-	-	-	-	-	-	-	-						
	Council Public Halls	49	-	-	10,427	0.8%	87.7%	9.6%	1.4%	0.5%						
	Libraries	4	-	-	9,926	44.4%	55.3%	0.2%	0.0%	0.0%						
	Cultural Facilities	31	-	-	10,857	0.0%	89.7%	8.9%	1.1%	0.3%						
	Museum/Art Gallery	-	-	-	-	-	-	-	-	-						
	Amenities/Toilets	-	330	412	-	-	-	-	-	-						
	Other Buildings	75	1,050	647	54,379	0.3%	90.6%	7.6%	1.4%	0.1%						
	Specialised Buildings	-	-	-	-	-	-	-	-	-						
	<b>Sub total</b>	<b>171</b>	<b>1,769</b>	<b>1,543</b>	<b>111,944</b>			<b>42,155</b>		<b>111,944</b>						
<b>Other Structures</b>	Other Structures	4,286	-	-	88,999	22.1%	37.9%	27.0%	9.0%	4.0%						
	<b>Sub total</b>	<b>4,286</b>	<b>-</b>	<b>-</b>	<b>88,999</b>			<b>106,995</b>		<b>106,995</b>						
<b>Roads</b>	Sealed Roads Surface	17,231	470	414	300,759	30.7%	41.2%	14.7%	7.8%	5.7%						
	Sealed Roads Structure	-	-	-	-	-	-	-	-	-						
	Unsealed Roads	-	-	-	-	-	-	-	-	-						
	Bridges	0	52	50	4,335	10.2%	59.3%	30.5%	0.0%	0.0%						
	Footpaths	191	1,754	1,420	62,009	17.7%	72.0%	7.0%	2.9%	0.3%						
	Cycle ways	-	56	89	-	-	-	-	-	-						
	Kerb and Gutter	79	1,666	1,312	102,792	1.6%	81.9%	14.3%	2.1%	0.1%						
	Other Road Assets	1,401	1,764	1,764	7,072	15.9%	24.9%	19.6%	19.8%	19.8%						
	<b>Sub total</b>	<b>18,902</b>	<b>5,762</b>	<b>5,050</b>	<b>476,968</b>			<b>367,821</b>		<b>476,968</b>						

# SPECIAL SCHEDULE 7 – REPORT ON INFRASTRUCTURE ASSETS (CONTINUED)

Asset Class	Asset Category	Estimated	Required	Current	Assets in Condition as a % of Gross Replacement Cost							
		Cost to bring to a satisfactory standard over due renewals)	Annual Maintenance Expense	Annual Maintenance	Carrying Replacement Value	Cost (GRC)	1	2	3	4	5	
		\$'000	\$'000	\$'000	\$'000	\$'000	%	%	%	%	%	%
<b>Stormwater Drainage</b>	Retarding Basins	0	-	-	949	1,064	9.6%	90.4%	0.0%	0.0%	0.0%	0.0%
	Outfalls	-	-	-	-	-	-	-	-	-	-	-
	Stormwater Conduits	888	233	231	148,761	183,802	17.6%	62.3%	16.2%	3.5%	0.5%	0.5%
	Inlet and Junction Pits	103	-	-	46,166	66,874	14.0%	43.6%	38.5%	3.8%	0.2%	0.2%
	Head Walls	-	-	-	-	-	-	-	-	-	-	-
	Outfall Structures	-	-	-	-	-	-	-	-	-	-	-
	Stormwater Converters	-	-	-	-	-	-	-	-	-	-	-
	Other	0	-	-	8,678	14,760	13.3%	24.7%	45.3%	16.6%	0.0%	0.0%
	<b>Sub total</b>	<b>991</b>	<b>233</b>	<b>231</b>	<b>204,554</b>	<b>266,500</b>						
<b>Open Space/ Recreational Assets</b>	Swimming Pools	0	-	-	17,585	27,908	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
	Other Open Space/ Recreational Assets	-	-	-	-	-	-	-	-	-	-	-
	<b>Sub total</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>17,585</b>	<b>27,908</b>						
<b>Other Infrastructure Assets</b>		-	83	106	-	-	-	-	-	-	-	-
	<b>Sub total</b>	<b>-</b>	<b>83</b>	<b>106</b>	<b>-</b>	<b>-</b>						
<b>Total classes</b>	<b>Total – all assets</b>	<b>24,349</b>	<b>7,847</b>	<b>6,929</b>	<b>721,113</b>	<b>990,314</b>	<b>18.4%</b>	<b>57.1%</b>	<b>16.9%</b>	<b>5.2%</b>	<b>2.5%</b>	<b>2.5%</b>

## **SPECIAL SCHEDULE 7 – REPORT ON INFRASTRUCTURE ASSETS (CONTINUED)**

### **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.

<b>Condition Rating</b>	<b>Condition Description</b>
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.*

**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.

<b>Public Roads**</b>	
Urban Roads	Included within the "Public Roads" group of assets is Urban Roads, Footpaths, and Kerb and Gutter 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 \$301M.
Footpaths	Council's footpath network has a current replacement value of \$62M. 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 \$103M.
Bridges	The current replacement cost of bridges is \$4M.



## SPECIAL SCHEDULE 7 – REPORT ON INFRASTRUCTURE ASSETS (CONTINUED)

Infrastructure Asset Performance Indicators – Consolidated	Amounts \$'000	Current year indicators	2015	2014	2013
<b>Buildings &amp; Infrastructure Renewals Ratio</b>					
Asset Renewals (building, infrastructure & other structures)	\$14,984	1.34	0.89	1.23	0.94
Depreciation, amortisation and impairment building, infrastructure & other structures)	\$11,170				
<b>Infrastructure backlog ratio (WDV)</b>					
Estimated cost to bring assets to a satisfactory condition overdue renewals)	\$24,349	3.4%	3.4%	8.6%	8.4%
Total value of infrastructure, building, other structures and depreciable land improvement assets (Carrying Value)	\$721,113				
<b>Infrastructure backlog ratio (GBV)</b>					
Estimated cost to bring assets to a satisfactory condition overdue renewals)	\$24,349	2.5%	2.5%	6.1%	6.0%
Total value of infrastructure, building, other structures and depreciable land improvement assets (GBV)	\$990,314				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	\$6,929	0.88	1.08	0.91	2.28
Required asset maintenance	\$7,847				

## SPECIAL SCHEDULE 8 – PERMISSIBLE INCOME FOR GENERAL RATES

	2015/2016 Calculation \$'000	2016/2017 Calculation \$'000
<b>Notional General Income Calculation <sup>1</sup></b>		
Last Year Notional General Income Yield	49,803	53,866
Plus or minus Adjustments <sup>2</sup>	471	332
<b>Notional General Income</b>	<b>50,274</b>	<b>54,198</b>
<b>Permissible Income Calculation</b>		
Special variation percentage <sup>3</sup>	7.00%	7.00%
OR Rate peg percentage	2.40%	1.80%
OR Crown land adjustment incl. rate peg percentage		
Less expiring special variation amount		
Plus special variation amount	3,519	3,794
OR Plus rate peg amount		
OR Plus crown land adjustment and rate peg amount		
<b>Sub-total</b>	<b>53,793</b>	<b>57,992</b>
Plus or minus last year's Carry Forward Total	20	(52)
Less Valuation Objections claimed in the previous year		
<b>Sub-total</b>	<b>53,813</b>	<b>-52</b>
<b>Total Permissible income</b>	<b>53,813</b>	<b>57,940</b>
Less Notional General Income Yield	53,866	57,941
<b>Catch-up or (excess) result</b>	<b>(52)</b>	<b>(1)</b>
Plus Income lost due to valuation objections claimed <sup>4</sup>		1
Less Unused catch-up <sup>5</sup>		
<b>Carry forward to next year</b>	<b>(52)</b>	<b>0</b>

### Notes

- 1) The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- 2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called in the Valuation of Land Act 1916. "supplementary valuations" as defined in the Valuation of Land
- 3) The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- 4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- 5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.



City of Ryde Council

Independent auditor's report  
Report on the Special Schedule No. 8

Report on the Special Schedule No. 8

We have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 8) City of Ryde Council (the Council) for the year ending 30 June 2017.

*Councillors' responsibility for Special Schedule No. 8*

The Councillors of the Council are responsible for the preparation and fair presentation of Special Schedule No. 8 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 24. 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. 8 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. 8 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. 8 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No. 8. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No. 8, 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. 8.

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. 8 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Independence*

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

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PricewaterhouseCoopers, ABN 52 780 433 757  
Darling Park Tower 2, 201 Sussex Street, GPO BOX 2650, SYDNEY NSW 1171  
T: +61 2 8266 0000, F: +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)

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*Audit Opinion*

In our opinion, Special Schedule No. 8 of the City of Ryde Council for the year ending 30 June 2017 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 the 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 Office of Local Government.

A handwritten signature in black ink, appearing to read 'PricewaterhouseCoopers'.

PricewaterhouseCoopers

A handwritten signature in black ink, appearing to read 'Marc Upcroft'.

Marc Upcroft  
Partner

Sydney  
12 October 2016



Surf Ryder at the RALC



# **STATUTORY INFORMATION**

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# STATUTORY REPORTING

The 2015/16 Annual Report was completed before 30 November 2016 and was given to the Minister for Local Government on that date. Printed copies of the report are available at the Ryde Customer Service 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 2015/16 using outcomes from the City of Ryde's Four Year Delivery Plan 2015–2019 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 2013, however, the City of Ryde is not due to produce an end of term report due to the advice given to Council from the Office of Local Government (OLG) in Circular No. 16/28, published on 30 August 2016. We have continued to 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 2015/16 financial year are presented from page 137 (See General Purpose Financial Statements and Special Purpose Financial Statements).

## 4. Amount of rates and charges written off during 2015/16 – cl 132

Rates and charges written off in respect to interest raised in error, category changes and properties becoming non-rateable = \$1,890.46

Statutory and voluntary pensioner rebates = \$1,344,467.23

**Total = \$1,346,357.69**

## 5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) s 428 (4)(b), cl 217 (1)(a)

Nil

## 6. Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions – s 428(4)(b)

Local Government Act Reference	Item	Report
cl 217(1)(a)	Details of overseas visits by Councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Nil
cl 217(1)(a1)	Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions.  This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy.	\$58,239
cl 217(1)(a1)(i) & (ii)	Communication expenses and facilities	\$34,300
cl 217(1)(a1)(iii)	Attendance of Councillors at conferences and seminars in NSW	\$8,100
cl 217(1)(a1)(i v)	Training of Councillors and provision of skill development.	\$5,000
cl 217(1)(a1)(v)	Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses.	\$2350
cl 217(1)(a1)(vi)	Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses.	Nil
cl 217(1)(a1)(vii)	Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	\$250
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a councillor.	\$7,100
	Councillor fees	\$342,530.00
	<b>TOTAL =</b>	<b>\$400,769.00</b>

#### 7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

<b>Payee Name</b>	<b>2015/16 Actual (incl GST)</b>	<b>Payment Type</b>	<b>Description</b>
Suez Environment Recycling	\$11,951,824.33	Contract	Waste removal and recycling services
Boral Construction Materials Group Ltd	\$4,418,323.21	Contract	Construction services
COR Waste Alliance	\$3,556,051.30	Contract	Waste Removal services
CA & I Pty Ltd	\$2,447,707.83	Contract	Construction services
ERM Power Retail P/L	\$1,570,447.84	Contract	Supply electricity
Ausgrid	\$1,455,194.95	Contract	Supply electricity
Get Civil Pty Ltd	\$1,220,787.54	Contract	Construction services
M & M Prpic Pty Ltd	\$1,089,285.49	Contract	Construction services
PMG Group (NSW) Pty Ltd	\$1,038,577.56	Contract	Office Fitout
Hargraves Urban Pty Ltd	\$883,582.17	Contract	Construction services
Tom Kerr Auto Centre	\$809,454.85	Contract	Supply motor vehicles
Roadlink Asphalt Pty Ltd	\$695,584.36	Contract	Minor Works
Ryde Toyota	\$655,851.51	Contract	Supply motor vehicles
Goodman Property Services (Aust) Pty Ltd	\$655,199.35	Contract	Building lease
Optus Direct Credit - AUD	\$654,558.22	Contract	Communication
Sam the Paving Man Pty Ltd	\$641,094.09	Contract	Construction services
MSB Electrical Services	\$573,318.80	Contract	Minor works
Dimension Data Australia Pty Ltd	\$518,136.65	Contract	IT Licenses and maintenance
Narel Civil Pty Ltd	\$504,824.85	Contract	Construction services
C W Concrete Pty Ltd	\$451,857.85	Contract	Construction services
Rosmech Sales & Service P/L	\$426,563.80	Contract	Supply of plant and equipment
Department of Industry	\$420,693.85	Contract	Soil conservation services
AGL Sales Pty Ltd	\$420,651.33	Contract	Supply electricity
Inchcape Automotive Retail Pty Ltd	\$401,283.73	Contract	Supply motor vehicles
Micon Constructions Pty Ltd	\$365,098.78	Contract	Park amenities upgrade
EzyPave Pty Ltd	\$364,187.00	Contract	Minor works
Scotts Motors Artarmon P/L	\$362,806.29	Contract	Supply motor vehicles
Telstra Corporation Limited	\$359,178.35	Contract	Communication
James Bennett Pty Ltd	\$339,060.22	Contract	Purchase library resources
Gosford Quarries (NSW) Pty Ltd	\$332,958.91	Contract	Construction services
The Bitzios Family Trust Account	\$331,469.60	Contract	Consulting services

Treeserve Pty Ltd	\$323,635.40	Contract	Tree maintenance
Creative Planning Solutions Pty Ltd	\$323,607.25	Contract	Consulting services
Westbury Constructions Pty Ltd	\$279,311.86	Contract	Refurbishment services
Australia Post	\$272,765.76	Contract	Postage services
Ungaro Projects Pty Ltd	\$269,062.50	Contract	Building minor alterations
Business Security & Management Solutions	\$265,906.26	Contract	Security services
Complete Linemarking Services	\$263,419.07	Contract	Minor works
Fuji Xerox Australia Pty Ltd	\$243,897.66	Contract	Supply and maintenance of MFDs
Cardno (NSW/ACT) Pty Ltd	\$237,915.24	Contract	Consulting services
Citiguard Protection Services P/L	\$224,542.70	Contract	Security services
RCR Haden	\$214,924.30	Contract	Mechanical services
The Green Horticultural Group	\$209,113.74	Contract	Minor works
Micromex Research	\$206,565.52	Contract	Research services
Performance Concrete Pty Ltd	\$204,719.25	Contract	Construction services
Huntermotive Pty Ltd	\$199,419.91	Contract	Supply motor vehicles
Storm International Pty Ltd	\$198,458.35	Contract	Cleaning
Rocktown Pty Ltd	\$195,798.75	Contract	Supply and install stormwater quality improvement device
Technology One Ltd	\$194,952.20	Contract	IT licenses and maintenance
Warren Design Service Pty Ltd	\$190,298.62	Contract	Consulting services
Colorfen Constructions	\$186,962.63	Contract	Supply and install fencing
Acron Building Services P/L	\$184,223.78	Contract	Building works
Hickey's Earthmoving Pty Ltd	\$181,634.75	Contract	External plant hire
Smada Electrical Services Pty Ltd	\$177,089.98	Contract	Install park lighting
GHD Pty Ltd	\$176,932.91	Contract	Flood study
Kealec Pty Ltd	\$176,232.98	Contract	Flood lighting
LPMA- LPI Operating Account	\$165,431.15	Contract	Valuation fees
Virtual Machine Technology Pty Ltd	\$164,289.09	Contract	IT - data storage
Terrafirma Property Developments P/L	\$163,232.60	Contract	Refurbishment services
Seamless (Aust) Pty Ltd	\$162,865.57	Contract	IT licence and maintenance
Roads and Maritime Services	\$162,055.04	Contract	External works and vehicle registration
Odyssey Interiors Pty Ltd	\$159,782.70	Contract	Minor works and refurbishment
Academy Services NSW Pty Ltd	\$159,338.69	Contract	Cleaning services
Tiara & H Holdings Pty Ltd	\$156,566.90	Contract	Cleaning services
Brooks NSW Pty Limited	\$156,101.94	Contract	Irrigation design and supply
Interactive Pty Ltd	\$154,448.62	Contract	Disaster recovery backup site

Chubb Fire & Security P/L	\$151,273.91	Contract	Alarm monitoring
Hays Specialist Recruitment Aust P/L	\$1,475,892.05	Schedule of Rates	Agency staff
A J Paving	\$717,984.71	Schedule of Rates	Minor works
ScotPac	\$667,542.15	Schedule of Rates	Agency staff
State Asphalt Services Pty Ltd	\$484,852.20	Schedule of Rates	Minor works
Chandler Macleod Group Ltd	\$479,975.59	Schedule of Rates	Agency staff
Randstad Pty Ltd	\$397,067.43	Schedule of Rates	Agency staff
Sydney Training & Employment Ltd	\$326,447.04	Schedule of Rates	Apprentices and casual staff
Leonards Advertising	\$286,286.32	Schedule of Rates	Advertising
Total Drain Cleaning Services Pty Ltd	\$219,911.01	Schedule of Rates	Minor works
Warajadibi Pty Ltd	\$211,881.85	Schedule of Rates	Minor works
Stateline Asphalt Pty Ltd	\$205,671.18	Schedule of Rates	Minor works
Flash Plumbing Services	\$202,789.40	Schedule of Rates	Minor works
Jayantha Jayaweera t/as JP Consulting	\$198,960.80	Schedule of Rates	Consulting services
Allegra Recruitment Pty Ltd	\$169,672.11	Schedule of Rates	Agency staff
CRX Enterprises Pty Ltd	\$167,445.06	Schedule of Rates	Project management services
Toolijooa Pty Ltd	\$162,794.57	Schedule of Rates	Minor works
Downer EDi Works Pty Ltd	\$162,451.40	Schedule of Rates	Minor works
Maxwell Fulton Pty Ltd	\$154,302.25	Schedule of Rates	Agency staff
Local Government Super	\$3,225,434.64	Other	Employee superannuation
Long Service Payments Corporation	\$2,460,030.35	Other	Agent payment
Statewide Mutual	\$1,949,449.57	Other	Insurance
Justice	\$1,764,747.44	Other	Contribution
Local Govt Super Scheme - Div B	\$1,414,832.53	Other	Employee superannuation
StateCover Mutual Limited	\$1,301,163.61	Other	Workers compensation
Superchoice Services Pty Ltd	\$824,062.50	Other	Employee superannuation
National Australia Bank Ltd	\$605,594.90	Other	Loan repayments
State Debt Recovery Office	\$512,978.40	Other	Infringement processing
Department of Planning & Environment	\$493,173.00	Other	Agent payment
Dept of Planning	\$399,661.00	Other	Agent payment
Sydney Water	\$382,271.82	Other	Supply water
Corporation Sole EPA Act	\$255,734.00	Other	Contribution
Macquarie Park TMA Incorporated	\$220,000.00	Other	Funding agreement
J Blackwood & Son Ltd	\$180,209.57	Other	Supply of material
Austbrokers AEI Pty Ltd	\$164,393.66	Other	Insurance
Allianz Australia Insurance Limited	\$158,619.13	Other	Insurance

## 8. Summary of the amounts incurred by council in relation to legal proceedings – cl 217 (1) (a3)

During 2015/16, 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
1. Acorp Developments Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00159640.	Proceeding.	Nil	Nil
2. Atelier One Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00169103.	Finalised. Appeal upheld.	Nil	Nil
3. BKB Motor Vehicle Repairs Pty Ltd & Ors v. Council of the City of Ryde.	Class 4 Appeal Land and Environment Court No.15/40510.	Finalised. Orders issued.	\$1,144	Nil
4. Concorde Enterprises Pty Limited trading as MMD Construction Consultants v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No.16/00158927.	Finalised. Appeal upheld.	Nil	\$8,000
5. DOAR (NSW) Pty Limited v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/10061.	Appeal discontinued.	Nil	Nil
6. Haddad v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00154628.	Finalised. Appeal upheld.	Nil	Nil
7. Kerolo Zaki v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00154628.	Proceeding.	Nil	Nil
8. Kerolo Zaki v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00153088.	Proceeding.	Nil	Nil
9. Kerolo Zaki. v Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00151458.	Proceeding.	\$690.09	Nil
10. Koskela v Council of the City of Ryde.	Class 4 Appeal Land and Environment Court No. No.14/20055.	Finalised. Orders issued.	\$5,899	\$9,325
11. Mackenzie Architects International Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. No.15/10460.	Finalised. Appeal upheld.	Nil	\$4,000
12. Montiel v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 14/11081.	Finalised. Appeal upheld	Nil	Nil
13. Principal Healthcare Finance Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00152633.	Finalised. Judgment reserved.	Nil	Nil
14. Redcape Hotel Group Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00152949.	Proceeding	Nil	Nil
15. Rianon Mateer v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00151300.	Finalised. Judgment reserved.	Nil	Nil
16. The Coffee Galleria Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 15/10469.	Finalised. Orders issued.	Nil	Nil
17. The Estate of the late Magdalene Klemmer.	Probate Supreme Court Proceedings No. 16/57730.	Proceeding.	Nil	Nil
18. Tian Yong Liu v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 16/00159370.	Proceeding.	Nil	Nil
19. Zhang & Wang v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 15/10942.	Finalised. Appeal upheld.	\$7,038	Nil

**9. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)**

There were no works undertaken on private land during the 2015/16 financial year.

**10. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)**

In line with our Community Grants Policy and Guidelines, we committed and approved \$134,168 in community grants funding to eligible community groups for the year 2015/16. This funding was provided under the following grant categories: Sport and Recreation – \$14,750; Seniors – \$21,485; Events Grants – \$16,500; Emerging and Small Groups – \$19,360; Capacity Building – \$10,372; Community Projects – \$48,701; and Small Grants – \$3,000.

In addition to the Community Grants category funding, we also committed to provide historical grants funding totalling \$80,000 to the following locally based community organisations – Christian Community Aid, Hunters Hill Ryde Community Services and North Ryde Community Aid.

In total we committed \$214,168 worth of grant funding to the community in the 2015/16 Grants program, and these commitments will be disbursed in 2016/17. We will therefore allocate grants program funding twice during the 2016/17 financial year, and this will be reflected in the next Annual Report.

Additionally, during 2015/16, we disbursed \$6,395 to local community groups, and provided \$63,574 through in-kind support.

**11. Statement of all external bodies that exercised functions delegated by Council – cl 217(1)(a6)**

No external bodies exercised functions delegated by Council.

**12. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest cl 217(1)(a7)**

The City of Ryde administers a Joint Library Service with Hunter's Hill Council with respect to the Gladesville Library. Additionally, this service provides Hunters Hill residents with full access to City of Ryde Library Services including branches at Eastwood, North Ryde, Gladesville, West Ryde and the main library at Ryde.

**13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the Council participated – cl 217(1)(a8)**

The City of Ryde is involved in the following partnerships, co-operatives and joint ventures:

- Northern Sydney Regional Organisation of Councils (NSROC) – NSROC is a voluntary group of seven northern Sydney councils that exists to further the interests of its members and the communities they represent.
- NSROC Supply Management Group – this joint venture comprises NSROC councils with the objective of reducing expenditure by utilising bulk purchasing power for common products.
- Aboriginal Heritage Management Program – This is a joint venture between various Northern Sydney and Northern Beaches councils, and the Office of Environment and Heritage to effectively manage and preserve Aboriginal heritage sites across the participating local government areas.
- Macquarie-Ryde Futures Partnership – this joint initiative between Macquarie University and the City of Ryde provides a structured forum to encourage collaboration between the University and Council, and to harness the research, planning, development and engagement capacities of the University to support the City of Ryde's Community Strategic Plan 2025.

**14. Statement of activities to implement Council's EEO Management Plan – cl 217(1)(a9)**

The report on our EEO performance for 2015/16 from the City of Ryde's Four Year Delivery Plan 2015–2019 is presented under Equal Employment Opportunity on page 63 in the City of Progressive Leadership outcome.

We at City of Ryde are committed to ensuring we strive for a workplace culture that embraces and upholds the all-inclusive principles relating to diversity and equal employment opportunity.

It is our aim to create a diverse and skilled workforce who have equal access to rewarding opportunities and benefits relating to employment, promotion and training.

Council initiatives, which include biennial 'Have your Say Day' sessions, incorporating cultural staff surveying, assist our management team to ensure that policies and procedures continue to be relevant and in line with the constantly changing needs of the workplace, particularly relating to equal employment opportunity principles.

Alternate year 'Celebrate Success Day' sessions recognise and continue to focus on the key factors that require ongoing reassessment to ensure that our workforce is progressively educated and equipped with the essential skills to provide the highest level, all inclusive, quality customer service.

An important and effective initiative that continues to afford equal opportunities for all staff to gain invaluable experience and exposure in more senior roles is the 'Expression of Interest' process. It provides employees with the chance to be exposed to more responsibility by temporarily relieving in positions, and this in turn creates further opportunities for the next level in the hierarchy and so on. Appointees are assessed on merit against both organisational and job-specific requirements.

The City of Ryde continues to meet its legislative obligations under the Local Government Act (NSW) 1993, which includes the ongoing revision of its EEO Management Plan, the effective communication of the requirements of this plan with all staff, the ongoing training required to ensure best practice is achieved and the collection and recording of appropriate information for future initiatives.

Participation by all employees in the City of Ryde's EEO Management Plan ensures that we continue to work towards eliminating barriers that may affect the participation and advancement of any potentially marginalised groups within our workforce.



**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)**

	<b>Total Remuneration</b>
General Manager	\$368,638
Senior Staff (Excluding the General Manager)	\$1,325,089

The City of Ryde Senior Staff consists of the General Manager, four Directors and one Legal Counsel position.

The Senior staff component includes payments of accrued entitlements on employment ceasing.

**16. A statement detailing the stormwater management services provided – cl 217 (1) (e)**

The Ryde Local Government Area (LGA) comprises 14 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.

This year the City of Ryde has completed both flood studies and floodplain risk management plans for two catchments - Parramatta River-Ryde Subcatchments, and Buffalo and Kitty's Creek catchments.

This multi-year project involved extensive stakeholder and community consultation and resulted in a comprehensive set of recommended activities and actions that will guide the management of stormwater quality throughout the LGA. These plans contain detailed short, medium and long-term actions, which will be progressively incorporated into our Four Year Delivery Plan and capital works programs, and will reduce the risk of flooding problems at various locations.

The City of Ryde has an ongoing water quality monitoring program to assess changes in aquatic health and to guide actions aimed at improving water quality. Our ability to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

In addition, we have applied water sensitive urban design (WSUD) development controls and guidelines and we are progressively implementing WSUD initiatives to help conserve potable water, minimise wastewater and improve stormwater quality across the Ryde LGA.

**17. A statement detailing coastal protection services provided Clause 217 (1) (e1)**

The City of Ryde is a member of the Parramatta River Estuary Management Committee, 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 the number of 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.

This year, a substantive program of works in the catchment included the construction of a new 400 metre seawall along Meadowbank Park from Archers Creek to Charity Creek, which was in an advanced state of deterioration and was placing pressure on adjacent underground infrastructure such as high pressure oil and gas pipelines. This seawall serves as protection to the foreshore, underground services and adjacent cycleway.

**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 were not required to prepare a separate State of the Environment report this year as per the advice given to Council from the Office of Local Government (OLG) in Circular No. 16/28, published on 30 August 2016. 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 100.

**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. A report on special variation expenditure if required to do so by the instrument made by the Minister**

Refer to page 238.

**21. A report on capital works projects**

Details of capital works projects are included in Special Schedule 7 contained within the 2015/16 Financial Report on page 217.

**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 that is undertaken by the Rangers and Parking Services department. The level of demand for these services has remained consistent since the introduction of a Service Level Agreement with Council's Open Space Department in 2015.

The City of Ryde actively promotes responsible companion animal ownership to the community through a number of forums which include regular media releases and the delivery of awareness education and enforcement programs aimed at providing information on companion animal matters.

In 2015/16 Council Compliance Rangers attended to 654 formal complaints from the public relating to companion animals, of which 79 complaints were in relation to stray, abandoned or roaming dogs and 155 were barking dog complaints.

Of concern, is the noted increase in feral and infant cats, with 28 separate incidents having been reported. In some cases Council managed to place kittens with Kitty Commune and World League for Protection of Animals who assisted in their rehoming.

## COMPANION ANIMALS GUIDELINES REPORT – 16.2

(a) During the past financial year Council impounded 61 companion animals, which was a decline from the 138 recorded in the previous financial year. Of the 61 animals impounded 40 were taken to Blacktown Pound of which eight were released to their owners by the pound. During this period Councils released 21 animals to their rightful owners prior to them being transported to the pound. Out of the 28 cats seized only four were returned to their owner, as the majority of these cats were feral or infant felines.

(b) There were 43 reported dog attacks during 2015/16, which is a decrease of 2 percent from the previous year.

(c) The combined expenditure budget for Companion Animal Management for 2015/16 was \$340,580 which is 26 percent higher than the previous year.

(d) We will continue to promote Companion Animals legislation through our website, various City of Ryde publications, our micro-chipping program and continued participation at selected community events.

(e) We have a number of strategies in place to promote and assist the de-sexing of dogs and cats, which includes the promotion of National De-sexing Network Week and discounted desexing through participating Animal Welfare Organisations (Cat Rescue, Cat Protection Society and WLPA).

(f) Section 64 of Companion Animals Act states that “ before destroying a seized or surrendered animal as authorised by subsection (1), it is the duty of the council concerned to consider whether there is an alternative action to that of destroying the animal and (if practicable) to adopt any such alternative.” We 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 various community organisations, review and update companion animal information through a direct link on the City of Ryde website. In addition, we work closely with metropolitan not-for profit organisations to assist in the rehoming and rescue of animals and maintain our low kill policy in conjunction with our preferred partners.

(g) Council maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our 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 Management	Information Records
Reporting Period	2015/16

## 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.

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 or by other means and an analysis of the types of information being requested by the public. The website is examined to determine if information relating to current council matter or those that could be considered of interest to the public is being made available to the public.

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 and detailed reporting on current matters and functions of council including council amalgamation proposals and the Design Our Ryde campaign.

The City of Ryde DA tracking website includes information on the status of development applications with details about new applications and those that have recently been determined. New development applications and determinations are also reported in local newspapers. The records for development applications are currently not displayed on the City of Ryde website although this is authorised and encouraged under the GIPA Regulation. This has been identified as an opportunity to improve the amount of information proactively released to the public although it is currently considered that it would impose unreasonable additional costs on City of Ryde to achieve.

Our social media channels experienced continued growth, with the number of followers increasing by between 39 percent and 166 percent across the different channels compared with the previous reporting period. The Media Centre on the website provides the public with additional avenues for obtaining up-to-date information about the organisation and matters of local interest. Media releases, including those from the past six years, are also available on the website.

Informal requests for the period have been reviewed to identify any requests for the same information that could otherwise be disclosed proactively. A total of 880 informal requests were recorded as having been received in the 2015/16 period, and as previously identified the same information is rarely sought by different members of the public, resulting in no opportunities to proactively disclose information as a result of informal requests. The preferred forms of access to Open Access information sought through informal channels are by public viewing at our offices or by return email.

During the reporting period, the City of Ryde has received requests for information in relation to four formal access applications which were recorded in the City of Ryde Disclosure Log. The City of Ryde includes an entry in the Disclosure Log for every access application processed (subject to statutory review periods).

## 2. Number of access applications received—Clause 7(b)

During the reporting period, our agency received a total of 36 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, our agency refused a total of one 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	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	4	0	1	2	2	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	7	1	0	2	0	0	0	1
Members of the public (other)	11	1	1	0	0	0	0	1

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	21	6	1	3	2	2	0	3
Access applications that are partly personal information applications and partly other	1	0	0	0	0	0	0	0

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	3
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	3
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	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	32
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>32</b>

Note: 1 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	1	1
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>1</b>	<b>1</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)	1

#### 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

The DA for this project 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 to renovate 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. The VPA is currently in operation and public plaza works are under construction.

##### 2. 146 Bowden Street (VPA2008/729) = Reference LDA2008/729

The DA for this project 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).

The development is currently under construction and amplification of the stormwater infrastructure is required to be completed prior to issue of the Occupation Certificate.

### 3. 7-9 Khartoum Road (VPA 2013/326) = Reference LDA2013/326

The DA for this project was approved on 4 April 2014 as a Deferred Commencement Approval and, following resolution of several issues, was 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.

The VPA remains operational on the land to ensure no development occurs on the future fine grain road network land as identified in the VPA.

### 4. 2-10 Wharf Road (VPA 2013/220)–Reference LDA2013/220

The DA for this project was approved on 11 April 2014 as a Deferred Commencement Approval and subsequent S96 applications were approved on 16 February 2015, 7 April 2015, 28 May 2015 and 13 July 2015.

The Planning Agreement offers Council a publicly accessible plaza on private land with appropriate easements, a monetary contribution to be employed by Council for 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.

The development is now progressing with the plaza works to be completed prior to the issue of an Occupation Certificate for the development.

### 5. 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 2011. 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 were resolved via a Deed of Amendment to the Planning Agreement. The obligations of the developer and land owners have been fulfilled recently and the Planning Agreement is now concluded.

### 6. 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.

Monetary contributions required under the VPA have been paid in July 2015; and the material public benefits are to be completed and dedicated to Council prior to the Occupation Certificate being issued for the development, which is currently under construction.

### 7. 305 Blaxland Road (VPA2012/247)

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.

The works in the park have recently been completed and the Planning Agreement is now considered concluded.

### 8. Putney Hill Development, Royal Rehabilitation Centre Sydney (RRCS) (COR2006/1849)

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.

The development is progressing and Council is working with the developer to ensure dedication of works occurred at the required times, as the development progresses through its final stages.

### 9. 10 Byfield Street, Macquarie Park– Ref VPA2013/522 and LDA2013/522

The Planning Agreement was entered into on 13 November 2014 between Pro-into Australian Hospitality Opportunity (ST) Pty Ltd aft Pro-Invest Australian Hospitality Opportunity Trust 1 and Council. The Planning Agreement provides both monetary contributions (paid) and material public benefits comprising a shared pathway and the dedication of a public easement benefiting Council. A Deed of Amendment to the Planning Agreement was entered into by both parties on 12 April 2016. The Deed of Amendment made minor changes to the nature of the construction of the shared pathway.

### 25. Public Interest Disclosures Act

An internal reporting policy and procedure, known as the Public Interest Disclosures (PID) 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
- Intranet and internet communications
- Discussion of PIDs in Induction and at staff meetings
- Attendance at NSW Ombudsman training.

During this period, the City of Ryde received one PID matter regarding both corrupt conduct and serious and substantial waste. This report was made by a public official performing their day-to-day functions. This matter has been resolved, and no other PID matters are outstanding.

### 26. Carer's Recognition Act 2010

Not applicable.



# SRV INSTRUMENT OF APPROVAL

In accordance with the instrument of approval of the special rate variation as issued by IPART on 19 May 2015, the following is reported:

**2. II.** For the current reporting period 2015/16,

**a) the program of expenditure that was actually funded by the special variation –**

an additional \$1.8m on road resurfacing renewal, \$200,000 for footpath construction renewal and an additional \$300,000 on asset maintenance.

**b) any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences**

There was no material variation in the expenditure funded in 2015/16 from the proposed program.

**c) the outcomes achieved as a result of the Special Variation**

The additional SRV funds for road resurfacing has meant that failed road pavement areas in the streets listed have been replaced rather than remaining in service for an additional year. The accelerated renewal program also allows the 2016/17 and future programs to remove poor condition pavement that would have remained in service for several years, avoiding potholes and intermediate repairs. It also means the works and costs to renew pavement is reduced as damage to the underlying road structure is not exacerbated by continued traffic, and water ingress through failed road pavement left in service.

**d) the Council's actual revenues, expenses and operating balance**

Revenue (including capital grants and contributions) \$179,425,000

Expenses \$101,491,000

Operating Result from continuing operations \$ 77,934,000

Net operating result (before grants and contributions provided for capital purposes) \$34,356,000

Further details to can be found in the General Purpose Financial Statements

**e) any significant differences between the Council's actual revenues, expenses and operating balance and the revenues, expenses and operating balance forecasted in the Long Term Financial Plan and the reasons for those differences**

Council's operating result for 2015/16 exceeded budget by \$81 million. It should be noted that this result was influenced by two significant items being the receipt of \$44 million in capital income, which mainly relates to developer contributions, and \$23.3 million increase in the value of our investment properties. While these items contribute to a significant surplus they do not impact on our funding for ordinary operations and the additional revenue as a result of higher development activity, is not seen to be sustainable into the short to medium term.

An explanation of variations between Council's original budget and actual results are disclosed in Note 16 of the General Purpose Financial Reports, please refer to page 190 for further details.

**f) any corrective action taken or to be taken to address any differences reported under clause 2.II.e)**

Budget reviews have been undertaken through the quarterly budget review process. All capital grants and contributions received have been included in the revised budget. Council is currently reviewing its long term financial plan to take account of the 2015/16 result and the current fiscal environment.

# 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, department 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
<a href="#">Strategy and Analysis</a>		
G4-1 CEO statement	Section 2 Year In Review	Year In Review
G4-2 Risk and Opportunities	Section 4	Corporate Governance Progressive Leadership
<a href="#">Organisational Profile</a>		
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

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## General Standard Disclosures

### Section

### Comment

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#### Organisational Profile

G4-9 Scale of the council	Introduction	Managing the money
• number of employees	Section 2	Progressive Leadership
• net revenues	Section 4	Developed our people
• total assets	Section 5	Financials
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
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
<h4>Identified material aspects and boundaries</h4>		
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
<h4>Stakeholder engagement</h4>		
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>General Standard Disclosures</b>	<b>Section</b>	<b>Comment</b>
<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 2015 to 30 June 2016
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	Civic Leadership Organisation Leadership
G4-37 The process for consultation between stakeholders and highest governance body	Introduction Section 3	Civic Leadership
G4-38 The composition of the highest governance body and committees	Section 3	Civic Leadership
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	Civic Leadership
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>General Standard Disclosures</b>	<b>Section</b>	<b>Comment</b>
<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
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

<b>General Standard Disclosures</b>	<b>Section</b>	<b>Comment</b>
<i>Society performance indicators</i>		
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
G4-SO5 Confirmed incidents of corruption and actions taken	Section 3 Section 4	Civic Leadership Progressive Leadership
<i>Product responsibility performance indicators</i>		
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 Childhood 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:**

City of Ryde Executive Team is led by the General Manager and comprises four directorates: Office of the Chief Operating Officer, City Strategy and Planning, City Works and Infrastructure and Corporate and Community Services

**FINANCIAL YEAR:**

The financial year we are reporting on in this annual report is the period from 1 July 2015 to 30 June 2016

**FIT FOR THE FUTURE:**

This major local government reform program was proposed by the State Government has impacted the way all NSW councils operate. The program merged 41 Sydney metropolitan councils into 18 'mega-councils' and was created as a response to the findings in the Independent Local Government Review Report.

**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

**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 reports 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:**

This is the planning and reporting framework for local government set by the NSW Division of Local Government (DLG), Department of Premier and Cabinet. This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies 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

# INDEX

## A

ABS Statistics	34
Access	44
Active in Ryde	21, 82, 85, 91, 102
Advisory Committees	44, 45
Affordable Housing	48, 61, 77
Animal Management	232
Assets	23, 24, 114, 134, 238
Audit and Audit Committee	44, 62, 63
Audited Statements	137
Awards	50

## B

Backyard Bird Count	85, 102
Biodiversity	44, 85, 106
Blue Gum Forest Restoration	102
Bridge upgrades	115
Brush Farm Park	22, 102
Bushcare	85, 106
Bus Shelters	115

## C

Calendar of Events	32
Capital Works	44, 49, 71, 135, 176, 190, 232
Centenary of ANZAC	44, 126
Chief Financial Officer's Report	134
Citizenship Ceremonies	128
City of Connections	113
City of Environmental Sensitivity	101
City of Harmony and Culture	125
City of Liveable Neighbourhoods	75
City of Progressive Leadership	57
City of Prosperity	93
City of Wellbeing	83
Civic Leadership	37

Civic Hub	44, 59
Communications	61
Community Consultation	61
Community Engagement	61
Community Events	94, 126, 128
Community Grants	86, 231
Community Information Expo	86
Complaints Management	22, 60
Corporate Governance	42, 64
Councillors	39
Council Committees	44

Culturally and Linguistically Diverse (CALD) Communities	84, 85
Customer Service	60
Cycleways	84, 114

## D

Debt/Debtors	135, 148
Dellina Palm Cottage	77
Design our Ryde Competition	59
Development and Assessment	76
Development Control Plan	61

## E

Eastwood Night Markets	94
Eastwood Safety Improvements	94, 115
Economic Development	93
Employee Consultation	62, 66
Emissions	103
Environment	101
Equal Employment Opportunity (EEO)	63, 231
Executive Team	47
External Auditor	64, 198, 209

## F

Field of Mars	85, 105, 106
Financial Performance	20, 24, 134
Financial Report	137
Fit for the Future	47, 58
Flood Management	115, 232
Flora and Fauna Study	106
Food Inspections	77
Footpaths	94, 114

## G

General Manager's Departure	58
General Manager's Review	21
GIPA Requests	233
Go4Fun	84, 85
Grants	23, 140, 145, 159, 238
Global Reporting Initiative (GRI)	239
Guided Walks	85

## H

Habitat, The	105, 106, 107
Heritage	129
Human Resources	62
Hungry for Art	128

## I

Immunisation Program	87
Indigenous	10, 106
Induction into New Premises	67
Injury Management	68
Incident Reporting	62, 68
Integrated Planning and Reporting Framework	18
Integrated Transport Strategic Plan	117

<b>K</b>		<b>R</b>		<b>T</b>	
Knit In	128	Ryde Aquatic Leisure Centre	87	Terrys Creek	103, 106
<b>L</b>		Rates	134, 144, 145, 238	<b>V</b>	
Learning and Development	62	Risk Management	64, 186	Values	9
Library Services	126	Roads, Footpaths and Public Domain	114	Vision	9
Lift for Life	85	Road Safety	117	Voluntary Planning Policy	94
<b>M</b>		Rowe Street Revitalisation	94	Volunteers	50, 84, 102, 106, 107, 126
Macquarie Park Corridor	10, 25	Ryde 2025 Community Strategic Plan	9, 54	<b>W</b>	
Make Parramatta River Swimmable Again	22, 102	Ryde-China Business Forum	94	Walks, Guided	85
Mayor's Message	20	Ryde Environmental Education Network (REEN)	105	Waste Management	104
Mission	9	Ryde Jobs Expo	94	Water Consumption	104
<b>N</b>		Ryde River Walk	51, 85	Water Quality Monitoring	102, 232
National Disability Insurance Scheme	86, 128	<b>S</b>		Website	61
National Youth Week	128	Safety Awareness	87	White Ribbon Day	129
Natural Areas	85, 106	School Holiday Activities	85	Winter Arts Festival	128
Neighbourhood Centre Upgrades	77	Scores on Doors Program	23, 77	Work. Life. Fit. Initiative	63
<b>O</b>		Seawall	115, 232	Workers Compensation	66
Office Relocation	60	Senior Citizens	85	Workplace Health and Safety (WHS)	66
Off Leash Dog Parks	61, 233	Shop Ryder Bus	115	Women's Day Art Prize	128
Open Space	85	Social Inclusion Week	128	Work Experience Placements	63
Organisation Structure	46	Small Business September	94	Workforce Plan	62
<b>P</b>		Special Rating Variation (SRV)	114, 134, 238	Workcover	67
Parking Survey	61	Special Schedules	211	<b>Y</b>	
Parks	49, 77, 87, 102	Sportsfield upgrades	84	Year in Review	15
Partnerships	12, 231	Spring Garden Competition	107	Youth Week	128
Pedestrians	61, 87, 114	Staff	46, 62		
Performance Snapshot	16	Stakeholders	12		
Planning	22, 76	Statutory Information	225		
Playground Upgrades	87	Street Trees	27, 77		
Population	34	Strengthening Ryde – Draft Property Strategy	59		
Principal Activities	226	Stormwater	102, 104, 232		
Procurement	65	Surf Ryder	85, 87		
Public Domain Upgrades	94	Sustainability Workshops	105, 106		
Public Transport	23, 117				

# 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. Alternatively, 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 تليفون المجلس هو 9952 8222، وساعات العمل هناك هي من الساعة 8.30 صباحا إلى 4.30 بعد الظهر من يوم الاثنين إلى يوم الجمعة.

## ARMENIAN

Եթե այս նամակը չէք հասկնալ, խնդրեմ եկե՛ք՝ Բայր Միվին Սենթրը, Տելվին փողոց, Բայր, խօսակցելու Քաղաքապետարանի պաշտօնեաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանութեան Ապասարկութեան՝ 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，請到位於 Devlin Street, Ryde 的禮特區市府禮堂 (Ryde Civic Centre) 與區政廳工作人員討論，他們將會給您安排傳譯員服務。或者您自己打電話給“翻譯及傳譯服務”，電話：131 450，請他們替您與區政廳聯繫。區政廳的電話號碼是：9952 8222。區政廳工作時間是：週一至週五，上午 8.30 到下午 4.30。

## FARSI

اگر این نامه را نمی فهمید لطفاً به مرکز شهرداری رايد در Devlin Street مراجعه کنید. کارمندان شهرداری ترتیب استفاده از يك مترجم را براي شما خواهند داد. یا میتوانید به سرویس ترجمه کتبی و شفاهی شماره 131 450 تلفن بنزید 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.

## KOREAN

이 편지를 이해할 수 없으시면 Ryde의 Devlin Street에 있는 Ryde Civic Centre로 오셔서 카운슬 직원과 상담하여 주십시오. 저희 직원이 통역 서비스를 연결해 드릴 것입니다. 아니면 131 450번으로 통번역 서비스(TIS)에 전화하셔서 통역사에게 대신 카운슬에 연락해 주도록 부탁드립니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

# CONTACT

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 5.00pm,  
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 Pope Street, Ryde, NSW 2112 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.

## PROJECT MANAGEMENT

[Joshua Logan](#)

Corporate Planning and Reporting Coordinator

[Liz Berger](#)

Acting Manager Communications,  
Events and Customer Service

## FINANCIALS

[Christine Joyce](#)

Acting Chief Financial Officer

## DESIGN AND ART DIRECTION

[Design Davey](#)

[designdavey.com.au](http://designdavey.com.au)

## EDITING

[Rachel Sullivan](#)

[Rachel.Sullivan@optusnet.com.au](mailto:Rachel.Sullivan@optusnet.com.au)

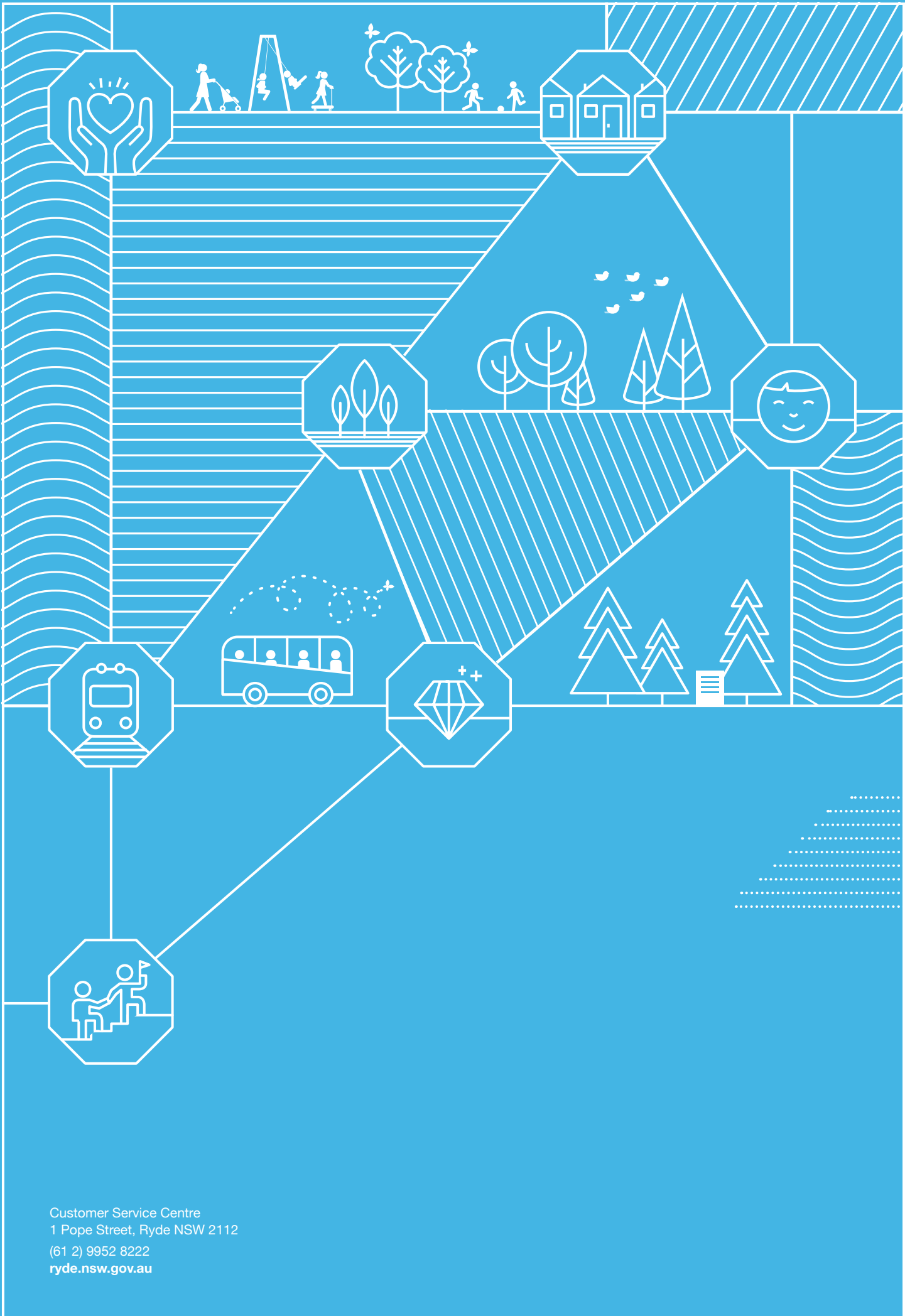
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Staff and community photographers

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Customer Service Centre  
1 Pope Street, Ryde NSW 2112  
(61 2) 9952 8222  
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