

OUR COMMUNITY, OUR FUTURE.



ANNUAL REPORT
2016/17





143

compliments received



\$3.5^{Mil}

invested in synthetic playing surface upgrades



788,748

visitors to RALC



\$3.5^{Mil}

in neighbourhood centre renewals, including landscaping, paving, street furniture, lighting and public art



46,981

people transported on the Shop Ryder bus



\$111,660

in community grant funding to 42 local groups

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:

63



City of **LIVEABLE NEIGHBOURHOODS**

- Receiving a \$5m grant for the Shrimptons Creek Corridor upgrade
- Improving housing affordability
- Creating a new community hub in Boronia Park
- Reducing our bushfire risk

73



City of **WELLBEING**

- Helping our community to get active
- Hosting guided walks and talks
- Installing a new outdoor gym and filtered water stations
- Sporting facility upgrades including synthetic playing surfaces

88



City of **PROSPERITY**

- Supporting advanced manufacturing businesses
- Studying our night time economy
- Hosting expert talks and workshops for business
- Leading the nation with the economic output from Macquarie Park

93



City of **ENVIRONMENTAL SENSITIVITY**

- Enhancing worksite compliance around the Parramatta River
- Planning for biodiversity
- Reducing waste
- Improving water quality and riparian areas





1,017,085

visitors to our libraries



\$1.6^{Bil}

in DAs approved



\$250^K

invested in improving pedestrian access and mobility



769

Go4Fun School Holiday participants



6

Voluntary Planning Agreements worth over \$212 million in public benefit



111



City of CONNECTIONS

- Preparing Macquarie Park for smart city technology
- Promoting sustainable transport
- Resurfacing roads and building cycle paths and footpaths
- Taking steps towards better pedestrian travel

121



City of HARMONY AND CULTURE

- Commemorating the Centenary of ANZAC with a new Avenue of Honour
- Embracing social inclusion
- Celebrating our millionth library visitor for the year
- Funding youth theatre for the next four years

133



City of PROGRESSIVE LEADERSHIP

- Becoming an employer of choice
- Investing wisely
- Welcoming a Joint Regional Planning Panel decision that approved 5,000 square metres of community space in Macquarie Park
- Winning an excellence award for the Design our Ryde competition



Community Christmas
Celebration at
Ryde Park, Ryde



About this Report

The theme of this year's Annual Report **'Our community, our future'** reflects a year spent making great progress towards the objectives we have set for ourselves and our community – including greater social inclusion, improved housing affordability and business growth – in spite of uncertainty over the outcome of amalgamation discussions.

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 2016/17, documenting our performance against the 2016/17 budget, and our progress against our Four Year Delivery Plan 2016 – 2020. 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 and Liveable Neighbourhoods outcomes.

This report also contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. It includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. The GRI index on page 258 lists the location of relevant indicators within the Annual Report for further information. The City of Ryde's End of Term Report, which reports on the council's progress in implementing our Community Strategic Plan over the previous four years is also contained within this publication, and may be found from page 262.

Acknowledgement

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

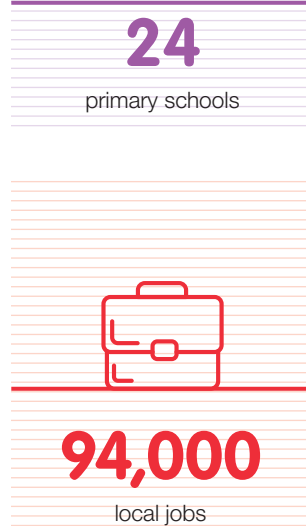
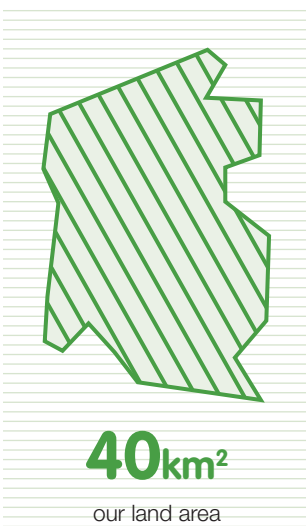
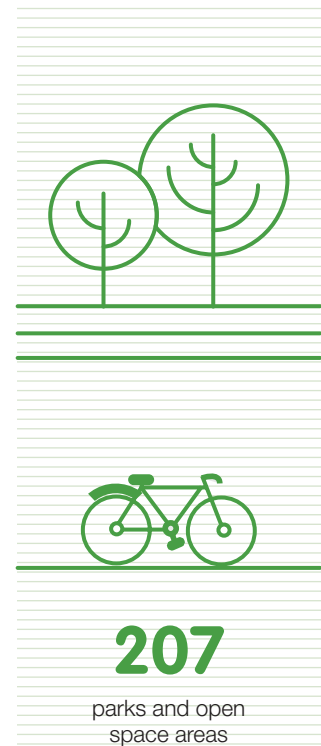
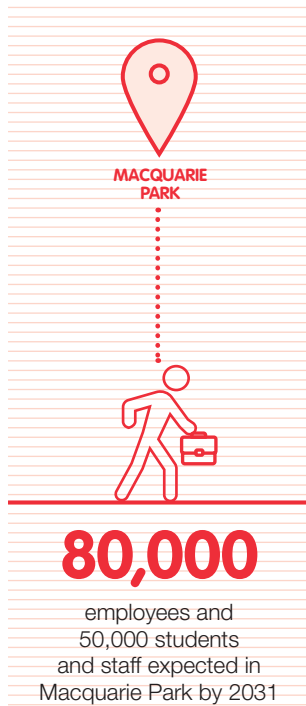
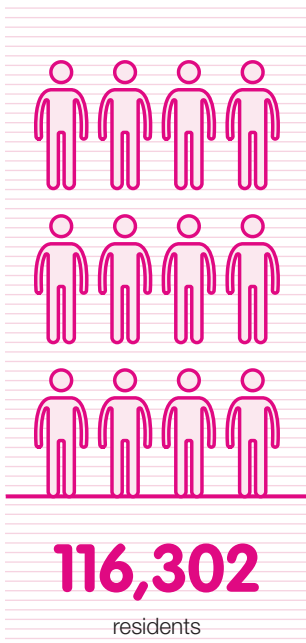
Audience for this report

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 2016/17





LIVEABLE
NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL
SENSITIVITY



CONNECTIONS



HARMONY
AND CULTURE



PROGRESSIVE
LEADERSHIP



1

new Affordable
Housing Policy



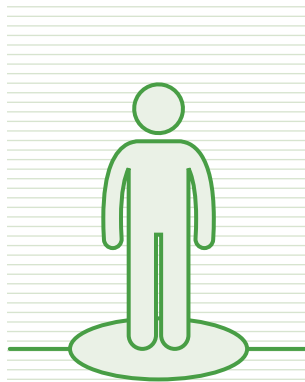
1

University



1 NEW

Voluntary Planning
Agreement policy



3.41

hectares of dedicated
open space per
1,000 people



5

public libraries



35

events held for
small businesses



350

job seekers helped
to connect



46,981

passengers carried on
the Shop Ryder bus



46k +

households



2

TAFE colleges

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Granny Smith Festival at Eastwood Town Centre and Eastwood Oval, Eastwood

City of



Introduction



LIVEABLE NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL SENSITIVITY



CONNECTIONS



HARMONY AND CULTURE



PROGRESSIVE LEADERSHIP

Vision

City of Ryde: the place to be for lifestyle and 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:

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.

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.

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.



City of Ryde



Introduction

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 Rivers, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services and bounded by neighbouring councils.

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

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.

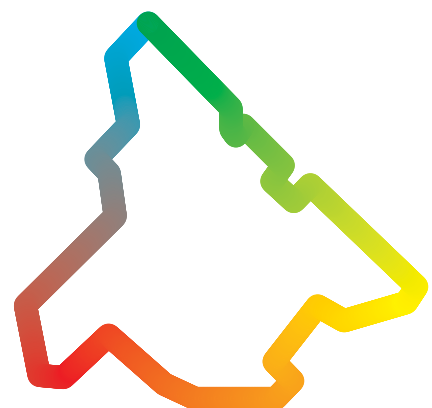
Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in The Department 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 (Macquarie University) 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. Macquarie Park contributes in excess of \$9 billion to the national economy.

Modelling by accounting firm SGS Economics in 2016 revealed that Macquarie Park had outperformed all districts across Australia, including the Sydney CBD/Inner South, which grew by 4.8 per cent compared with Macquarie Park's 6 per cent. In addition, Ryde/Macquarie Park's 6 per cent growth, combined with Sydney's CBD and the inner northern suburbs delivered 24 per cent of the nation's gross domestic product growth in 2015/16.



City of Ryde



**Cork and Fork Food and Wine Festival
at Kissing Point Park, Putney**

Our Stakeholders

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



City of Ryde

Council

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

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 ...



Introduction

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 2016/17 we engaged with our stakeholders to understand their expectations on the issues most important to them, including Development Applications and Voluntary Planning Agreements, the Ryde After 5 Night Time Economy Study, the proposed Outdoor Youth and Family Recreation Space, sportsfield floodlighting and 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 138 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"> – Contract management – Account management relationships – Regular engagement through site visits. 	<ul style="list-style-type: none"> – Press releases – Briefings – Interviews – Social media. 	<ul style="list-style-type: none"> – 1:1 meetings – Focus groups and workshops – Websites: ryde.nsw.gov.au cityofrydebusiness.com.au – Social media. 	<ul style="list-style-type: none"> – Public meetings – Publications – Website: ryde.nsw.gov.au – Social media – Annual Report. 	<ul style="list-style-type: none"> – Rates notices – Community meetings – Publications – Website: ryde.nsw.gov.au – Annual Report. 	<ul style="list-style-type: none"> – Customer experience and satisfaction measurements – Customer care and service – Website: ryde.nsw.gov.au – Publications – Fact sheets.
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.

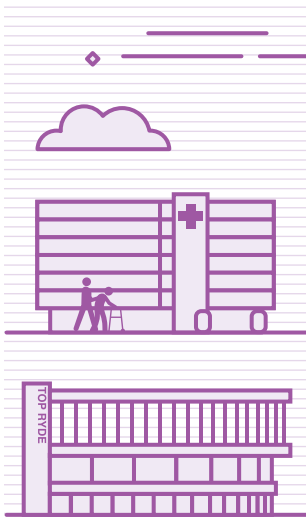


Anzac Day Service
at Anzac Park, West Ryde

Year in review



Our Performance Snapshot



\$120+m

Operating income this year to provide 55 direct services, 61 internal support services and 42 indirect services that benefit the community



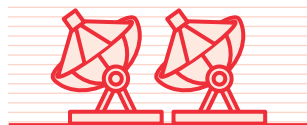
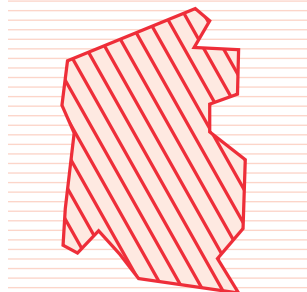
\$25.72m

capital grants and contributions received



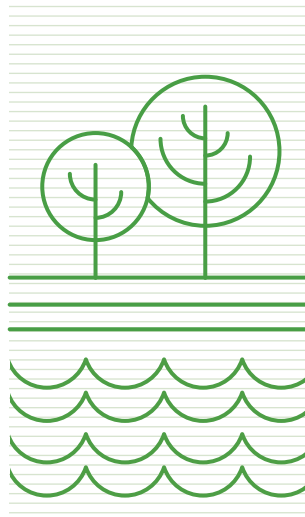
\$197,742

donated to our community as grants and in-kind support



\$1.4b

We managed \$1.4 billion worth of land and infrastructure



\$9m

invested in caring for our catchments



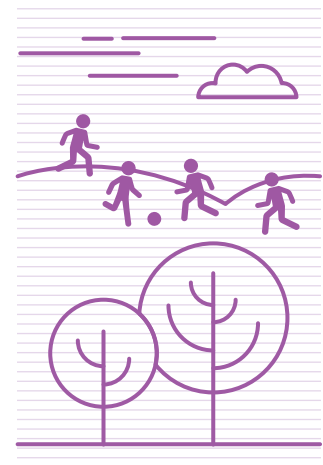
\$200,000

spent on community and cultural programs



\$2.67m

invested in managing traffic and transport



\$9.16m

invested in open space, sport and recreation



LIVEABLE
NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL
SENSITIVITY



CONNECTIONS



HARMONY
AND CULTURE



PROGRESSIVE
LEADERSHIP



\$212m

value of six new Voluntary
Planning Agreements
delivering public benefit



\$77.6m

earned from rates
and charges



\$310k

invested in caring for
foreshores

Special Rating Variation



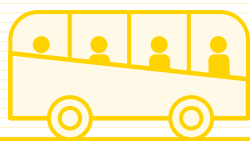
\$500k

in footpath construction
and renewal and \$360k in
asset maintenance



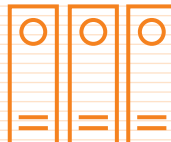
\$3.5m

invested in neighbourhood
centre renewals



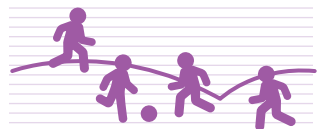
\$9.9m

invested in improving
our roads



\$610k

invested in our libraries



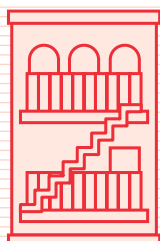
\$250k

in sportsfield upgrades
and renewals and \$400k
in playground equipment
renewals



\$1.95 m

invested in paths and
cycleways



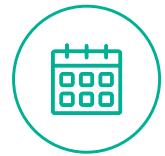
\$4.1m

increase in the value of
our investment properties



\$3.14m

in road and
kerb renewal, and
\$500k in stormwater
replacement renewal



**Year
in review**

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.

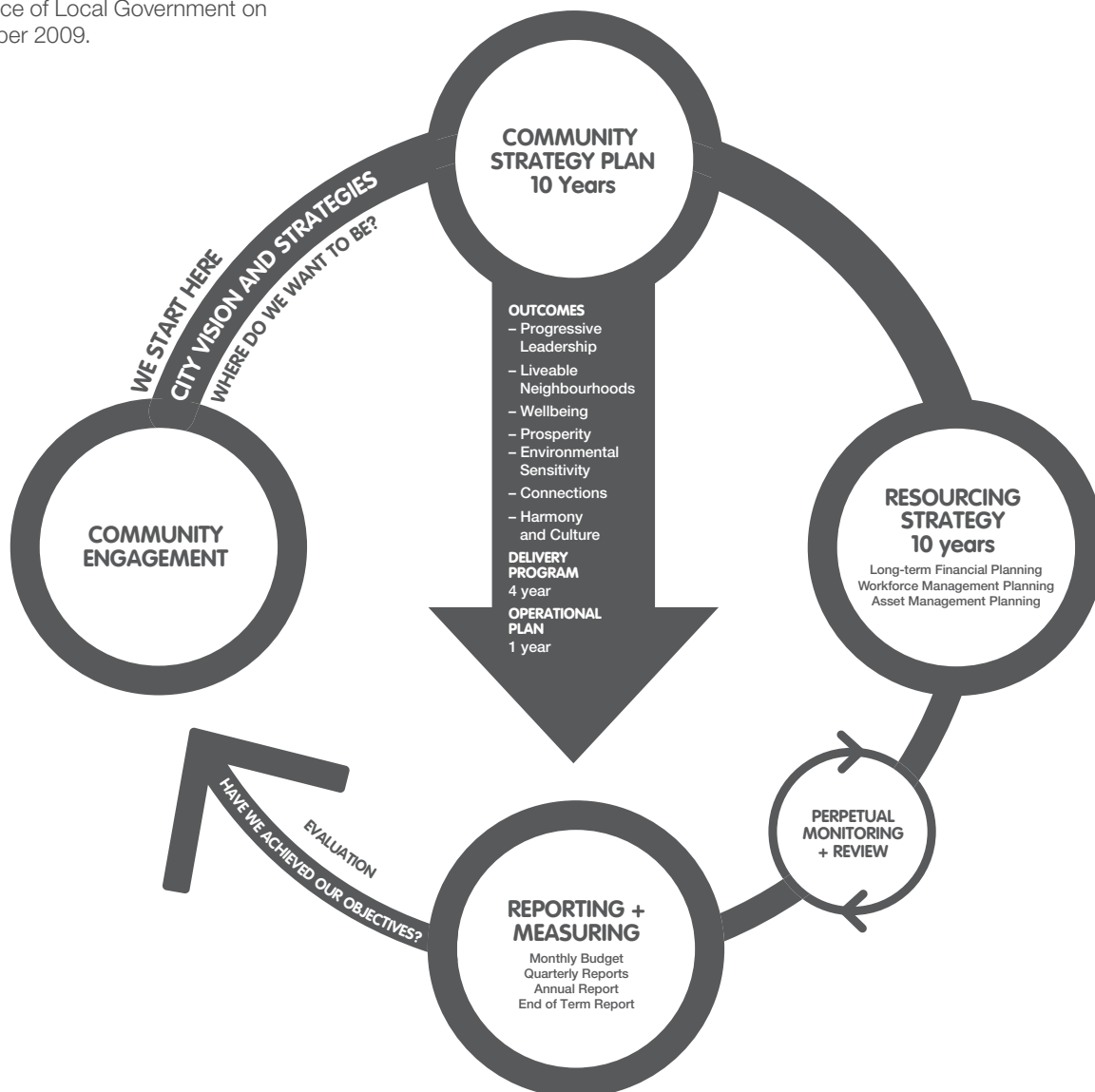
We use the Integrated Planning and Reporting Framework introduced by the Office of Local Government on 1 October 2009.

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.





New flagship Customer Service Centre opens at 1 Pope Street, Top Ryde (beneath Ryde Library)

Mayor's message

Welcome to the City of Ryde Council's 2016/17 Annual Report.

This Annual Report provides a comprehensive and transparent account of Council's performance and achievements for the past financial year (1 July 2016 to 30 June 2017).

While it is a legal requirement of all Councils to publish an Annual Report we also appreciate the opportunity to provide an account to the community of what we have accomplished against our stated corporate and operational plans.

Many of the objectives and completed projects outlined in this Annual Report were developed through our Community Strategic Plan – a roadmap of our future, developed through a partnership of advocacy with our community to identify the critical infrastructure and essential social services required in our City.

Regular reviews of the Community Strategic Plan ensure that Council keeps its finger on the pulse and remains responsible to community needs which in turn help build the capability and resilience of our residents.

A core role of Council is also to demonstrate leadership to represent the views and needs of the business community to ensure that our rapidly evolving City is provided with the services and infrastructure they need and deserve.

We are required to provide fertile grounds where businesses, both large and small, can thrive and this has been demonstrated time and again by the Macquarie Park Business Corridor's status as the number-one economic powerhouse of the nation.

Cities like Ryde have a fundamental role to play in accommodating population growth with planned strategies and infrastructure that provide well-maintained roads, footpaths, parks and transport connectivity, as well as health, education, sporting, social and community facilities. The additional revenue generated from the Special Rate Variation endorsed by the community and successful grant applications has allowed Council to close the gap on the backlog of essential infrastructure projects that had ballooned due to the State Government's prohibitive rate cap.

One of the challenges of our time is housing affordability and Ryde's benchmark Affordable Housing Policy, adopted in 2016, has been praised for its workability and is now being rolled out State-wide. The Policy sets a quota of all developments built over the next 20 years to be earmarked 'affordable' for low-income, essential workers.

The estimated 250 units in Ryde will be boosted by an additional 500 from the State Government. This is an example of how national challenges can be tackled at a Council level.

This Annual Report informs Council, ratepayers, community members and other stakeholders of how we have governed and I commend it to your examination.

I would like to thank the staff at the City of Ryde and my fellow councillors for their work over the past twelve months. Their dedication and enthusiasm for our great city is evident in the work that is undertaken and the outcomes that are achieved for our community.



Clr Jerome Laxale Mayor –
City of Ryde





**Year
in review**

General Manager's Review

The City of Ryde's 2016/17 Annual Report is themed 'Our Community. Our Future.' The report captures the Council's strategies and responses adopted to ensure it operates effectively in an environment of change and challenge presented by the prospect of a proposed merger and its associated legal actions.

The results show that, as a demonstration of our organisation's depth and maturity, we have proven our ability to plan, implement and work hard to achieve our stated goals.

We have strengthened our internal frameworks and achieved great outcomes in the areas of financial stability, sustained business growth, public infrastructure upgrades and social inclusion. We have set in place strategies to address housing affordability for key workers.

To guide our decisions in laying the foundations of a strong and sustainable future we have looked to our community's vision as detailed in our Community Strategic Plan and have nurtured many partnerships, both large and small, to develop workable outcomes.

Efforts to be a good employer and to be transparent about our activities were recognised with an Employer of Choice Award, reinforcing our position as a sought-after place to work and a visionary business that maintains its focus on serving the community while preparing for an exciting future.

I take this opportunity to acknowledge the commitment of the Mayor and Councillors, the leadership of my predecessor Acting General Manager Roy Newsome, a dedicated Executive Team and a motivated and skilled workforce in achieving these results.

The Year in Review

Working in partnership towards well defined goals, this year-in-review snapshot sets out the City of Ryde's financial and operational undertakings. The following are highlights of our achievements, our challenges, as well as our aspirations on behalf of our community – the people and businesses of the City of Ryde.

Financial Management

Prudent financial management has ensured that investments continue to exceed market expectations, providing an alternative source of revenue to rates. This secure financial base ensures that Council can continue the delivery of quality services and initiatives nurturing Economic and social vibrancy throughout our city.

We raised more than \$146.28 million in income in 2016/17 including \$25.72 million in grants and contributed assets, and spent over \$106.7 million on services and assets that benefit our community. Our operating result before capital was a surplus of \$13.86 million.

Close to \$4.6 million worth of essential road and footpath works were delivered ahead of schedule as part of the Special Rates Variation (SRV) program of works. Road resurfacing and footpath repairs, included 30 road sites and more than 100 footpath locations were completed. Our network of cycle-paths was extended along Khartoum, Pittwater and Hermitage Roads as well as in and around ELS Hall Park. A shared user path along Meadowbank Park was also completed, while Pedestrian Access and Mobility Plan (PAMP) implementation works continued in Macquarie Park, Gladesville, Eastwood and North Ryde during the year.

General Manager's Review (continued)

Development Growth

The year saw continued growth in the development sector, with an estimated value of \$1.6 billion of approved development representing an increase of 6.7 percent from 2015/16. This equates to a total of 1,624 new dwellings and over 15,281m² of commercial floor space.

During the year we undertook a study to identify how planning controls could be improved to ensure new developments contribute to Council's Affordable Housing for key workers program. This study now forms the basis of a Planning Proposal that sets criteria to determine when developers will be required to contribute to the Affordable Housing program.

Vibrant Urban Centres

Plans to ensure the City of Ryde is developed in a way that creates vibrant urban centres have moved forward with upgrades to public domain, as well as pedestrian access and mobility plans to increase the walkability of our suburbs. We are also working to reduce traffic congestion and improve the standard of roads, footpaths and cycleways and creating a more seamless local travel experience with an integrated transport plan.

We're also looking to the future with the installation of smart technologies, initially in Macquarie Park, that increase energy efficiency and usability and make urban areas easier for our growing community to navigate, both day and night.

Active in Ryde

Recreation, leisure and sports play an important part in the community's life. Popular all-age and abilities activities and new facilities support the community's physical wellbeing and help build relationships to enhance the spirit of community that our resident value so highly.

A multi-million dollar sportsfield improvement program has extended the life and scope of several sporting fields; here are some examples:

- New synthetic surfaces at ELS Hall Park No. 1 and Christie Park Nos. 1 & 2
- Major upgrades and field renovations at Meadowbank Park Fields 7 & 8, Eastwood Lower Oval and Morrison Bay Park
- New floodlights at Meadowbank Park
- Building Amenities upgrades – Ryde Park Fields 1 & 2 and Bremner Park
- New outdoor gym space(s) on Ryde River Walk.

Active in Ryde also offers a diversity of programs for all members of our community including school holiday activities, seniors' exercise programs as well as walking and wellbeing programs.

Macquarie Park

Our ongoing efforts to encourage the growth of Macquarie Park into a globally recognised education, corporate and technology hub have resulted in it leading the nation's economic output; future endeavours will continue to support and reinforce its position as an economic powerhouse. To this end, Council is a member of the Macquarie Park Innovation District that will enhance innovation, new start-up and businesses with a long term objective of growing jobs in Macquarie Park.

During the year we negotiated a Voluntary Planning Agreement that was endorsed by the Joint Regional Planning Panel's (JRPP) decision to approve a development application concept plan that includes provision for 5,000 square metres of dedicated community space, as part of AMP Capital's \$1 billion vision for the Macquarie Centre.



**Year
in review**

Environment

Environmental initiatives, whether related to energy and water consumption, waste reduction, surveying flora and fauna, or inviting children to join the sustainability journey are inherently forward-looking.

Throughout the year we have engaged with stakeholders, including members of the community, local not-for-profit organisations and grass roots initiatives to ensure that we are collectively enhancing our natural and built environments, while also continuing to build a strong, connected community that is both environmentally sensitive and socially inclusive.

As an active participant in the 'Make Parramatta River Swimmable again' campaign Council took part in a joint compliance blitz on soil erosion and sediment control at construction sites around the Parramatta River. In Ryde over 58 sites were inspected and over \$73,000 in fines were issued.

As outlined on page 100, our extensive waste minimisation program continued, offering residents and businesses help with reducing their waste and cutting landfill in innovative ways.

Service Delivery

With our focus on serving our community, we maintained our high response rate to customer requests. Our website, electronic communications and social media remain very popular with members of the community seeking information about news, events and services. To service our customers better, this year we extended trading hours at our Customer Service Centre at Top Ryde City as well as our online customer enquiry submission service, resulting in 10 percent of customer enquiries occurring through this service.

Our overall customer satisfaction score has increased by six percent this year to 83 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 4.85/5 courtesy rating. During 2016/17, 84 percent of the 20 complaints were completed agreed timeframes, with the number of complaints falling significantly from the 46 complaints registered during 2015/16. Compliments received (143) continue to significantly outweigh the number of complaints we received.

A City for Everyone

As part of a sustained effort to improve social inclusion in our City, the City of Ryde partnered with the Councils of Lane Cove and Hunters Hill to develop a combined Disability Inclusion Action Plan (DIAP). The plan will ensure that people living with a disability have access to information, services, Council buildings, facilities, employment opportunities and community programs and events.

To support our community's cultural needs, we are acquiring digital and hard copy books, hosting festivals, supporting refugees and remembering our history. We are also actively embracing new opportunities to strengthen our community. Groups identified include those living with a disability and their families, residents struggling with housing affordability and people from diverse cultural backgrounds and age groups who may require extra support.

General Manager's Review (continued)

In the future, our social inclusion initiatives will be extended to rewarding businesses that think differently about how they recruit staff and support community groups that encourage diverse membership and activities. We will also partner with social enterprises and corporates to ensure availability of affordable housing options to support the continued diversity and strength of our community in the future.

Supporting our community

In 2016/17 grants totaling \$111,660 went to 42 locally based community groups and organisations for a range of projects and initiatives. We also hosted a series of free information sessions to help applicants to identify which category or sub-category best suited their objectives, prepare a competitive submission, and understand the assessment criteria.

Following many years of lobbying, we welcomed the State Government's announcement of funding to build a new Smalls Road Primary School in Ryde to cope with the expected surge in population and new school enrolments thanks to the unprecedented growth in the area.

The City of Ryde's libraries have had another brilliant year, with more than one million visits in the past year. Staff respond to more than 160,000 information requests annually, and hosted 1,800 programs and events for over 57,000 event attendees (up 10 percent from 2015/16). Almost a million items are borrowed annually and more than 90,000 are loans of eBooks, eMagazines or eAudio.

A range of business focused events, workshops and expert talks, has introduced local entrepreneurs to new technologies, concepts and approaches to sustain profitable businesses. The popular Ryde Business Bootcamp, a small business training program, is now in its fifth year.

Finally, Council has announced that it will fund Ryde Youth Theatre for the next four years, to provide stability and additional resources to plan ambitious artistic programs and expand social engagement opportunities for young people. This investment will allow this dedicated group to create and present high quality, innovative, artistic works that engage audiences and provide a unique social involvement for young people that is sometimes life-changing.



**Year
in review**

Our organisation

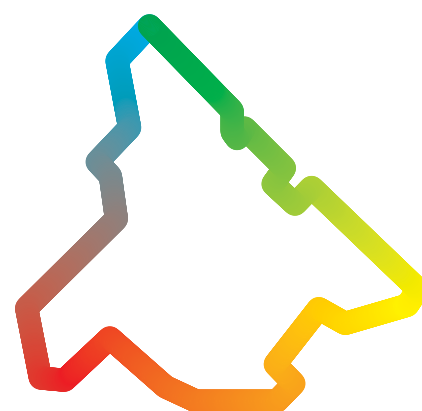
As part of our ongoing commitment to internal improvement we continue to strengthen our capacity to attract and maintain a committed, motivated and multi-talented workforce. To this end we have:

- Developed our leadership skills and provided staff with the right skills and training
- Continued emphasis on Work Health and Safety (WHS) by developing an internal newsletter to increase the profile of WHS issues within Council
- Focused on accountability for service delivery
- Ensured that our audit and reporting functions provide the highest levels of scrutiny
- Achieved value for money for our ratepayers through fraud and corruption prevention and transparent contract administration and procurement procedures
- Engaged with our residents and customers to better understand their expectations and satisfaction with the service areas that we provide

- Improved the integration of our systems and technology to enable customers to transact with us 24/7
- Provided effective information, including customer feedback, to our frontline managers to improve service delivery
- Made it easier for job seekers from the culturally and linguistically diverse (CALD) community to apply for jobs with the City of Ryde.

In 2017/18 we will remain focused on working with our community and partners to ensure that the City of Ryde is the Place to be for Opportunity and Lifestyle @ your doorstep.

George Dedes
Acting General Manager



City of Ryde

Managing the money

The City of Ryde has spent over \$106.7 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 an indirect benefit to the community. In addition, over \$45 million has been spent on capital works across 12 programs, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

We manage over \$1.3 billion worth of infrastructure assets including roads, bridges, community halls, land, recreation and leisure facilities, drains, libraries and parks.

Money comes in primarily from rates on property, government grants, interest on investments, and user fees and charges.

Money goes out for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, Ryde Aquatic Centre, events, bush regeneration and road safety initiatives.

The following information aims to provide a brief summary of our 2016/17 financial statements.

Full details of Council's Financial Statements are available from page 155.

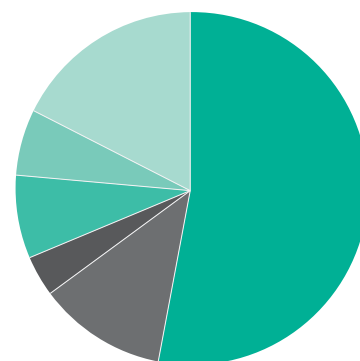
Where did our money come from?

This year, our main source of income, other than rates, was from capital grants and contributions of \$25.72 million or 17.2 percent (compared to 2015/16 - \$43.58 million or 24.3 percent).

Income from rates and annual charges contributed \$77.6 million or 53 percent (compared to 2015/16 - \$71.8 million or 40 percent).

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

2016/17 TOTAL INCOME \$146.29 MILLION



- ▶ \$77,629,000 | Rates and Annual Charges
- ▶ \$17,183,000 | User charges & fees
- ▶ \$5,625,000 | Interest and Investment Revenue
- ▶ \$11,065,000 | Other revenue
- ▶ \$9,064,000 | Operating grants & contribution
- ▶ \$25,720,000 | Capital grants & contribution



**Year
in review**

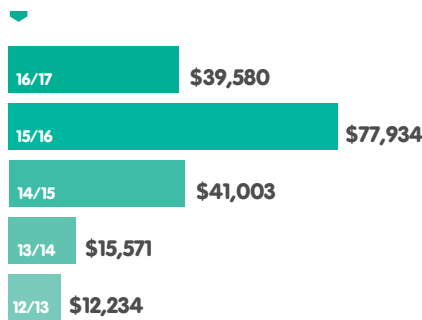


City of Ryde

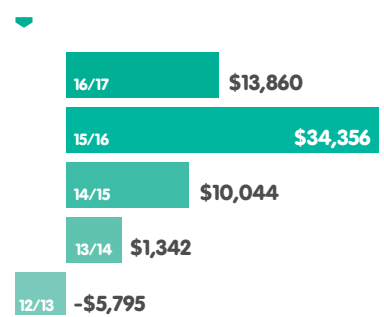
How does our performance compare with previous years?

We have generated an operating surplus over the past four years which includes significant capital grants and contributions that we spend on new or improvements to our assets. Excluding capital income, we generated a surplus of \$13.86 million in 2016/17. 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 ongoing service delivery.

OPERATING RESULT (\$000s)



OPERATING RESULT BEFORE CAPITAL CONTRIBUTIONS (\$000s)

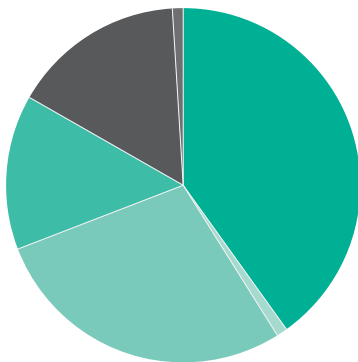


Managing the money (Continued)

Where was the money spent?

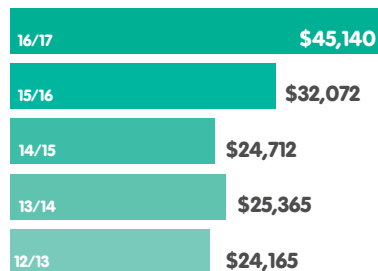
Due to the funds received from our special rate variation we have been able to increase the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$45.14 million in capital expenditure in 2016/17 versus \$32.1 million in 2015/16.

2016/17 TOTAL OPERATING EXPENSES \$106.71 MILLION



- ▶ \$43,945,000 | Employee benefits and on-costs
- ▶ \$139,000 | Borrowing Costs
- ▶ \$29,604,000 | Materials and contracts
- ▶ \$15,121,000 | Depreciation, amortisation & impairment
- ▶ \$16,877,000 | Other expenses
- ▶ \$1,020,000 | Net loss from disposal of assets

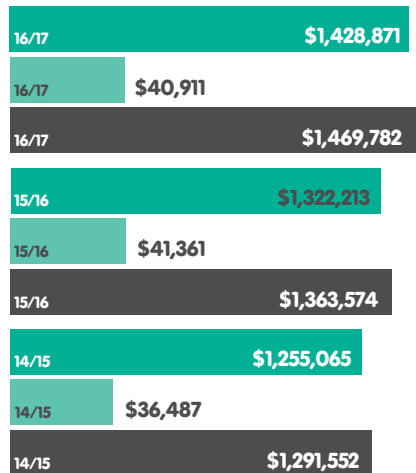
CAPITAL EXPENDITURE (\$'000s)



How are we going? (Statement of changes in equity)

The graph below compares the City of Ryde's net accumulated financial worth as at 30 June 2017 to our position over the past two years.

NET WORTH/EQUITY (\$'000s)



- Equities
- Liabilities
- Assets

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

We own and maintain over \$1.3 billion worth of infrastructure assets including roads, bridges, footpaths, drains, cycleways, lighting, seawalls, wharves, buildings, parks, playgrounds, sporting and leisure facilities and natural areas. These assets, which are used by the community everyday, deteriorate (depreciate) over time and require ongoing maintenance, renewal or replacement.

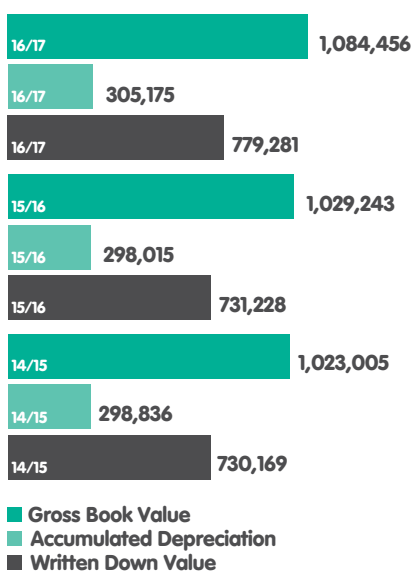
The age of our assets, and their regular and growing use, means we need to invest in renewal programs to ensure our assets continue to meet community needs and expectations.

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 \$5.2 million in 2016/17. The additional income we collect is directed towards infrastructure asset renewal and maintenance so that we provide infrastructure to the community at the levels and in the condition they expect.



**Year
in review**

**INFRASTRUCTURE,
PROPERTY, PLANT
& EQUIPMENT
(EXCLUDING LAND)**



**Macquarie Park corridor
special rate**

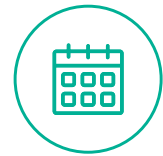
The Macquarie Park Corridor Special Rate raised approximately \$1.35 million from business properties located within the Macquarie Park Corridor. These funds assist in implementing the Macquarie Park Corridor Master Plan, which has been developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor.

These funds are separately accounted for and are being used to construct and maintain 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:

	Original Budget	Actual
Opening Balance as at 1 July 2016		(1,163,711)
2016/17 Revenue	(1,339,310)	(1,348,976)
Expenditure		
Footpath Construction		594,580
Multifunction Poles	700,000	172,563
Pedestrian Access and Mobility Plan	100,000	19,639
Marketing Plan implementation	50,000	42,961
NBN Feasibility	50,000	
Place Management	134,140	84,807
Embellishing Planting along Waterloo and Delhi Roads	90,000	45,448
TMA for Macquarie Park	150,000	150,000
Street Tree Planting		36,155
ITS Implementation	75,000	59,980
Maintenance	25,500	
2016/17 Total expenditure	1,374,640	1,206,133
2016/17 Net result		(142,843)
Closing Balance as at 30 June 2017		(1,306,554)

*Commentary around the variance of spend



**Year
in review**

Stormwater management service charge

The Stormwater Management Service Charge raised approximately \$1.03 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:	Original Budget	Actual
Opening Balance as at 1 July 2016		(1,053,026)
2016/17 Revenue	(1,034,310)	(1,032,048)
Expenditure		
Stormwater renewal	811,000	818,260
Stormwater improvements		62,655
Water Quality and Riparian Improvement		33,000
Total expenditure	811,000	913,915
Net result		(118,133)
Closing Balance as at 30 June 2017		(1,171,159)

The surplus funds of \$1,171,159 are restricted for use in future years, under the conditions for which they are raised.

Infrastructure special rate levy

The Infrastructure Special Rate Levy raised approximately \$5.147 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:	Original Budget	Actual
Opening Balance as at 1 July 2016		(20,162)
2016/17 Revenue	(5,147,150)	(5,156,989)
Expenditure		
Road Resurfacing Renewal	2,150,000	2,145,287
Footpath Construction Renewal	500,000	500,000
Road Kerb Renewal	988,000	564,475
Stormwater Asset Renewal	500,000	348,285
Sportsfield Upgrade and Renewal	250,000	250,000
Playground Renewal	400,000	400,000
Assets Maintenance	359,120	278,670
Total expenditure	5,147,120	4,486,171
Net result	(30)	(670,818)
Closing Balance as at 30 June 2017		(690,433)

The surplus funds of \$690,433 are restricted for use in future years, under the specific conditions for which they are raised. It should be noted that Council undertook other asset renewal works funded from a variety of funding sources including Section 94 Contributions, Capital Grants, and Council's Asset Replacement Reserve.



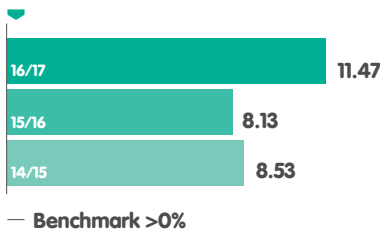
Bike n' Blend at the World Environment Day at Field of Mars Discovery

Managing the money (performance measures)

Operating performance ratio

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

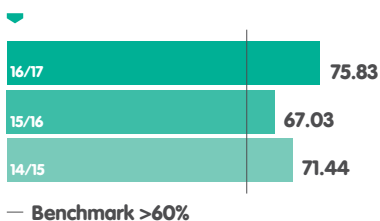
OPERATING PERFORMANCE RATIO (%)



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.

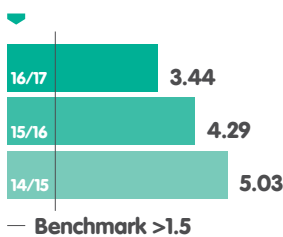
OWN SOURCE OPERATING REVENUE (%)



Unrestricted current ratio

For every \$1 of current liabilities, we have \$3.44 of working capital to satisfy these obligations in the short term. It is generally accepted that a ratio above 1:1.5 is satisfactory, meaning that the organisation has liquid assets that can meet short-term liabilities as they fall due.

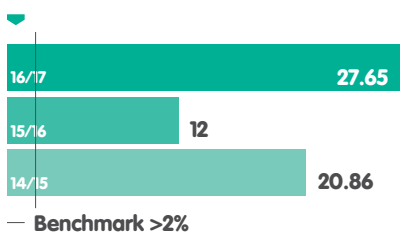
UNRESTRICTED CURRENT RATIO



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.

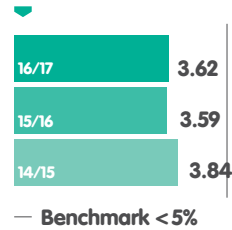
DEBT SERVICE COVER RATIO



Rates and annual charges outstanding percentage

We maintain a strong recovery rate of 3.62 percent of outstanding rates and annual charges as at June 2017, which compares favourably with the industry benchmark of 5 percent.

RATES AND ANNUAL CHARGES OUTSTANDING (%)



Cash Expense Ratio

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.

CASH EXPENSE RATIO (MONTHS)



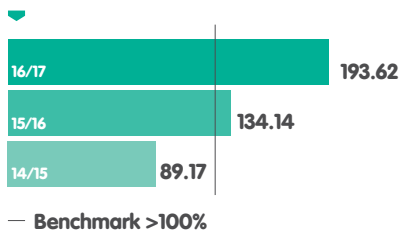


**Year
in review**

Buildings and infrastructure renewal ratio

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

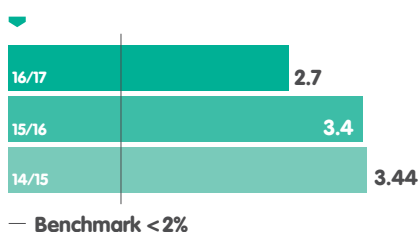
BUILDINGS & INFRASTRUCTURE RENEWAL RATIO (%)



Infrastructure backlog ratio

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 2014/15 and only the value of the assets in Condition 5 (overdue for renewal) are considered as the backlog.

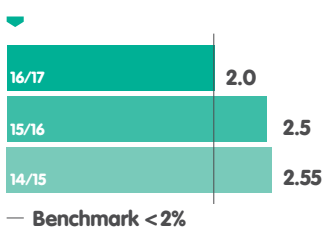
INFRASTRUCTURE BACKLOG RATIO (WRITTEN DOWN VALUE)



Infrastructure backlog ratio

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

INFRASTRUCTURE BACKLOG RATIO (GROSS BOOK VALUE)



Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance. The benchmark is greater than 1.0 (100 percent). The minor underfunding in asset maintenance is more than offset by the additional funding allocated towards infrastructure asset renewal (ratio of 193.62% far exceeds the benchmark of 100%). This ensures that Council's Backlog will continue to decline over time.

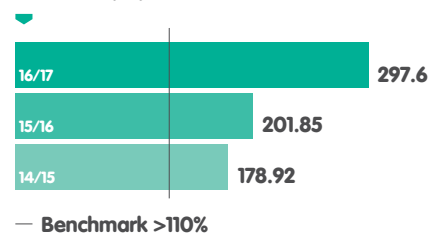
ASSET MAINTENANCE RATIO (%)



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).

CAPITAL EXPENDITURE RATIO (%)



Calendar of events

07

July

- Addington House Open Day
- Dance block party and talent quest
- Design our Ryde Stage 2 exhibition
- eBook Workshop
- End of Solar Bonus Scheme info session
- Exhibition: 160 Years of Australian Fashion Photos
- Exhibitions: Young Contemporary Ryde, Squawk! and Near Perspective
- Go4Fun 10-week program
- Hungry for Art Launch
- NAIDOC Week
- National Tree Day
- Outdoor fitness and activity camps Riverfest
- Ryde Youth Theatre's The Doorbell
- School holiday activities
- Strata Living workshop
- SWAP workshops
- Tea and Talks: Tom Roberts

08

August

- Car seat safety check
- Charity knit in
- Clean Up Parramatta River Foreshore at Meadowbank
- Cryptic Crosswords workshops
- Film screening: Chasing Asylum
- Free jujitsu classes
- Learner driver workshop
- NDIS Information Session Ryde-Parramatta
- New customer service centre opens
- Sustainable home challenge
- Tea and Talks: The anatomy of a cathedral
- Trim Place Mural unveiling
- Waste adventure

09

September

- Bike Week
- Brush Farm Open Day
- Bushcare's Major Day Out
- Declutter workshop
- Eastwood Moon Festival
- Free mental health first aid course
- Guided walks and talks
- Inclusive Education Workshop - from Promise to Practice
- Kissing Point clean up weekend
- Light Up The World Science workshop
- Mayor's morning tea
- SWAP exhibition
- School holiday activities
- Tea and Talks : Emily Pankhurst
- Waste adventure



Year
in review

2016

10

October

- Backyard bird count
- City of Ryde Art Society's 56th Annual Art Exhibition
- Design Our Ryde Site Naming Competition
- eBook workshop
- Garage Sale Trail
- Guided walks and talks
- Go4Fun holiday sessions
- Grandparents Day at North Ryde Community Aid
- Granny Smith Festival
- Kids Korner Concert - Ryde Hunters Hill Symphony Orchestra
- Neighbourhood Watch Week
- One Thousand Wishes Community Workshop
- Outdoor fitness gym opens
- Retail Sector workshop
- Spooky Science workshop
- Walk to Work Day
- Tea and Talks: Ryde District Historical Society

11

November

- Car seat check
- eBook workshop
- Workshop: Principles of social media marketing
- Ryde Language Festival
- Remembrance Day Service
- Second Hand Saturday - Ivanhoe Estate Community Garage Sale
- Senior driving workshop
- Social inclusion film screenings and Conversations
- Social Inclusion Week Celebration - One Thousand Wishes Project
- Solar battery workshop
- Talk: Native turtles
- Talk: Social inclusion is good for business
- Tea and Talks: The Art Gallery of NSW
- White Ribbon Day
- Waste adventure

12

December

- All abilities disco
- Carols at West Ryde
- Carols on the Common
- Community Christmas celebration
- Community grant information session
- Games at Gladesville Library
- Gladesville Library re-opening celebrations
- Information session: Changes to the pension asset test
- Light Up East Ryde
- Macquarie Minds Showcase
- Mayor's Community Awards
- Movies at Macquarie University
- Salvation Army Community Christmas Dinner
- School holiday activities
- Performance - Don't Tell the Others

Calendar of events

01

January

- Australia Day celebrations
- NDIS: Plan Implementation Workshop
- New Year's celebrations
- School holiday activities

02

February

- AFL Multicultural Talent Testing
- Australia Day Family Concert
- Author talk: Mark Tedeschi
- Back to Business seminar
- Bush tour and wild edibles workshop
- Cinema in the park
- Clean Up Australia Day for Business
- Community grant information session
- Declutter workshop
- Guided walk
- Lunar New Year celebrations
- Movie Screening: The Clean Bin Project
- NDIS workshop
- Senior fitness programs
- Sydney Swans Community Camp
- International Mother Language Day
- Tea and Talks: Australian opal fields

03

March

- Author talk: Candice Fox
- Cinema in the Park
- Clean Up Australia Day for Schools
- Clean Up Australia Day
- Community Info Expo + Harmony Day
- Community Workshop: Pedestrian Access Mobility Plan
- Earth Hour
- Expert talk - Content creation
- Expert talk - Digital blueprint
- Free pet microchipping day
- Gladesville Business Forum networking event
- Harmony Soccer Cup
- Household Chemical CleanOut
- International Women's Day: Be Bold for Change Forum
- Learner driver workshop
- Native Bees workshop
- Pathways to a Good Life workshop
- Senior Health and Wellbeing Expo
- Seniors' Week activities
- Talk: Aged Care: It's changing – what you need to know
- Tea and Talks: Ales from the SES (State Emergency Services)
- Tea Dance with North Ryde Community Aid



Year
in review

2017



40

April



- Ability Links Funding Community Ideas Project - Info session
- Armenian Genocide Memorial
- Asbestos Awareness Session
- ANZAC Day Commemoration Service
- Author talk: Carol Baxter
- Begin Again Art Exhibition - KWASS (Korean Women's Art Society in Sydney)
- Bicycle Repair and Maintenance Café
- Bushcare introduction
- Free Pet Microchipping Day
- Furniture Restoration Workshop
- Job Search Seminar 40+
- Knit a Poppy Brooch
- Netball Camp
- Performance: Alice Through the Looking Glass
- School Holiday activities
- School Holiday Guided Walk - Tuckwell Park
- Small Electricals Repair Café
- Strata Living Workshop
- ShoreShocked 2017
- Talk: Brush Farm Historical Society
- Tea and Talks: Eleanor Roosevelt and her place in history
- Timber Furniture Repair Café
- Volunteer workshop
- West Ryde Easter Parade and Fair

50

May



- Biggest Morning Tea
- Cinema in the Park
- Clean Up Eastwood
- Compost and worm farm demonstration
- Declutter workshop
- Guided walk: Fairyland Track
- Little Bang Discovery Club
- NDIS Information Workshop
- Outdoor Stories and Songs
- Youth Theatre Performance - You're Such A Lovely Audience
- Ryde Business Bootcamp
- Start a business workshop
- Strata living workshop
- Sydney Sculpture School Exhibition and Open Day
- Sydney Writers' Festival
- Sustainable Retrofits workshop
- Talk: Giving Difficult Feedback
- Tea and Talks: History of teapots
- Volunteer Recognition Awards

60

June



- Author talk: Sue Rosen
- Business workshop: Planning for Growth
- Cork and Fork Festival
- Guided walk
- Introductory Furniture Upholstery Workshop
- Performance: The doorbell
- Refugee Week
- World Environment Day
- Volunteer Recognition Awards
- Expert talks for small business
- Tea and Talks: Catalina Flying Boats
- Waste adventure
- 'What a Home Means to You' Exhibition Opening Night

LIFT HERE

FUTURE USES:
DENISTONE EAST BOWLING CLUB

WHICH IDEAS WOULD YOU LIKE TO SEE AT THIS SITE?



Soccer field
●●●●● ●●



Car parking



Community games



Outdoor gym



Shaded BBQ space



Ball playground
●●●●



Active recreation courts



Passive recreation (flag pole area)
●●●●● ●●●●



Plant garden
●



Dog walking



Tree benches



Urban farm

WHAT OTHER IDEAS DO YOU HAVE?



Year
in review

Key Statistics

	2016		2011		Change
	Number	%	Number	%	2011-2016
Males	56,509	48.6	50,060	48.6	+6,449
Females	59,791	51.4	52,978	51.4	+6,813
Total population	119,544	100	103,038	100	+13,262
Indigenous population	430	0.4	352	0.3	+78
Australian-born	56,432	48.5	54,661	53	+1,771
Speaks a Language other than English at home	55,926	48.0	43,295	42.0	+12,631
Australian citizens	85,971	73.9	81,059	78.7	+4,912
Australian citizens aged 18+	66,839	57.5	63,354	61.5	+3,485
Age structure					
Babies and preschoolers	7,118	6.1	6,362	6.2	+756
Primary schoolers	8,686	7.5	7,693	7.5	+993
Secondary schoolers	6,430	5.5	6,124	5.9	+306
Tertiary Ed/Independence	12,474	10.7	11,436	11.1	+1,038
Young workforce (25-34)	21,178	18.2	16,873	16.4	+4,305
Parents and homebuilders (35-49)	24,445	21.0	22,450	21.8	+1,995
Older workers and pre-retirees (50-59)	13,642	12.2	12,312	11.9	+1,330
Empty nesters and retirees (60-69)	10,587	9.1	8,761	8.5	+1,826
Seniors (70-84)	8,774	7.5	8,519	8.3	+255
Frail aged (85+)	2,972	2.6	2,508	2.4	+464
Total	116,306	100	103,038	100	+13,268
Household and Dwellings					
Owned	12,193	28.3	12,247	31.3	-54
Purchasing	12,175	28.3	11,607	29.6	+568
Renting	15,936	37.1	13,026	33.3	+2,910
Other/not stated	2,881	6.7	2,277	5.8	+381
Av. household size			2.58	N/A	
Total	46,243	100	39,157	100	+3,852
Workers in Ryde					
Live and work in Ryde	15,545	18.3	13,643	19.6	
Live outside Ryde but work in LGA	69,417	81.9	55,837	80.4	
Total workers in the area	84,962	1.00	69,480	100	
Transport to work					
Catch public Transport	—	—	11,923	23.7	
Drive*	—	—	29,064	56.5	
Bike	—	—	301	0.6	
Walk	—	—	1,950	3.9	
Other	—	—	449	0.9	

*This statistic includes both drivers and passengers





**Year
in review**

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.



City of Ryde



View looking east from Ryde Central to the City of Sydney



**Year
in review**

2016/17

Councillors East ward

CLR CRAIG CHUNG

**RESIGNED EFFECTIVE
29 SEPTEMBER 2016**



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.

CLR JANE STOTT

**ELECTED DEPUTY MAYOR
IN SEPTEMBER 2016**



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 2016/17, Clr Stott chaired the Ryde Central Committee, as well as the Access, East Ward Events and Promotions and Heritage Advisory Committees. Clr Stott was Deputy Chair of the Works and Community Committee and a member of the Audit and Risk Committee, the Bushland and Environment Committee, Finance and Governance Committee, Planning and Environment Committee, and the Ryde Hunters Hill Joint Library Service.

CLR ROY MAGGIO

**DEPUTY MAYOR UNTIL
SEPTEMBER 2016**



Locked Bag 2069 North Ryde
NSW 1670

T 0418 299 347
E rmaggio@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008 and the father of four children, Clr Maggio was born and raised in the City of Ryde.

A self-employed consultant to the electrical industry, he is passionate about sporting opportunities within the community, coaching junior sports teams and promoting wellbeing as part of the community culture. In addition, Clr Maggio actively contributes to numerous volunteer activities and has launched a range of community-based events.

In 2016/17, Clr Maggio was Chair of the Bicycle Advisory Committee, Sport and Recreation and Wheeled Sports Advisory Committee, Status of Women Advisory Committee and Works and Community Committee. He was Deputy Chair of the Finance and Governance Committee, and a member of the Audit and Risk, East Ward Events and Promotions and Economic Development Committees, as well as the Macquarie Park Forum, the Ryde Central Committee and the Planning and Environment Committee.

CLR GEORGE SIMON



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 2016/17, Clr Simon was a member of the East Ward Events and Promotions Committee, Finance and Governance Committee, Ryde Central Committee, Ryde Hunters Hill Joint Library Service, Planning and Environment Committee and the Works and Community Committee.

2016/17

Councillors Central Ward

CLR DENISE PENDLETON



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 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 2016/17, Clr Pendleton was a member of the Access and Bushland and Environment Advisory Committees, as well as the Community Harmony Reference Group, Heritage Advisory Committee, Finance and Governance Committee, Planning and Environment Committee, Ryde Central Committee, Status of Women Advisory Committee, and the Works and Community Committee.

CLR BILL PICKERING

**ELECTED MAYOR IN
SEPTEMBER 2016**



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.

As mayor, Clr Pickering was Ex-Officio on all Council committees in 2016/17.

CLR JEFF SALVESTRO-MARTIN



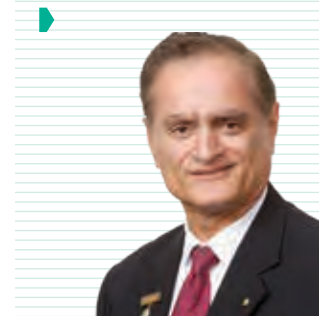
Locked Bag 2069
North Ryde NSW 1670

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

First elected in 2008, in 2016/17 Clr Salvestro-Martin was a member of the Audit and Risk Committee, Ryde Central Committee and Planning and Environment Committee.

CLR SARKIS YEDELIAN

OAM



Locked Bag 2069
North Ryde NSW 1670

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. He has twice been elected Deputy Mayor. In Ryde, he actively encourages the integration and interaction of Australians with immigrants and helped the community form the Ryde Multicultural Centre.

In 2016/17, he chaired the Economic Development Committee and Planning and Environment Committee and Community Harmony Reference Group, and was a member of the Finance and Governance Committee, Ryde Central Committee, and the Works and Community Committee.



Year
in review

2016/17

Councillors West Ward

CLR ARTIN ETMEKDJIAN

UNTIL APRIL 2017



Locked Bag 2069,
North Ryde NSW 1670

T 0418 248 821
E 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.

CLR JEROME LAXALE

MAYOR UNTIL
SEPTEMBER 2016



Locked Bag 2069
North Ryde NSW 1670

T 0426 273 298
E jlaxale@ryde.nsw.gov.au

First elected to the City of Ryde council in 2012, Clr Laxale has a background in business administration and runs a family business. In his years on Council, he has fought for better sporting facilities, including Ryde's first ever synthetic sportsground at ELS Hall 1, and more open space for community events that bring people together. He also initiated Council's entry into social media, its partnership with Australia's Racism it stops with me! campaign, led a national push against changes to the Racial Discrimination Act and was the driving force behind Council's recent adoption of its Affordable Housing policy.

Jerome is a Christian and lives in Denistone East with his wife and three children. Having a family firmly planted in Ryde means that he wants his area to be the best that it can be. He wants the best schools, the best child care, and a fair and affordable housing mix across the City.

In 2016/17, Clr Laxale chaired the Centenary of ANZAC and World War 1 Committee, Parramatta River Catchment Group, Sport and Recreation and Wheeled Sports Advisory Committee, Macquarie Park Forum and the Centenary of ANZAC and Commemoration of World War 1 Committee. He was a member of the Finance and Governance Committee, Planning and Environment Committee, and Works and Community Committee.

CLR JUSTIN LI



Locked Bag 2069,
North Ryde NSW 1670

T 0412 614 174
E jli@ryde.nsw.gov.au

First elected to the City of Ryde Council in 2008, Clr Li has lived in the Eastwood area for over 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 2016/17, Clr Li was a member of the Eastwood and West Ryde Events and Promotions Committee, Community Harmony Reference Group, and the Works and Community Committee.

CLR TERRY PERRAM



Locked Bag 2069
North Ryde NSW 1670

T 9874 7904
E tperram@ryde.nsw.gov.au

A City of Ryde Councillor since 1987, Clr Perram is now semi-retired from his career in engineering and environmental consultancy. In his work for the City of Ryde, he has continued his interest in parks, bushland and outdoor recreation.

In 2016/17, Clr Perram was a member of the Bushland and Environment Committee, Bicycle Advisory Committee, Eastwood and West Ryde Events and Promotions Committee, Finance and Governance Committee and the Heritage Advisory Committee, as well as the Macquarie Park Forum, the Ryde Central Committee, Ryde Hunters Hill Joint Library Service, the Sport and Recreation and Wheeled Sports Advisory Committee and the Works and Community Committee.

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 Level 1A Pope Street, Ryde, in the Council Chambers, 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 page 48 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 2016/17 there were three Code of Conduct complaints that involved Councillors.

These were dealt with through the following means:

- actioned in accordance with the City of Ryde's Complaint Handling Procedure
- in all three cases, the complaints were referred to a conduct reviewer for further investigation.
- all three items were resolved in accordance with the City of Ryde's Complaint Handling Procedure

One of the complaints was first reported in 2015/16 and was finalised in 2016/17. The remaining items were all finalised in the 2016/17 year.



Year in review

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
- Make submissions on other major projects or notified consents that are consulted or advertised throughout the year
- Attend a community consultation drop-in session, info session, survey or focus group on a specific project.

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 138.

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 2016/17 can be found in Statutory Information on page 242.

The Mayor's Fee for 2016/17 was \$63,639.96 plus a Councillor Fee of \$23,949.96.

The Councillor's Fee for 2016/17 was \$23,949.96 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

Twelve Council meetings were held from 1 July 2016 to 30 June 2017. The statutory meeting, including election of the Mayor, was held on 16 September 2016. The table below lists only meetings and workshops attended during the current term, which began on 16 September 2016. 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 16 September 2016 to 30 June 2017 is detailed below.

	Workshops attended		Council meetings attended		Council Committee meetings attended	
	Number	%	Number	%	Number	%
Clr Bill Pickering – Mayor	8/10	80%	9/10	90%	11/31	36%
Clr Jane Stott – Deputy Mayor	10/10	100%	10/10	100%	31/31	100%
Clr Jerome Laxale	7/10	70%	10/10	100%	28/31	90%
Clr Roy Maggio	8/10	80%	10/10	100%	12/31	39%
Clr Craig Chung ²	0/0	0%	2/2	100%	2/2	100%
Clr Artin Etmekdjian ³	6/6	100%	7/7	100%	18/23	78%
Clr Justin Li	3/10	30%	8/10	80%	5/7	71%
Clr Denise Pendleton	7/10	70%	8/10	80%	16/31	52%
Clr Terry Perram	5/10	50%	7/10	70%	17/23	74%
Clr Jeff Salvestro-Martin	0/10	0%	3/10	30%	1/16	6%
Clr George Simon	0/10	0%	5/10	50%	0/31	0%
Clr Sarkis Yedelian OAM	9/10	90%	9/10	90%	14/31	45%

1. The Mayor, Councillor Bill Pickering was ex-officio for 31 Committee Meetings.

2. Councillor Craig Chung resigned as a City of Ryde Councillor, effective from 29 September 2016.

3. Councillor Artin Etmekdjian ceased as a City of Ryde Councillor as he was no longer eligible for public office, effective from 11 April 2017.

2016/17

Committee set-up

Planning and Environment Committee

Members: Cllr Jerome Laxale, Cllr Roy Maggio, Cllr Denise Pendleton, Cllr George Simon, Cllr Jane Stott, Cllr Sarkis Yedelian OAM and Cllr Jeff Salvestro-Martin

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: Cllr Roy Maggio

Deputy Chairperson: Cllr Jane Stott

Members: Cllr Jerome Laxale, Cllr Justin Li, Cllr Roy Maggio, Cllr Denise Pendleton, Cllr Terry Perram, Cllr George Simon, Cllr Jane Stott and Cllr Sarkis Yedelian OAM,

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 Central Committee

Chairperson: Cllr Jane Stott

Members: Cllr Jerome Laxale, Cllr Roy Maggio, Cllr Denise Pendleton, Cllr Terry Perram, Cllr George Simon, Cllr Sarkis Yedelian OAM, Cllr Jane Stott and Cllr Jeff Salvestro-Martin, **Ex Officio:** Mayor

Formerly known as the Ryde Civic Hub Committee, the Ryde Central Committee deals with matters relating to the Ryde Civic Hub and makes recommendations to Council for its determination.

Finance and Governance Committee

Deputy Chairperson: Cllr Roy Maggio

Members: Cllr Jerome Laxale, Cllr Roy Maggio, Cllr Denise Pendleton, Cllr Terry Perram, Cllr George Simon, Cllr Denise Stott and Cllr Sarkis Yedelian OAM

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.

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 2016/17, there were 16 Council Advisory Committees and Reference Groups operating within the City of Ryde. Further information on these committees, including information such as minutes and terms of reference, can be found on our website.

Access Committee

Chairperson: Cllr Jane Stott

Councillor representative: Cllr Denise 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:

Cllr Roy Maggio, Cllr Jane Stott, Cllr Jeff 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: Cllr Roy Maggio

Councillor representative:

Cllr Terry 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: Cllr Jane Stott

Councillor representatives:

Cllr Terry Perram, Cllr Denise Pendleton

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



**Year
in review**

Project Reference Group for the development, implementation and monitoring of a Biodiversity Plan for the Ryde Local Government Area.

Centenary of and World War I Committee ANZAC

Chairperson: Clr Jerome Laxale
The Centenary of ANZAC And World War I 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 Sarkis Yedellian OAM

Councillor representatives:
Clr Jerome Laxale, Clr Justin Li and Clr Denise 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.

East Ward Events and Promotions Committee

Chairperson: Clr Jane Stott
Councillor Representatives: Clr Roy Maggio and Clr George 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

Councillor representatives:
Clr Jerome Laxale, Clr Justin Li, Clr Terry 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 Sarkis Yedellian OAM
Councillor representative: Clr Roy Maggio

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 Jane Stott
Councillor representatives: Clr Denise Pendleton and Clr Terry Perram

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

Macquarie Park Forum

Councillor representatives:
Clr Jerome Laxale, Clr Roy Maggio and Clr Terry 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: Councillor Richard Quinn (Hunters Hill)

Councillor representatives:
Clr Jane Stott and Clr George 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 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 Roy Maggio
Councillor representatives:
Clr Terry Perram, Clr Jerome Laxale

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 Roy Maggio
Councillor representative:
Clr Denise Pendleton

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:

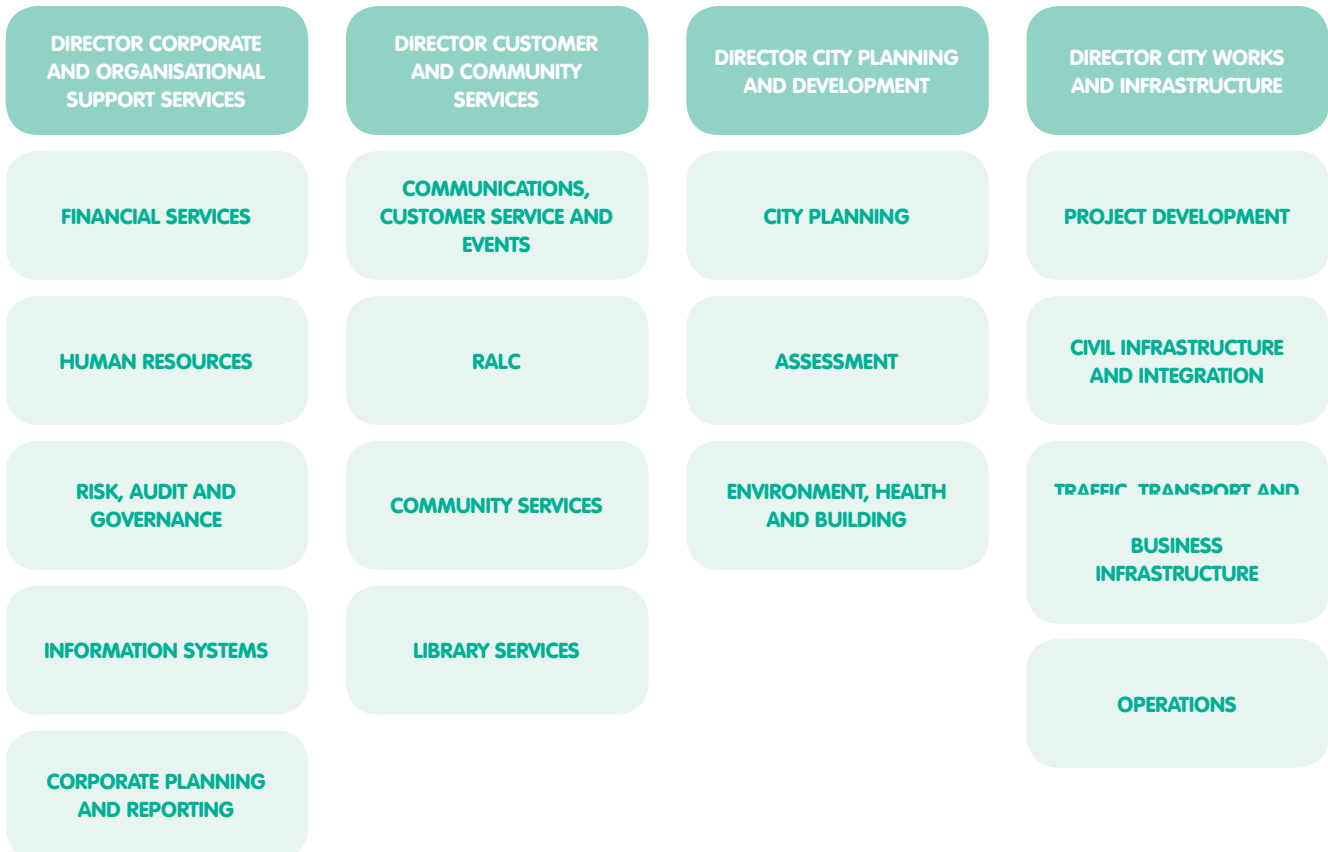
- Corporate and Organisational Support Services Directorate
- Customer and Community Services Directorate
- City Planning and Development Directorate
- City Works and Infrastructure Directorate

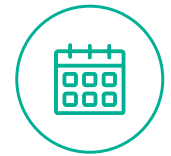
Our organisation has many skilled and professional people who are passionate about our City, its future and delivering better value services. Within the four Directorates there were 15 departments that delivered services and projects made up of 459.03 FTE (Full time equivalent) employees.

COMMUNITY

COUNCIL

GENERAL MANAGER





**Year
in review**

Executive Team

In 2016/17, the Executive Team consisted of the General Manager, Chief Operating Officer and three Directors.



George Dedes

Acting General Manager from May 2017
Director, City Works and Infrastructure

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

Appointed: 2013

George has spent over 25 years in local and state government in various senior management roles delivering services for the community. His expertise in infrastructure and strategic planning, coupled with leadership, communication and service delivery skills put him in a unique position to guide the future of our vibrant City.

The breadth of experience George brings to the role will allow the development of key systems while strengthening the commercial and customer focus across the Council, improving service delivery for the residents of Ryde in an environment of continuous change.

This year, some of George's initiatives include reviewing Council's organisational structure to prepare the City of Ryde for the challenges ahead; streamlining project management procedures ensuring asset renewal construction targets are met; and delivering high quality services to our community despite being under a merger proposal.

In his Director's role George 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.

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, and have been nominated as finalists in the IPWEA Engineering Excellence Awards for the Meadowbank Seawall.

The team also:

- Completed over 87 percent of planned capital projects
- Completed all special rate variation (SRV) projects in our roads, footpaths, playgrounds and sportsfields.
- Completed various works within Meadowbank Park including upgraded sportsfield floodlighting, three new cricket wicket nets and upgrades and drainage works at Meadowbank fields 7 and 8
- Completed new synthetic sports fields at ELS Hall Park and commenced construction on two synthetic sports fields at Christie Park
- Completed playgrounds at Tuckwell, Halcyon, Talavera Reserve, Banjo Patterson, and Dunbar Parks

Additionally,

- Council adopted the Integrated Transport Strategy 2016 – 2031
- Council also adopted the City of Ryde Property Strategy in February 2017.

Executive Team (Continued)

ROY NEWSOME

ACTING GENERAL MANAGER

FROM 18 MAY 2016 – 17 MAY 2017



Director Corporate and Organisational Support 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. His current portfolio includes Finance, Risk Audit and Governance, Strategic Human Resources and Information Systems.

Roy was appointed to the role of Acting General Manager on 17 May 2016. In this role Roy's key focus areas were planning and preparing for the proposed merger at that time, maintaining the council's strong customer service focus and overall performance, working towards financial sustainability, maintaining strong links with business and the general community and assisting Council with advocating to the State Government for additional key infrastructure within the City, especially within Macquarie Park.

LIZ COAD

ACTING DIRECTOR, CITY

PLANNING AND DEVELOPMENT



Qualifications: BTP, Diploma of Management

Appointed: 2015

Liz has spent almost 30 years 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, she has overseen the portfolios of Assessment, City Planning and Environment Health and Building.

Key outcomes by the Directorate in 2016/17 include:

- Approving \$1.6 billion of development
- Negotiating six Voluntary Planning Agreements worth over \$212 million in public benefit – including key worker housing, open space and recreation facilities, pedestrian and traffic infrastructure and the Macquarie Library and Creativity Hub
- Delivering the Sport and Recreation Strategy, including the Synthetic Surface Action Plan
- Finalising community consultation and gaining Council approval for the \$2.8 million Ryde Outdoor Youth and Family Recreation Space to be constructed in Meadowbank
- Delivering the Ryde Biodiversity Plan, which enables all natural areas to be prioritised based on their conservation and ecological value
- Delivered \$250K of on-ground public domain works specifically targeting improved pedestrian access and mobility as well as \$3.5 million in neighbourhood centre renewals, including landscaping, paving, street furniture, lighting and public art
- Achieving funding in perpetuity for the Shop Ryde Community Bus Service, which now transports 46,000 passengers per annum.

ANGELA JONES-BLAYNEY

ACTING DIRECTOR COMMUNITY

AND CUSTOMER SERVICES



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

Appointed: 2015

Throughout Angela's extensive 27-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, events 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.



**Year
in review**

JOE SO

**ACTING DIRECTOR, CITY WORKS
AND INFRASTRUCTURE**



Qualifications: MBA, B Bus. F Fin.

Appointed: 2017

With over 17 years' experience in banking, consulting, and local government, Joe brings a broad range of experiences to the City Works and Infrastructure Directorate.

His background enables an innovative and modern approach in the management of the City's assets and delivery of essential services. His portfolio includes the end-to-end asset planning and delivery of the City's annual capital works program, along with asset maintenance, waste management, and the development of Council's commercial and operational properties.

Joe's current initiatives include the establishment of financially sustainable asset management models, the advancement of Council's Geospatial Integration Management System for civil works planning and delivery, along with the implementation of Council's property strategy.

This year, the team has delivered an enhanced program of works through the Special Rate Variation (SRV). These included essential repairs primarily to our local roads, footpaths, drainage, sportsfields, playgrounds and cycleways. SRV works included:

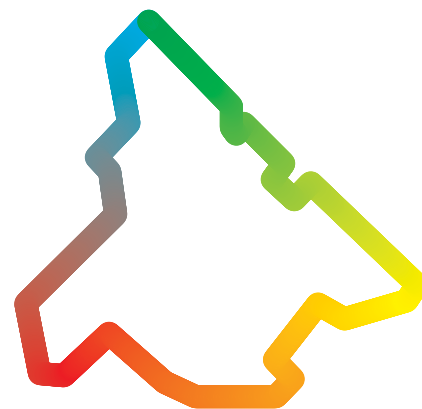
- 10.5km of roads at 31 locations across the City
- 2.04km of footpath renewals at 425 locations
- 27 pits replaced and 220m of stormwater pipes replaced
- three playground renewals completed
- two sports field renewals completed.

The team has:

- Completed upgrade works for West Ryde Library
- Completed the upgrades to Morrison Road as part of the Local Area Traffic Management plan, in conjunction with RMS
- Contributed to the establishment of a joint regional Community Recycling Centre at Artarmon as part of an Environment Protective Authority initiative to actively manage problem waste such as batteries, paint, and gas bottles
- Completed the Gladesville Catchment Litter Prevention Program
- Installed water stations in foreshore parks to encourage a smarter, cleaner, greener City of Ryde.

Also on Joe's watch:

- The team received industry accolades for the Ryde River Walk attraction, and have been nominated as finalists in the IPWEA Engineering Excellence Awards for the Meadowbank Seawall project
- Council adopted the City of Ryde Property Strategy in February 2017, providing a clear direction for the City's property portfolio in meeting current and future community needs
- Smarter street lighting initiatives are being implemented by progressively retrofitting town centre lighting with LED lamps and Smart controllers to improve the management of the lighting and reduce energy and costs.



City of Ryde



**Year
in review**

Awards and Recognition

We received the following awards and commendations during 2016/17.

Award	Association	Received for
Gold Award	Australasian Reporting Awards	2015/16 City of Ryde Annual Report
Small Project of the Year NSW 2016	Australian Institute of Project Management	Ryde River Walk attraction
Employer of choice	Local Government Engineer Association (LGEA)	Our generous professional development system, approach to performance management and recognition of high performers in the workplace.
Group award for Greater Sydney Landcare and Bushcare	The Greater Sydney Local Land Service	The Habitat nursery

Community Awards

We awarded the following prizes to members of our community in 2016/17.

2017 Citizen of the Year

– Warren Smith

2017 Young Citizen of the Year

– Krystle-Jayne Ng

Special Commendations

– Angelina Bonificio

– Zahira Noor

Volunteers of the Year

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

2017 Volunteer of the Year

– Dominic Fonti

2017 Young Volunteer of the Year

– Eden Lee

Volunteer Group of the Year

– Eastwood Lunar New Year Celebration Committee

Special Commendations

– Yohans Bastian

– Melissa Kong

– May Peters

– Kevin Shaw



2017 Australia Day Citizen of the Year
Warren Smith with Young Citizen of the Year
Krystle-Jayne Ng with the Mayor Clr Bill Pickering



Announcement of the new Outdoor Youth and Family Recreation Space to be built at Meadowbank Park, Meadowbank

Outcomes 2016/17





**Outcomes
2016/17**

Our Performance Against the Four Year Delivery Plan 2016-2020

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 2016/17?

Our services and programs are identified and planned in the annual operational plan contained within the Four Year Delivery Plan 2016-2020. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

Overall project performance summary

During 2016/17 we undertook a total of 123 capital and non capital projects, which had a planned end date of 30 June 2017. The 123 projects are made up of our 2016/17 Operational Plan projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2015/16. Of those projects, 64 were completed. A further 32 projects that were on track to be completed, were carried over due to various factors such as weather, or are multiple year projects, eight projects were cancelled, with three projects relating to the proposed merger. Five projects were deferred and four not started.

Measuring our progress

The following pages address the key strategic activities we planned for completion in 2016/17 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 2016-2020 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.









First anniversary of the relocation of City of Ryde staff to its new premises at North Ryde Office

Our Highlights (Continued)

MEASURING OUR PERFORMANCE

TARGET MET	ON TRACK	ACTION REQUIRED
		
7	—	5

Measure	Performance Indicator	2015/16 Result	2016/17 Target	2016/17 Result	Status
Customers and Partners					
Customer satisfaction	Improvement in the Customer Satisfaction Index obtained from annually surveying our customers (internal and external)	82%	>=84%	73%	
Responsiveness to customer requests	% of customer requests actioned within agreed standards (10 working days)	93%	90%	89%	
	% inward correspondence actioned within agreed standards (10 working days)	90%	>=90%	91%	
Effective complaints handling	% of tier one and two complaints resolved within agreed standards	78%	100%	84%	
Financial Management					
Base budget management	Our base budget income is no less than -2% of the year to date approved budget	3.59%	>=-2%	3%	
	Our base budget expenditure is no greater than +2% of the year to date approved budget	-8.12%	<=2%	5%	



Granny Smith Festival Parade at Eastwood



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, Land Use Planning program, Open Space, Sport and Recreation Program, and the Regulatory Program.

Goal **1**

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 **2**

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 **3**

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 2016/17, 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:**

Updated our bushfire mapping system

This year our existing mapping was reviewed and updated to inform development in bushfire prone areas of Ryde. The mapping targets vulnerable areas and aligns with the Rural Fire Act 1997 and Rural Fire Service (RFS) requirements. The study reviewed all sites across Ryde to quantify areas and criteria as set by the RFS to update the previous map and to assist Council in managing these areas to protect community.

The assessment reviewed land parcel size, site conditions, proximity to large and small fire runs, availability and proximity to adjoining lands and community. Information from this mapping will ensure Council meets its legislative obligations and ensure natural area and community protection. The revised mapping is currently awaiting approval from the RFS.

Planned the Meadowbank Outdoor Youth and Family Recreation Space

As part of the City of Ryde's commitment to social inclusion and the health and wellbeing of the community, Council is installing a multi-use skate and family space to create a family focused area for all to enjoy. This space will allow kids and adults of all ages to play, teach and learn how to be active all in the one space. Public consultation was sought on the concept design this year and works will be undertaken in 2018.

Celebrated the announcement of Smalls Road Primary School

The City of Ryde has been lobbying for a new school for many years to cope with the expected surge in population and new school enrolments thanks to the unprecedented growth in the area. We welcomed the State Government's announcement of funding to build a new Smalls Road Primary School in Ryde. The school will cater for up to 1,000 students and is expected to open in 2020.

The new primary school will be built on the site of the old Ryde High School which was closed in 1986. We are holding discussions with Education

NSW on a shared-use agreement for the existing sportsfield at the Smalls Road site that would allow community sporting groups to continue using the field outside school hours.

Hosted 'Strata living is Community Living' workshops

With an ever-increasing number of local residents now living or taking up residence in new apartment blocks, we held a workshop for residents to help them better understand the ins and outs of strata living. The workshop helped attendees understand the roles of strata committee members and office bearers as well as the need for all committee members to act in good faith. It also gave attendees other knowledge and skills to optimise their strata investment and lifestyle.



Liveable Neighbourhoods



Found a new home for our Origami Horse sculptures

The origami horse sculptures that were located in West Ryde Plaza were re-homed at Riding for the Disabled's Marsfield headquarters. The artwork relocation improves the safety of the Plaza for pedestrians and clears the way for the City of Ryde to progress plans for the embellishment of the Plaza to create a vibrant multi-purpose space with seating and more shade to enhance amenity and enjoyment for daily users, as well as the capacity for community events and gatherings.

The Marsfield site was considered the preferred location for the three horse sculptures after Council carried out consultations with stakeholders that included members of the community, the artist who created the sculptures and Riding for the Disabled management.

The Culloden Road site ensures that the sculptures are visible to the public and attractively displayed. The sculptures also echo the location's unique relationship between horses and humans.



Restored the Gladesville Clock Tower

Work was completed to restore the c1941 heritage-listed Gladesville Clock Tower this year. Situated on a traffic island at the intersection of Wharf and Victoria Roads, Gladesville, the monument, also known as the Sheridan Memorial Clock, was designed by Council engineers in 1940 and built in 1941 in the Inter-War Functionalism Style. It commemorates Alderman James Sheridan, who was serving in public office at the time of his death.

The project began as a straightforward conservation project to fix some cracks around the access hatch and replace some bricks and turned into a much larger project requiring specialist skills and material. A near perfect match for the bricks was located at a specialist brickyard in Taree which manufactures bricks using traditional methods.



Created a new community hub in Boronia Park

Clever design and community involvement has turned an underused section of footpath in Boronia Park shopping village into a vibrant, new community hub.

The Council's City Activation Team engaged with the community, including local businesses, medical centre staff, and the local Boronia Park School to discover the missing elements and identify simple, low-cost ideas to transform the site.

Members of the community, business owners and students were delighted to be invited to a celebration to launch the new Boronia Park community hub and see their Street Library, hopscotch, and chalkboard in action. The brightly painted Dr Seuss-inspired Street Library is the pride and joy of students and teachers at the local Boronia Park School Before and After Care Centre which transformed a plain wooden box into a beautiful home for books.

Other neighbourhood centre upgrades were undertaken in Allars Street, Denistone West Callaghan Street, North Ryde and Watts Road, Ryde. Upgrades included new paving, street trees, seating, bins and landscaping.

Our Highlights (Continued)

Approved dwellings and commercial premises

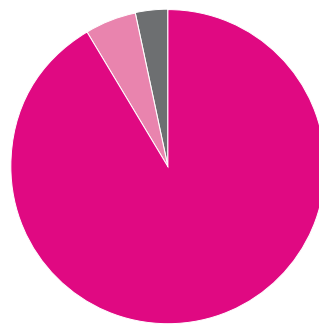
The previous financial year of 2015/16 saw a significant increase in the development sector with substantial growth in the approved dwelling numbers and commercial floor space in comparison with earlier years. This increase in growth has continued in 2016/17 with an estimated value of \$1.6 billion of approved development representing an increase of 6.7 percent from 2015/16. This equates to a total of 1,624 new dwellings and over 15,281m² of commercial floor space.

The City of Ryde's Assessment Department has determined a total of 839 Development and Section 96 applications. This is the same number as in 2015/16.

The Assessment Department is currently processing a further 193 applications with an estimated value of \$1.3 billion in development throughout the City. The development is both residential and commercial, and represents sustained growth, improved housing choice and future employment opportunities for our community.

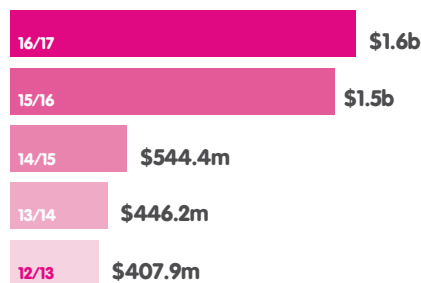
In 2016/17, the mean number of applications processed per person was 83.9 and we have consistently determined more applications per officer compared with the average for similarly sized (Group 3) councils (the Group 3 average for 2014/15 was 59).

NEW DWELLINGS APPROVED 2016/17

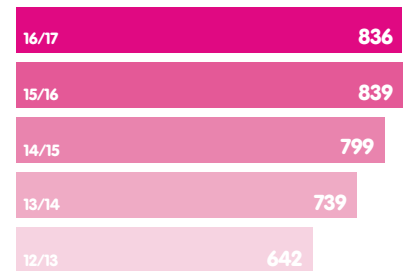


- ▶ 1624 | Residential
- ▶ 93 | Single new dwellings
- ▶ 55 | Commercial, retail, office

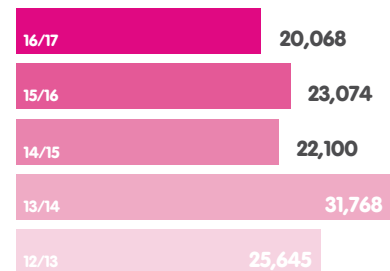
VALUE OF DEVELOPMENT APPLICATIONS DETERMINED



NUMBER OF APPLICATIONS DETERMINED



NUMBER OF DA RELATED ENQUIRIES RECEIVED





Liveable Neighbourhoods



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.

Improved housing affordability

We undertook a study to identify how our planning controls could be improved to ensure new developments contribute to Council's Affordable Housing program. This study forms the basis of a Planning Proposal that sets criteria that will determine when developers will be required to contribute to Council's Affordable Housing program. This Planning Proposal will be forwarded to the State Government for its consideration in 2018.

Received a \$5m boost for the Shrimptons Creek Corridor upgrade

Our vision to link parklands and open spaces along the Shrimptons Creek Corridor has been given a \$5 million funding boost from the State Government's Precinct Support Scheme. The funds will go to planned upgrades to Wilga Park, Quandong Reserve, Lachlan Place, Shrimptons Creek and Elouera Reserve, which include:

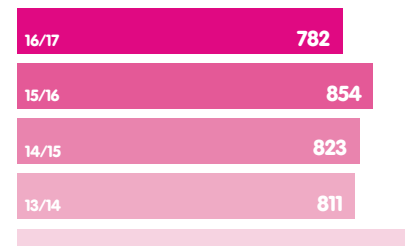
- Improved public access between the parks
- Upgraded seating, signage and lighting
- A public fitness station and park improvements in Wilga Park
- Upgraded playground and park improvements in Elouera Reserve
- A boardwalk along a section of Shrimptons Creek
- Terraced landscaping to create an amphitheatre for community events
- Improved water quality and natural vegetation along Shrimptons Creek.

Better access and improved public amenities mean the whole area will be revitalised and opened up for the community to enjoy. This is a great outcome for the community and for the sustainable management and appreciation of this important natural feature. The final design, community consultation and planning phase will take place in 2017 and works are expected to be completed by the end of 2018.

Inspected food premises

As part of our continued focus on ensuring the community can purchase food safely, our staff inspected 782 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 their good food safety record.

NUMBER OF FOOD PREMISES INSPECTED












Our Highlights (Continued)

HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
3	—	4	2	—	—

PROGRAM/PROJECTS	STATUS	COMMENT
Open Space, Sport and Recreation program		
Street Tree Planting Program		
Update Open Space Plans of Management and Site Masterplans		Surveys and base studies have commenced and will continue into 2017/18. Surveys were completed at Blenheim Park, ELS Hall Park and Gannon Park. Work has commenced on the Parramatta River Parklands Plan of Management.
Centres and Neighbourhood program		
Gladesville Clocktower Monument Conservation		Restoration works have been completed, minor works to the surrounding space will be completed in 2017/18.
Neighbourhood Centre Renewal		
Ryde Town Centre Monuments		A conservation management plan was completed, however, works to house the monument at its new location have been deferred to 2017/18.
Land Use Planning program		
Affordable Housing - Inclusionary Zoning Testing and Analysis		
Affordable Housing Calculator		
Bushfire Mapping System		Project completed under budget.
Section 94 Contribution Plan		



Outcome: A City of Liveable Neighbourhoods

MEASURING OUR PERFORMANCE



Measure	2014/15 Result	2015/16 Target	2015/16 Result	Status
Regulatory Program				
Total development value of approved development applications (in \$million – cumulative)	\$1.5 billion	N/A	\$1.6 billion	
Mean number of DAs processed per person	87	>=59	84	
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time)	74	<= 95	100	
Mean gross DA determination times: Residential alterations and additions (against Group 3 Average)	74	<=77	71	
Mean gross DA determination times: Single new dwelling (against Group 3 Average)	81	<= 105	61	
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	81	<=91	68	
No. of DAs in each category – residential	240	N/A	198	
No. of DAs in each category – single new dwelling	195	N/A	215	
No. of DAs in each category – commercial, retail, office	115	N/A	111	
No. of food premises inspections	854	<=850	782	



**Liveable
Neighbourhoods**

Moving Forward

Although the uncertainty over mergers continued throughout the year, we have continued to deliver the fundamental services that our community expects while working to inject economic and social vibrancy initiatives throughout our city.

Our efforts over the past few years have resulted in the City of Ryde becoming a highly desirable place to live and work, while we have continued to work on improving housing affordability and liveability across our City. Overall, we are poised to embrace future opportunities while also consolidating recent efforts.

Looking ahead

In 2017/18, we have the following projects planned:

- Planting street trees
- Progressing Council's Affordable Housing program
- Conserving Ryde Town Centre monuments
- Renewing neighbourhood centres
- Implementing the night time economy plan
- Updating open space plans of management and site master plans
- Commencing a review of Council's Local Planning Strategy to address the Greater Sydney Commission's North District Plan



Boronia Park street library and town activation



Cinema in the Park
event program



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 not-for-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 1

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 2

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 3

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 2016/17, we undertook a range of projects to enhance the wellbeing of our community. **We:**

Helped our community stay active

This year, our Active in Ryde program offered a diverse program of activities to encourage all members of our community, irrespective of age, to boost both their physical and mental wellbeing.

Our program of school holiday activities for local kids was once again extremely popular. Activities included school holiday skate clinics, SurfRyder sessions at the RALC, Go4Fun School Holiday sessions and guided walks.

Go4Fun School Holiday sessions were held in Eastwood, North Ryde, Gladesville, Marsfield and Ryde to help primary school-aged kids become fitter, healthier and happier through a range of sports and activities. In total there were 769 registered participants in eight sessions (an average of more than 96 children per session).

For the third year running, we held four Go4Fun 10-week programs throughout the year. This preventative health initiative is offered free of charge to the community and targets families with children aged seven to 13 years of age who are above a healthy weight range. In total, over 62 local families participated in the four programs. This program is delivered by NSW Health with support from the City of Ryde.

Our preventative exercise programs for seniors grew in popularity this year, and included Lift for Life, Heart & Move It and an aquatic exercise program. In total there were 325 registrations for the programs held across the City of Ryde.

Hosted guided walks

Each year we invite our community to join us on guided walks to natural areas and open spaces around the city. These walks promote the local availability of natural areas and open spaces and promote active recreation and return visitations to these areas. Once again, this year's walks were extremely popular, and included the following:

- NAIDOC Week walk at Glades Bay
- School holiday walks at Field of Mars Reserve, Tuckwell Park and Magdala Park
- Putney River Walk
- Bird watching walks in Field of Mars Reserve and Buffalo Creek
- National Biodiversity Month walks – Wallumatta Nature Reserve and Kitty's Creek
- Shrimpton's Creek and The Habitat Community Nursery
- Seniors' Week walk at Glades Bay
- Fairyland Track Walk (Lane Cove National Park)
- Gladesville Urban History Walk, linking with the 2017 Heritage Festival
- World Environment Day walks – Field of Mars Reserve, which included bilingual guided walks with translations into Mandarin, Cantonese and Korean.

A total of 521 registrations were received for guided walks during the year.



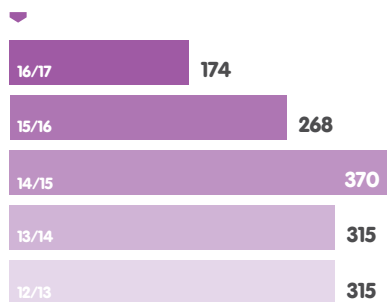
Wellbeing



Celebrated volunteers

Volunteering continues to play an important role the City of Ryde community. In 2016/17, we referred 174 enquiries to volunteer organisations operating in the Ryde LGA. Sixty-two 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 their integration into the local community and as a way of contributing to their community.

NUMBER OF VOLUNTEER REFERRALS



See page 54 for details on the Volunteer Recognition Awards.



Upgraded our sporting facilities

Sportsfield lighting was renewed on 4 fields at Meadowbank Park. Field renovation works were undertaken on Fields 1 and 2 at Morrison Bay Park. Major renovation works, including the raising the surface level, were completed on Meadowbank Park Fields 7 and 8. Refurbishments to sportsground amenity buildings were undertaken at Ryde Park and Bremner Park.

We continued our program of installing synthetic grass surfaces, with work commencing on two new synthetic turf fields at Christie Park and a \$3 million synthetic turf field upgrade to ELS Hall Park Field No.1. The Christie Park project is part of the City of Ryde's \$5.5 million commitment to meet the current and future needs of multiple sporting codes with access to high-quality facilities. By investing in all-weather facilities our community has access to consistent year-round playing surfaces. The \$3.5 million Christie Park synthetic turf field upgrade includes:

- New synthetic turf surface that uses a 100 percent 'cool' cork infill system with shock and heat absorbing resistant properties for player comfort
- New 1.1 metre-high chain mesh perimeter fencing to both fields with improved field access points

- 4.3 metre-wide path alongside Field No.1 for emergency vehicles
- Seating for 250 spectators.

Christie Park is the home base of the Gladesville Hornsby Football Association which contributed \$250,000 for the upgrade. Also contributing to the project is the Gladesville Ryde Magic (up to \$50,000). The field is expected to act as a home ground for Ryde-based teams competing in the Football NSW National Premiere League Competitions (NPL).

The two new Christie Park synthetic turf fields will conform to FIFA Quality 1 Star requirements. The recently completed ELS Hall Park facility conforms to FIFA Quality 1 Star requirements, as well as AFL and Cricket Australia community surface requirements. Future stages of the Christie Park Master Plan include a centralised amenities building, additional synthetic turf fields and an increase in car parking capacity.

Our Highlights (Continued)

Connected community members with service organisations

In March 2017, the City of Ryde collaborated with the Community Migrant Resource Centre 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 multilingual 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.

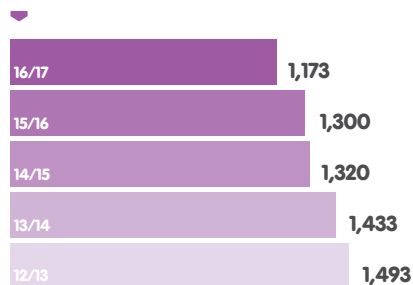
To cater to the more than 50 nationalities represented in the local community, information was made available in a number of community languages including English, Korean, Cantonese, Mandarin, Farsi and Tamil, in the following areas:

- Aged care
- Centrelink
- Council services
- Family services
- Volunteering
- Home and community care
- Education
- Legal services
- Settlement services
- Community programs
- Health
- Housing.

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 1,173. The immunisation program also vaccinated approximately 224 Council staff with the Influenza vaccine in 2016/17.

CHILDREN IMMUNISED USING RYDE'S IMMUNISATION SERVICE



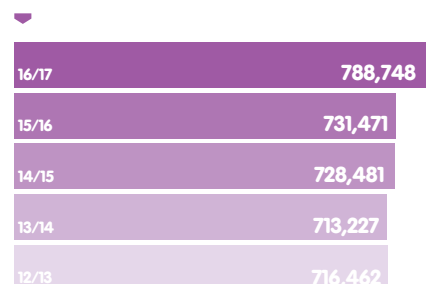
Kept cool at RALC

The Ryde Aquatic Leisure Centre (RALC) continues to remain popular with the community, with 5,600 people riding the waves on our Surf Ryder in 2016/17. The total number of visitors was 788,748, which was bolstered by swim school attendance and the Surf Ryder. We also welcomed a visit from an U12s and U13s Rugby team from Namibia in May, who took time out from their schedule playing a variety of local rugby teams to use the indoor sports facilities and pools, and try their skills on the Surf Ryder.

Throughout the year, we undertook a range of renewal projects to maintain the RALC at an optimum level. These included lighting upgrades for the facility, installation of a new data projector for the function room, upgrade to the pool pump, refurbishment of the change rooms and the sauna, and upgrading of the pool cleaner.

We have continued working to reduce tap water usage from a high of 146.6 kL per day that is now down to 68.1kL this year – a reduction of 53.5 percent through water recycling and rainwater harvesting initiatives.

NUMBER OF VISITORS TO THE RYDE AQUATIC LEISURE CENTRE





Wellbeing



Installed a new outdoor gym

In July, the City of Ryde unveiled another fitness station in the series that will be installed along the Ryde River Walk. The \$80,000 Anderson Park Outdoor Fitness Station is helping to diversify opportunities for the community to take part in regular exercise and benefit from improved heart and lung function, increased strength and mobility, reduced stress and maintenance of a healthy body weight.

Consisting of bright orange pieces of equipment, the outdoor gym offers both cardio and strength training and is designed to inject variety into outdoor routines. The fitness station's installation followed consultation with park users and sections of the community to identify their needs and incorporate their feedback into the final design.



Upgraded playgrounds

This year playgrounds at Talavera Reserve, Tuckwell Park, Lynelle Park and Mulhall Park were upgraded. The playground at Mulhall Park will incorporate pieces of public artwork that were designed to meet the unique characteristics of that part of the city and with input from the local community.



Encouraged seniors off the couch during Seniors Week Celebrations

The traditional image of seniors as sedentary or homebound individuals is changing. Many seniors are still in the workforce, while others are keen volunteers. Seniors Week offers a great opportunity for older members of the community to try new activities, get out and meet new people or take up a hobby which may have held a fascination for them. We celebrated NSW Seniors Week in March, with a festival of events designed to encourage seniors into new activities. Special events highlighted health and wellbeing services, exercise, entertainment, technology, recreation and more.

Seniors Week events included:















- A guided walk around the remnant bushland of Glades Bay Reserve
- A Junior Coding Cross Generation Workshop for grandparents and their grandchildren
- A musical morning tea featuring the Sydneysiders Barbershop Chorus
- A tea dance with North Ryde Community Aid
- Strength training and stretch and tone 'Come and Try' Sessions.
- Talks on changes to aged care and retirement living options, and
- The Chinese Christian Community Service Centre 'Senior Health and Wellbeing Expo.

Our Highlights (Continued)

HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

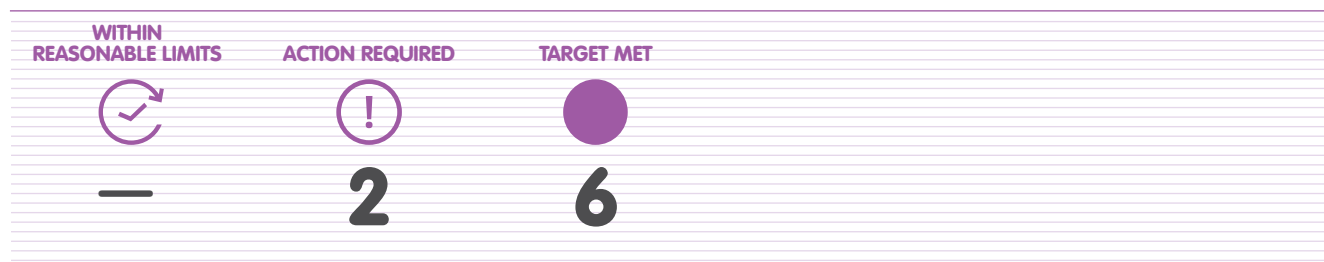
COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
7	—	4	1	1	—

PROGRAM/PROJECTS	STATUS	COMMENT
Open Space, Sport and Recreation program		
Construction of Skate Facilities within City of Ryde		
Development of the Olympic Park Strategic Plan and Master Plan		
Passive Parks Improvement and Expansion		
Playground Construction - Renewal		
RALC Asset Renewal		
Sportsfield Floodlighting Expansion		
Sportsfield Floodlighting Renewal		Some work carried over to the first quarter of 2017/18 to integrate with field renewal works.
Sportsfield Renewal and Upgrade		
Sportsground Amenities Renewal & Upgrade		
Synthetic Sports Surfaces Action Plan Implementation		This project has been consolidated into the Synthetic Playing Surfaces Expansion project.
Library program		
Community Buildings Renewals - Libraries		
Digital enhancement for Libraries		
RFID equipment replacement		Project will be completed in 2017/18
Community and Cultural program		
Community Buildings Renewal		With the exception of Willandra house all projects were completed; due to the nature of and the costs associated with Heritage buildings we were unable to complete all the projects associated with this property;



Outcome: A City of
Wellbeing

MEASURING OUR PERFORMANCE



Measure	2015/16 Result	2016/17 Target	2016/17 Result	Status
Open Space, Sport and Recreation Program				
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	
No. of visitors to RALC	755,737	>=750,000	788,748	
No. of organised sport participants using Council's active open space areas	603,000	>=500,000	518,250	
Community and Cultural program				
No. of new clients using the home modification service	199	>=250	303	
No. of children immunised	1,300	>=1,424	1,173	
% capacity of leased halls booked (capacity based on 8 hour booking per day)	75%	>=60%	72%	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	50%	>=45%	48%	
% customers satisfied with road safety programs and workshops	92%	—	—	
				Surveys not run in 2016/17.



Moving Forward

Our community's passion for sport and other activities continues to grow.

We are supporting and nurturing this passion through our ongoing sportsfield upgrades and well as our Active in Ryde and guided walks programs, new parks and innovative upgrades to existing spaces, such as the new outdoor gym on the River Walk at Anderson Park. These popular initiatives not only encourage our community's physical wellbeing but also help build relationships and enhance the spirit of community that our residents value so highly.

Thanks to our ongoing program of upgrades and investment, visitor numbers to the RALC have continued to be stronger than last year with a four percent increase. It offers a wide range of health, community and social services to all ages and life stages within our population and is a much-loved facility.

Looking ahead

In 2017/18, we have the following projects planned:

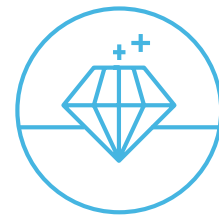
- Developing the Olympic Park Strategic Plan and Master Plan
- Digitally enhancing our libraries
- Activating the Shrimptons Creek Corridor
- Expanding synthetic sports surfaces
- Undertaking significant improvement works to Tuckwell Park
- Investigating skate facilities
- Renewing community buildings
- Renewing our library buildings
- Renewing and expanding sportsfield floodlighting
- Renewing and upgrading sportsfields and amenities
- Renewing and upgrading playgrounds
- Renewing assets at RALC
- Replacing RFID equipment in our libraries



ELS Hall Park synthetic turf launch at Kent Road, North Ryde



Design our Ryde International Design Competition with judges Peter Poulet, Shaun Carter, Maria Atkinson AM, Roy Newsome and JBA



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.

This outcome is supported by six programs: our Centres and Neighbourhood Program, Community and Cultural program, Economic Development Program, Land Use Planning Program, Open Space, Sport and Recreation Program.

Goal **1**

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 **2**

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 colocate 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 **3**

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.



Prosperity

Our Highlights

In 2016/17, we undertook a number of projects to enhance our City's prosperity. **We:**

Led the nation with our \$15 billion economic output

The City of Ryde's Macquarie Park Business Corridor is the nation's No. 1 economic powerhouse according to a report by SGS Economics and Planning. It outperformed all districts including the Sydney CBD/Inner South which grew by 4.8 per cent compared with Macquarie Park's 6 per cent.

The SGS data analysis shows that the Ryde/Macquarie Park hub is not only driving Sydney's booming economy, but is also driving the national economy. Macquarie Park's credentials as a research, education and communications hub are supported by the number of organisations based there. These include Macquarie University, Optus, Foxtel, Cochlear, CSIRO, Oracle, Microsoft, Johnson & Johnson, BOC Gases, Sonic Health, Fujitsu, Siemens, 3M, Astra Zeneca, Goodman Fielder and George West Foods.

Supported advanced manufacturing

We joined forces with CSIRO, Regional Development Australia and the Macquarie Park Innovation District Strategy Council to present 'Innovation Driven Advanced Manufacturing', to introduce local entrepreneurs to the new technologies and opportunities that are rapidly changing the manufacturing sector.

The event gave local, independent businesses the opportunity to meet and learn from industry leaders including Cochlear, AstraZeneca, Schneider-Electric and CSIRO about their new programs, and learn how emerging scientific technologies and regulatory reforms can help transform business.

A North West Manufacturing Group was established at this event and will continue to meet regularly and engage in collective learning, networking and partnership building.

Grew the retail sector

In an economy that is challenged by the overseas online retail market, wage costs and new forms of competition, a growth strategy that focuses on increasing revenue alone is no longer feasible for retail businesses. We hosted a workshop for retailers that provided new concepts and approaches to growing and sustaining a profitable retail business, as well as tools, information and recommendations for the practical application of strategies designed specifically for retail businesses.



Get Connected -
Big Ideas for SMEs



Prosperity

Our Highlights (Continued)

Hosted an international delegation

In June, we welcomed the Shanghai Jiao Tong University Global CEO delegation to Macquarie Park. The Shanghai China delegation was made up of 41 CEOs, Presidents, General Managers from a range of industry sectors including the OCBC Bank (China) Limited's Head of Global Investment. The delegation's key objective was to actively seek partnerships, investment and educational opportunities in Australia. Their interest in Macquarie Park centred on the cluster of industry sectors that reside in the precinct. The delegation was a collaboration between local government, business and education institutes coming together to showcase Macquarie Park to potential investors.

Studied our night time economy

With an increasing population, both residential and corporate, we asked for community feedback on how to make local town centres more vibrant and accessible at night. The Ryde After 5 study was launched to help us understand the existing night time experience in Ryde, as well as how to improve visitation, identify gaps, and deliver greater vibrancy and activation in our town centres. The outcomes will support business and address the needs and expectations of workers and the broader community. An improved

night time economy offers strong benefits to the community, not only enhancing the experience of residents and workers in the area, but also supporting local business. More than 700 members of the community provided comment through drop in sessions at West Ryde and Eastwood and online.

Hosted expert talks

To support our growing business community we hosted a number of expert talks and other events for small business, They included:

- Get Connected – on big ideas for small and medium businesses
- A Gladesville Business Forum networking event that detailed upcoming changes to the area and hosted a guest speaker offering advice on reaching target audiences for small businesses
- Content Creation – on developing engaging content ideas, tips on developing content writing skills and integrating content into strategic marketing plans
- Digital Blueprint – on search engine optimisation, where SEO fits in the bigger picture of a business's digital marketing blueprint, and how to can best use websites to drive leads and sales.



Hosted Small Business September and the Get Connected – Big Ideas for SMEs

To support the small business community during Small Biz September we partnered with Optus and the Ryde Business Forum to deliver the Get Connected – Big Ideas for SMEs event, which attracted an audience of more than 200 SMEs from the local business community.

The Ryde Business Bootcamp is a small business training program that has been delivered in partnership with Northern Sydney Institute of TAFE, Ryde Business Forum and City of Ryde for over five years. The course operates one night per week for eight weeks and includes subjects as diverse as Marketing Planning and Conducting Market Research and Small Business Web Sites to Social Media, Preparing a Business Plan and Managing the Finances, and Understanding and Managing Financial Statements. This year 60 people attended the program.















Lachlans Line public Art

Our Highlights (Continued)

HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
6	—	1	1	—	4

PROGRAM/PROJECTS	STATUS	COMMENT
Open Space, Sport and Recreation program		
Shrimptons Creek Corridor Embellishment		This is a multi-year project with community consultation completed. Creek works have commenced and the tender process underway for design proposals.
Centres and Neighbourhoods program		
Embellishing planting along Waterloo Road		
Multi Function Poles in Macquarie Park		Council is waiting for approval from Ausgrid.
Public Domain Upgrade Lane Cove (east)		
Town Centre Upgrade Renewal - Eastwood		
Community and Cultural program		
Macquarie-Ryde Futures - PhD - Social Inclusion and building resilience		Macquarie University has confirmed candidate and is finalising the research brief.
Strategic City program		
West Ryde Plaza		Sculptures relocated and detailed design underway. Works to be undertaken in 2017/18.
Land Use Planning program		
Macquarie-Ryde Futures - PhD - Housing and Community Development (Macquarie Park)		Macquarie University has confirmed candidate and is finalising the research brief.
Economic Development program		
Centres Activation Program (Town and Neighbourhood Centres)		
Economic Development Plan Implementation		
Implementation of the Macquarie Park Master Plan		
NBN Feasibility Study Macquarie Park		A desktop feasibility study and stakeholder demand assessment concluded that Macquarie Park businesses are not NBN dependent and many have existing fast broadband access.



Prosperity

Moving Forward

Although uncertainty over the future of Council continued, this year we have continued to forge ahead with plans to ensure the City of Ryde is developed in a way that creates appropriate business opportunities in vibrant urban centres.

To do this we are supporting sustainable growth, continuing our programs of upgrades to public domain, and facilitating business moving to and thriving in the City of Ryde – both day and night. Our ongoing efforts to encourage the growth of Macquarie Park into a globally recognised education and corporate and technology hub have resulted in it leading the nation's economic output. Future endeavours will continue to support and reinforce its position as an economic powerhouse.

Looking ahead

In 2017/18, 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
- Implementing wireless Services and Smart Technologies in Macquarie Park
- Supporting the Transport Management Association for Macquarie Park
- Installing multi function poles in Macquarie Park



THE EASTWOOD HOTEL

JEAN'S CHILDREN

Rowe Street East upgrade Eastwood



World Environment Day



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 **1**

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 **2**

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 **3**

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

Strategies

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

Our Highlights

In 2016/17, we undertook a number of projects to improve the environment in our City. **We:**

'Got the site right' during a Parramatta River compliance blitz

In October 2016 and again in May 2017, staff from the City of Ryde joined the NSW Environment Protection Authority (EPA) and 11 other local councils for a joint compliance blitz on soil erosion and sediment control at construction sites around the Parramatta River.

The blitzes were part of the Parramatta River Catchment Group's 'Get the Site Right' initiative, which highlights the role that developers and builders can play in keeping the river clean and helping to make it swimmable again by 2025. Developments of all sizes were targeted, with inspection sites ranging from small home renovations to major road developments.

Sediment-laden runoff can pollute the river with dirt, soil, sand and mud, which can in turn smother native plants and animals that live in these aterways. Eroded river and creek banks also destroy habitats, and stormwater drains blocked by sediment can lead to flooding and overflows.

A total of 595 sites were inspected across the Parramatta River catchment: in Ryde 58 sites were inspected with the inspecting officers issuing more than \$73,000 in fines.

Offences ranged from no controls in place at all and unprotected stockpiles in locations where they could be washed away, to minor offences such as ruptured sediment bags and inadequate sweeping of roads and driveways.

Surveyed our local flora and fauna

Our Flora and Fauna studies project this year studied biodiversity in 26 of our key bushland parks and reserves, including the six main bushland and reserve sites of Brush Farm Park, Lambert Park, Bell Park, Outlook Park, Darvall Park, Field of Mars Reserve and 20 other parks and reserves along the Upper Buffalo Creek, Kitty's Creek and Terry's Creek.

Over the past 10 years, bird diversity and density has seen noticeable changes, but overall has increased, with 76 species detected in 2016, up from 51 in 2006.

This year saw a marked improvement in many areas of diversity of species, especially in Terrys Creek. Eastern long-necked turtles were found in Darvall Park and Field of Mars Reserve. A swamp wallaby was detected in Field of Mars Reserve and bat diversity was noted to have increased in the past 10 years, with five new species detected.

In other good news, there has been a decline in exotic flora species at all six main bushland and reserve sites surveyed between 2006 and 2016.

Planned for future biodiversity

In December 2016, Council adopted the Ryde Biodiversity Plan, which is a 20-year plan for the protection of natural areas and native flora and fauna.

Two key biodiversity and natural area projects for this year focused on delineating Putney Park for bushland protection and improving walking connections at Terry's Creek. The Putney Park Project focused on the central and foreshore area of the park and uses natural sandstone to define natural areas while ensuring safe passage is available to all park users through clear site lines. This work will make it easier to maintain and manage the site while allowing visitors to enjoy its natural features.

The four-year Terry's Creek Walking Trail project commenced this year, and will upgrade an existing bushland track from Epping Road and the adjoining Lane Cove National Park through to Eastwood. The track compliments Parramatta City Council's parallel walking trail on the opposite side of the creek and will allow residents to engage



Environmental Sensitivity

with the natural settings of Terry's Creek while promoting active recreation along the creek. This regionally significant connection has been identified in the Draft North District Plan for Sydney and Green Grid.

During the year, we also hosted training workshops to support the Bushcare program, which included an introduction to Bushcare, first aid and plant identification techniques to improve skills and knowledge among our volunteers.

Our corporate Bushcare volunteer program also continued during the year, with corporate participation growing. Among the volunteers were returning groups from Johnson Controls who have been volunteering since 2010.

This year they planted over 400 seedlings at ELS Hall Park. Canon also returned to Wilga Park for planting behind Cottonwood Crescent. Students from Moring Theological College's 'Plunge' Program included Bushcare as an extracurricular activity for the seventh year in a row. They helped to remove woody weeds in Wilga Park and planted native tube-stock.

Finally, we also managed over 4,000 linear meters of asset protection zones to protect our community and bushland areas and minimise the impact of bushfires.

Banned balloon releases

The release of balloons at City of Ryde Council events and in Council-managed reserves was banned to help raise public awareness of the damage to the environment and wildlife caused by this seemingly harmless activity. Balloons released into the atmosphere travel long distances. The end destination is often waterways where they can be ingested by birdlife and marine animals. Beach litter surveys show the amount of balloon and balloon pieces found on beaches has tripled in the past 10 years, with even biodegradable latex balloons take a long time to break down. Marine as well as land animals have all been hurt or killed by ingesting balloon debris. They can also become entangled in the balloon and its ribbon.

Controlled feral animals

We are controlling foxes and rabbits in a number of parks and reserves as part of an ongoing program in public open space across northern Sydney. A fox control program, utilising a variety of techniques, was carried out in Bremner Park, Tyagarah Park, Mallee Reserve, Brush Farm Park, Lambert Park, Bell Park, Field of Mars Reserve, Jim Walsh Park, Memorial Park, Pembroke Park and Forrester Park.

Parks and reserves targeted for rabbit control were ELS Hall Park, Eastwood Park, Glades Bay Reserve, Waterloo Park and Marsfield Park. This year saw a significant improvement in decline of rabbit populations in these parks. The program will continue to monitor these sites and utilise control mechanisms as the breeding periods continue throughout the next year.

Our Highlights (Continued)

Improved water quality, stormwater infrastructure and riparian areas

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.

To help inform our waterway improvement initiatives and related capital work and catchment programs, we continued to monitor water quality in five natural waterways. Sampling is conducted seasonally in Autumn and Spring to study changes in biological and water chemistry and help Council undertake water quality improvement projects and improve water health awareness among the community. Water quality samples are taken from Porters, Archers, Terrys and Shrimptons Creek.

During the 2016/17 financial year, the City of Ryde, as part of the Stormwater Asset Replacement Renewal program successfully replaced dilapidated pipelines at 10 locations which had reached the end of their serviceability life cycle. In addition to this, as part of the Stormwater Improvement Works Renewal program a number of projects were completed, aiming to alleviate the flooding in medium and high risk precinct areas. Projects completed in the program included an irrigation system in Bill Mitchell Park, Quarry Road drainage improvements, Belmore Street drainage improvements, Wattle Lane flood mitigation and remedial works to the Eastwood Culvert.

We have a number of plans in place to help us manage flood events, including the Parramatta River-Ryde Sub Catchments Flood Study and Floodplain Risk Plan as well as the Buffalo and Kittys Creek Flood Study and Floodplain Risk Management Plan.

Our stormwater pit replacement and renewal program continued, with the installation of 10 new pits, replacement of 40 pits and repair of 25 others. Additional 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 1,030 metres of stormwater pipe being replaced and renewed across the City during 2016/17.

In 2016/17, we launched our interactive WaterInfo site. This site was developed as an educational tool for our community to review all historical water quality monitoring data for both spatial and data comparison. This interactive tool allows users to see asset improvement locations, sampling results and general water quality information¹.

Other on-ground projects to improve the quality of our natural waterways have included:

- Stage 1 water quality and riparian improvement – Gladesville Litter Reduction. With funding assistance from the EPA's Better Waste and Recycling fund, we installed a gross pollutant trap (GPT) and a water harvesting tank (100Kl) to capture litter from the 47 hectare upper Gladesville catchment, and to clean and store stormwater for future use.

- Stage 2 water quality and riparian improvement – Bill Mitchell Park Stormwater Harvesting Project. We installed an integrated stormwater harvesting and treatment system in the Peel Park area of Bill Mitchell Park, which hosts sporting fields, informal parking and residential access points. It also provides the last available green space for capturing and improving stormwater before it enters the Parramatta River. Prior to the project being completed, this park had no irrigation and was in poor condition for sporting use by the community.

The newly installed system combines a primary and tertiary treatment, harvest and reuse system. The system primarily treats water through the Gross Pollutant Trap (GPT), (up to 1mm), collects it and pumps it to a UV treatment system located within the park area for irrigation and amenities purpose. In addition, the system treats water using an ultraviolet system to further reduce potable water usage costs for irrigation. The treated stormwater will reduce pollutant loads entering the bay by up to 90 percent, as well as treating inputs including hydrocarbons, phosphorus, nitrogen, sediments and faecal coliforms that previously flowed untreated into the river.

- Parramatta River Catchment Group Technical Working Group – Economic Analysis and Masterplan. We focused on the swim site assessment to develop an initial concept brief to activate the Kissing Point Park beach site under the Make Parramatta River Swimmable Again campaign.



Environmental Sensitivity



Installed filtered water stations

Ten extra water refill stations in parks and sportsgrounds were installed to encourage the community to 'fill up fresh'. The new filtered water stations will result in a triple bonus effect by reducing the use of plastic bottles, making it easier for residents to enjoy healthy drink choices and helping them save money on expensive bottled water or sugary soft drinks.

Every year, 160 million drink containers are tossed in the rubbish. They end up as litter in waterways, parks, and streets or in landfill or recycling. The new filtered water stations each have a water fountain, bottle refill point and dog bowl. They are located near popular sporting fixtures and walking paths.

Filtered water stations are found at:

- Eastwood Park, Eastwood (lower oval)
- Brush Farm Park, Eastwood (near amenity building)
- ELS Hall Park, Marsfield (near field 1)
- Meadowbank Park, Meadowbank (near field 3 and walking path)
- Meadowbank Park, Meadowbank (near field 9 and netball courts)
- Kissing Point Park, Putney (near Riverwalk)
- Morrison Bay Park, Putney (near amenity building)
- Ryde Park, Ryde (near field 1)
- Ryde Park, Ryde (near basketball court)

- Banjo Paterson Park, Gladesville
- Waterloo Park, Marsfield (nb. no dog bowl)
- Anderson Park, Meadowbank (nb. no dog bowl)
- Adventure Park, Ryde
- Santa Rosa Park, Ryde
- Memorial Park, Meadowbank (near Riverwalk) – coming soon.

This City of Ryde project was supported as a NSW EPA Waste Less, Recycle More initiative funded from the waste levy.

Celebrated spring gardens

The City of Ryde Spring Garden Competition is one of a handful of Council-managed garden competitions run for the benefit of the community. With 239 category entries in this year's event, the new Children's Seed Growing Competition helped to boost the overall number of entries to record levels. The Large Gardens, Best Bushcare site, the Native and Habitat-friendly Gardens and Children's Seed Growing categories were the most hotly contested categories.

The judging panel all praised the passion and enthusiasm of the gardeners and commented on the high standard and presentation of all entries. The City of Ryde's environment team hosted a Bushcare information stall at the event which was very well attended.

2016 CITY OF RYDE SPRING GARDEN COMPETITION WINNERS

Large Garden Winner:

Gary Eaves

Small Garden Winner:

Rae and Annalissa Roy

Courtyard/Balcony Garden Winner:

Annalissa Roy

Edible Garden Winner:

Catrin Goebel

Native and Habitat-friendly Garden Winner:

Kerri Gallagher

Commercial Garden Winner:

Talavera Corporate Centre

Community Garden Winner:

Royal Rehab

Bushcare Site Winner:

Monash Road Bushcare Group

Children's Garden Winner:

Lily and Sophie Arendse

School Garden Winner:

Kent Road Public School

Pre-School Garden Winner:

St Dunstan's Pre-school Kindergarten

Children's Seed Growing Competition 3- 7 years Winner:

Zoe Hunnikin

8-11 years Winner:

Jenna Aylett

Best Decorated Pot Winner:

Nicholas Demetriou

Our Highlights (Continued)

Kept our emissions in check

We have continued to identify strategic energy saving opportunities and significantly improved the accuracy of our consumption footprint reporting. This year we completed a number of lighting upgrades, including the installation of energy-efficient LEDs at RALC, Peel Park, Ryde Park Amenity Building and also LED multifunction lightpoles near Macquarie Park and University Station, Tucker Street and Church Street Ryde. Energy saving variable speed drives were included on the airconditioning systems at West Ryde Library.

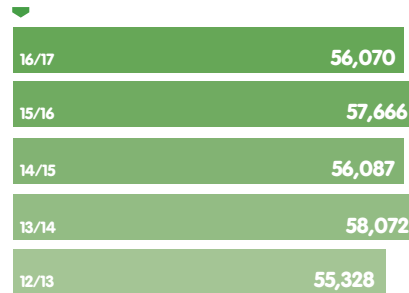
Commencing full operation this year was the 32.5 kw solar energy system installed on the roof of North Ryde Library. The system is designed to generate 47,002 kw/h of clean, renewable electricity per annum which is enough to meet approximately 70 percent of its energy needs and will reduce greenhouse gas emissions by approximately 41 tonnes per annum. This is equivalent to permanently removing 16.6 cars off the road.

The project involved the installation of 126 solar panels and reducing reliance on traditional energy generation sources to run lighting, heating and air conditioning for the library.

Across all facilities of Council, our total energy use for 2016/17 was 56,070 GJ. This represents a 0-2% increase over the estimated 2003/04 baseline of 54,880 GJ, despite the addition of new energy-consuming equipment such as new floodlighting at Meadowbank Park Field 2 and the resource-intensive relocation of the Council headquarters from Top Ryde to North Ryde in May 2016, while the former headquarters remained partly operational.

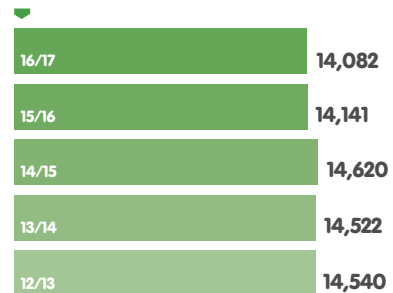
Listed below is the annual organisation wide energy consumed (GJ) for the last five years for comparison purposes.

ORGANISATION WIDE ENERGY CONSUMED (GJ)



In terms of greenhouse gas emissions, this consumption represents the following annual emissions in CO₂ over the past 5 years.

ORGANISATION WIDE GAS EMISSIONS (CO₂)



This financial year our total greenhouse gas emissions were less than one percent below the 2015/16 financial year. This decrease was mainly due to lighting upgrades at the different facilities and streetlights and improvements in building operations.

In 2016/17, 67 percent of our light fleet met Euro 5 or above emission standards.



Environmental Sensitivity



Cut water consumption

We have also continued to identify strategic water saving opportunities and significantly improved the accuracy of our consumption data.

During 2016/17, our water consumption was 125,237kL, which was a 10.6 percent increase on 2015/16 levels of 125,237kL, and up to 3.8 percent higher than estimated for 2003/04. The increased consumption use was largely as a result of increased irrigation of playing fields due to lower than expected rainfall throughout the summer months and increased community pressure for higher levels of irrigation. In addition, a number of large leaks occurred, including at Meadowbank Park and Magdala Park.

Water conservation measures undertaken in 2016/17, include irrigation management software installed at three parks and additional metering to enable quicker response to leaks.

Listed below is the annual organisation wide water consumed (kL) for the last five years for comparison purposes.

ORGANISATION WIDE WATER CONSUMPTION (kL)

16/17	125,237
15/16	113,235
14/15	112,763
13/14	119,758
12/13	112,414
03/04	120,705

Planted trees

On National Tree Day held in July this year, over 155 volunteers from the local community helped plant 700 trees and shrubs at the Field of Mars Reserve. Native tube-stock was planted to improve biodiversity and visual amenity of the area.

Council also continued hosting the Schools National Tree Day also in July. This planting saw 42 students from Saint Ignatius' College Riverview help spread over 300m² of mulch and plant over 400 seedlings at Magdala Park to create a new habitat corridor for local fauna whilst improving student knowledge of biodiversity and Bushcare skills. This work will help improve the wildlife corridor along Buffalo Creek and assist in the critical connection of our natural areas needed for both native areas and our community to enjoy in the future.

Our Highlights (Continued)

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 2016/17, 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
- A pre-booked chipping and mulching collection service
- A pre-booked TV and computer collection service
- Street litter stations and recycling systems in parks
- A recycling drop-off station for batteries, light bulbs, mobile phones and cartridges at:
 - City of Ryde Customer Service Centre
 - City of Ryde Operations Centre
 - Macquarie University
 - Tzu Chi Australia, Eastwood
 - West Ryde Library

- Free sharps containers, which are available from the City of Ryde Customer Service centre, as well as medical sharps drop-off facilities at 12 local pharmacies
- Subsidised compost bins and worm farms
- 38 clothing bins for textile recycling
- Commercial waste and recycling collection services from approximately 800 customers
- Garage Sale program to encourage residents to sell unwanted furniture
- The annual Household Chemical CleanOut, coordinated in conjunction with the EPA, which collected over 55 tonnes of hazardous materials from 1,280 vehicles at the Meadowbank Netball Courts site on 18-19 March 2017
- We also 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.

The introduction of the new pre-booked Household Cleanup collection saw 49,000 bookings made over the financial year. This has also improved the cleanliness of the streets of Ryde as well as making illegal dumping easier to monitor.

The introduction of the smaller 80L waste bin has encouraged residents to reduce the amount of waste, with 141 households taking up the smaller waste bin and receiving a financial reward.

This year a number of ongoing projects and new initiatives were carried out to increase the levels of recycling throughout the City of Ryde including:

- The Living on the Block Project, which is an ongoing project focusing 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
- Now in its fifth year, 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 competition attracted approximately 195 artwork submissions of which 79 were selected for the Awards night and exhibition. Over 400 visitors attended the exhibition.



Environmental Sensitivity

Waste education is a great tool to assist with recycling and minimising waste throughout the City of Ryde. During 2016/17, 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:

- The litter reduction education campaign, which commenced last financial year in conjunction with the Gladesville Catchment Litter Prevention Campaign, to raise awareness of the issue of litter entering our waterways was extended to the current year
- 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 explaining how a recycling facility works, 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
- Further promotion of the new Pre-Booked Household Cleanup as well as focusing on contamination in the yellow bin was the focus of this year's Granny Smith Festival
- 10 new filtered water stations were put into high-use sporting and walking tracks to reduce the amount of litter caused by plastic bottles
- Three additional problem waste recycling stations were installed in various locations throughout Ryde to help residents to recycle light bulbs, batteries, mobile phones and printer cartridges
- In conjunction with the four other NSROC Councils, the City of Ryde established a new Community Recycling Centre in Artarmon for residents to drop off problem waste products such as paint, gas bottles, electronic waste, smoke detectors and x-rays.

Our Highlights (Continued)



Launched Repair Cafés

Repair Cafés are free meeting places where expert volunteers teach members of the public how to repair damaged household goods and furniture. In 2016/17, we hosted five booked-out repair cafes at the Bower Café, in Parramatta.

They included:

- Timber Furniture Repair Café, where woodworkers provided advice on how participants could fix their damaged piece of timber furniture
- Furniture Restoration Workshop, where participants learned how to repair furniture joints and replace worn out or missing parts, as well as how to use different tools, and how to select the right tool for the job
- Small Electricals Repair Café, where an electrical technician explained the process of fixing damaged items and demonstrated how easily they can be repaired. Participants learned how to fix items by re-soldering a join, and replacing a broken plug
- Bicycle Repair and Maintenance Café, where bicycle mechanics provided advice and assisted participants wanting to fix and maintain their bicycles. They explained the repair and maintenance process and demonstrated how easily damaged bikes can be returned to good mechanical working order.

Collaborated with local schools

In 2016/17, Ryde Environmental Educators Network (REEN) meetings were endorsed by the NSW Education Standards Authority as an accredited provider of professional development for teachers, which means that teachers participating in the REEN term meetings can now accrue professional development hours. REEN meetings are designed to assist teachers in embedding sustainability education across the curriculum.

Over 17 schools actively participated in the REEN program this year.

This year REEN delivered presentations from Mobile Muster, The Bower Café, Parramatta River Catchment Group, TAFE NSW, the Total Environment Centre, Field of Mars Education Centre and the curator of the Sustainable Waste to Art Prize.

During National Recycling Week, we collaborated with four local schools, engaging 598 students. This in-school EnviroMentors program was facilitated by Keep NSW Beautiful and included modules in Recycling, Littering and Lunches Unwrapped. We also continued our partnership with Keep Australia Beautiful and funded their Enviromentors program which delivers fun, engaging and syllabus-linked educational workshops on litter reduction and care for the environment in primary schools.

During the year we encouraged community participation in CleanUp Australia Day with 16 businesses, 13 schools, four youth groups and 13 community groups helping to clean up our City, resulting in approximately three tonnes of rubbish collected over the week.

We also engaged with Gladesville Public School for the Gladesville Litter Project. This included provision of educational resources, an in-school presentation, staging of an anti-litter themed school poster competition and the public art in Trim Place (adjacent to Gladesville Public School).



Environmental Sensitivity



Helped our community live sustainably

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

- The launch of the ‘Smarter Cleaner, Greener’ newsletter – a monthly e-newsletter to residents from our Sustainability, Bushcare, Waste and Active Recreation officers on the latest news and events on offer. Currently has a subscriber base of 2,300 residents
- A Solar Solutions workshop was run to teach residents about the benefits of going solar, and the options available
- A free movie screening of the multi-award winning *Clean Bin Project* which looks at a light hearted competition between a husband and wife on who can produce the least waste over a year
- A native bee workshop, which taught residents about how native bees support biodiversity, why they need our help, how to attract them to a garden and easy ways to identify them
- A sustainable retrofits workshop where residents learnt how they can build, renovate or retrofit their home to ensure maximum sunlight, passive cooling and other sustainable design elements that are cost-effective and make the house cheaper to run
- World Environment Day celebrations

- A End of Solar Bonus Scheme Workshop - Information event for residents discussing the conclusion of the NSW Solar Bonus Scheme and rebates. The session provided details about metering changes, increasing solar PV, battery economics and getting the best deal for your exported solar. This was very popular with approximately 200 people attending
- A bush foods workshop at Field of Mars Reserve where workshop facilitator Diego Bonetto showed participants local edible, medicinal and useful wild plants and explained their importance in our local ecology
- A fascinating World of Fungi workshop was held at Field of Mars wildlife refuge. Hosted by a mycologist, the community wandered throughout the reserve discovering the many species within the refuge to learn about the importance they play in our ecosystem
- A Home Sustainability Webinar with Fujitsu - Experts from our Home Sustainability Advisory Service delivered a webinar to over 200 Fujitsu staff in Australia and New Zealand aimed at engaging our corporate community in energy efficiency measures in their homes
- A series of Bower Workshops – We have partnered with reuse and upcycling provider The Bower Reuse Centre to connect Community for disposal of unwanted furniture for reuse and sale. See page opposite for more information.

The Future Focus Home Waste and Sustainability Advisory (HWSA) service has now reached over 2,250 residents with the goal of reducing residential home waste, energy and water consumption.

This year saw 198 signups for the HWSA service with 145 assessments being carried out. The service has had an increase of applicants and a 45 percent increase in audit participation since last year. This clearly shows there is a growing desire for home sustainability advice and the service City of Ryde is providing. The project is evaluated each year, with results showing that residents are learning new ways to reduce their waste, water and energy consumption through participating. Ninety-five percent of all participants are implementing most or some of the recommendations made during the home assessment.

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.



Environmental Sensitivity

Our Highlights (Continued)

Supported The Habitat

Located at Santa Rosa Park, The Habitat community food garden and nursery is run by volunteers from The Habitat Network. In 2016/17, 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. The Habitat also assists people with all abilities and their carers, rehabilitation and community services programs and culturally and linguistically diverse community members.

There were 1,473 visitors to the site, many of whom purchased plants for their home gardens.

The Habitat nursery won the group award for Greater Sydney Landcare and Bushcare awards by the Greater Sydney Local Land Service.

In addition, work commenced on the installation of a living green wall made using recycled materials for community education and demonstration purposes. The wall is unique as it will host a variety of native species and comprises six vegetative panels to allow easy access for collecting seeds and cuttings, while also helping to attract local biodiversity to the area and educating about locally indigenous plants.

Finally, we helped to connect under-utilised Council spaces by establishing a native plant community garden at Donnelly Park. The planting project worked with community members to plant out the park with a series of native flowering gums to improve amenity of the space and local corridor connection.



Painted a mural at Trim Place

Trim Place in Gladesville has a colourful new mural depicting people at play in the Parramatta River. The mural is part of the Environmental Protection Agency and City of Ryde's Litter Reduction Awareness Campaign, to highlight the importance of 'Doing the Right Thing' and reducing litter entering the Parramatta River and other waterways.















Water Station

Our Highlights (Continued)

HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
8	—	1	2	—	—






PROGRAM/PROJECTS	STATUS	COMMENT
Open Space, Sport and Recreation program		
Flora and Fauna Surveys		
Park & Open Space Tree Planting Program		Plantings scheduled to be completed in the first quarter of 2017/18 to meet seasonal needs.
Putney Park Bushland Delineation		The project utilised sandstone to define natural areas and to ensure safe passage to all park users through clearer sight lines.
Terrys Creek Walking Trail		This is year one of a four-year project.
Catchment program		
Stormwater Asset Replacement Renewal		
Stormwater Improvement Works Renewal		Two projects were carried over (Wattle Lane and Shepherds Bay outlet), subject to OEH and VIVA approvals.
Environmental program		
RALC Multi-Purpose Centre - Solar		This is a two-year project.
Waste - to - Art		
Waste and Recycling program		
Porters Creek Precinct		2016/17 Work complete. Detailed planning underway.
Community Problem Waste Recycling Centre		
Future Focus Home Waste & Sustainability		
Old Landfill Sites Subsidence Program		



Outcome: A City of
Environmental Sensitivity

MEASURING OUR PERFORMANCE

TARGET MET	ACTION REQUIRED
 3	 2

Measure	2015/16 Result	Target	2016/17 Result	Status
Catchment program				
% of stormwater assets that are condition level 4 or better	93%	90%	99%	
Environmental program				
Equivalent Tonne (et) CO ₂ saved across organisation from mitigation actions implemented.	850 tonnes	>= 400 tonnes	1,569 tonnes	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	0%	- 5%	2%	
% reduction in Council water consumption across all facilities below 2003/04 base year	- 8%	- 15%	3.8%	
State of Environment Report as part of Annual Report completed	1	1	1	



Moving Forward

While awaiting the outcome of the merger decision, we have built partnerships that benefit the whole region, as well as our own community. Our environmental initiatives, whether relating to energy and water consumption, to reducing waste, surveying flora and fauna, or inviting children to join the sustainability journey are inherently forward looking.

Throughout the year we have engaged with stakeholders, including members of the community, local not-for-profit organisations and grass roots initiatives to ensure that we are collectively enhancing our natural and built environments, while also continuing to build a strong, connected community that is both environmentally sensitive and socially inclusive.

Looking ahead

In 2017/18 we have the following projects planned:

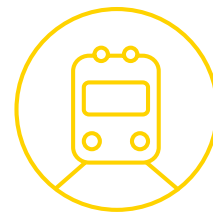
- Completing catchment works at Ann Thorn Park
- Continuing with our old landfill sites subsidence program
- Enhancing the Terry's Creek Walking Trail
- Implementing the Ryde Biodiversity Plan
- Installing solar panels at RALC
- Managing the Porters Creek precinct
- Planting trees in parks and open spaces
- Replacing or renewing stormwater assets
- Running the SWAP - Waste-to-Art competition
- Running the Future Focus Home Waste and Sustainability service
- Undertaking stormwater improvement works
- Finalising the Bill Mitchell Park Stormwater Harvesting project connecting to irrigate Bill Mitchell park
- Continuing our involvement in the Our Living River Campaign
- Auditing our Stormwater Harvesting Systems for enhancements
- Continuing our Water Quality Monitoring program
- Continuing to deliver our Community and Corporate Environmental Education programs
- Addressing foreshore erosion impacts along the Parramatta River
- Continuing to deliver our Bushcare, Asset Protection and Natural Areas improvement programs
- Continuing our Feral Animal Control program
- Completion of the Shrimptons Creek Rehabilitation project



SWAP
Winners



Spring Garden Competition



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 Centres and Neighbourhood program, Foreshores Program, Internal Corporate Services program, Paths and Cycleways Program, Roads Program, and Traffic and Transport Program.

Goal **1**

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 **2**

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 **3**

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

Strategies

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

Our Highlights

In 2016/17, we undertook a number of projects to improve the connections in our City. **We:**

Made way for better pedestrian travel

Pedestrian Access and Mobility Plan (PAMP) implementation works continued in Macquarie Park, Gladesville, Eastwood and North Ryde this year.

This year, we completed Pedestrian Access and Mobility Plans (PAMPs) for the Top Ryde Centre and the North Ryde small centres at Coxs Road and Blenheim Road. We also began to draft PAMPs for Meadowbank Station West and West Ryde Centre.

Altogether, Council constructed approximately 500 metres of new footpath, 21 new kerb ramps, three median islands, one pedestrian refuge and one pedestrian splitter island.

This work is improving connectivity with other transport modes, including train, bus, bicycle and car; providing facilities that cater for the needs of all pedestrians, including people with disabilities, commuters, children, seniors and recreational walkers; and complementing existing and future planned walking and cycling facilities in the area.

Promoted sustainable transport

To help achieve our goal of enhancing sustainable transport across our community, we hosted cycling and bike safety skills sessions for the local community to promote using sustainable transport options. The sessions included Ride 2 Work Day and two corporate cycling programs to teach staff of North Ryde how to 'get back on their bikes'. The City of Ryde participated in the Sydney Cycle Challenge.

The City continued to promote the 300 kilometres of cyclepaths, footpaths and shared user paths across our city. This year our network of cycle paths was extended along Kent Road from Kent Road Public School to Adelphi Street, and at Culloden Road Marsfield. The total length of constructed cycle ways in 2016/17 was 500 metres.

A trial on-street car share space commenced with car share provider GoGet in Macquarie Park as part of a broader short-term parking trial. Following the success of this launch, Council will be investigating expanding this service to further support car sharing opportunities for the community in 2017/18.

To promote sustainable transport through new large-scale developments, we assessed two Sustainable Travel Plans as prepared by developers in accordance with our Travel Plan Guidelines. These guidelines help ensure that consideration is given for other forms of transport in large developments including bike parking, car share parking spots and other initiatives to encourage greater public transportation connections for community.

Provided a community bus service

We continued to provide the Shop Ryder Community Bus, a free local bus service that links a number of key town centres across the City of Ryde.

In 2016/17, 46,981 passenger trips were taken by community on the bus, a trend that continues to increase, demonstrating both its popularity the reduction and in related single passenger car trips across the city.

Passengers were surveyed during the year, and a satisfaction level of more than 91 per cent was reported.



Connections



Encouraged courtesy on the roads

With an increase in road rage incidents occurring on Sydney’s roads, a new campaign was launched to encourage more courtesy on our roads. The 2017 Road Safety Calendar – The Courtesy Edition – is a collaboration between Hornsby, Ku-ring-gai, Lane Cove, North Sydney, Northern Beaches, City of Ryde, and Willoughby Councils.

Each month features messages relating to road safety issues such as general courtesy, pedestrian awareness, speed, fatigue and more.

It also highlights the benefits of mutual respect, tolerance and friendly behaviour for all road users, including drivers, passengers, cyclists, motorcycle riders and pedestrians, through retro inspired road safety posters/messages.



Made our bus stops more appealing

During 2016/17 we installed two more bus shelters that provide increased amenity for bus users at Morrison Road towards Church Street and Charles Street near Morrison Road. We also continued the program to make bus stops compliant with transport regulations by upgrading 14 stops, as well as adding and replacing seats at bus stops at various locations cross the city.

Made our town centres light smart

The City of Ryde has become internationally recognised for its leadership in the use of the smart lighting technology. This year saw the completion of the third round of the progressive retrofitting of town centre lighting to LED lamps with smart controllers. The controls allow self-diagnostic, real-time reporting and adaptive changes to lighting levels to improve lighting management and reduce energy and costs. In addition, a significant number of new smart-controlled lights were added to the network through public domain upgrades associated with new developments.

Prepared Macquarie Park for smart city technology

The application of smart street lighting enabled council staff to evaluate and understand the infrastructure needed to facilitate other smart city applications. During 2016/17, we began preparing to support the Macquarie Park Innovation Hub and to pilot and trial the use of integrated street infrastructure as part of our progress towards installing smart city technology that uses data to reduce costs and energy consumption, while ensuring lighting and other services are positioned for maximum benefit by the community.

Upgraded bridges and prepared for floods

Bridge upgrade and renewal works were undertaken at Burnett Walk – Darvall Park, while flood mitigation works were undertaken along Constitution Road.



Connections

Our Highlights (Continued)

Adopted our integrated transport strategic plan

The draft City of Ryde Integrated Transport Strategy 2016–2031 Regionally Connected, Locally Accessible was adopted by Council in June 2017. 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 also 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 first stages in the rollout of this plan is 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.

Another project underway is the development of a Local Area Traffic Management Plan for the Blenheim Road area, which experiences high volumes of traffic from vehicles travelling between Epping Road and Ryde Road.




**Winbourne Street upgrade
West Ryde**























Our Highlights (continued)



HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
16	—	3	2	—	1

PROGRAM/PROJECTS	STATUS	COMMENT
Roads program		
Bridge Upgrade / Renewal		
Flood mitigation/Constitution Road upgrade		
Heavy Patching		
Integrated Transport Strategic Plan Implementation		
Road Kerb Renewal		Seven out of 12 projects completed, three substantially finished.
Road Resurfacing Renewal		
Centres and Neighbourhood program		
Pedestrian Accessibility & Mobility Plan – Macquarie Park		Project completion delayed due to rain and site infrastructure issues.
Paths and Cycleways program		
Cycleways Construction Expansion		
Footpath Construction Expansion		
Footpath Construction Renewal		
Traffic and Transport program		
Bus Shelters - new		
Bus Stop DDA Compliance		
Bus Stop Seats - new		
Car Park Renewal		
Morrison Road LATM		
PAMP Implementation Works - Central, East and West Wards		
Shop Ryder Community Bus Service		
Traffic Facilities Khartoum and Waterloo Roads		Deferred until after rail shut down.
Traffic Calming Devices		Three black spot projects complete.
Traffic Facilities Renewal		
Foreshore program		
Seawalls/Retaining Walls Refurbishment		This is a multi-year project.
Internal Corporate Services program		
Integrated Field Connectivity		Project implementation is planned for the first quarter of 2017/18.



Connections

MEASURING OUR PERFORMANCE

TARGET MET	ACTION REQUIRED
●	⚠
3	—

Measure	2015/16 Result	Target	2016/17 Result	Status
Roads program				
% of road pavement network that are condition level 4 or better	95%	93%	95%	●
Paths and cycleways program				
% of paths and cycleways that are condition level 4 or better	98%	97%	99%	●
Traffic and transport program				
Number of passengers transported by Top Ryder Community Bus Service	41,508	>=38,000	46,891	●



Connections

Moving Forward

Our pedestrian access and mobility plans are increasing the walkability of our suburbs, increasing access to public transport and reducing dependence on cars.

We are working to achieve our goal of reduced traffic congestion and increased use of healthier, more sustainable alternatives to getting around. We are improving the standard of our roads, footpaths and cycleways, while also rolling out an integrated transport plan that responds to the way our community moves about our City to create a more seamless experience.

We're also looking to the future with the installation of smart technologies, initially in Macquarie Park, that increase energy efficiency and usability and make urban areas easier for our growing community to navigate, both day and night.

Looking ahead

In 2017/18, 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 and traffic facilities
- Patching and resurfacing our roads and renewing kerbs
- Upgrading bridges
- Continuing with flood mitigation works on Constitution Road.



Bridge upgrade Burnett Walk
Darvall Park



Lunar New Year Drummers



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: the Land Use Planning Program, our Libraries Program, and our Community and Cultural Program.

Goal **1**

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 **2**

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 **3**

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

Strategies

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

Our Highlights

In 2016/17, we undertook a range of activities to enhance culture and harmony in our City. **We:**

Provided community grants

We are home to an extremely diverse and innovative community and the work of these groups and organisations plays an important role in shaping our community. In 2016/17, we awarded grants totalling \$111,660 to 42 locally based community groups and organisations for a range of projects and initiatives.

To further support their work and to help them to grow and prosper we hosted a series of free information sessions to help applicants to identify which category or sub-category best suited their objectives, prepare a competitive submission, and understand the assessment criteria.

Grants were offered in the following categories:

- Community Projects (up to \$5,000 – 11 recipients)
- Seniors (up to \$2,000 – seven recipients)
- Sport and Recreation (up to \$3,500 – six recipients)
- Capacity Building: Small Emerging Group (up to \$3,500 – three recipients)
- Capacity Building: General (up to \$3,500 – seven recipients)
- Capacity Building: Events (up to \$3,500 – eight recipients)
- Small Grants: (up to \$1,000 – five recipients).

Discovered what a home means

Art provides a powerful vehicle for sharing ideas and concerns about serious issues like affordable housing. We partnered with Link Housing to demonstrate our commitment to affordable housing through a community art exhibition. Titled What a Home Means to You, the exhibition helped raise awareness of affordable housing, as well as highlighting the importance of a safe, secure home, showing how a stable home can contribute to higher levels of overall health and wellbeing. It also highlighted the lack of affordable housing in northern Sydney. Link Housing is a leading not-for-profit community housing provider for people on very low to moderate incomes. They manage around 1,500 homes across the Northern Sydney region.



Harmony and Culture



Took steps towards greater social inclusion

The City of Ryde is committed to building just and inclusive communities with a focus on equality, human rights and freedoms. We embrace diversity to ensure that our City is dynamic and innovative and a leader in environmental, economic and social sustainability.

During the year we worked with the Councils of Lane Cove and Hunters Hill to develop a combined Disability Inclusion Action Plan (DIAP). The plan will ensure that people living with a disability have access to information, services, council buildings, facilities, employment opportunities and community programs and events.

The community consultation process focused on people living with a disability, as well as family, friends and people who support those living with disability. The DIAP has been made readily available for viewing by the public on Council's website and at libraries and customer service centres.

As part of a sustained effort to improve social inclusion in our City, a number of other activities and initiatives also took place throughout the year. They included the launch of a new all-abilities bushcare group of four young people aged 22-28 delivered in partnership with Bushlink, an environmental social enterprise that provides all-abilities training to equipment people for meaningful work in the community.

This year's Social Inclusion Week celebrations – Collaborate, Connect, Celebrate – featured diverse activities.

- Why Social Inclusion is Good for Business – This business lunch for senior executives, HR advisors and diversity managers discussed the importance of social inclusion and why it's good for business, and what the National Disability Insurance Scheme roll-out means for businesses, and offered advice to businesses on marketing themselves as an inclusive business
- Social Inclusion Film Night – Our Stories – This event explored residents' experiences of inclusion and features three films produced in partnership by City of Ryde, Macquarie University, the Salvation Army, and residents of Ivanhoe Estate, made possible through Macquarie University's Professional and Community Engagement (PACE) program. The films were 'Unified Ryde' which explored racism and responses to racism in the City of Ryde, 'Footprints: Remembering Ivanhoe Estate' – Stories of resilience and celebration of the lives of Ivanhoe Estate residents and 'Our Space' – Stories and voices of the young people and services involved in the making of the 'Our Space' Eastwood Integrated Youth Services Hub.
- We partnered with Ability Links and Artisans Ryde to promote social inclusion through the One Thousand Wishes Project, which aims to raise awareness, promote social inclusion,

and embrace and celebrate diversity within the City of Ryde. The project connected people from right across the community through workshops to show them how they could master the traditional Japanese art of Origami. Groups included men's groups, CCA groups, seniors, young people, people with disabilities, multicultural groups, and new citizens. The project involved creating 1,000 origami horses, each with a personal wish that were combined to form an artwork

- A beach-themed All Abilities Accessible Disco, which was presented by the City of Ryde in partnership with Royal Rehab, Ryde Aquatic Leisure Centre and Bondi Pizza to celebrate International Day of People with Disability.

We also held NDIS Information Workshops to help people with disability and their families to understand the role of a Local Area Coordinator (LAC) and answer any questions about the National Disability Insurance Scheme (NDIS). These workshops were delivered as a joint initiative with the City of Ryde and the UNITING Local Area Coordination NDIS transition services.

Our Highlights (Continued)

Celebrated libraries

The City of Ryde's libraries have had another brilliant year, with more than one million visits in the past year. It was the first time the annual door count has hit the million-visitor mark and places Ryde Library Service amongst an elite group of six library services in NSW with this ranking of visitors.

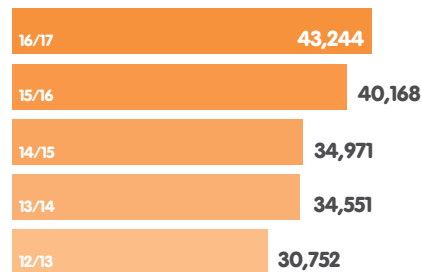
The Library Service offers modern, functional spaces, excellent customer service, diverse programs and crowd-pulling events which appeal to an enthusiastic patronage at its five branches located at Ryde, Eastwood, North Ryde, West Ryde and Gladesville. Staff respond to more than 160,000 information requests annually, and host 1,800 programs and events for over 57,000 event attendees. Almost a million items are borrowed annually and more than 90,000 are loans of eBooks, eMagazines or eAudio.

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 297,000 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 2,200 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 97,000 loans in the year.

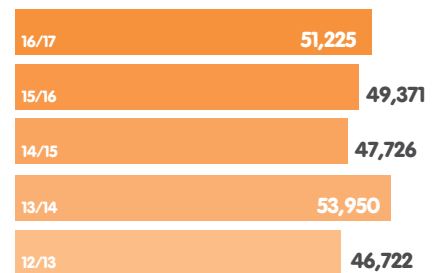
TOTAL ATTENDEES AT STORYTIME (PARENTS AND CHILDREN)



E-loans now make up over 10 percent of total loans, however, the physical collections continue to be very popular, with total loans for the year reaching over 950,000 items. The most popular collections include children's picture books and bestsellers. Non-fiction is popular as well, with lots of interest in a range of subjects from computers to cooking.

Ryde Library Service is also working to live up to its tagline – the best things in life are free – with its Top 5 Freebies: free membership, free wi-fi, free 24/7 eLibrary, free storytime programs and free ancestry research tools. Other highlights for the year include:

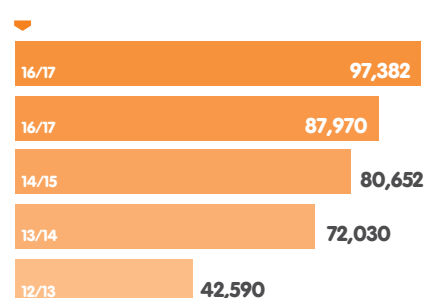
HOURS OF COMPUTER USE AT OUR LIBRARIES



Supporting our diverse community

Our Libraries support the linguistic diversity and the preservation of languages through a variety of ways. The community language collections support a number of community languages with loans of over 77,000 items in the 2016/17 financial year. The Chinese and Korean collections include books, newspapers and magazines. The Library also hosted regular bi-lingual Story Times and activities for the multicultural community.

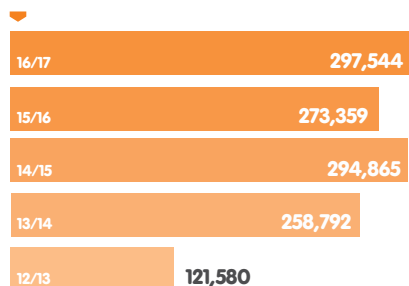
NUMBER OF E-LOANS





Harmony and Culture

WIFI LOGINS AT THE LIBRARIES



Making over Gladesville Library

Gladesville library received a \$160,000 makeover, including new carpets, paint, a contemporary colour scheme and a new interior layout. Other innovations include a youth collection area and a zone for public computers and printing facilities, along with new WiFi and mobile printing facilities. Gladesville Library has been offering a great service and range of popular programs for 60 years. The new layout and interior reflect the transformation of libraries from traditional quiet places of reading and study into vibrant community hubs that cater for a range of people and services.



Encouraging a passion for STEAM in kids

Local kids were encouraged to get hands on with STEAM (Science, Technology, Engineering, Art and Mathematics) across the libraries. This interactive learning program for children 3 – 12 years uses visual and hands-on activities to engage them in fun ways with technology and discovery. The library service hosted 78 STEAM activities and had over 3,580 children attend these programs.

Holding Library Information Week

This year, Library Information Week events included the Biggest Musical Morning Tea, a class on ‘Tracing your family tree’, and Outdoor Storytime, which involved children across the country reading the same book (*The Cow Tripped Over the Moon*) at the same time. Ryde Library also hosted two Sydney Writers Festival events, ABC radio host and author Richard Fidler with his book *Ghost Empire* and the eminent historian and award-winning author Tom Griffiths also presented a talk on his new landmark book *The Art of Time Travel*.

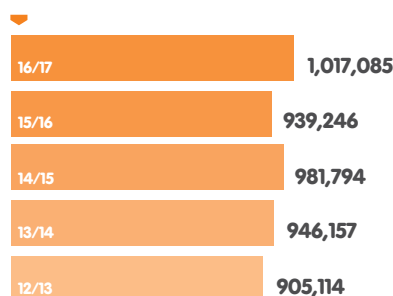
Getting a \$100K boost for eBooks

Our libraries are keeping up with the growing demand for eBooks thanks to a \$100,000 funding boost. The extra funds will see the eBook collection grow to 18,000 titles, and reflects the growing popularity of eBooks with annual loans up 10 percent. In June, Comics Plus, the new digital Graphic Novels and Comics collection, was also added to the online library service.

EBook downloads are free for members, with fiction readers, in particular, responding enthusiastically to the e-reading experience: romance, thrillers and mysteries are the top three genres, along with travel and biographies. And in an unexpected twist, women and older readers are powering the move to e-books.

- Top 5 eBook loans:
- *Big Little Lies* by Liane Moriarty
 - *Lion* by Saroo Brierley
 - *The Girl on the Train* by Paula Hawkins
 - *Harry Potter and the Cursed Child: Parts One and Two* by J. K. Rowling
 - *Truly Madly Guilty* by Liane Moriarty

TOTAL NUMBER OF VISITORS AT ALL LIBRARIES



Our Highlights (Continued)

Showed our creative side

It's been another exciting year for art with a host of activities to stimulate the senses and introduce local artists and their works to the community. Hungry For Art was launched with the opening of *Flushed, Red, Rubicund and Scarlet*, an exhibition exploring the concept of RED featuring works from Medeleine Callender, EJ Son, Donita Hulme, Claude Jones, John Klein, Judy Marsh, Janet Parker-Smith, Anya Pesce, Clache Raong, Seline Springett and Alessandro Berini, Christine Wiltshier and Elke Wohlfahrt.

Winners of the City of Ryde SWAP (Sustainable Waste2Art Prize) 2016 were chosen from a record 195 entries for exhibition from artists as young as eleven, with 80 works displayed at the See Street Gallery.

This year's entries demonstrated yet again the community's strong interest in issues centering around waste and sustainability, yet producing a very different group of artworks than previous years.

Sustainable Waste2Art Prize Winners for 2016

SWAP Open Category (18+) – Winner: Jane Gillings, *Dead As*

Youth Environment Prize YEP 16-25 years old – Winner: Lucienne Ireland, *Resurfaced*

Junior YEP – Younger Category 11-15 years old – Winner: Anastasiya Potapenko, *Rescue Pups!*

Sustainability Theme Award – Winner: Alessandro Berini and Selina Springett, *Bad New Days*

Hosted 118,000 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 marked the launch of the Cork and Fork festival at Kissing Point Park in Putney. Featuring a range of gourmet food products wine, acoustic music and activities for the kids as well as and bespoke market stalls, more than 5,500 people enjoyed fine wines, delicious food and free entertainment.

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, West Ryde Easter Parade and Fair and other celebratory events. The Granny Smith Festival saw approximately 90,000 people join us at one of Sydney's biggest street festivals.

Welcomed over 1,000 new citizens

In 2016/17, 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.

Funded youth theatre

Council announced that it will be funding Ryde Youth Theatre (RYT) for the next four years, to provide stability and additional resources to plan ambitious artistic programs and expand social engagement opportunities for young people.



The four-year funding program is a key component of our efforts to foster a vibrant and sustainable local arts sector and to provide an outlet for young people with an interest in theatre and performance. This investment will allow this dedicated group to create and present high quality, innovative, artistic works that engage audiences and provide a unique social involvement for young people that is sometimes life changing.

RYT is the only performing arts company of its type in the Northern Sydney region. It provides opportunities for young people aged 12 – 25 to join mentors and other likeminded young people to write, workshop, produce and perform their own plays. Since 2009, RYT has worked with over 350 young people and produced 24 original works, with four more planned for 2017.

Its yearly program includes both short and full-length plays, all written by and with young people, for young people. Around 70 percent of their core audience are aged between 12 and 18.

In March, Ryde Youth Theatre (RYT) launched their first play in their new home at Westward Cottage. Built around the 1860s, this heritage workers' cottage had its basement transformed into Sydney's newest, and possibly smallest, theatre. The new space is called 'The Underground' and offers emerging young artists to try out their voices, test out their ideas and take supported, glorious risks.

The first play to be performed here was *Louis Regan's Inside*, developed as part of RYT's Underground Playwright's Workshop in 2016 when Louis was just seventeen and working on his HSC. Nineteen-year-old Thulitha Senevirathne directs a cast of suburban young women; Sangeetha Gowda, Isabella Dib and Elen Attard.



Harmony and Culture



Hosted the International Women's Day Forum

A capacity audience of over 100 hundred people attended 'Be Bold for Change', a celebration of International Women's Day hosted by the City of Ryde's Status of Women's Advisory Committee at Eden Gardens. The event celebrated the achievements of women in the community and how society as a whole has benefited from women's leadership in taking on the challenges that many face.

The event highlighted the City of Ryde's efforts to close the gender gap: we were the first council to adopt the increased paid parental leave back in 2008 that has now become a national standard.

Guest speakers at the event included Dr Brindha Shivalingham, neurosurgeon and founder of Brainstorm charity, and Julia Zaetta, acclaimed Editor of Better Homes and Gardens, who also took part in a lively panel discussion and were warmly received by the audience.

Celebrated community members with awards

Local not-for-profit groups and organisations whose commitment has made a positive contribution to the City of Ryde were recognised for the efforts at the inaugural Ryde Community Awards. Twenty-two groups were nominated by members of the community in the Senior, Youth and Open categories.

- Open Category Winner – NSW State Emergency Service SES (Ryde Unit)
- Youth Category Winner – Ryde Youth Theatre
- Senior Category Winner – Indonesian Welfare Association



Celebrated refugee week with Freedom Stories

The City of Ryde became a Refugee Welcome Zone in 2013. Ryde has the highest number of humanitarian arrivals amongst the Northern Sydney Region of Councils with 143 arrivals between January 2016 and May 2017, including many Armenian families from Syria.

Former and new refugees shared their experiences and cultures with the community during an evening of short films, spoken words, music and food during Refugee Week 2017. Freedom Stories featured the words of women from Afghanistan and Zambia about the challenges, hopes and renewal they have experienced before coming to Australia and their lives since then.

Presenters included Mahboba Rawi who fled war in Afghanistan at the age of 15 and who has been actively supporting the Afghan community in Australia. In 2001, Mahboba established Mahboba's Promise Inc., a non-profit, non-Government organisation dedicated to directly improving the lives of vulnerable women and children of Afghanistan.

City of Ryde community partners include Settlement Services International, the Community Migrant Resource Centre and Ryde Intercultural Network. Projects arising from those partnerships include: Workshops for Afghan women on domestic violence with support services and Police at Burwood Court; Supporting Afghan Women – wellbeing information sessions; and free training for services working with refugees.

Remembered WWI ANZACs with an Avenue of Honour

An Avenue of Honour is made up of twelve bronze plaques dedicated to the

memory of local World War I servicemen and women and was unveiled at Anzac Park, West Ryde on Anzac Day 2017. The plaques were commissioned by the City of Ryde Committee for the Centenary of Anzac as part of the Ryde Remembers tribute to the more than 2,000 local men and women who served in the First World War.

The plaques capture a spiritual moment in our history and remind us of the extraordinary sacrifices these men and women made, with each plaque describing a compelling account, family memory or significant event of the 1914-1918 'war to end all wars'.

Relocated the Memorial Book to a new resting place

Lest. We. Forget. Those three words are echoed through civic halls, memorial gardens and cenotaphs throughout the country every year. More than 50 years ago, a Memorial Book was created by local community and Council representatives to immortalise the names of the local men and women who perished during the course of the Boer War, World War I, World War II and the Korean War.

The Memorial Book was finally unveiled on Sunday 16 April 1967; at the same time the Ryde Cenotaph was dedicated. Following the closure of the Ryde Civic Centre the Memorial Book was moved to its new resting place in Ryde Library.

The Memorial Book features one name per page, and where known, a service record number and date of death. As per the original wishes of the Aldermen of the 1960s, a new page is turned each day to ensure each name lives on. The Memorial Book can be viewed at Ryde Library during normal opening hours.

Our Highlights (Continued)



HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
4	—	—	—	—	1

PROGRAM/PROJECTS	STATUS	COMMENT
Library program		
eBook Collection Expansion		
Library Books		
Community and Cultural program		
Ryde Remembers - ANZAC		
Art Project		
Land Use Planning program		
Heritage Grants Scheme		



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

MEASURING OUR PERFORMANCE

TARGET MET	ACTION REQUIRED
● 4	! —

Measure	2015/16 Result	Target	2016/17 Result	Status
Library program				
% customer satisfaction of library users satisfied with quality of service	97%	97%	97%	●
Number of library loans per capita (combined Ryde/Hunters Hill population is utilised)	7.3	>=7.3	7.2	●
No. of visits to libraries annually	939,246	>= 940,000	1,017,189	●
Community and Cultural program				
Number of people attending key events and programs conducted by the City of Ryde	106,570	>= 100,000	111,180	●



Moving Forward

In addition to our ongoing programs that support our community's cultural needs, such as acquiring digital and hard copy books, hosting festivals, supporting refugees and remembering our history, we are also actively embracing new opportunities to strengthen our community.

During the past few years we have assessed both the need and opportunities for greater social inclusion across our city. Groups identified include those living with a disability and their families, residents struggling with housing affordability and people from diverse cultural backgrounds and age groups who may require extra support.

In the future, our social inclusion initiatives will extend to rewarding businesses that think differently about how they recruit staff and support community groups that encourage diverse membership and activities. We will also partner with social enterprises and corporates to ensure availability of affordable housing options to support the continued diversity and strength of our community in the future.

Looking ahead

In 2017/18, we have the following projects planned:

- Supporting Ryde Remembers
- Designing the Macquarie Library and Creativity Hub
- Expanding our collection of library books, eBooks and online newspapers
- Hosting the Heritage Grants Scheme
- Supporting the NSW Youth Council Conference
- Supporting the Ryde Youth Theatre



Hot Potato Band
at the Granny Smith Festival



Australia Day Ceremony and Citizen of the Year Awards with Australia Day Ambassador Richard Goncalves



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 **1**

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 **2**

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 **3**

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 2016/17 we engaged in a number of activities to help us become a City of Progressive Leadership. We:

Invested wisely

To further increase our financial sustainability, we have previously resolved to improve the strategic management of our property portfolio, and particularly our investment properties. The Long Term Financial Plan 2014-24 (LTFP) states “Council has set, as one of its objectives, over the next few years, to review the use of its assets, and where possible, to optimise the use of those assets, with a view to consolidating its holdings of assets to those required to undertake the services to meet the Outcomes in the Community Strategic Plan, as defined in the Delivery Plan and Operational Plan.”

The LTFP also notes that we are focusing on its commercial opportunities, stating “Council is seeking to increase its revenue base by means other than rates, and commercial opportunities are the means to achieve this.” This focus on the management of Council’s assets and pursuit of additional commercial activities will help support a more flexible and robust revenue base and reduce future pressure on rates.

In this context, we have adopted our Strengthening Ryde Program to support our long term financial sustainability and to identify potential opportunities to provide ongoing income streams, thereby reducing reliance on rate revenue.

The Strengthening Ryde Program established five key priority areas for action, one of which was the preparation of a Property Strategy to improve the strategic management of our property portfolio. The Property Strategy, which was adopted in February 2017 provides clear direction for our property portfolio, so that it better supports the provision of community services and is able to make a greater contribution to our financial sustainability.

While the Property Strategy provides direction for the entire portfolio, specific objectives have been set for a number of properties for investigation and action, especially for those held in Council’s Property Investment Portfolio, including sites at 33-35 Blaxland Road, Ryde and 741-747 Victoria Road, Ryde. Both of these sites are progressing to be mixed-use development (residential apartments and commercial use), consistent with existing zoning. Concept designs and supporting specialist studies have commenced for both sites in preparation for more detailed design and assessment.

Became an employer of choice

During the year, the City of Ryde was recognised as an employer of choice by the Local Government Engineers Association (LGEA). The award is designed to highlight the workplace needs of engineers, while also promoting the benefits that councils provide in order to attract and retain skilled professionals within their organisation. Nominees for the award were assessed against selection criteria which included terms and conditions of employment, career structure and commitment to professional development.

The City of Ryde has been the standard bearer for the professional development of LGEA members in local government for a number of years. We offer a generous, well-established professional development system, with employees encouraged and financially supported to attend conferences and workshops and to undertake training courses in their field. Support is also provided to members to attain and maintain professional registration including RPEng (Registered Professional Engineer of Professionals Australia).



Progressive Leadership

We employ a significant number of engineers and technical professionals (more than 40) and have an eye firmly on the development of future talent by offering an ongoing cadet program that allows four university students to undertake a paid six-month work experience placement each year. Furthermore, we invite student engineers from a number of universities to complete their compulsory work experience unit prior to graduation and workforce plan status a continuing placements following the completion of their studies.

Although the City of Ryde does not have an enterprise agreement, we do offer industry competitive terms and conditions of employment. We were one of the first councils to pay the Civil Liability Allowance within the Sydney metropolitan region, and competitive salaries are offered to attract and retain key people within the Council. Staff also have access to flexible hours and rostered days off, while our vehicle leaseback scheme is attractive and is available to many staff.

Another area that set the City of Ryde apart from other nominees was our approach to performance management and our recognition of high performers in the workplace. Under this scheme, employees who perform well or who have made a special contribution are publically recognised through individual and team awards; employees are also eligible for performance bonus payments. This focus on recognising and rewarding achievement has helped to build a culture of performance and pride within the Council.

Finally, the City of Ryde supports the involvement of unions in the workplace and demonstrates a genuine commitment to consultation on matters of workplace change.

Undertook improvements to become Fit for the Future

In June 2015, we submitted our Fit for the Future (FFTF) response to the State Government. Part of this submission included an improvement plan that focused on sustainability, infrastructure and service management, and efficiency as well as an Improvement Action Plan. The Improvement Plan outlines various strategies and actions that we are undertaking to become Fit for the Future and spans 2016/17 to 2019/20 (inclusive). In 2016/17 we updated our Resource Strategy, which is underpinned by four primary resource plans: the Long Term Financial Plan, Workforce Plan, Asset Management Plan, and Information and Communications Technology Plan.

Our Highlights (Continued)

Proposed merger abandoned by the State Government

On the 12 May 2016, the Minister for Local Government and the Premier of NSW announced the merger of 19 new Councils. The City of Ryde's proposed merger with Hunter's Hill and Lane Cove Councils was not progressed due to some Councils including Hunter's Hill and Lane Cove, taking legal proceedings against the State Government's merger proposals.

A further announcement was made by the new Premier of NSW Gladys Berejiklian, on 14 February 2017, that her Government would go ahead with forced mergers for metropolitan Sydney, meaning the amalgamation of Ryde, Hunter's Hill and Lane Cove Councils would proceed, pending current legal proceedings. Throughout the year City of Ryde staff continued work to prepare for the merger, should legal challenges prove unsuccessful.

On 27 July 2017, the Premier announced that the State Government would be abandoning forced amalgamations.

As a result of this announcement, the City of Ryde continues serving the community of Ryde in its own right with Local Government elections undertaken on Saturday, 9 September 2017.

Welcomed a Joint Regional Planning Panel decision

In November, we welcomed the Joint Regional Planning Panel's (JRPP) decision to approve a development application concept plan that includes provision for 5,000 square metres of dedicated community space, as part of AMP Capital's \$1billion vision for the Macquarie Centre.

The City of Ryde negotiated extensively with AMP Capital to ensure the benefit to the community was substantial.

The application approved by the Panel sets out the building envelopes and maximum heights for four buildings on an expanded podium building fronting Herring Road. It includes a new station plaza between Macquarie University station and the shopping centre and four new residential and commercial towers. A covered connection to the train station from inside the shopping centre and a pedestrian tunnel are also part of the project.

The development will be undertaken in stages over several years and future applications will be developed and exhibited to the community.

The approved development application is accompanied by a Voluntary Planning Agreement between AMP Capital and Council that will see the provision of a community space containing a new library and creative hub facility dedicated for community use on the basis of a long-term arrangement.

Opened new Council Chambers

In September 2016, new Council Chambers were opened at Level 1A, 1 Pope Street, Ryde, above Ryde Library. The new Chambers provide a modern, sustainable, state-of-the-art facility, positioning Ryde as the centre of local government administration in the district. The new Chambers also provide seating for more than 70 people in the public gallery, two 89" LED screens providing high quality audio visual presentation and two HD web link cameras to produce live streaming of all Council meetings.

The relocation from the Civic Centre building followed two SafeWork Improvement Notices.

The vacated Ryde Civic Centre, now Ryde Central, is currently being used as a temporary training venue for the NSW Police Force, the Army and Emergency Services. Options on the further use of Ryde Central are currently being considered by the new Council.



Progressive Leadership



Won an excellence award for Design our Ryde

The City of Ryde was recognised with a Highly Commended Award for the 'Design our Ryde' Civic Hub architectural design competition in the category 'Excellence in Innovative Leadership and Management', for outstanding achievement and innovation at the annual NSW Local Government Excellence Awards.

The international architectural design competition set out to identify a fresh design concept to guide the redevelopment of the Civic Hub site and called for proposals that accommodated civil and administrative offices, a public plaza and open space, commercial activities and housing.

The design competition engaged the international architectural community, with the Beijing Institute of Architectural Design (China) emerging victorious from a shortlist of four contenders and an entry pool of 175 submissions from 47 countries.

Council's Civic Hub site is now known as 'Ryde Central', which won the People's Choice in a site-naming competition. The reference to 'Ryde Central' was first used in 1841 by land owner James Devlin to describe a number of building lots under the title 'plan of the village of Ryde'. It has a strong geographic and historical link to this iconic site and brings with it an exciting new identity.

Won a seventh consecutive gold award for our Annual Report

The City of Ryde's 2015/16 Annual Report was awarded gold at the prestigious 66th Australasian Reporting Awards, the seventh consecutive year the City of Ryde received a gold award. The award confirms that our reporting continues to be of the highest standard.

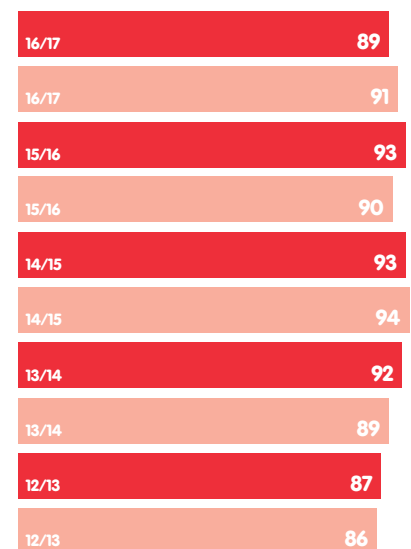
To achieve a gold award an Annual Report must:

- 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

Our online customer enquiry submission service was also expanded this year, resulting in 10 percent of customer enquiries occurring through this service. Our overall customer satisfaction score increased by six percent this year to 83 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 4.85/5 courtesy rating.

RESPONSE TO CUSTOMER REQUESTS WITHIN AGREED TIMEFRAMES



▶ Customer Requests
 ▶ Inward Correspondence

Our Highlights (Continued)

Responded to complaints

During 2016/17, 84 percent of the 20 complaints were completed agreed timeframes, with the number of complaints falling significantly from the 46 complaints registered during 2015/16. Compliments received (143) still far outweigh the number of complaints we received.

Continued engaging with the community

Our website, electronic communications and social media remain very popular with members of the community seeking information about news, events and services. This year we also extended trading hours at our Customer Service Centre at Top Ryde City, in order to service our customers better. The Centre is now open from Monday to Friday, between 8.30am - 5.00pm.

Other community consultation initiatives over the past 12 months include requests for community contributing to:

LIVEABLE NEIGHBOURHOODS

- Ausgrid East Ryde to Top Ryde Cable Project
- Bellevue Avenue 1P Parking Proposal
- Changes to Parking Laws for Boat Trailers
- Design Our Ryde Naming Competition
- Devlin Street Pedestrian Bridges
- Eastwood Future Place Project
- 'Eat Out in Ryde' Trial Program
- Graffiti Vandalism in the City of Ryde
- Lynelle Park / Nunook Reserve Playground Upgrade Morrison Bay Park Plan of Management Addendum 1 Olympic Park Dog Off Leash Upgrade
- Pedestrian Access Mobility Plans: Meadowbank Station West & West Ryde Centre
- Naming of New Roads
- Shrimptons Creek Parks Project as well as Wilga Park and Quandong Park
- Trial Parking Changes at Kissing Point Park
- Watts Road Centre Upgrade West Ryde Plaza Embellishment

WELLBEING

- Christie Park - Sporting Facility
- Upgrade Draft Sport & Recreation Strategy 2016-2026 Hall Hire Policy
- Immunisation Clinic Customer Experience Survey
- Kissing Point Park Fitness Equipment Meadowbank Park Sportsfield Lighting
- Mulhall Park Playground Ryde Outdoor Youth & Family Recreation Space Tuckwell Park Playground Upgrade
- Tuckwell Park Loop Path , Connections, and Basketball Court
- Vision Ryde Aquatic Leisure Centre Precinct



Progressive Leadership



PROSPERITY

- Development Application - Eastwood Shopping Centre
- Development Applications and Voluntary Planning Agreements
- Denistone East Bowling Club Site - Future Use - Stage 1
- Denistone East Bowling Club Site - Stage 2 Licensing of Facility: 8 Turner Street, Ryde - Westward Cottage Night Time Economy Study
- Planning Proposal: Macquarie Park Car Parking
- Planning Proposal - 61 Lane Cove Road & 5 Myra Ave, Ryde
- Planning Proposal 86 Blenheim Road, 12A & 14 Epping Road, North Ryde
- Planning Proposal 366-372 Lane Cove Road, 124A & 126 Epping Road and 1 Paul Street
- Planning Proposal - 2-6 Chatham Road, West Ryde
- Planning Proposal 176-178 Blaxland Rd Proposed Classification of Land - 16/21 Bay Drive, Meadowbank
- Proposed Classification of Land - 9/6 Mooltan Avenue, Macquarie Park
- Planning Proposal - 2-14 Tennyson Road, Gladesville
- Ryde After 5 Night Time Economy Study

ENVIRONMENTAL SENSITIVITY

- Draft Biodiversity Plan

CONNECTIONS

- 2P Parking Trial in Macquarie Park Proposed Changes to Parking in Macquarie Park
- Transport for NSW - Eastwood Commuter Car Park
- Transport for NSW - Macquarie Park Bus Priority and Capacity Improvements

HARMONY AND CULTURE

- Events Strategy Survey
- Food Truck Trial

PROGRESSIVE LEADERSHIP

- 2015-2016 Financial Statements
- Disability Inclusion Action Plan
- Draft Code of Meeting Practice
- Draft Delivery Plan 2017-2021
- Greater Sydney Commission - North District Plan

Our Highlights (Continued)

Developed our people

As discussed on page 48, the City of Ryde's Executive Team is led by the Acting General Manager and comprises four Directorates— Corporate and Organisational Support Services, City Planning and Development, City Works and Infrastructure and Customer and Community Services.

Within these Directorates in 2016/17 there were 15 departments that delivered services and projects made up of 461.23 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 and promote flexible working arrangements within the workplace to enable staff to better manage their work and family responsibilities
- 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 employee engagement as measured by our culture survey; and
- Enhance our image within the community.



Progressive Leadership

Learning and development

Some highlights of our staff development programs for 2016/17 include:

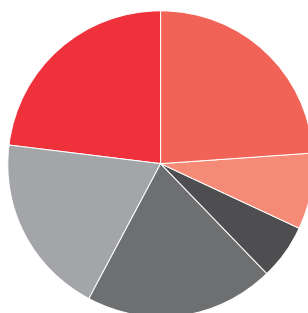
- Certificates III and IV in Operational Works and Civil Construction for 18 operations staff over two years
- Chainsaw and ride-on mower operational courses
- Tertiary sponsorship studies contributing funds to employees wanting to undertake further study
- Team building workshops
- Dealing with customer aggression and workplace violence courses
- Mandatory operational licences
- Computer training for various applications
- Leadership Team programs.

In 2016/17, a total of 12,319 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.



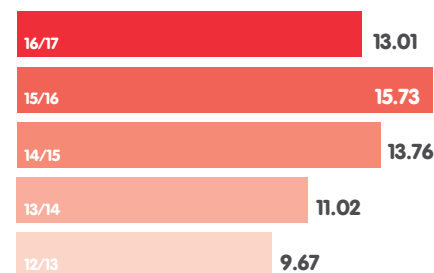
The following charts break down our investment in staff learning and development.

COURSE CATEGORY (%)

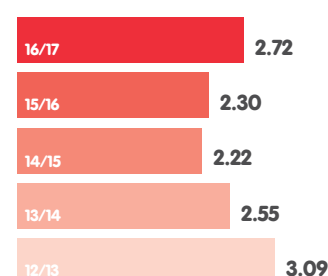


- 24% | Seminars/Conferences
- 8% | Computers
- 6% | Management
- 20% | Work, Health & Safety
- 19% | Operational Indoor
- 23% | Operational Outdoor

STAFF TURNOVER (%)



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



Our Highlights (Continued)

Embraced equal employment opportunity (EEO)

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

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.

We believe that an inclusive workforce builds the foundation for innovation and to support diversity in the workplace, Council has expanded the options available in flexible working arrangements including working from home, tele-commuting, variations to ordinary hours and purchase of additional annual leave arrangements.

We have also recently made some significant gains in terms of business process improvement with the implementation of LinkedIn Recruiter. The social media platform has provided another avenue to attract prospective candidates and the ability to proactively seek prospective candidates in the greater professional network. As a result, effective utilisation of LinkedIn can also reduce significant advertising costs and costly agency placement fees.

Across the organisation, the proportion of women in management positions (grade 10 and above) is currently at 37.7 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 three years it continues to be an area of focus for Council and is addressed within the EEO Management Plan.

Refer to page 248 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 wellbeing and flexibility. During the year we also provided a variety of health and wellbeing initiatives including access to Employee Assistance Program, skin cancer and audiometry screening, health assessments, flu shots, monthly fruit box deliveries, yoga classes, discounted entry to Ryde Aquatic Leisure Centre and access to office exercise equipment.

Provided work experience placements

2016/17 saw the City of Ryde providing practical work experience across the organisation for 15 university and school students from a number of universities and local schools. This was offered to students in departments including Project Development, Asset Systems, Business Infrastructure, Sportsground and Recreation, IT, Corporate Services and City Strategy & Planning. 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.



Progressive Leadership

Managed risk proactively

We continued to proactively manage risk throughout our business in 2016/17. 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 2016/17 included consulting with departmental management in working towards finalising Council's operational risk register. This also included reviewing treatment plans and mitigation controls, assessing the risk ratings of inherent risks for a number of departments, and identifying risks relating to the relocation to North Ryde.

Our Business Continuity Plan (BCP) was updated as a result of the relocation of a large number of staff to the North Ryde office. Major initiatives relating to Work, Health and Safety (WHS) continue with the update and review of WHS procedures and assorted WHS documentation nearing finalisation and the Safehold Automated incident and near miss reporting system being implemented throughout the organisation.

Our Enterprise Risk Management (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.

Our Highlights (Continued)

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 2016/17, 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:

- 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. Internal Audit provides independent advice and assurance services to Council. The Internal Audit Plan, which combines operational, compliance and financial audits, was developed with input from management and approved by the Audit and Risk Committee.

Audit findings and recommendations were communicated to the Audit and Risk Committee, the General Manager and management of the areas audited. Progress against the implementation of audit recommendations and agreed action plans was periodically reviewed by Internal Audit, the General Manager and the Audit and Risk Committee.

During 2016/17, Internal Audit continued to develop its use of both data mining and analysis and automated working papers, which will continue during 2017/18. Internal Audit is aiming for a paperless environment and progress is continuing towards achieving this goal.

We conducted audit reviews in the following key areas:

- Porters Creek soil management
- Grants received
- Review of procurement practices
- Special projects, investigations and complaints handling
- Ryde Aquatic Leisure Centre concessions
- Updates resulting from the Internal Audit Quality Assessment Project (Internal Audit Manual)
- Events.

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, and
- Attendance – stores physical stock-take

Our 2017/18 Internal Audit Plan proposes to conduct audit reviews in the following key areas:

- Work, Health and Safety
- City of Ryde grants
- Ryde Aquatic Leisure Centre
- Maintenance services
- Asset restorations
- Accounts receivable
- Voluntary Planning Agreements
- Site inspections of properties
- Corporate credit cards



Progressive Leadership

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.

Risk and Insurance Management

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

- Renewal and administration of 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 2016/17, we instigated 77 formal procurement processes made up of 30 Requests for Quotations, 26 Requests for Tenders, 19 Requests for Fee Proposals and two 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 2016/17 included:

- Development of new procurement thresholds
- A new suite of procurement documentation
- Workshops on the tender processes including contract processes, and
- A decision to hold procurement refresher training for all Council staff.

We also appointed a consultant to look at:

- The implementation of recommendations arising from an Ernst and Young review in relation to employing a head of procurement,
- Establishing a single point of accountability
- Risk triaging (bringing the concept of risk into procurement decisions)
- The structure of the procurement team, including the recruitment of a Procurement Manager, and
- The development of a comprehensive Procurement Plan.

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). In September 2016, we moved to a combination of Health and Safety Representatives (HSR) and the HSC, where HSR may not necessarily sit on the HSC. This resulted in the HSC consisting of eight employee representatives and four management representatives combined with an additional five HSRs that are not direct HSC members. There are also four advisory staff assisting the HSC.

Our Highlights (Continued)

Completed our annual self-assessment

The annual 2016/17 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 the accompanying report.

Provided WHS training

This year 408 staff participated in various aspects of WHS training or related seminars, an increase from 351 staff in 2015/16. The funding provided was \$92,342 increased from \$24,748 in 2015/16.

We have focused on dealing with aggression to our customer-facing staff from members of the public. Library and customer services staff received updated training in dealing with aggression from non-workers, which contributed to the substantial rise in cost of training. This training is one essential part in reducing risks to our customer-facing staff.

Promoted WHS

Newsletters specifically produced for indoor staff and outdoor staff continued to be sent to staff in 2016/17.

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. Both newsletters have a monthly tip from an HSC employee member or from one of our Health and Safety Representatives (HSRs).

The outdoor newsletter includes a team who are photographed and explaining how 'We Stay Safe'.

Upgraded electronic incident reporting

Electronic incident reporting for health, safety and the environment is now fully integrated into Council, with planning undertaken during the second half of 2016/17 to introduce an updated version in July 2017.

Typical reporting features for hazards, near-misses and injuries/illnesses remain. The updated version provides many additional features, which will be introduced on a progressive basis throughout the second half of 2017/18.

The updated version includes changes to escalations that will apply to workflows including investigations, corrective actions, and approvals.

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

In March 2017, an expert consultancy group undertook a further review of our WHS framework as part of our continual improvement. This brought the procedures up to date with recent organisational changes.

Additionally, the review also provided the opportunity to include information on record management in each procedure as well as other changes made since the previous review, including our electronic incident reporting mechanism.

The Health and Safety Committee are provided with updates on the framework at meetings.



Progressive Leadership

Introduced the Global Harmonised System

The Global Harmonised System for chemical labelling and classification become legal on 1 January 2017. In preparation for this SafeWork NSW provided background to key staff in June 2016.

During the six months before the legislative start of the GHS, we:

- Provided information on the changes to staff who handle and purchase chemicals
- Updated Safety Data Sheets
- Updated chemical signs to the GHS format where required
- Updated our Procedure for Hazardous Chemicals
- Conducted a check in March to gauge the level of the changes made in our workplaces.

Provided assistance to employees

When employees experience work-related, personal or health problems, we recognise that this may affect their 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 16 employee contacts with our EAP provider over the year. The previous year there were 21 contacts. All contacts are confidential.

Held skin cancer checks

In November 2016, staff members were provided the opportunity to attend our Skin Cancer Clinic through a specialist provider, held on our own premises. eighty-eight staff undertook these checks.

A statistical report on the clinic is provided by the specialist to Risk and Insurance, who organise the program every second year. Names of staff are not included in the report.

Highlighted in the report were:

- Four employees (4.54%) were found to have a lesion suspicious of basal cell carcinoma (industry average 3.78%)
- 21 employees (23.86%) were found to have moderate to severe sun damage (industry average 23.07%)
- No employees (0%) were found to have a lesion suspicious of melanoma (industry average 0.85%)
- Two employees (2.27%) were found to have a lesion suspicious of squamous cell carcinoma (industry average 1.83%)
- Of 7 patients imaged, all employees required further follow-up or treatment
- No urgent appointment have been made for melanoma follow-up treatment
- 15 percent of employees expressed concern about a lesion, and of those, 92 percent had not received a skin check in over 12 months.

Inducted staff into new premises

In September 2016, most of our Public Works staff (City Works and Infrastructure) moved from the Operations Centre to the new office premises at North Ryde. They joined staff from our Civic Centre and Top Ryde offices, who moved in to North Ryde in May 2016. Our Customer Service staff moved from the Civic Centre to Top Ryde within the Shopping Centre at the end of June. Staff received on-site inductions to the new premises that included emergency evacuation, first-aid location and general familiarisation of the premises.

Our Highlights (Continued)

Engagement with Workcover

During 2016/17, there were four main interactions between the City of Ryde and SafeWork NSW. Last year there were five main interactions.

1. In July 2016, SafeWork NSW provided a compliance notification relating to the two improvement notices issued to council in relation to the Civic Centre.
2. In September 2016, five staff were potentially exposed to asbestos dust during excavation work. The staff were provided with a medical examination through one of our specialist medical providers with scheduled re-examinations in five years.

The site was immediately isolated and a specialist asbestos consultancy group managed requirements for the site including remediation work.

SafeWork NSW was advised and provided with full reports on the incident and actions taken. On this basis, they were satisfied with the actions taken.

3. In March 2017, a SafeWork NSW Inspector was invited to our Health and Safety Committee (HSC) meeting to meet the new HSC members and HSRs.

The Inspector provided information on:

- *Safety Promise* – which requires an employer to make a commitment to safety via the SafeWork website, and display a poster on their premises
- *Safety starts with you*, which includes a new 'Safe' app to identify and resolve issues in a workplace

– *Work Health and Safety Roadmap 2022*, a six-year strategy that aims to protect workers from harm, reduce unnecessary compliance costs and secure safety standards in NSW workplaces.

4. The City of Ryde has been working the SafeWork NSW Ergonomics Team since September 2015 on a new statewide program for hazardous manual tasks, known as PERforM (Participative Ergonomics for Manual Tasks). The SafeWork Ergonomics Team have been invaluable in their advice and have continued to oversee our implementation, while remaining very interested in outcomes from the City of Ryde experience.

The program has been piloted in four areas across the organisation with much success: there have been 14 improvements where mechanical support has been introduced to reduce the risks of musculoskeletal injuries. Some improvements have extended beyond the pilot areas.

One example of our improvements is the way we changed rolling / unrolling 14 cricket pitch mats on our sportsgrounds.

On the basis of the pilot, the program is being extended to all outdoor staff at the Operations Centre, Porters Creek Recycling Depot, the events team and the Ryde Aquatic Leisure Centre in early 2017/18.

We will be training additional staff as PERforM Worker Facilitators, who will learn how to identify and assess hazardous manual tasks and put forward suitable solutions to discuss with their supervisors.

Benefits of the program have extended further than hazardous manual tasks:

- Improved morale and a safer workplace
- Workers empowered through their input on purchase of plant and other solutions
- The City of Ryde has achieved some simple, but very important changes to work design
- Staff have been acknowledged for:
 - working to reduce injuries
 - increasing productivity
- Support from the City of Ryde's Leadership Team and Managers.

Reported workplace incidents

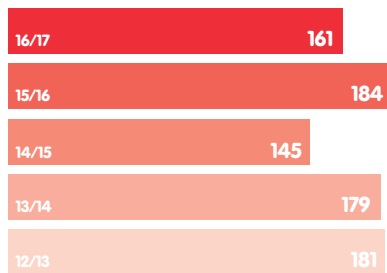
As shown in the chart opposite, the total number of incident reports in 2016/17 was 161, compared with 184 in 2015/16. There was an increase in hazard/near miss reporting with 23 near misses reported and 19 hazard reports compared with a total of 24 near misses and 10 hazards the previous year.

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 decrease in reported first-aid injuries with 14 reports compared with 21 for the previous year.

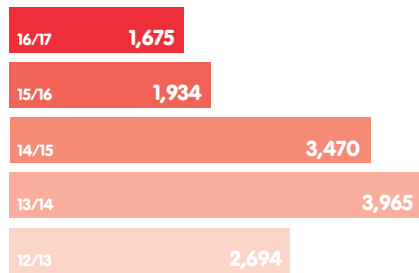


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INCIDENT AND INJURY REPORTS 2012 – 2017

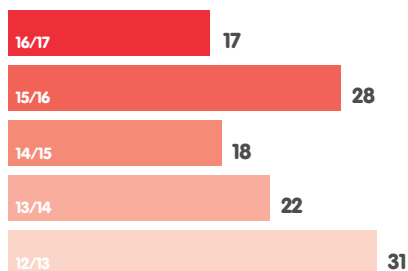


LOST TIME IN HOURS DUE TO INJURY

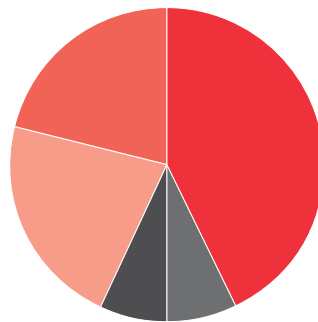


'Lost time' refers to any time lost, and is not based on hours lost from one whole shift or more as outlined in the Australian Standard.

NUMBER OF CLAIMS

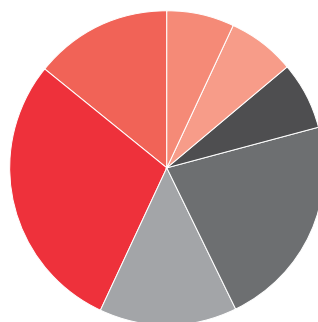


NATURE OF INJURY 2016/2017



- ▶ 43% | Sprains/Strains
- ▶ 21% | Open wound/foreign Body
- ▶ 22% | Mental
- ▶ 7% | Fractures/Dislocations/Amputations
- ▶ 7% | Contusion/Crush

MECHANISM OF INJURY 2016/2017



- ▶ 29% | Body Stress
- ▶ 14% | Mental Stress
- ▶ 7% | Being hit by a person accidentally
- ▶ 7% | Being hit by moving objects
- ▶ 7% | Exposure to workplace or occupational violence
- ▶ 22% | Falls on the same level
- ▶ 14% | Hitting stationary objects

Statecover mutual refund 2016/17


















All Councils in the StateCover Mutual Scheme receive a distribution of surplus funds depending on the Scheme's performance. The amount received by a Council varies dependent on the performance of the individual Council and is calculated as a percentage of each individual Council's contribution premium into the Mutual fund. The City of Ryde received two instalment refunds of approximately \$120,000 in total.

Our Highlights (Continued)

HOW OUR PLANNED PROJECTS PROGRESSED IN 2016/17

The table below highlights how each project in our One Year Operational Plan 2016/17 progressed throughout the year.

COMPLETE	NOT STARTED	ON TRACK	ACTION REQUIRED	CANCELLED	DEFERRED
					
7	—	3	—	3	4

PROGRAM/PROJECTS	STATUS	COMMENT
Property Portfolio program		
Commercial Buildings Renewal		
Corporate Buildings Renewals		
Development of 33-35 Blaxland Road, Ryde (Argyle Centre)		
Development of 741-747 Victoria Road (Battery World)		
Operational Buildings Renewal		
Governance and Civic program		
Election 2016		Election to be held September 2017.
Customer and Community Relations program		
Community Forums		Work on this project was deferred until after the decision on the merger proposal is finalised.
Community Perception Study		Work on this project was deferred until after the decision on the merger proposal is finalised.
Strategic City program		
Review of the Community Strategic Plan		Scheduled for 2017/18.
Internal Corporate Services program		
Fit for the Future		Work on this project was cancelled due to Council awaiting the outcome of legal proceedings challenging the Government's proposal.
Fit for the Future Action Plan Implementation		
Information Technology Renewals		
Innovation Fund		Work on this project was cancelled due to Council awaiting the outcome of legal proceedings challenging the Government's proposal.
Merger Costs		Work on this project was cancelled due to Council awaiting the outcome of legal proceedings challenging the Government's proposal.
Office Fitout - North Ryde and Ryde Business Centre		
Plant & Fleet Purchases		
Fit for the Future – Strategic Asset Management Capability		



Outcome: A City of
Progressive Leadership

MEASURING OUR PERFORMANCE



Measure	2015/16 Result	2016/17 Target	2016/17 Result	Status
Governance and Civic program				
Number of known breaches of statutory/ council policy requirements	0	<=0	0	●
% of Councillor requests responded to within agreed service standard	79%	>=90%	71%	⚠
There was an increase in the number of complex Councillor requests received that were difficult to resolve in the set timeframe.				
% of Councillor satisfaction with the quality of responses provided by the helpdesk	N/A	>=80%	N/A	⚠
2016/17 result not available.				
Customer and Community Relations Program				
% customer satisfaction with the service provided at the Customer Service Centre	89%	>=80%	93%	●
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	N/A	>=80%	N/A	●
RPBC is now merged with the Customer Service Centre.				
% of calls to the Customer Call Centre resolved at the first point of contact	73%	>=85%	79%	⚠
The majority of the team are still new and progressing through training.				
Internal Corporate Services program				
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) – BBSW)	1.03%	>=0.85%	1.19%	●



**Progressive
Leadership**

Moving Forward

While much of the year has focused on the outcome of legal challenges to the proposed mergers, we have worked to minimise the impact of this uncertainty on our community and ensure the City of Ryde is well positioned to meet future challenges.

Prudent financial management has ensured that our investments continue to exceed market expectations and provide an alternative source of revenue to rates. Our property management strategy, which forms part of our Strengthening Ryde program, is focused to maximise returns on property owned by Council, while also supporting our community through the provision of affordable housing for key workers – either in City of Ryde owned properties, or through voluntary planning agreements with developers.

Our efforts to be a good employer and to be transparent about our activities have been recognised with awards, reinforcing our position as a sought-after place to work and a visionary business that maintains its focus on serving the community while preparing for an exciting future.

Looking ahead

In 2017/18 we have the following projects planned:

- Developing 741 Victoria Road
33-35 Blaxland Road
- Developing our Fit for the Future strategic asset management capability
- Holding the 2017 election
- Hosting community forums
- Implementing the Fit for the Future Action Plan
- Inducting councillors
- Developing a mobile field worker app
- Developing a vendor panel and improving our procurement processes
- Developing additional Safehold Modules
- Providing equipment for councillors
- Purchasing plant and fleet
- Renewing operational, corporate and commercial buildings
- Renewing information technology
- Reviewing the Community Strategic Plan
- Upgrading software
- Developing a Wellbeing Plan
- Responding to the draft Northern District Plan



**Community Grants
Afternoon Tea**



Australia Day Concert



Chief Financial Officer's Report

Financials

In 2016/17, our operating result, after capital grants and contributions, was a surplus of \$ 39.6 million, which reflects our sound financial performance and commitment to robust financial management.

It should be noted that this result was influenced by a number of significant items, including the receipt of \$19 million in capital income, which mainly relates to developer contributions, a \$4.1 million increase in the value of our investment properties, \$2 million in domestic waste service savings, \$1.7 million in salary and wages savings and \$2.5 million in additional development and compliance related income. While these items contribute to a significant surplus, the vast majority 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 2016/17, our surplus before capital grants and contributions was \$ 13.9 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 2016/17 we spent \$45.1 million on our capital programs, which included \$26 million on renewing or building infrastructure assets.

Other features of the 2016/17 result include:

- Working capital of \$5.1 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- We received approximately 64 percent of our revenue (excluding capital) from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.62 percent of rates outstanding
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained strong with a ratio of 3.44 to 1 (above the industry benchmark of 1.50 to 1), and
- Our level of internal reserves (funds put aside for specific projects) remains steady at \$83.4 million.

While our financial indicators 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 2016/17, we continued our 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 \$5.2 million in additional rates revenue which funded \$3.14 million in road resurfacing and kerb renewal, \$500,000 in footpath construction renewal, \$500,000 in stormwater replacement renewal, \$250,000 in sportsfield upgrades and renewals, \$400,000 in playground equipment renewals and \$360,000 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 26 and Financial Statements from page 158.



Chief Financial Officer's Report (continued)

KEY FEATURES OF THE 2016/17 RESULT

We invested \$45.14 million in capital expenditure, with major funds spent in the following programs:

- Catchment program – \$9.01 million
- Centres and Neighbourhood program – \$3.31 million
- Community and Cultural program – \$0.20 million
- Foreshore program – \$0.31 million
- Internal Corporate Services program – \$6.80 million
- Library program – \$0.61 million
- Open Space, Sport & Recreation program – \$9.16 million
- Paths and Cycleways program – \$1.95 million
- Property Portfolio program – \$0.70 million
- Roads program – \$9.87 million
- Traffic & Transport program – \$2.67 million
- Waste and Recycling program – \$0.55 million

KEY PERFORMANCE INDICATORS

Note 13 Performance Indicators	2013	2014	2015	2016	2017
Operating performance	-6.60%	1.15%	8.53%	8.13%	11.47%
Own source operating revenue	66.46%	82.04%	71.44%	67.03%	75.83%
Unrestricted current ratio	3.03x	3.59x	5.03x	4.29x	3.44x
Debt service cover ratio	28.29x	27.26x	20.86x	12.00x	27.65x
Rates & annual charges outstanding percentage	3.93%	3.65%	3.84%	3.59%	3.62%
Cash expense cover ratio (months)	10.00	13.46	15.68	15.72	15.92

Special Schedule 7 Indicators	2013	2014	2015	2016	2017
Building & infrastructure renewal ratio	0.94	1.23	0.89	1.34	1.94
Infrastructure backlog ratio (WDV)	8.4%	8.6%	3.4%	3.4%	2.7%
Infrastructure backlog ratio (GBV)	6.0%	6.1%	2.5%	2.5%	2.0%
Asset maintenance ratio	2.28	0.91	1.08	0.88	0.93



Outdoor Story Time



General and Special Purpose Financial Statements

Year ended 30 June 2017

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OVERVIEW

- (i) These financial statements are General Purpose Financial Statements and cover the operations for the Council of the City of Ryde.
- (ii) Council of the City of Ryde is a body politic of NSW, Australia – being constituted as a local government area by proclamation and is duly empowered by the Local Government Act 1993 (LGA). Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;
- the ability to provide goods, services and facilities, and to carry out activities appropriate to the current and future needs of the local community and of the wider public,
 - the responsibility for administering regulatory requirements under the LGA and
 - a role in the management, improvement and development of the resources in the area.
- A description of the nature of Councils operations and its principal activities are provided in Note 2(b). All figures presented in these financial statements are presented in Australian currency.
- (iii) These financial statements were authorised for issue by the Council on 22 August 2017.
- (iv) Council has the power to amend and reissue these financial statements.



Statement by councillors and management

made pursuant to Section 413 (2 c) of the Local Government Act 1993 (NSW) (as amended)





Lifestyle and opportunity @ your doorstep

STATEMENT BY COUNCILLORS AND MANAGEMENT
made pursuant to Section 413 (2 c) of the Local Government Act 1993 (NSW) (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, these statements:

- presents fairly the council's operating result and financial position for the year, and
- accords with council's accounting and other records

We are not aware of any matter that would render this report false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 October 2017.



Councillor Jerome Laxale
Mayor



Councillor Christopher Gordon
Deputy Mayor



Mr George Dedes
Acting General Manager



Mr Steven Khudass
Responsible Accounting Officer

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Income statement

for the year ended 30 June 2017

Original Budget* 2017 (\$'000)		Notes	Actual 2017 (\$'000)	Actual 2016 (\$'000)
INCOME FROM CONTINUING OPERATIONS				
76,178	Rates and annual charges	3(a)	77,629	71,821
14,556	User charges and fees	3(b)	17,183	17,142
4,093	Interest and investment revenue	3(c)	5,625	5,420
7,735	Other revenues	3(d)	11,065	32,171
6,947	Grants & contributions provided for operating purposes	3(e&f)	9,064	7,218
6,058	Grants & contributions provided for capital purposes	3(e&f)	25,720	43,578
	Other Income:			
–	Net gain from the disposal of assets	5	–	2,075
–	Net share of interests in joint ventures and associates using the equity method	19	–	–
115,567	TOTAL INCOME FROM CONTINUING OPERATIONS		146,286	179,425
EXPENSES FROM CONTINUING OPERATIONS				
45,558	Employee benefits and on-costs	4(a)	43,945	43,124
172	Borrowing costs	4(b)	139	218
31,207	Materials and contracts	4(c)	29,604	28,600
15,897	Depreciation, amortisation and impairment	4(d)	15,121	15,723
20,770	Other expenses	4(e)	16,877	13,826
–	Interest and investment losses	3(c)	–	–
–	Net loss from the disposal of assets	5	1,020	–
–	Share of interests in joint ventures and associates using the equity method	19	–	–
113,604	TOTAL EXPENSES FROM CONTINUING OPERATIONS		106,706	101,491
1,963	OPERATING RESULT FROM CONTINUING OPERATIONS		39,580	77,934
–	Operating result from discontinued operations	24	–	–
1,963	NET OPERATING RESULT FOR THE YEAR		39,580	77,934
(4,095)	NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES		13,860	34,356

* 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 2017



	Notes	2017 (\$'000)	2016 (\$'000)
Net operating result for the year – from Income Statement		39,580	77,934
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	20(b)	67,078	(10,786)
Amounts which will be reclassified subsequently to operating result when specific conditions are met.			
Realised available-for-sale investment gains recognised in revenue	20(b)	–	–
Gain (loss) on revaluation of available-for-sale investments	20(b)	–	–
Total other comprehensive income for the year		67,078	(10,786)
Total comprehensive income for the year		106,658	67,148
Attributable to:			
– Council		106,658	67,148
– 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 2017

	Notes	2017 (\$'000)	Restated 30 June 2016 (\$'000)	Restated 1 July 2015 (\$'000)
ASSETS				
Current assets				
Cash and cash equivalents	6(a)	6,823	9,464	14,305
Investments	6(b)	89,250	91,248	90,704
Receivables	7	11,125	8,835	8,314
Inventories	8	894	646	618
Other	8	2,795	3,020	798
Non-current assets classified as held for sale	22	–	–	–
Total current assets		110,887	113,213	114,739
Non-current assets				
Investments	6(b)	90,379	77,331	32,743
Receivables	7	72	936	1,064
Inventories	8	–	–	–
Infrastructure, property, plant and equipment	9	1,152,904	1,058,929	1,054,626
Investments accounted for using equity method	19	–	–	–
Investment property	14	115,540	113,165	88,380
Intangible assets	25	–	–	–
Other	8	–	–	–
Total non-current assets		1,358,895	1,250,361	1,176,813
TOTAL ASSETS		1,469,782	1,363,574	1,291,552
LIABILITIES				
Current liabilities				
Payables	10(a)	23,237	23,937	18,611
Income received in advance	10(a)	1,477	964	618
Borrowings	10(a)	891	873	993
Provisions	10(a)	12,516	11,897	10,868
Total current liabilities		38,121	37,671	31,090
Non-current liabilities				
Payables	10(a)	–	–	–
Borrowings	10(a)	2,620	3,503	5,241
Provisions	10(a)	170	187	156
Total non-current liabilities		2,790	3,690	5,397
TOTAL LIABILITIES		40,911	41,361	36,487
NET ASSETS		1,428,871	1,322,213	1,255,065
EQUITY				
Retained earnings	20	1,236,008	1,196,428	1,118,494
Revaluation reserves	20	192,863	125,785	136,571
Council equity interest		1,428,871	1,322,213	1,255,065
Minority equity interest		–	–	–
TOTAL EQUITY		1,428,871	1,322,213	1,255,065

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 2017



	Note	2017 (\$'000)					Total Equity
		Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non- controlling Interest	
Opening balance	20	1,196,428	125,785		1,322,213	–	1,322,213
Correction of errors	20	–			–		–
Changes in accounting policies					–		–
Restated opening balance	20	1,196,428	125,785	–	1,322,213	–	1,322,213
Net operating result for the year	20	39,580			39,580		39,580
Other comprehensive income	20		67,078		67,078		67,078
Total comprehensive income	20	39,580	67,078	–	106,658	–	106,658
Closing balance	20	1,236,008	192,863	–	1,428,871	–	1,428,871

	Note	2016 (\$'000)					Total Equity
		Retained Earnings	Asset Revaluation Reserve	Other Reserves	Council Equity Interest	Non- controlling Interest	
Opening balance		1,783,775	679,801		2,463,576	–	2,463,576
Correction of errors		(665,281)	(543,230)		(1,208,511)		(1,208,511)
Changes in accounting policies					–		–
Restated opening balance		1,118,494	136,571	–	1,255,065	–	1,255,065
Net operating result for the year		77,934			77,934		77,934
Other comprehensive income			(10,786)		(10,786)		(10,786)
Total comprehensive income		77,934	(10,786)	–	67,148	–	67,148
Closing balance		1,196,428	125,785	–	1,322,213	–	1,322,213

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 2017

Original Budget* 2017 (\$'000)		Notes	2017 (\$'000)	2016 (\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
76,133	Rates & annual charges		77,400	71,737
14,939	User charges & fees		18,604	18,509
4,093	Investment revenue and interest		5,555	5,034
7,409	Grants and contributions		34,214	51,445
–	Deposits and retentions		3,346	4,477
8,867	Other		8,919	6,354
Payments				
(46,641)	Employee benefits and on-costs		(43,503)	(42,171)
(30,557)	Materials and contracts		(32,714)	(28,776)
(172)	Borrowing costs		(144)	(244)
–	Deposits and retentions		(3,579)	(1,540)
(22,894)	Other		(14,975)	(13,918)
11,178	Net cash provided from (or used) in operating activities	11(b)	53,123	70,907
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
91,248	Sale of investments		57,301	47,736
1,183	Sale of infrastructure, property, plant and equipment		1,325	1,398
–	Sale of interests in joint ventures/associates		–	–
–	Proceeds from boundary Adjustment		–	–
–	Other		–	–
Payments				
(91,248)	Purchase of investments		(68,276)	(91,074)
(36,070)	Purchase of property, plant and equipment		(45,249)	(31,950)
–	Purchase of interests in joint ventures/associates		–	–
–	Other		–	–
(34,888)	Net cash provided from (or used in) investing activities		(54,899)	(73,890)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
350	Borrowings and advances		–	–
–	Other		–	–
Payments				
(1,049)	Borrowings and advances repaid		(865)	(1,858)
–	Lease liabilities		–	–
–	Other		–	–
(699)	Net cash provided from (or used in) financing activities		(865)	(1,858)
(24,409)	Net increase/(decrease) in cash & cash equivalents		(2,641)	(4,841)
9,464	Cash & cash equivalents at beginning reporting period	11(a)	9,464	14,305
(14,945)	Cash & Cash Equivalents at end of Reporting Period	11(a)	6,823	9,464

* 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

AASB 124 Related Party Disclosures was adopted during the year. The impact of this standard had no impact on reporting financial position or performance. However, Note 28 has been added.

AASB 2014-3 Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11] – the adoption of this standard has had no impact for the council.

(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 2016.

(iii) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and 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 include:

- (i) Estimated fair values of investment properties.
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions (refer to Note 18).

(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:

(i) 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.

NOTE 1 Summary of significant accounting policies (continued)

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.

(ii) 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.

(iii) 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.

(iv) Interest

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

(v) Rent

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

(vi) Other income

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

(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.

(ii) Interest in Other Entities

Subsidiaries

Council has no interest in any subsidiaries.

Joint Arrangements

Council has no interest in any joint arrangements.

(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 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 short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. 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 is 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 as 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 are assigned to individual items of inventory on 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.

(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



NOTE 1 Summary of significant accounting policies (continued)

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.

(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 or 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. 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 that 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 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 assets, except for those with maturities less than 12 months from the reporting date, that 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.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset.

Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

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

Subsequent measurement

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

NOTE 1 Summary of significant accounting policies (continued)

Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Impairment

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

(i) Assets carried at amortised cost

For loans and receivables the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate.

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

Collectability of receivables is reviewed on an on-going basis. Debts that 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.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed; however, they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(i) Fair value estimation – 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 reporting date. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

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



NOTE 1 Summary of significant accounting policies (continued)

(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 – (Valuer General).

- 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 consumption 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.

Council records 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.

Asset Category	Useful life (range of years)					Total
	1	2	3	4	5	
Buildings – Specialised/ Non Specialised	10	60	20	5-10	1-5	96-100
Drainage assets	5-20	15-130	10-40	5-15	5-10	40-200
Land Improvements	5	5	5	5	5	25
Other assets	1-5	1-25	1-10	1-5	1-5	5-50
Other structures	5-20	5-80	2-40	3-15	5	20-150
Plant and equipment *						2-20
Road assets – roads, bridges and footpaths	5-20	2-130	2-50	3-20	5-20	17-200

Asset Category	Depreciation (range of %)					Total
	1	2	3	4	5	
Buildings – Specialised/ Non Specialised	0.50%	0.83%	1.25%	1.50%-3.00%		0.50%-3.00%
Drainage assets	0.25%-1.00%	0.38%-1.67%	0.63%-3.00%	1.00%-7.00%		0.25%-7.00%
Land Improvements	1.00%	9.00%	5.00%	3.00%	2.00%	1.00%-9.00%
Other assets	1.00%-5.00%	1.40%-20.00%	2.00%-30.00%	7.00%-50.00%		1.00%-50.00%
Other structures	0.25%-1.00%	0.63%-2.00%	0.63%-5.00%	1.00%-23.33%		0.25%-23.33%
Plant and equipment *						5.00%-20.00%
Road assets – roads, bridges and footpaths	0.25%-1.67%	0.38%-5.00%	0.50%-5.00%	0.75%-23.33%		0.25%-23.33%

* Note: There are no conditioning ratings for Plant and Equipment assets

NOTE 1 Summary of significant accounting policies (continued)

Operational land was last valued as at 31 May 2017 and Community Land has been valued using the Valuer General rates with a base date of 1/7/2016.

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 only if material.

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. Changes in fair values are recorded in the income statement 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 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.



NOTE 1 Summary of significant accounting policies (continued)

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.

(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 that is not expected to be wholly 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 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 Council 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 that 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 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 it becomes payable.

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) 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.

(s) Self-insurance

Council does not self-insure.

(t) Intangible assets

Council has not classified any assets as intangible.

(u) Crown reserves

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

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

(v) Provisions for close down and restoration and for environmental clean-up costs – Tips and quarries

Council has old landfill sites. Specific information about Council's provisions relating to restoration and remediation costs can be found at Note 18.

(w) 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.

NOTE 1 Summary of significant accounting policies (continued)

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 that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

(x) New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied.

As at the date of authorisation of the financial statements, the standards and interpretations listed below were in issue but not yet effective.

Effective for annual reporting periods beginning on or after 1 January 2017

AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15

AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15

AASB 2016-1 Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses [AASB 112]

AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107

AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities

AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities

Effective for annual reporting periods on or after 13 February 2017

AASB 2017/2 Amendments to Australian Accounting Standards – Further Annual Improvements 2014-16 Cycle

Effective for annual reporting periods beginning on or after 13 December 2017

AASB 2017-1 Amendments to Australian Accounting Standards – Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments

Effective for annual reporting periods beginning on or after 1 January 2018

AASB 9 Financial Instruments (December 2009)

AASB 15 Revenue from Contracts with Customers

AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)

AASB 2014-1 Amendments to Australian Accounting Standards (Part E)

AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)
AASB 1057 Application of Australian Accounting Standards

AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15

AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions

AASB 2016-6 Amendments to Australian Accounting Standards – Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts

Effective for annual reporting periods beginning on or after 1 January 2019

AASB 16 Leases

AASB 16 Leases (Appendix D)

AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities

AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities

The full impact of these standards has yet to be ascertained or quantified but will be assessed during the 2017/18 financial year.

(y) Rounding of amounts

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

(z) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(aa) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.



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 2017 \$'000	Actual 2017 \$'000	Actual 2016 \$'000	Original Budget 2017 \$'000	Actual 2017 \$'000	Actual 2016 \$'000	Original Budget 2017 \$'000	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Actual 2016 \$'000
Programs															
Catchment program	29	155	508	3,733	3,753	3,705	(3,704)	(3,598)	(3,197)				407	202,870	204,594
Centres and Neighbourhood program	423	2,396	583	4,360	3,665	3,673	(3,937)	(1,269)	(3,090)			364	544	10,112	22,274
Community and Cultural program	1,675	1,827	1,809	4,352	4,337	4,243	(2,677)	(2,510)	(2,434)			734	701	230	230
Customer and Community Relations program	15	37	15	3,306	3,096	2,993	(3,291)	(3,059)	(2,978)			3			
Economic Development program	6	9	4	439	340	239	(433)	(331)	(235)			5			
Environmental program	10	8	6	632	556	547	(622)	(548)	(541)						
Foreshore program	18	18		175	91	163	(175)	(73)	(163)			18			
Governance and Civic program	5	6	6	4,189	3,464	3,395	(4,184)	(3,458)	(3,389)						
Internal Corporate Services program	5,029	8,316	30,996	16,298	14,097	13,025	(11,269)	(5,781)	17,972			164	190	514,241	490,539
Land Use Planning program	127	15,648	40,541	1,751	1,552	1,178	(1,624)	14,096	39,363						
Library program	1,083	1,110	1,036	6,506	5,640	5,564	(5,423)	(4,530)	(4,528)			291	283	1,187	1,088
Open Space, Sport & Recreation program	10,581	12,201	6,895	16,720	16,704	17,142	(6,139)	(4,503)	(10,247)			5,095	3	246,770	231,254
Organisational Development program	5	39	13	340	286	294	(335)	(247)	(281)						
Paths and Cycleways program	57	229	252	2,652	2,266	2,178	(2,595)	(2,037)	(1,926)			228	252		
Property Portfolio program	2,387	2,302	2,108	6,596	6,555	4,430	(4,209)	(4,253)	(2,322)					115,540	34,058
Regulatory program	7,766	10,674	10,779	7,639	8,003	7,544	127	2,671	3,235						
Risk Management program	145	109	267	3,227	3,109	2,842	(3,082)	(3,000)	(2,575)						
Roads program	3,966	3,091	3,562	9,464	9,361	9,239	(5,498)	(6,270)	(5,677)			2,982	1,583	377,712	378,522
Strategic City program	13			312	188	366	(299)	(188)	(366)						
Traffic & Transport program	820	2,003	1,560	1,366	2,205	1,903	(546)	(202)	(343)			1,080	631		
Waste and Recycling program	20,308	21,809	20,400	19,547	17,438	16,829	761	4,371	3,571			217	226	1,120	1,016
Total Functions & Activities	54,450	81,987	121,340	113,604	106,706	101,491	(59,154)	(24,719)	19,849	11,161	4,821	1,469,782	1,363,574		
General Purpose Income	61,117	64,299	58,085				61,117	64,299	58,085			3,998	3,685		
Totals	115,567	146,286	179,425	113,604	106,706	101,491	1,963	39,580	77,934	15,179	8,506	1,469,782	1,363,574		

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



	2017 (\$'000)	2016 (\$'000)
(a) Rates and Annual Charges		
Ordinary rates		
Residential	27,966	27,560
Business	15,928	15,023
Environmental management levy	6,690	6,605
Total ordinary rates	50,584	49,188
Special rates		
Macquarie park	1,347	1,331
Infrastructure special rate levy	5,157	2,362
Total special rates	6,504	3,693
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	19,152	17,653
Non-rateable waste management charges	137	139
Stormwater management service charge	1,029	1,018
Section 611 charges	223	130
Total annual charges	20,541	18,940
Total rates and annual charges	77,629	71,821
Council has used 2013 valuations provided by the NSW Valuer General in calculating its rates.		
(b) User charges and fees		
User charges (pursuant to s.502)		
Aquatic centre	5,850	5,472
Sports facility rental	709	713
Hall hire	430	457
Road restorations	767	905
Gutter crossings	81	388
Commercial waste service	1,303	1,232
Other	100	167
Total user charges	9,240	9,334
Fees		
Regulatory/statutory fees	3,258	2,772
s603 certificates	169	161
Discretionary		
– Parking fees	1,600	1,256
– Environmental planning	2,212	3,038
– Private works	147	129
– Home maintenance & modification	67	82
– Other	490	370
Total fees	7,943	7,808
Total user charges and fees	17,183	17,142

NOTE 3 Income from continuing operations (continued)

	2017 (\$'000)	2016 (\$'000)
(c) Interest and investment revenue (losses)		
Overdue rates & charges	197	168
Cash, cash equivalents and investments:		
– Externally restricted	1,922	1,608
– Internally restricted	–	–
– Unrestricted	3,484	3,619
Amortisation of discounts and premiums:		
– Investments held to maturity	22	25
Total interest and investment revenue	5,625	5,420
(d) Other revenues		
Fair value increments – investment properties	2,375	23,300
Rental income:		
– Investment property	568	560
– Other property	1,976	1,876
Parking fines	4,026	4,044
Other fines	63	47
Ex gratia rates	40	48
Fuel tax credit	–	61
Materials recycling	272	442
Lease – telecommunications	107	112
Legal fees recoveries		
– Rates	1	15
– Other	72	118
Insurance claims	1	–
Staff vehicle leases and other payments	674	609
Eastwood plaza	43	54
Sundry sales	59	46
Other	788	839
Total other revenue	11,065	32,171



NOTE 3 Income from continuing operations (continued)



	OPERATING		CAPITAL	
	2017 (\$'000)	2016 (\$'000)	2017 (\$'000)	2016 (\$'000)
(e) Grants				
General purpose (untied)				
Financial assistance	4,872	3,194	–	–
Pensioner rebate subsidy – rates	443	491	–	–
Total general purpose (untied)	5,315	3,685	–	–
Specific purpose				
Pensioner rebate subsidy – domestic waste	217	226	–	–
Macquarie park construction	–	–	5,000	–
Library	291	283	–	–
Home maintenance & modification	410	436	–	–
Stormwater improvement projects	–	–	–	317
DEEWR – Apprentice rebate scheme	3	6	–	–
Community staff funding	267	259	–	–
Street & traffic lighting	364	364	–	–
Roads To recovery	–	–	1,365	1,182
RMS transport	–	–	1,535	1,167
Parks grants	–	–	–	–
Waste education	–	–	–	–
Ryde Parramatta river walk	–	–	–	–
Environmental projects	–	–	–	100
WH&S incentive rebate	164	100	–	–
LIRS subsidy	75	82	–	–
Other	147	129	26	170
Total specific purpose	1,938	1,885	7,926	2,936
Total grants	7,253	5,570	7,926	2,936
Comprising:				
– Commonwealth funding	5,163	3,477	1,365	317
– State funding	2,090	2,093	6,561	2,619
– Other funding	–	–	–	–
	7,253	5,570	7,926	2,936

NOTE 3 Income from continuing operations (continued)

	OPERATING		CAPITAL	
	2017 (\$'000)	2016 (\$'000)	2017 (\$'000)	2016 (\$'000)
(f) Contributions				
Developer contributions (s94)				
– Open space	–	–	10,381	26,636
– Parking	–	–	–	–
– Drainage	–	–	444	894
– Traffic facilities	–	–	1,515	3,637
– Other	–	–	56	163
– Community facilities	–	–	2,778	7,220
Voluntary planning agreements	–	–	2,021	1,875
Other councils	706	650	–	–
Community facilities	–	–	–	–
Community events	175	84	–	–
Community Bus Service	109	–	–	–
North Ryde Office Fitout	–	–	50	–
Other	7	84	181	183
RMS contributions				
– Roads & bridges	386	379	–	–
– Other	68	66	–	–
Buildings & property (in kind)	–	–	–	–
Buildings & property (in kind) – s94	–	–	–	–
Customer/resident contributions	–	–	68	34
LSL contributions from other councils	100	126	–	–
s94F affordable housing	–	–	300	–
DWM better waste and recycling fund	260	259	–	–
Total Contributions	1,811	1,648	17,794	40,642
Total Grants & Contributions	9,064	7,218	25,720	43,578
			2017 (\$'000)	2016 (\$'000)
(g) Restrictions relating to grants and contributions				
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:				
Grants and contributions recognised in the current reporting period which have not been spent			24,490	42,654
Less:				
Grants and contributions recognised in previous reporting periods which have been spent in the current reporting period			17,407	12,754
Net increase/(decrease) in restricted grants and contributions			7,083	29,900



NOTE 4 Expenses from continuing operations



	2017 (\$'000)	2016 (\$'000)
(a) Employee Benefits & On Costs		
Salaries and wages	32,851	31,982
Employee leave entitlements	8,721	9,102
Superannuation	4,307	4,194
Workers' compensation insurance	1,603	1,069
Fringe benefits tax (FBT)	172	167
Training costs (excluding salaries)	382	289
Other	511	350
Less: capitalised costs	(4,602)	(4,029)
Total employee costs expensed	43,945	43,124
(b) Borrowing costs		
Interest on overdrafts	-	-
Interest on loans	139	218
Charges on finance leases	-	-
Discounts recognised on financial instrument transactions		
Amortisation of discounts and premiums		
- Investments held to maturity	-	-
- Remediation		
Less: capitalised costs		
Total borrowing costs expensed	139	218

NOTE 4 Expenses from continuing operations (continued)

	2017 (\$'000)	2016 (\$'000)
(c) Materials and Contracts		
Raw materials and consumables	1,398	1,011
Contractor Costs		
– Roads and Footpaths Maintenance	1,921	2,332
– Parks Maintenance	1,602	1,874
– Waste Disposal, Collection and Recycling	11,476	11,247
– Building Cleaning & Maintenance	886	875
– Temporary and Agency Staff	2,986	2,419
– Repairs and Maintenance	676	709
– Electrical	727	615
– Events	343	384
– Labour Hire	348	378
– Security	316	426
– Project Design & Construction	330	400
– Parking Meter	290	121
– Plant Hire External	50	256
Other Contractor Costs	2,691	3,256
Consultancy Costs		
– Town Planning	1,166	792
– Ryde Civic Hub Design Competition	516	214
– Project Development Design	258	173
– Property	109	225
– Risk Management	195	157
Other Consultancy Costs	1,011	691
Audit Fees:		
– Audit Services	75	58
– Other ⁽¹⁾	–	–
Legal Fees:		
– Planning & Development	14	22
– Other	544	326
Infringement Notice Contract (SEINS)	567	424
Other	–	–
– IT Licenses	1,116	1,046
Less: capitalised costs	(2,007)	(1,831)
Total Materials & Contracts	29,604	28,600



NOTE 4 Expenses from continuing operations (continued)

(1) During the year the following fees were paid or payable for services provided by the Auditor General

	2017 (\$'000)	2016 (\$'000)
(i) Audit and other assurance services		
Audit and review of financial statements	75	–
Other assurance services:		
– Audit of regulatory returns	–	–
– Due diligence services	–	–
Total remuneration for audit and other assurance services	75	–
(ii) Other non-assurance services		
Tax compliance services	–	–
Total remuneration for taxation services	–	–
Total Fees paid to or payable to the Auditor General	75	–

(1) During the year the following fees were paid or payable for services provided by PricewaterhouseCoopers

	2017 (\$'000)	2016 (\$'000)
(i) Audit and other assurance services		
Audit and review of financial statements	–	58
Other assurance services:		
– Audit of regulatory returns	–	–
– Due diligence services	–	–
Total remuneration for audit and other assurance services	–	58
(ii) Other non-assurance services		
Tax compliance services	–	–
Total remuneration for taxation services	–	–
Total Fees paid to or payable to PriceWaterhouseCoopers⁽¹⁾	–	58

NOTE 4 Expenses from continuing operations (continued)

	2017 (\$'000)	2016 (\$'000)
(d) Depreciation, Amortisation and Impairment		
Depreciation and Amortisation		
Plant and equipment	2,249	2,439
Office Equipment	863	1,235
Furniture & fittings	220	131
Property, plant and equipment leased	–	–
Land improvements (depreciable)	517	517
Buildings		
– specialised	650	650
– non-specialised	958	919
Infrastructure:		
– Roads, Bridges and Footpaths, Other Road Assets	6,381	6,364
– Stormwater Drainage	1,689	1,630
– Open space/recreational assets	953	1,214
– Other Structures	353	223
Other Assets:		
– Heritage Collections	–	–
– Library Books	378	567
Total Depreciation Costs	15,211	15,889
Less: Capitalised Costs	(90)	(166)
Total Depreciation, Amortisation and Impairment	15,121	15,723



NOTE 4 Expenses from continuing operations (continued)



	2017 (\$'000)	2016 (\$'000)
(e) Other Expenses		
Other expenses for the year include the following:-		
Fair value adjustments on assets	1,056	-
Bad & doubtful debts	1	30
Mayoral fee	61	62
Councillors' fees	255	280
Councillors' (incl. Mayor) expenses	45	88
Election costs (excl. employee costs)	-	-
Insurance	1,135	1,228
Insurance – Statewide Mutual provision	-	-
Street lighting	1,881	1,923
Communications costs	187	171
Contribution to fire control	1,598	1,583
Contribution to Dept of Planning	263	256
Contributions & donations – community grants	978	628
Waste development tax	4,153	4,212
Membership fees	78	191
Valuation fees	173	164
Electricity & heating	1,134	1,149
Water rates	388	367
Bank fees & charges	224	270
Property lease costs	2,219	313
Postage & courier costs	376	344
Advertising	408	351
Other expenses	272	231
Less: capitalised costs	(8)	(15)
Total other expenses from continuing operations	16,877	13,826

NOTE 5 Gain or loss from the disposal of assets

	2017 (\$'000)	2016 (\$'000)
Gain (or loss) on disposal of stratum land		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of operational land		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of community land		
Proceeds from disposal	–	55 ⁽¹⁾
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	55
Gain (or loss) on disposal of property		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of plant & equipment		
Proceeds from disposal	1,325	1,343
Less: Carrying amount of assets sold	(793)	(1,058)
Gain (or loss) on disposal	532	285
Gain (or loss) on disposal of real estate assets held for sale		
Proceeds from sales	–	–
Less: Cost of sales	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of office equipment		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	(9)
Gain (or loss) on disposal	–	(9)
Gain (or loss) on disposal of library books		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of other structures – road ancillary		
Proceeds from disposal	–	–
Less: Carrying amount of assets sold	–	(25)
Gain (or loss) on disposal	–	(25)



NOTE 5 Gain or loss from the disposal of assets (continued)



	2017 (\$'000)	2016 (\$'000)
Gain (or loss) on disposal of other structures – parks		
Proceeds from disposal	–	–
Less: Carrying amount of assets disposed	(1,388)	–
Gain (or loss) on disposal	(1,388)	–
Gain (or loss) on disposal of RBF– footpaths & cycleways		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	–	–
Gain (or loss) on disposal	–	–
Gain (or loss) on disposal of works in progress		
Proceeds from disposal	–	–
Less: Carrying value of Works in Progress	(217)	–
Gain (or loss) on disposal	(217)	–
Gain (or loss) on disposal of financial assets		
Proceeds from disposal ⁽²⁾	8,053	5,766
Less: Carrying value of financial assets ⁽³⁾	(8,000)	(3,997)
Gain (or loss) on disposal	53	1,769
Net gain (or loss) on disposal of assets	(1,020)	2,075

(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.

Gross amount including rolled over investments:

	Notes	2017 (\$'000)	2016 (\$'000)
Proceeds from disposal ⁽²⁾	CF	57,301	47,736
Less: Carrying value of financial assets ⁽³⁾	6	(57,248)	(45,967)
Gain (or loss) on disposal		53	1,769

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

NOTE 6(a) Cash and cash equivalents

	2017 (\$'000)	2016 (\$'000)
Cash at bank and on hand	450	1,639
Deposits at call ⁽¹⁾	6,373	7,825
	6,823	9,464

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

NOTE 6(b) Investments

The following financial assets are held as investments:

	2017		2016	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Financial Assets at Fair Value through Profit and Loss	–	–	–	–
Held to Maturity Investments	89,250	90,379	91,248	77,331
Available for Sale Financial Assets	–	–	–	–
Total	89,250	90,379	91,248	77,331
Held to Maturity Investments				
Comprising of:				
– FRNs	7,000	41,414	3,000	50,108
– Fixed Bonds	–	10,965	1,998	6,973
– Term Deposits ⁽²⁾	82,250	38,000	86,250	20,250
TOTAL	89,250	90,379	91,248	77,331

(2) Does not include term deposits with a term of less than 3 months



NOTE 6(c) Restricted cash, cash equivalents and investments



	2017		2016	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Total cash, cash equivalents and investments	96,073	90,379	100,712	77,331
External restrictions	37,779	62,735	23,263	67,489
Internal restrictions	55,752	27,644	73,071	9,842
Unrestricted	2,542	–	4,378	–
Total	96,073	90,379	100,712	77,331

Movement in restrictions:

	Opening Balance 30 June 2016 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2017 \$'000
External restrictions				
<i>Included in liabilities</i>				
Specific purpose unexpended loans	–	–	–	–
RTA advances	–	–	–	–
Self-insurance claims	–	–	–	–
Other	–	–	–	–
External restrictions included in liabilities	–	–	–	–
<i>Other</i>				
Developer contributions ^(A)	73,894	19,117	(16,609)	76,402
Specific purpose unexpended grants ^(B)	6,626	5,373	(796)	11,203
Domestic waste management ^(C)	6,976	19,424	(17,072)	9,328
Stormwater management	1,054	1,032	(912)	1,174
Affordable housing contribution	139	–	–	139
LIRS	877	–	(606)	271
Macquarie Park special rate	1,164	1,349	(1,206)	1,307
Infrastructure special rate reserve	20	5,157	(4,487)	690
External works drainage contributions ^(D)	2	–	(2)	–
Total external restrictions	90,752	51,452	(41,690)	100,514
Total restricted grants and contributions ^(A + B + D only)	80,522	24,490	(17,407)	87,605

NOTE 6(c) Restricted cash, cash equivalents and investments (continued)

	Opening Balance 30 June 2016 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2017 \$'000
Internal restrictions				
Plant replacement reserve	3,375	2,230	(2,188)	3,417
Employee leave entitlements	3,155	1,636	(969)	3,822
Incomplete/carry over works and projects	1,209	169	(1,209)	169
Refundable deposits	12,984	–	(145)	12,839
Asset replacement reserve	19,292	7,568	(7,920)	18,940
Ryde Aquatic Leisure Centre	624	4,421	(3,838)	1,207
Investment property reserve	18,367	5,000	(3,334)	20,033
Accommodation reserve	15,419	3,400	(5,342)	13,477
Merger & transition reserve	5,267	–	(1,111)	4,156
Civic Centre precinct redevelopment reserve	617	1,000	(719)	898
Council Election Reserve	533	150	(23)	660
Insurance fluctuation reserve	799	10	–	809
Risk rebate reserve	111	–	–	111
Other	1,161	1,953	(256)	2,858
Total internal restrictions	82,913	27,537	(27,054)	83,396
Total restrictions	173,665	78,989	(68,744)	183,910

(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	2017		2016	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Rates and annual charges	2,603	45	1,572	847
Rates interest & extra charges	264	5	166	89
User charges & fees				
Environmental & health	558	–	601	–
Restorations	190	–	138	–
Recreational facilities	258	–	251	–
Property & infrastructure works	108	–	97	–
Home modification service	22	–	21	–
Ryde Aquatic Leisure Centre	30	–	40	–
Interest on investments	1,741	–	1,693	–
Contributions to works	11	–	1	–
Government grants & subsidies	2,094	–	1,300	–
Commercial waste	568	–	461	–
GST	1,929	–	1,669	–
Asset sales	203	–	45	–
Workers compensation	19	–	24	–
Staff payments	–	–	–	–
Voluntary planning agreement	–	–	–	–
Fines	314	–	275	–
Other	665	22	887	–
Total ⁽¹⁾	11,577	72	9,241	936
Less: provision for impairment				
– Rates and annual charges	–	–	–	–
– Interest and extra charges	–	–	–	–
– User charges and fees	452	–	406	–
– Government grants & subsidies	–	–	–	–
	11,125	72	8,835	936
Externally restricted receivables (included above)				
Domestic waste management ⁽²⁾	–	–	–	–
Total restricted receivables	–	–	–	–
Unrestricted receivables	11,125	72	8,835	936
Total receivables	11,125	72	8,835	936

(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 8.0% (2016 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 \$2,648,000 (2016 \$2,419,000)

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 \$452,000.

Government Grants

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

NOTE 8 Inventories & other assets

	2017		2016	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
(a) Inventories				
Real estate	–	–	–	–
Stores and materials	894	–	646	–
Other	–	–	–	–
Total inventories	894	–	646	–
(b) Inventories not expected to be realised within the next 12 months⁽¹⁾	379	–	446	–
(c) Other Assets				
Prepayments	1,370	–	1,571	–
Prepayments – salaries and wages	800	–	824	–
Prepayments – waste alliance	625	–	625	–
Total other assets	2,795	–	3,020	–

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) & (b) Infrastructure, property, plant & equipment

ASSET CLASS	MOVEMENTS DURING THE YEAR										At 30 June 2017			
	At 30 June 2016									At 30 June 2017				
	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount	Renewals	New Assets	Transfers From WIP	Carrying Value of Disposals	Transfers and Adjustments	Depreciation and Impairment	Gross Book Value	Accumulated Depreciation & Impairment	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount
Plant and Equipment	26,322	15,902	10,420	29	3,102	42	(793)	-	(2,249)	-	-	27,430	16,879	10,551
Office Equipment	9,230	7,040	2,190	99	17	-	-	-	(863)	-	-	9,168	7,725	1,443
Furniture and Fittings	4,459	3,691	868	-	-	-	-	-	(220)	-	-	4,459	3,811	648
Leased Plant & Equipment	163	163	-	-	-	-	-	-	-	-	-	163	163	-
Land														
- Operational Land	173,091	-	173,091	-	6,096	-	-	12	-	40,819	-	220,018	-	220,018
- Community Land	143,354	-	143,354	-	1	-	-	(12)	-	(1,056)	-	142,287	-	142,287
- Land Improvements (non-depr'n)	8,899	-	8,899	142	18	14	-	-	-	-	-	9,073	-	9,073
- Land Improvements (depr'n)	14,116	12,914	1,202	368	9	28	-	-	(517)	-	-	14,521	13,431	1,090
- Land Under Roads	1,155	-	1,155	-	-	-	-	-	-	-	-	1,155	-	1,155
Buildings														
- Non-specialised	106,245	69,788	36,457	685	668	1,472	-	-	(958)	16,864	(1,147)	125,934	71,893	54,041
Other Structures														
- Carparks	11,590	1,664	9,926	76	-	-	-	-	(297)	(76)	482	11,590	1,479	10,111
- Foreshore Assets	5,933	1,362	3,971	31	-	87	-	-	(54)	(118)	314	5,333	1,102	4,231
- Road Ancillary	11,048	3,003	8,045	-	81	60	-	-	(262)	328	(209)	11,516	3,473	8,043
- Other	96	-	96	-	-	157	-	-	(2)	-	-	253	2	251
Infrastructure														
- Roads, Bridges and Footpaths														
- Road Pavement	300,759	80,938	220,361	7,492	108	12	-	-	(4,858)	(7,135)	6,401	301,237	78,856	222,381
- Road Ancillaries	7,072	3,582	3,490	1,624	161	56	-	-	(123)	(1,841)	(2)	7,072	3,707	3,365
- Bridges	4,335	1,797	2,538	-	-	-	-	-	(54)	(206)	172	4,129	1,679	2,450
- Footpaths and Cycleways	62,009	10,021	51,988	1,821	1,265	614	-	-	(431)	(3,700)	(58)	62,009	10,510	51,499
- Kerb & Guttering	102,792	13,348	89,444	121	141	-	-	-	(653)	(262)	28	102,792	13,973	88,819
- Stormwater Drainage	266,500	61,946	204,554	2,261	-	1,248	-	-	(1,689)	(3,474)	(72)	266,535	63,707	202,828
- Swimming Pools	27,908	10,323	17,585	-	-	-	-	-	(650)	25,260	(2,319)	53,168	13,292	39,876
- Other Open Space/Recreational assets	66,675	11,968	54,707	772	3,111	1,158	(1,388)	-	(953)	(4,338)	1,367	65,293	10,857	54,436
Other Assets														
- Heritage Collections	229	-	229	-	-	-	-	-	-	-	-	229	-	229
- Library Books	3,204	2,119	1,085	478	-	-	-	-	(378)	-	-	3,252	2,067	1,185
Capital Works in Progress	13,274	-	13,274	-	14,785	(4,948)	(217)	-	-	-	-	22,894	-	22,894
TOTALS	1,369,858	310,929	1,058,929	15,999	29,563	-	(2,398)	-	(15,211)	61,065	4,957	1,471,510	318,606	1,152,904

Note 9(b) Restricted infrastructure, property, plant and equipment

Includes DWM Restricted Assets	1,009	263	229	746	-	-	-	-	-	-	-	-	-	-
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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

	2017		2016	
	Current (\$'000)	Non- Current (\$'000)	Current (\$'000)	Non- Current (\$'000)
Payables				
Goods and services	7,569	–	8,247	–
Accrued expenses	2,636	–	2,619	–
Interest expenses	22	–	27	–
Deposits and retentions	12,840	–	12,985	–
Deferred lease expense	155	–	21	–
Other	15	–	38	–
Total payables	23,237	–	23,937	–
Income received in advance				
Payments received in advance	922	–	474	–
Payments received in advance – rates	555	–	490	–
	1,477	–	964	–
Current payables not expected to be settled within the next 12 months	10,272	–	10,388	–
Borrowings				
Bank overdraft	–	–	–	–
Loans – secured ⁽¹⁾	891	2,620	873	3,503
Loans – unsecured	–	–	–	–
Finance lease liability	–	–	–	–
Deferred payment liabilities	–	–	–	–
Total borrowings	891	2,620	873	3,503
Provisions⁽²⁾				
Annual & other accrued leave	3,505	–	3,161	–
Sick leave	192	–	202	–
Long service leave	8,297	170	8,006	187
Employee leave entitlements on costs	–	–	–	–
Self insurance liabilities	–	–	–	–
Other employee provisions	522	–	528	–
Total provisions	12,516	170	11,897	187
Total payables, borrowings and provisions	38,121	2,790	37,671	3,690
Current provisions not expected to be settled within the next 12 months	6,682	–	6,425	–
Liabilities relating to restricted assets				
Domestic waste management	–	–	–	–
Total restricted liabilities	–	–	–	–
Liabilities relating to unrestricted assets	38,121	2,790	37,671	3,690
Total	38,121	2,790	37,671	3,690

(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.

Class of Provision	Opening Balance (\$'000)	Increase in Provision (\$'000)	Payments (\$'000)	Re-Measurement (\$'000)	Closing Balance (\$'000)
Annual & Other Accrued Leave	3,161	2,774	2,430	–	3,505
Sick Leave	202	1,325	1,335	–	192
Long service leave	8,193	1,262	988	–	8,467
Other employee provisions	528	1,713	1,719	–	522
Total	12,084	7,074	6,472	–	12,686

NOTE 11 Reconciliation of operating result to net cash movement from operating activities



(a) Reconciliation of Cash Assets

	Notes	2017 (\$'000)	2016 (\$'000)
Total cash and cash equivalents	6(a)	6,823	9,464
Less: bank overdraft	10	–	–
Balances as per statement of cash flow		6,823	9,464

NOTE 11 Reconciliation of operating result to net cash movement from operating activities (continued)

b) Reconciliation of net operating result to cash provided from operating activities

	Notes	2017 (\$'000)	2016 (\$'000)
Net operating result from income statement		39,580	77,934
Add:			
Depreciation and impairment	4	15,121	15,723
Impairment of investments	3	–	–
Decrements from revaluations/(Reversal of previous revaluation decrements)	3,4	–	–
Loss/(gain) on sale of assets	5	1,020	(2,075)
Amortisation of discounts & premiums recognised	3,4	(22)	(25)
Non cash contributions and dedications		–	–
Fair value (gains)/losses to investment property	4	(1,319)	(23,300)
Fair value adjustments to financial assets at fair value through profit and loss	6	–	–
Increase/(decrease) in provision for doubtful debts	7	46	136
Increase/(decrease) in provision for leave entitlements	10	602	1,060
Increase/(decrease) in other provisions	10	–	–
(Increase)/decrease in receivables	7	(1,472)	(529)
(Increase)/decrease in inventories	8	(248)	(28)
(Increase)/decrease in other current assets	8	225	(2,222)
Increase/(decrease) in payables	10	(136)	2,440
Increase/(decrease) in accrued interest payable	10	(5)	(26)
Increase/(decrease) in other current liabilities	10	31	1,819
Other	3,4	–	–
Non cash capital grants & contributions	3	(300)	–
Net cash provided by (used in) operating activities		53,123	70,907

	2017 (\$'000)	2016 (\$'000)
(c) Non-Cash Financing and Investing Activities		
Acquisition of plant & equipment by means of finance leases	–	–
S.94 contributions in kind	300	–
Dedications	–	–
	300	–

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank overdrafts facility	–	–
Corporate credit cards	60	40
	60	40



NOTE 12 Commitments for expenditure



	2017 (\$'000)	2016 (\$'000)
(a) Capital commitments (exclusive of GST)		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	–	1,500
Plant & equipment	–	–
Construction services	744	1,650
Tree planting	–	55
Park improvements	3,458	5,700
Seawall improvements	–	–
Street furniture	–	166
Streetscape upgrade	–	–
Granite paving	–	300
Stormwater/drainage	212	–
Total	4,414	9,371
These expenditures are payable:		
– Not later than one year	4,414	7,871
– Later than one year and not later than 5 years	–	1,500
– Later than 5 years	–	–
Total	4,414	9,371
(b) Finance lease commitments		
Commitments under finance leases at the reporting date are payable as follows:		
– Not later than one year	–	–
– Later than one year and not later than 5 years	–	–
– Later than 5 years	–	–
Total	–	–
Minimum lease payments	–	–
Less: future finance charge	–	–
Lease liability	–	–
Representing lease liabilities:		
– Current	–	–
– Non-Current	–	–
(c) Non-cancellable operating lease commitments		
Commitments under non-cancellable operating leases at 30 June 2017 but not recognised in the financial statements are payable as follows:		
– Not later than one year	2,192	2,146
– Later than one year and not later than 5 years	6,211	8,327
– Later than 5 years	–	–
Total⁽¹⁾	8,404	10,473
(d) Repairs and maintenance: investment property		
Contractual obligations for future repairs and maintenance		
Total	–	–

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

NOTE 13(a) Statement of performance measures – consolidated results

	Amounts (\$'000)	Current Year Indicators	2016	2015
1. Operating performance				
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions – operating expenses	13,561	11.47%	8.13%	8.53%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	118,191			
2. Own source operating revenue				
Total continuing operating revenue ⁽¹⁾ excluding all grants and contributions	109,127	75.83%	67.03%	71.44%
Total continuing operating revenue ⁽¹⁾ inclusive of all grants and contributions	143,911			
3. Unrestricted current ratio				
Current assets less all external restrictions	72,729	3.44x	4.29x	5.03x
Current liabilities less specific purpose liabilities	21,167			
4. Debt service cover ratio				
Operating results ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation (EBITDA)	27,765	27.65x	12x	20.86x
Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)	1,004			
5. Rates and annual charges outstanding percentage				
Rates and annual charges outstanding	2,917	3.62%	3.59%	3.84%
Rates and annual charges collectible	80,501			
6. Cash expense cover ratio				
Current year's cash, cash equivalents + Term Deposits x 12	127,073 x 12	15.92	15.72	15.68
Payments from cash flow of operating and financing activities	95,780	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	2017 (\$'000)	2016 (\$'000)
At fair value			
Opening balance at July 1 2016		113,165	88,380
Acquisitions		–	1,485
Transferred from Note 9		–	–
Classified as held for disposals		–	–
Net gain (loss) from fair value adjustment		2,375	23,300
Transfer (to) from inventories and other occupied property		–	–
Closing balance at 30 June 2017		115,540	113,165
(a) Amounts recognised in profit and loss for investment property			
Rental income	3 (d)	568	566
Net gain (loss) from fair value adjustment	3 (d)	2,375	23,300
Direct operating expenses from property that generated rental income		(282)	(261)
Direct operating expenses from property that did not generate rental income		–	–
Total		2,661	23,605

(b) Valuation basis

The basis of the valuation of investment properties is at fair value being the amounts for which the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location and condition subject to similar leases. The 2017 revaluations were based on independent assessments made by Scott Fullarton Valuations Pty Ltd, a member of the Australian Property Institute.

(c) Contractual obligations

Refer to Note 12 for disclosure of any contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

(d) Leasing arrangements – Council as Lessor

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.

	2017 (\$'000)	2016 (\$'000)
Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:		
– Not later than one year	421	285
– Later than one year and not later than 5 years	951	566
– Later than 5 years	195	182
Total	1,567	1,033

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 Department under policies approved by the Council.

Council held the following financial instruments at balance date:

	Carrying Value		Fair Value	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Financial assets				
Cash and cash equivalents	6,823	9,464	6,823	9,464
Receivables	11,197	9,771	11,197	9,771
Financial assets at fair value through profit or loss	–	–	–	–
Available-for-sale financial assets	–	–	–	–
Held-to-maturity investments	179,629	168,579	180,009	168,654
	197,649	187,814	198,029	187,889
Financial liabilities				
Payables	23,237	23,937	23,237	23,937
Borrowings	3,511	4,376	4,470	5,811 ⁽¹⁾
	26,748	28,313	27,707	29,748

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.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance Department 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.



NOTE 15 Financial risk management (continued)

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable. It is assumed that the change in interest rates would have been constant throughout the reporting period.

	30/06/2017 \$'000	30/06/2016 \$'000
Estimated impact of a 10% ⁽²⁾ movement in price of investments:		
– Equity	n/a	n/a
– Income statement	n/a	n/a
Estimated impact of a 1% movement in interest rates on cash and investments:		
– Equity	1,865	1,780
– Income statement	1,865	1,780

Note:

(2) Movements in the price of investments is not calculated, as tradable investments are purchased with the intent to hold to maturity, at which point they are redeemed at face value. Movement in price of investments is calculated only on tradable investments.

(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	2017	2016
Percentage of rates and annual charges			
– Current		65%	69%
– Overdue debts		35%	31%
		\$'000	\$'000
Analysis of overdue debts			
Less than 1 year		1,901	1,839
1 to 2 years		534	437
2 to 5 years		464	394
Greater than 5 years		18	4
	7	2,917	2,674

NOTE 15 Financial risk management (continued)

(b) Credit risk (continued)

	2017	2016
Percentage of other receivables		
– Current	86%	87%
– Overdue debts	14%	13%

	\$'000	\$'000
Analysis of overdue debts	\$'000	\$'000
0 – 30 days overdue	7,503	6,496
31 – 60 days overdue	200	260
61 – 90 days overdue	108	75
91+ days overdue	921	672
	7	8,732
		7,503

(ii) Movement in provision for impairment for receivables

	2017	2016
Balance at the beginning of the year	406	270
Plus: New provisions recognised during the year	1	140
Less: Amounts already provided for & written off	45	(4)
Balance at the end of the year	452	406



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.

2017 \$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
Payables	23,237	–	–	23,237	23,237
Borrowings	986	2,022	784	3,792 ⁽³⁾	3,511
	24,223	2,022	784	27,029	26,748

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 ⁽³⁾	4,376
	25,894	2,610	1,141	29,645	29,277

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs. The Finance Department 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 2017		30 June 2016	
	Weighted average interest rate %	Balance \$'000	Weighted average interest rate %	Balance \$'000
Overdraft	N/A	–	N/A	–
Bank loans – variable ⁽⁴⁾	2.80%	2,353	2.90%	2,353
Bank loans – fixed	4.95%	1,158	4.95%	1,158
		3,511		3,511

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 2016-2020 Delivery Plan adopted by the Council on 28 June 2016.

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. Many of the variances below have been adjusted during budget reviews throughout the 2016/17 financial year and, where appropriate, have been incorporated into the 2017/18 Original Budget in order to frame a more rigorous and robust budget.

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

This Note sets out the details of material variations between the Original Budget and actual results for the Income Statement. Material favourable (F) and unfavourable (U) variances represent amounts of 10% or more of the budgeted amount, or if considered appropriate to comment.

Revenues

User charges and fees \$2,627K (18%) (F)

Council received user charges and fees revenue of \$17,183k which was above the original budget by \$2,627k (18%).

The additional income received was predominantly related to development related income amounting to an additional \$1,670k over budget. This is a reflection of the level of activity in the current local development market. Additional income derived from Environmental Enforcement Levies amounted to \$784k more than budgeted expectations. Macquarie Park Parking Scheme income exceeded budgeted expectations by \$527k.

Demand (via growth) resulted in Commercial Waste income exceeding budgeted expectations by \$249k and the Ryde Aquatic Leisure Centre generated an additional \$265k more income than budgeted expectations.

Interest and investment revenue \$1,532K (37%) (F)

Council received interest revenue of \$5,625k which was above the original budget by \$1,532k (37%).

Whilst interest rates have been reasonably flat over the last 12 months, the pool of funds available for investment have increased due to higher than expected Section 94 contributions and other Internal Reserves. 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 \$3,330K (43%) (F)

Council received other revenues of \$11,065k which was above the original budget by \$3,330k (43%).

Additional income of \$2,375k relates to the fair value increments on investment properties, as required under AASB 140 (75). Changes in fair value are recorded in profit/loss as part of 'Other Income'.

Grants & contributions provided for operating purposes \$2,117K (30%) (F)

Council Operating Grants and Contributions of \$9,064k was above the original budget by \$2,117k (30%).

The variance was largely due to the prepayment of \$1,630k in 2017/18 Financial Assistant Grants. An additional \$126k was received from the State Government for the Emergency Services Property Levy Implementation project, an additional contribution of \$109k was received for the "Shop Ryder" Community Bus Service project, \$112k was received for Events – Community program and \$100k for Long Services Leave received from other Councils.

Grants & contributions provided for capital purposes \$19,662K (325%) (F)

Council received capital income of \$25,720k which was above the original budget by \$19,662k (325%).

Council only budgets, as part of its Original Budget, for known grants and contributions towards capital works, it does not budget for Section 94 Contributions as these vary greatly. Council received \$15,170k in Section 94 Contributions during 2016/17.

During 2016/17, Council received \$2,020k for Voluntary Planning Agreements and additional grants for Shrimptons Creek Corridor Embellishment projects (\$1,000k), Morrison Road LATM project (\$708k), Pedestrian Infrastructure Safety Around Schools Program project (\$100k). Additionally, Council also received \$540k in transport grants from RMS for road resurfacing, road kerb renewal, cycleway construction.

Expenses

Borrowing costs -\$33K (-19%) (F)

Council incurred borrowing costs of \$139k which was below the original budget by -\$33k (-19%).

Council's interest rates on loans are largely variable and with interest rates decreasing, borrowing costs were less than anticipated.

Other expenses -\$3,893K (-19%) (F)

Council paid other expenses of \$16,877k which was below the original budget by -\$3,893k (-19%).

The majority of budgeted savings relate to street lighting charges (\$660k), utilities – power (\$725k), waste development tax (\$449k), insurance premiums (\$415k), water rates (\$249k), IT licenses (\$135k), telecommunications (\$117k) and contributions & donations – fire control (\$107k). The balance of expenditure savings in this area is the sum of minor savings across the entire organisation which, in part, has transpired from the prospect of an imminent merge and therefore Council's cautionary commitment to discretionary expenditure.



NOTE 17 Statement of developer contributions



Purpose	Contributions received During year ⁽¹⁾		Interest & Investment Income		Expended During Year \$'000	Internal Borrowings (To/from) ⁽³⁾ \$'000	Expenditure Reclassified \$'000	Held as Restricted Asset ⁽²⁾⁽⁴⁾ \$'000	Works Provided To date \$'000	Cumulative Internal Borrowings Due/(payable) \$'000
	Opening Balance \$'000	Cash \$'000	Non-cash \$'000	During year \$'000						
Community & Culture	10,381	2,778	-	323	2,068	-	-	11,414	779	-
Open Space & Public Domain	44,721	10,381	-	1,352	9,949	-	-	46,505	14,684	-
Roads, Traffic, Carparks & Cycleways	2,781	1,515	-	68	2,564	-	-	1,800	4,061	-
Stormwater Management	6,402	444	-	174	1,718	-	-	5,302	4,903	-
Administration	231	56	-	5	199	-	-	93	493	-
TOTAL UNDER PLANS	64,516	15,174	-	1,922	16,498	-	-	65,114	24,920	-
Planning agreements	9,378	2,021	-	-	111	-	-	11,288	-	-
TOTAL CONTRIBUTIONS	73,894	17,195	-	1,922	16,609	-	-	76,402	-	-

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:

It is anticipated that a new Section 94 Developer Contribution Plan will be considered by Council in 2017/18 year.

NOTE 18 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position 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 however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB119. Future contributions made to the defined benefits scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

(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 30/6 this year 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 increased prudential requirements from APRA. These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other Guarantees

Council has provided no other guarantees other than those listed above.

2 Other liabilities

(i) 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.

(ii) 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.

3 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.

ASSETS NOT RECOGNISED

(i) 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.

(ii) Infringement Notices/Fines

Fines and 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.

(iii) 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.



NOTE 19 Interests in other entities



Council has no interests in any controlled entities, joint ventures or associates.

NOTE 20 Revaluation reserves and retained earnings



	2017 (\$'000)	2016 (\$'000)
(a) Retained earnings		
Movements in retained earnings were as follows:		
At beginning of year	1,196,428	1,783,775
Adjustment to correct prior years errors (Note 20 (c))	–	(665,281)
Net operating result for the year	39,580	77,934
At end of year	1,236,008	1,196,428
(b) Revaluation reserves		
Infrastructure, property, plant and equipment revaluation reserve	192,863	125,785
Available-for-sale investments revaluation reserve	–	–
Other Reserves	–	–
Total assets	192,863	125,785
Movements:		
<i>Property, plant and equipment revaluation reserve</i>		
At beginning of year	125,785	679,801
Revaluation – gross	62,121	(4,158)
Adjustment to correct prior years errors (Note 20 (c))	–	(543,230)
Impairment ⁽¹⁾	–	(5,241)
Depreciation transfer – gross	4,957	(1,387)
Other Reserves	–	–
At end of year	192,863	125,785
<i>Available-for-sale investments revaluation reserve</i>		
At beginning of year	–	–
Revaluation – gross	–	–
Transfer to net profit – gross	–	–
At end of year	–	–

Nature and purpose of reserves

(i) Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

NOTE 20 Revaluation reserves and retained earnings (continued)

(c) Correction of errors in previous years

Following discussions with Council's auditors, Community land values have been adjusted to reflect 2016 Valuer General's valuations (as opposed to independently certified valuations that have been used to date). The Valuer General's valuations incorporate a significant (but appropriate) level of valuation 'discounting', reflecting the limitations and constraints of the land (ie land classification and zoning).

The adjustment to Community Land values does not adversely affect Council's financial performance, nor does it impact on any of Council's financial health indicators.

Values associated with 'Land Under Roads' has also been revised downwards by 90%, again reflecting the limitations and constraints of the land. As with Community Land, the adjustment to 'Land Under Roads' values does not adversely affect Council's financial performance, nor does it impact on any of Council's financial health indicators.

In the 2016 financial year Council wrote off the value of structures on investment properties, as it was not considered that these items/structures formed part of the saleable value of the asset.

	30 June 2016 \$'000	1 July 2015 \$'000
Community Land	–	(1,251,624)
Operational Land	–	70,758
Land Under Roads	–	(10,397)
Investment Properties	–	(17,248)

The error has been corrected by restating each of the affected financial statement line items for the prior period as follows:

	30 June 2016 \$'000	Increase/ (Decrease) \$'000	30 June 2016 (restated) \$'000	1 July 2015 \$'000	Increase/ (Decrease) \$'000	1 July 2015 (restated) \$'000
Balance Sheet (extract)						
Infrastructure, Property, Plant & Equipment	2,250,192	(1,191,263)	1,058,929	2,245,889	(1,191,263)	1,054,626
Investment Properties*				105,628	(17,248)	88,380
Net Assets	2,513,476	(1,191,263)	1,322,213	2,463,576	(1,208,511)	1,255,065
Retained earnings	1,861,709	(665,281)	1,196,428	1,783,775	(665,281)	1,118,494
Revaluation reserves	669,015	(543,230)	125,785	679,801	(543,230)	136,571
Total equity	2,530,724	(1,208,511)	1,322,213	2,463,576	(1,208,511)	1,255,065

* No prior period errors occurred in the 2015/16 financial year for investment properties

NOTE 21 Results by fund

Council has only one consolidated fund.



NOTE 22 Non-current assets classified as held for sale



	2017 (\$'000)	2016 (\$'000)
Operational Land	–	–
Buildings	–	–
Total	–	–

Refer to note 27 for fair value measurement information.

NOTE 23 Events occurring after balance sheet date



Council Amalgamation

On 27 July 2017 the Premier of NSW, Gladys Berejiklian, announced that the NSW Government will no longer continue the Government's merger policy with the council amalgamations before the court. As such, the proposed merger of the City of Ryde with Hunters Hill and Lane Cove Councils will not proceed.

NOTE 24 Discontinued operations



Council has not classified any of its operations as 'discontinued'.

NOTE 25 Intangible assets



Council is unaware of any control over intangible assets that warrant recognition in the financial statements, including either internally generated and developed assets or purchased assets.

NOTE 26 Reinstatement, rehabilitation and restoration liabilities



Refer to Note 18 – Old Landfill sites

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

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

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 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following Fair Value Measure Hierarchy table shows the assigned level for each asset and liability held at fair value by the Council:

Fair Value Measure Hierarchy table

	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
30 June 2017				
Investment properties	14	115,540	–	115,540
Infrastructure, Property, Plant and Equipment	9			
– Operational land		220,018	–	220,018
– Community land		–	142,287	142,287
– Land under roads		–	1,155	1,155
– Buildings (Specialised and non-specialised)		–	93,917	93,917
– Roads, Bridges, Footpaths		–	368,514	368,514
– Stormwater drainage		–	202,828	202,828
Subtotal I,PP & E			808,701	1,028,719
TOTALS		335,558	808,701	1,144,259

	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
30 June 2016				
Investment properties	14	113,165	–	113,165
Infrastructure, Property, Plant and Equipment	9			
– Operational land		173,091	–	173,091
– Community land		–	143,354	143,354
– Land under roads		–	1,155	1,155
– Buildings (Specialised and non-specialised)		–	54,042	54,042
– Roads, Bridges, Footpaths		–	367,821	367,821
– Stormwater drainage		–	204,554	204,554
Subtotal I,PP & E			770,926	944,017
TOTALS		286,256	770,926	1,057,182

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 2 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 2017, the fair values of the land have been determined by Scott Fullarton Valuations Pty Ltd.

All investment property valuations are included in level 2 of the hierarchy. The value of investment property has been determined using the market approach.

Land (Operational)

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.

Operational Land was last revalued as at 31 May 2017.

Level 3 measurements

Buildings

The Council engages external, independent and qualified valuers to determine the fair value of the Council's buildings. Buildings were revalued in the 30 June 2017 financial year and the fair values were determined by Scott Fullarton Valuations 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 (Community and Land under road)

Community Land has been valued by the Valuer General as at 1 July 2016. Council has resolved to not value Land Under Roads (LUR) acquired before 1 July 2008.

The key unobservable input to the valuation based on the Englobo method.

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 2016 with the exception of specialised buildings.

The information presented in the Fair Value Measure Hierarchy table on unobservable input has been limited to significant components of the infrastructure assets as it is impracticable to provide information for all components.

NOTE 27 Fair value measurement (continued)

Reconciliation of movements

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

Level 3	2017 (\$)	2016 (\$)
Balance at 1 July	770,926	770,586
Total gains or losses for the period	–	–
Recognised in profit or loss – realised (refer to Note 5)	–	–
Recognised in other comprehensive income – revaluation surplus	27,454	(8,785)
Other movements	(9,428)	(11,955)
Purchases	19,749	21,105
Sales	–	(25)
Transfers into Level 3	–	–
Transfers out of Level 3	–	–
Other movements	–	–
Balance at 30 June	808,701	770,926

A reconciliation of the movements in recurring fair value measurements allocated to Level 2 of the hierarchy is provided below:

Level 2	2017 (\$)	2016 (\$)
Balance at 1 July	286,256	261,471
Total gains or losses for the period	2,375	23,300
Recognised in profit or loss – realised (refer to Note 5)	–	–
Recognised in other comprehensive income – revaluation surplus	40,819	–
Other movements	12	–
Purchases	6,096	1,485
Sales	–	–
Transfers into Level 2	–	–
Transfers out of Level 2	–	–
Other movements	–	–
Balance at 30 June	335,558	286,256

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.



NOTE 28 Related party disclosures

Key Management Personnel

Key management personnel (KMP) of the Council are those persons having the authority and responsibility for planning, directing and controlling the activities of the Council, directly or indirectly. The City of Ryde KMP's are identified as the Councillors, General Manager and Directors.

The aggregate amount of KMP compensation included in the Income Statement is:

Compensation	2017 (\$000's)
Short-term benefits	1,719
Post-employment benefits	96
Other long-term benefits	47
Termination benefits	0
Total	1,861

Other transactions with KMP and their related entities

Council has determined that transactions at arms lengths between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the Transaction	Amount of the transactions during the year (\$000's)	Outstanding balances, including commitments at year end	Terms and conditions	Provisions for doubtful debts related to the amount of outstanding balances	The expense recognised during the period relating to bad or doubtful debts due from related parties
Grant Funding	70	0	KMP is a Board member where a Grant was provided as part of the Community Aid Grant for FY2016 & FY2017 paid by Council.	0	0

Other Related Parties

Type of related party: subsidiary/ associate/ joint ventures/ other	Nature of the Transactions	Amount of the transactions during the year	Outstanding balances, including commitments at year end	Terms and conditions	Provisions for doubtful debts related to the amount of outstanding balances	The expense recognised during the period relating to bad or doubtful debts due from related parties
Nil						

Independent audit report



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

Opinion

I have audited the accompanying financial statements of Council of the City of Ryde (the Council), which comprise the statement of financial position as at 30 June 2017, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion,

- 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)
- the financial statements:
 - have been presented, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).



Independent audit report (continued)



I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Matter

The financial statements of the Council for the year ended 30 June 2016 were audited by another auditor who expressed an unmodified opinion on that financial statements on 12 October 2016.

The Councillors' Responsibility for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards 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.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

Independent audit report (continued)



My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, Note 2(a) and Note 16 budget variation explanations
- on the attached Special Schedules
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Weini Liao
Director, Financial Audit Services

25 October 2017
SYDNEY



Report on the conduct of the audit



Councillor Jerome Laxale
Mayor
Binary Centre, Level 1 of Building 3
3 Richardson Place
NORTH RYDE NSW 2112

Contact: Weini Liao
Phone no: 9275 7100
Our ref: D1727964/1783

25 October 2017

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2017 Council of the City of Ryde

I have audited the general purpose financial statements of the Council of the City of Ryde (the Council) for the year ended 30 June 2017 as required by s415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2017 is issued in accordance with section 417 of the Act. Section 417(3) requires me to consider and report on matters pertinent to the Council's financial statements and audit. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under s417(2) of the Act.

INCOME STATEMENT

Operating result

	2017	2016	Variance
	\$m	\$m	%
Rates and annual charges revenue	77.6	71.8	8.1 ↑
Grants and contributions revenue	34.8	50.8	(31.5) ↓
Operating result for the year	39.6	77.9	(49.2) ↓
Net operating result before capital amounts	13.9	34.4	(59.6) ↓

Report on the conduct of the audit (continued)

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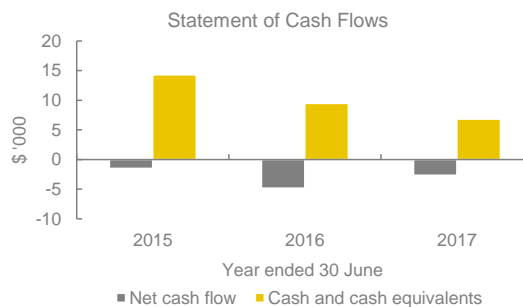
- The operating result from continuing operations for the year is a surplus of \$39.6 million (2016: \$77.9 million) including the effect of depreciation expense of \$15.1 million (2016: \$15.7 million). The decline in the operating result is attributable to Grants and Contributions revenue decrease of 31.5 per cent. Developer Contributions (s94) reduced by \$23.4 million to \$15.2 million in 2016-17. Additionally, Other Revenue declined as result of movements in fair value of investment properties equating to a net reduction of \$20.9 million.
- Rates and annual charges increased by 8.1 per cent due to a combination of an approved Special Rate Variation (seven per cent) and Supplementary Rates issued. This mainly arose from growth within the local government area.

STATEMENT OF CASH FLOWS

Operating cash flows were impacted by a reduction of \$17.2 million in grants and contributions cash receipts, specifically s94 contributions.

Investing cash flows improved by \$19 million mainly because of reduced spending on infrastructure, property assets and the sale of assets.

The net decrease in cash and cash equivalents was \$2.6 million compared to the amount of \$4.8 million in 2016.



FINANCIAL POSITION

Cash and Investments

Restricted Cash and Investments	2017	2016	Commentary
	\$m	\$m	
External restrictions	100.5	90.8	Council's external restrictions increased by 11 per cent, due to: <ul style="list-style-type: none"> • section 94 Contributions received (and interest earned) throughout the year exceeded Section 94 related expenditure by \$2.5 million • unexpended grants received during the financial year exceeded \$4.6 million • domestic waste management operations resulted in a \$2.4 million net saving transferred to the DWM Reserve
Internal restrictions	83.4	82.9	
Unrestricted	2.5	4.4	
Cash and investments	186.4	178.1	

Council's internal restrictions increased marginally by \$0.5 million with approximately \$27 million being transferred to and from restricted reserves. The transfer included \$8.0 million for asset renewal purposes, \$5.3 million for office accommodation purposes, \$3.8 million for the Ryde Aquatic Leisure Centre, \$3.3 million for property development purposes and \$2.2 million for plant replacement purposes.

Council's unrestricted cash and investments have reduced by \$1.9 million to \$2.5 million. This should be closely monitored to ensure council does not overly restrict its cash and investments and therefore forego some of its financial flexibility.



Report on the conduct of the audit (continued)



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PERFORMANCE RATIOS

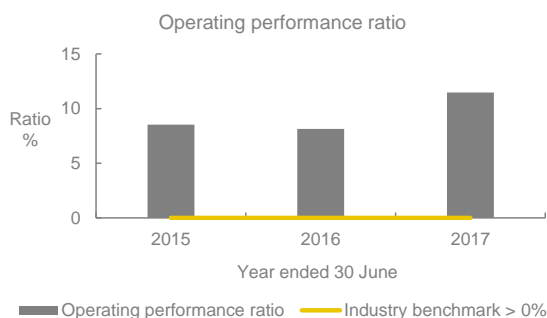
Operating performance ratio

Council's operating performance ratio of 11.47 per cent in 2016-17 continues to exceed the industry benchmark of greater than zero per cent.

Contributing factors to this result include:

- increase in rates and users charges primarily due to Special Rate Variation of seven per cent
- stabilisation of operating expenses particularly in employee benefits and on costs, materials and contracts, and depreciation when compared to 2015-16.

The 'operating performances ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.

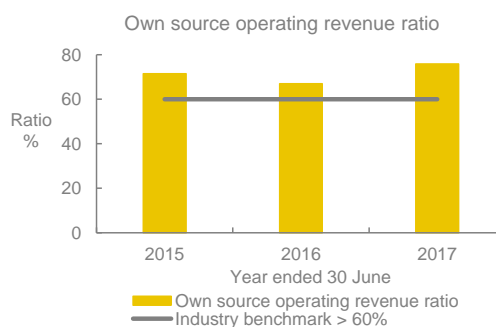


Own source operating revenue ratio

Council's own source operating ratio of 75.8 per cent reflects a low level of reliance on externally sourced grant revenue and exceeded the benchmark of greater than 60 per cent.

The ratio has remained relatively stable above the benchmark over the last three years.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Report on the conduct of the audit (continued)



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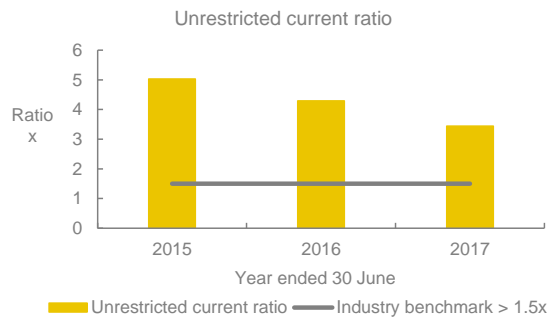


Unrestricted current ratio

This ratio indicates that Council currently has \$3.44 of unrestricted assets available to service every \$1.0 of its unrestricted current liabilities. This reflects a sufficient operating buffer for use in Council's operations and exceeds the OLG benchmark of greater than 1.5 times.

The ratio has gradually declined over the past three years largely as a result of a decline in the value of overall current assets.

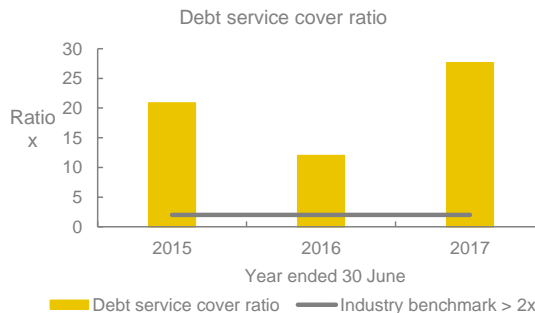
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

Council's debt service cover ratio (27.65 times) continues to exceed industry benchmark (two times). It is contributed by low debt dependency (\$3.5 million outstanding as at 30 June 2017) equates to very modest levels of debt repayments.

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

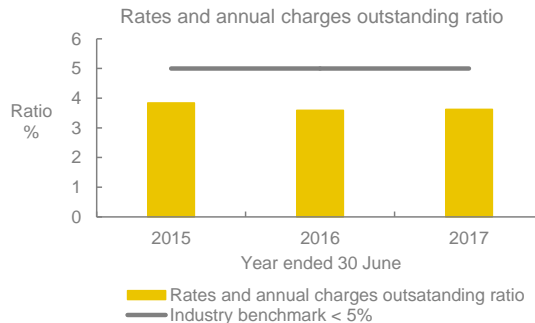


Rates and annual charges outstanding ratio

Council's outstanding rates and charges ratio (3.6 per cent) remains within the industry benchmark of below five per cent. Main contributing factors include:

- concerted effort to arrange payment with ratepayers facing financial difficulties, particularly given the approved Special Rate Variation
- active follow up on recovery of outstanding debts.

The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is greater than five per cent for metro councils.





Report on the conduct of the audit (continued)



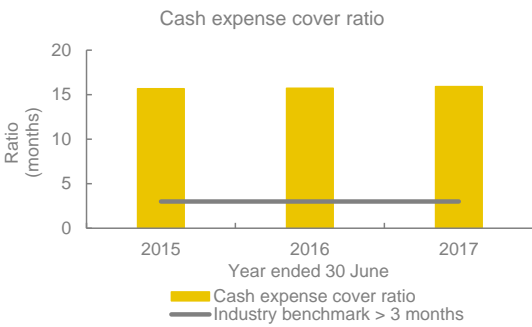


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Cash expense cover ratio

Council's cash expense cover ratio of 15.9 months continues to exceed industry benchmark (three months). This reflects the substantial accumulation of cash and term deposits made over a number of years.

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



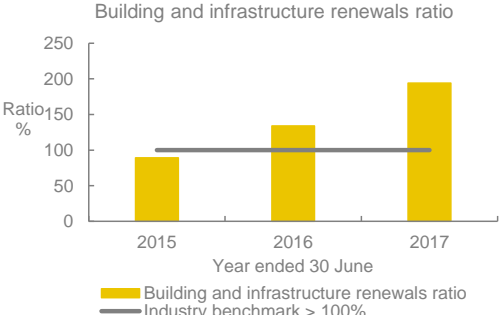
Year ended 30 June	Cash expense cover ratio (months)	Industry benchmark > 3 months
2015	15.9	3
2016	15.9	3
2017	15.9	3

Building and infrastructure renewals ratio

Council's infrastructure renewals ratio is improving due to its increasing investment in asset renewals. The approved Special Rate Variation was designed to address shortfalls in asset renewal investment.

The 'building and infrastructure renewals ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

This ratio is sourced from information contained in council's Special Schedule 7 which has not been audited.



Year ended 30 June	Building and infrastructure renewals ratio (%)	Industry benchmark > 100%
2015	~90	100
2016	~130	100
2017	~190	100

New accounting standards implemented

AASB 124 'Related Party Disclosures'

<p>Effective for annual reporting periods beginning on or 1 July 2016</p>	<p>AASB 2015-6 extended the scope of AASB 124 to include not-for-profit public sector entities. As a result, Council's financial statements disclosed the:</p> <ul style="list-style-type: none"> • compensation paid to their key management personnel • nature of their related party relationships • amount and nature of their related party transactions, outstanding balances and commitments and outstanding balances (including commitments).
---	--

Report on the conduct of the audit (continued)



Our insights inform and challenge government to improve outcomes for citizens



Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial reports. The Council's:

- accounting records were maintained in a manner and form to allow the general purpose financial statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Weini Liao
Director, Financial Audit Services

25 October 2017
SYDNEY

cc: George Dedes, Acting General Manager
Binary Centre, Level 1 of Building 3, 3 Richardson Place, North Ryde NSW 2112

John Gordon, Chair of Audit and Risk Committee
Binary Centre, Level 1 of Building 3, 3 Richardson Place, North Ryde NSW 2112

Tim Hurst, Acting Chief Executive of the Office of Local Government



Special Purpose Financial Statements

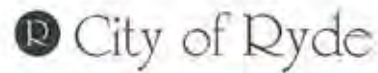
for the year ended 30 June 2017



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Statement by Councillors and Management



Lifestyle and opportunity @ your doorstep

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:

- the NSW Government Policy Statement, Application of National Competition Policy to Local Government
- the 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 statements:

- 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 24 October 2017.

Councillor Jerome Laxale
Mayor

Councillor Christopher Gordon
Deputy Mayor

Mr George Dedes
Acting General Manager

Mr Steven Kludass
Responsible Accounting Officer

North Ryde Office
Level 3, Building 0, Bimey Centre,
3 Richardson Place, North Ryde NSW 2113

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www.ryde.nsw.gov.au



Income statement of other business activities

for the year ended 30 June 2017



(\$000's)	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2017	2016	2017	2016
Income from continuing operations				
Annual Charges	-	-	-	-
User Charges	5,754	5,373	1,440	1,371
Fees	-	-	-	-
Interest	-	-	-	-
Other income	18	20	-	-
Grants & Contributions provided for Non-Capital Purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Total Income From Continuing Operations	5,772	5,393	1,440	1,371
Expenses from continuing operations				
Employee benefits and on costs	3,368	3,363	-	-
Materials and Contracts	597	586	387	323
Borrowing costs	-	45	-	-
Depreciation, amortisation and impairment	849	650	-	-
Loss on sale of assets	-	-	-	-
Calculated Taxation Equivalents	184	183	-	-
Other expenses	71	157	273	266
Total Expenses From Continuing Operations	5,069	4,984	660	589
Surplus (Deficit) from Continuing Operations before capital amounts	703	409	780	782
Grants & Contributions provided for Capital Purposes	-	-	-	-
Surplus (Deficit) from Continuing Operations after capital amounts	703	409	780	782
Surplus (Deficit) from Discontinued Operations	-	-	-	-
Surplus (Deficit) from All Operations before Tax	703	409	780	782
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	211	123	234	235
Surplus (Deficit) After Tax	492	286	546	547
Opening Retained profits	32,664	32,072	200	200
Adjustments for Amounts Unpaid:-				
Taxation Equivalent Payments	184	183	-	-
Corporate Taxation Equivalent	211	123	234	235
Plus: Equity Contributions	-	-	-	-
Less: Equity Withdrawals	-	-	-	-
Less: TER Dividend payment (non restricted activities)	-	-	(234)	(235)
Less: Surplus Dividend payment (non restricted activities)	-	-	(546)	(547)
Closing Retained Profits	33,551	32,664	200	200
RETURN ON CAPITAL (%)	2.03%	1.15%	0.00%	0.00%
Required return on capital (%)	5.61%	5.35%	0.00%	0.00%
SUBSIDY FROM COUNCIL	1,240	1,486	-	-
Calculation of Dividend Payable				
Surplus (Deficit) after tax	492	286	546	547
Less: Capital grants & contributions	-	-	-	-
Surplus for dividend calculation purposes	492	286	546	547
Dividend calculated from surplus	492	286	546	547

Statement of financial position of other business activities

for the year ended 30 June 2017

(\$000's)	Ryde Aquatic Leisure Centre (Category 1)		Commercial Waste Management (Category 2)	
	2017	2016	2017	2016
CURRENT ASSETS				
Cash Asset and cash equivalents	1,207	624	–	–
Investments	–	–	–	–
Receivables	30	40	516	409
Inventories	12	12	–	–
Other	5,567	4,633	–	121
TOTAL CURRENT ASSETS	6,816	5,309	516	530
NON-CURRENT ASSETS				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, Property, Plant & Equipment	34,639	35,446	–	–
Other	–	–	–	–
TOTAL NON-CURRENT ASSETS	34,639	35,446	–	–
TOTAL ASSETS	41,455	40,755	516	530
CURRENT LIABILITIES				
Payables	344	281	77	281
Income received in advance	335	332	–	–
Interest Bearing Liabilities	285	271	190	–
Provisions	868	849	–	–
TOTAL CURRENT LIABILITIES	1,832	1,733	267	281
NON-CURRENT LIABILITIES				
Payables	–	–	–	–
Interest Bearing Liabilities	951	1,236	–	–
Provisions	12	13	49	49
TOTAL NON-CURRENT LIABILITIES	963	1,249	49	49
NET ASSETS	38,660	37,773	200	200
EQUITY				
Retained Earnings	33,551	32,664	200	200
Revaluation Reserves	5,109	5,109	–	–
Council Equity interest	–	–	–	–
Minority Equity interest	–	–	–	–
TOTAL EQUITY	38,660	37,773	200	200



NOTE 1 Significant accounting policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Report (SPFS) for National Competition Policy reporting purposes follows.

These financial statements are a SPFS prepared for use by the Council and Office of Local Government. For the purposes of these statements, the Council is non-reporting not-for-profit entity.

The figures presented in the SPFS, unless otherwise stated, 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 the SPFS have been prepared in accordance with the Local Government Act and Regulation and the Local Government Code of Accounting Practice and Financial Reporting.

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 \$549,000 but less than \$3,357,000. 2% of the value in excess of \$3,357,000
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.



Independent audit report



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statement

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Council of the City of Ryde's (the Council) Declared Business Activities, which comprise the statement of financial position of each Declared Business Activity as at 30 June 2017, the income statement of each Declared Business Activity for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information for the Business Activities declared by Council, and the Statement by Councillors and Management.

The Declared Business Activities of the Council are:

- Ryde Aquatic Leisure Centre
- Commercial Waste Management.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2017, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting (LG Code).

My opinion should be read in conjunction with the rest of this report and in particular, the Emphasis of Matter referring to the basis of accounting.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent audit report (continued)

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I 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 Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Matter

The financial statements of the Council for the year ended 30 June 2016 were audited by another auditor who expressed an unmodified opinion on that financial statement on 12 October 2016.

The Councillors' Responsibility for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes 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.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting, as it affects the Council's Declared Business Activities.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

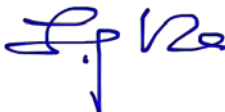
Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Weini Liao
Director, Financial Audit Services

25 October 2017
SYDNEY



Special Schedules

for the year ended 30 June 2017



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Special Schedule 1 – Net cost of services

Function or Activity	Expenses from continuing operations \$'000	Income from continuing operations (non-capital) \$'000	Income from continuing operations (capital) \$'000	Net cost of services \$'000
Governance	2,608	137		(2,471)
Administration	23,405	3,697	50	(19,658)
Public Order & Safety				
Fire Service Levy, Fire Protection, Emergency Services	2,339	14		(2,325)
Animal Control	297	57		(240)
Beach Control				
Enforcement of Local Govt Regs	1,045	2,890		1,845
Other Public Order & Safety	1,916	4,217		2,301
Total Public Order & Safety	5,597	7,178		1,581
Health	542	485		(57)
Environment				
Noxious Plants and Insect/Vermin Control				
Other Environment Protection	574	8		(566)
Solid Waste Management	17,753	21,549		3,796
Street Cleaning				
Drainage				
Stormwater Management	3,712	1,119	68	(2,525)
Total Environment	22,039	22,676	68	705
Community Services & Education				
Administration & Education	786	40		(746)
Social Protection (Welfare)	1,927	654		(1,273)
Aged Persons and Disabled	508	537		29
Children's Services	256	83		(173)
Total Community Services & Education	3,477	1,314		(2,163)
Housing & Community Amenities				
Public Cemeteries				
Public Conveniences	1,072	183		(889)
Street Lighting	2,202	371		(1,831)
Town Planning	7,506	9,803	7,021	9,318
Other Community Amenities	47	8	300	261
Total Housing & Community Amenities	10,827	10,365	7,321	6,859
Water Supplies				
Sewerage Services				
Recreation & Culture				
Public Libraries	5,739	1,110		(4,629)
Museums				
Art Galleries				
Community Centres and Halls	624	297		(327)
Performing Arts Venues				
Other Performing Arts				
Other Cultural Services	655	192		(463)
Sporting Grounds and Venues	525	683	128	286
Swimming Pools	6,128	5,993		(135)



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
Parks & Gardens (Lakes)	8,473	10		(8,463)
Other Sport & Recreation	263	89		(174)
Total Recreation & Culture	22,407	8,374	128	(13,905)
Fuel & Energy				
Agriculture				
Mining, Manufacturing & Construction				
Building Control	657	189		(468)
Other Mining, Manufacturing & Construction				
Total Mining, Manufacturing & Construction	657	189		(468)
Transport & Communication				
Urban Roads: Local	11,223	3,766	18,135	10,678
Urban Roads: Regional				
Sealed Rural Roads: Local				
Bridges on Urban Roads: Local	59			(59)
Bridges on Urban Roads: Regional				
Bridges on Urban Roads: Other				
Footpaths	1,746			(1,746)
Aerodromes				
Parking Areas	452			(452)
Other	204	174	18	(12)
Total Transport & Communication	13,684	3,940	18,153	8,409
Economic Affairs				
Camping Areas and Caravan Parks				
Other Economic Affairs	1,463	1,863		400
Total Economic Affairs	1,463	1,863		400
TOTALS – FUNCTIONS	106,706	60,218	25,720	(20,768)
GENERAL PURPOSE REVENUES⁽¹⁾		60,348		60,348
SHARE OF GAIN/(DEFICIT) FROM ASSOCIATES AND JOINT VENTURES ACCOUNTED FOR USING EQUITY METHOD⁽²⁾				
CORRECTION OF FUNDAMENTAL ERROR⁽²⁾				
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS⁽²⁾	106,706	120,566	25,720	39,580
EXTRAORDINARY ITEMS⁽²⁾				
SURPLUS/(DEFICIT) FROM ALL ACTIVITIES⁽²⁾	106,706	120,566	25,720	39,580

NOTE:

- (1) The definition of general purpose income for the purposes of disclosure in Note 2(a) is the aggregation of specific income items disclosed in Note 3 of the GPFS: ordinary rates; general purpose untied grants; interest on overdue rates and annual charges, internally restricted assets, and general council cash and investments and ex gratia rates.
- (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		Interest Applicable For Year	Principal Outstanding at end of Year	
	Current	Non-Current		From Revenue	Sinking Funds		Current	Non-Current
LOANS (By Source)								
Commonwealth Bank								
NSW Treasury Corporation								
Other State Government								
Public Subscriptions								
Financial Institutions	873	3,503	–	865	–	139	891	2,620
Other								3,511
TOTAL LOANS	873	3,503	–	865	–	139	891	2,620
OTHER LONG TERM DEBT								
Ratepayer's Advances								
Government Advances								
Finance Leases								
Deferred Payments								
TOTAL LONG TERM DEBT	873	3,503	–	865	–	139	891	2,620
								3,511



Special Schedule 2(b) – Statement of internal loans (Section 410(3) LGA 1993)

Summary of internal loans (\$'000)

Borrower (by purpose)	Amount Originally Raised ⁽²⁾	Total Repaid During the Year Principal & Interest	Principal Outstanding at End of Year
General			
Water			
Sewerage			
Domestic Waste Management			
Gas			
Other ⁽¹⁾	2,711	610	2,101
TOTALS	2,711	610	2,101

Details of individual internal loans (\$'000)

Borrower (by purpose)	Lender (by purpose)	Date of Minister's Approval	Date Raised	Rate of Interest Dates of Maturity	Amount Originally Raised ⁽²⁾	Total Repaid During the Year Principal & Interest ⁽³⁾	Principal Outstanding at End of Year
RALC ⁽²⁾ – Surf Ryder					2,711	610	2,101
TOTALS					2,711	610	2,101

(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
TOTAL	\$2,711,157

(3) Repayment amount includes transfer of \$500K from general fund in 2015/16

Special Schedule 7 – Report on infrastructure assets

Asset Class	Asset Category	Estimated Cost to bring to a satisfactory standard (overdue renewals) \$'000	Required Annual Maintenance Expense \$'000	Current Annual Maintenance \$'000	Net Carrying Amount \$'000	Gross Replacement Cost (GRC) \$'000	Assets in Condition as a % of Gross Replacement Cost							
							1	2	3	4	5			
Buildings	Council Offices/ Administration Centres	-	2,862	2,670	-	17,774	-	-	100.00%	-	-	-	-	-
	Council Works Depot	-	422	364	2,295	9,141	19.70%	80.30%	-	-	-	-	-	-
	Council Public Halls	-	-	-	852	9,904	0.00%	12.20%	87.80%	-	-	-	-	-
	Libraries	-	696	713	5,089	9,280	-	100.00%	-	-	-	-	-	-
	Cultural Facilities	-	729	775	8,297	19,819	35.24%	50.04%	14.71%	-	-	-	-	-
	Museum/Art Gallery	-	-	-	-	-	-	-	-	-	-	-	-	-
	Amenities/Toilets	61	309	409	10,528	20,094	12.55%	62.16%	20.61%	4.37%	0.30%	-	-	-
	Other Buildings	0	1,706	1,562	26,981	39,922	65.14%	11.90%	2.29%	13.11%	7.55%	-	-	-
	Specialised Buildings	-	-	-	39,876	53,168	-	100.00%	-	-	-	-	-	-
	Sub total	61	6,724	6,493	93,918	179,102								
Other Structures		3,349	6,461	5,888	76,821	93,732	28.02%	25.87%	31.74%	10.80%	3.57%	-	-	
Sub total	3,349	6,461	5,888	76,821	93,732									
Roads	Sealed Roads Surface	14,009	505	430	222,381	301,237	27.59%	47.12%	13.70%	6.94%	4.65%	-	-	
	Sealed Roads Structure	-	-	-	-	-	-	-	-	-	-	-	-	
	Unsealed Roads	-	-	-	-	-	-	-	-	-	-	-	-	
	Bridges	0	53	4	2,449	4,129	12.72%	59.31%	27.98%	0.00%	0.00%	-	-	
	Footpaths	195	1,733	1,316	51,499	62,009	14.30%	75.46%	7.03%	2.89%	0.31%	-	-	
	Cycle ways	-	56	112	-	-	-	-	-	-	-	-	-	
	Kerb and Gutter	64	1,336	1,421	88,819	102,792	1.48%	82.07%	14.27%	2.12%	0.06%	-	-	
	Other Road Assets	1,401	1,871	1,790	3,365	7,072	13.28%	27.54%	19.56%	19.81%	19.81%	-	-	
	Sub total	15,669	5,553	5,072	368,514	477,239								
Stormwater Drainage	Retarding Basins	0	-	-	942	1,064	9.57%	90.43%	0.00%	0.00%	0.00%	-	-	
	Outfalls	-	-	-	-	-	-	-	-	-	-	-	-	
	Stormwater Conduits	877	175	189	147,625	183,802	13.40%	66.60%	16.12%	3.41%	0.48%	-	-	
	Inlet and Junction Pits	103	-	-	45,648	66,874	10.99%	46.57%	38.47%	3.82%	0.15%	-	-	
	Head Walls	-	-	-	-	-	-	-	-	-	-	-	-	
	Outfall Structures	-	-	-	-	-	-	-	-	-	-	-	-	
	Stormwater Converters	-	-	-	-	-	-	-	-	-	-	-	-	
	Other	0	-	-	8,613	14,795	13.55%	24.65%	45.24%	16.56%	0.00%	-	-	
	Sub total	979	175	189	202,828	266,535								
Open Space/ Recreational Assets	Swimming Pools	-	1,514	1,343	-	-	-	-	-	-	-	-	-	
	Other Open Space/ Recreational Assets	-	-	-	-	-	-	-	-	-	-	-	-	
	Sub total	-	1,514	1,343	-	-								
Other Infra-structure Assets		-	-	-	-	-	-	-	-	-	-	-	-	
Sub total		-	-	-	-	-								
Total classes	Total – all assets	20,058	20,427	18,985	742,080	1,016,608	18.95%	54.90%	18.60%	5.29%	2.27%			



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.

Condition Rating	Condition Description
1	new or equivalent
2	good condition without visible blemishes or deterioration
3	usable & safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths
4	usable condition with defects that interfere with use or reduce asset life e.g. extensive road cracking. At the end of Condition 4, the asset will be due for renewal or disposal.
5	requires major repairs or is not suitable to remain in use due to a significant safety hazard, i.e. it is overdue for renewal.

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life).

The backlog refers to asset renewals that have been deferred due to insufficient funds. Any asset in condition 5 is considered to have been deferred and overdue for renewal and therefore part of the backlog.

Current Annual Maintenance, included in the table above, includes maintenance and operating costs, excluding depreciation, as the differentiation and tracking of costs has not been previously done and there is insufficient information to estimate this. Required Annual Maintenance is what should be spent to maintain and operate assets in a satisfactory standard that are already in satisfactory standard.

* 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.

In June 2017, Council resolved that Denistone East Bowling Club would become a passive and active recreation space. Subsequently, no renewal will occur for the component in Condition 5 for Other Buildings.

**Public Roads

Included within the "Public Roads" group of assets is Urban Roads, Footpaths, and Kerb and Gutter

Urban Roads

Council has adopted the use of a Pavement Management System (PMS) and condition data has been collected since 1991. The current replacement cost of the road assets is \$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	2016	2015	2014	Benchmark
Buildings Infrastructure Renewals Ratio						
Asset Renewals (building, infrastructure & other structures)	\$21,829	194%	134%	89%	123%	>100%
Depreciation, amortisation and impairment	\$11,274					
Infrastructure backlog ratio (WDV)						
Estimated cost to bring assets to a satisfactory condition (overdue renewals)	\$20,058	2.7%	3.4%	3.4%	9%	< 2%
Net carrying amount of infrastructure assets	\$742,080					
Asset maintenance ratio						
Actual asset maintenance	\$18,985	93%	88%	108%	91%	>100%
Required asset maintenance	\$20,427					
Cost to bring assets to agreed service level						
Estimated cost to bring assets to a satisfactory condition (overdue renewals)	\$20,058	2.0%	2.5%	2.5%	6%	< 2%
Total value of infrastructure, building, other structures and depreciable land improvement assets (GBV)	\$1,016,608					



Special Schedule 8 – Permissible Income for general rates

For the year ended 30 June 2017



	2016/2017 Calculation \$'000	2017/2018 Calculation \$'000
Notional General Income Calculation⁽¹⁾		
Last Year Notional General Income Yield	53,866	57,941
Plus or minus Adjustments ⁽²⁾	332	1,358
Notional General Income	54,198	59,299
Permissible Income Calculation		
Special variation percentage ⁽³⁾	7.00%	7.00%
OR Rate peg percentage	1.80%	1.50%
OR Crown land adjustment incl. rate peg percentage	–	–
Less expiring special variation amount	–	–
Plus special variation amount	3,794	4,151
Plus rate peg amount	–	–
OR Plus crown land adjustment and rate peg amount	–	–
Sub-total	57,992	63,450
Plus or minus last year's Carry Forward Total	(52)	3
Less Valuation Objections claimed in the previous year	–	(1)
Sub-total	57,941	1
Total Permissible income	57,941	63,451
Less Notional General Income Yield	57,941	63,151
Catch-up or (excess) result	–	300
Plus Income lost due to valuation objections claimed ⁽⁴⁾	–	33
Less Unused catch-up ⁽⁵⁾	–	–
Carry forward to next year	–	333

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.

Independent auditor's report – Special Schedule 8



INDEPENDENT AUDITOR'S REPORT

Special Schedule No. 8

Council of the City of Ryde

To the Councillors of Council of the City of Ryde

Opinion

I have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 8) of Council of the City of Ryde (the Council) for the year ending 30 June 2018.

In my opinion, Special Schedule No. 8 of Council of the City of Ryde for 30 June 2018 is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting (LG Code) issued by the Office of Local Government (OLG), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report, and in particular the Emphasis of Matter paragraph, which describes the basis of accounting.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of Special Schedule No.8' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



Independent auditor's report – Special Schedule 8 (continued)



Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the notes and explanations in Special Schedule No. 8 that instruct councils in its preparation so it complies with OLG's requirements as described in the LG Code. As a result, Special Schedule No. 8 may not be suitable for another purpose.

Other Matter

Special Schedule No.8 of the Council for the year ended 30 June 2016 was audited by another auditor who expressed an unmodified opinion on Special Schedule No. 8 on 12 October 2016.

Councillors' Responsibility for Special Schedule No. 8

The Councillors of the Council are responsible for the preparation of Special Schedule No. 8 in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of Special Schedule No. 8 that is free from material misstatement, whether due to fraud or error.

In preparing Special Schedule No.8, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of Special Schedule No. 8

My objectives are to:

- obtain reasonable assurance whether Special Schedule No. 8 as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on Special Schedule No.8.

A description of my responsibilities for the audit of Special Schedule No.8 is located at the Auditing and Assurance Standards Board website at http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Special Schedule No.8 on any website where they may be presented
- about any other information which may have been hyperlinked to/from Special Schedule No 8.

Weini Liao
Director, Financial Audit Services

25 October 2017
SYDNEY



**Bushcare Bushlink
Jim Walsh Park**



Statutory Reporting

The 2016/17 Annual Report was completed before 30 November 2017 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.

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 2016/17 using outcomes from the City of Ryde's Four Year Delivery Plan 2016–2020 is presented in 'Our performance against the Delivery Plan' from page 58.

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, and the End of Term Report describing our achievements against the objectives outlined in the Community Strategic Plan is presented from page 262.

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 2016/17 financial year are presented from page 158 (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= \$6,296.43

Statutory and voluntary pensioner rebates = \$1,219,064.40

Total = \$1,225,360.83

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.	\$43,995.10
	This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy.	
cl 217(1)(a1)(i) & (ii)	Communication expenses and facilities	\$23,344.21
cl 217(1)(a1)(iii)	Attendance of councillors at conferences and seminars, including registration, accommodation, transport etc.	\$10,842.92
cl 217(1)(a1)(iv)	Training of councillors and provision of skill development.	\$3,800
cl 217(1)(a1)(v)	Interstate visits by councillors (excluding conferences)	Nil
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.	Nil
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a councillor.	4760.44
	Councillor Fees, including Joint Regional Planning Panel participation.	\$329,925.35
	Total	\$417,657.93



Statutory Reporting

7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

Supplier	Amount	Payment Type	Description
COR Waste Alliance (Suez)	\$6,942,962.44	Contract	Waste removal services
WSN Environmental Solutions Pty Ltd	\$5,767,920.08	Contract	Waste removal services
Boral Construction Materials Group Ltd	\$5,155,686.07	Contract	Construction services
Turf One Pty Ltd	\$4,013,220.18	Contract	Park upgrade
Goodman Property Services (Aust) Pty Ltd	\$2,435,128.10	Contract	Building lease
ERM Power Retail Pty Ltd	\$1,563,817.59	Contract	Supply electricity
Graphite Projects Pty Ltd	\$1,514,071.29	Contract	Construction services
Ausgrid	\$1,493,317.75	Contract	Supply electricity
Kelbon Project Services Pty Ltd	\$1,403,450.60	Contract	Construction services
CA & I Pty Ltd	\$1,357,136.37	Contract	Construction services
PMG Group (NSW) Pty Ltd	\$1,159,422.52	Contract	Office fitout
SUEZ Recycling & Recovery Services	\$1,104,767.62	Contract	Waste removal services
Tom Kerr Auto Centre	\$874,292.38	Contract	Supply motor vehicles
Get Civil Pty Ltd	\$744,949.43	Contract	Construction services
Sam the Paving Man Pty Ltd	\$639,036.27	Contract	Construction services
Inchcape Automotive Retail Pty Ltd	\$620,801.42	Contract	Supply motor vehicles
Optus Direct Credit - AUD	\$575,289.70	Contract	Communication
C W Concrete Pty Ltd	\$521,264.56	Contract	Construction services
Dimension Data Australia Pty Ltd	\$496,332.75	Contract	IT licenses and maintenance
Creative Planning Solutions Pty Ltd	\$481,878.36	Contract	Consulting services
Daimler Trucks Sydney	\$473,288.93	Contract	Supply of plant and equipment
Fuji Xerox Australia Pty Ltd	\$468,720.36	Contract	Supply and maintenance of mfd's
Freyssinet Australia Pty Ltd	\$428,191.38	Contract	Construction services
Telstra Corporation Limited	\$419,323.31	Contract	Communication
Optimal Stormwater Pty Ltd	\$344,960.00	Contract	External works
Australia Post	\$325,022.00	Contract	Postage services
Smada Electrical Services Pty Ltd	\$315,492.43	Contract	Install park lighting
State Asphalt Services Pty Ltd	\$308,685.18	Contract	Construction services
James Bennett Pty Ltd	\$307,596.48	Contract	Purchase library resources
Screenmasters Australia Pty Ltd	\$301,687.48	Contract	Crushing service
Reino International Pty Limited	\$300,521.10	Contract	Central Management System Ticket parking
Anzellotti Constructions Pty Ltd	\$298,028.72	Contract	Minor works
Ally Civil	\$294,035.59	Contract	Minor works
Utility Asset Management Pty Ltd	\$277,704.01	Contract	Lighting program
MSB Electrical Services	\$271,664.24	Contract	Electrical services
BMD Urban Pty Ltd	\$269,056.17	Contract	Minor works
Ryde Toyota	\$268,040.08	Contract	Supply motor vehicles
Build Biz Pty Ltd	\$262,645.97	Contract	Building refurbishments
Business Security & Management Solutions	\$256,679.14	Contract	Security services

Supplier	Amount	Payment Type	Description
Micon Constructions Pty Ltd	\$254,557.60	Contract	Park amenities upgrade
Progomatics Pty Ltd	\$253,159.51	Contract	Consulting services
Komatsu Australia Pty Ltd	\$252,578.08	Contract	Supply of plant and equipment
Ulmano Pty Ltd	\$247,796.12	Contract	Install audio visual integration
The Bitzios Family Trust Account	\$246,571.54	Contract	Consulting services
Performance Concrete Pty Ltd	\$245,798.87	Contract	Minor works
Ryde Toyota	\$235,575.26	Contract	Supply motor vehicles
Hickey's Earthmoving Pty Ltd	\$235,072.75	Contract	External plant hire
Storm International Pty Ltd	\$229,194.90	Contract	Cleaning
GHD Pty Ltd	\$223,496.84	Contract	Multifunction pole upgrade
Proludic Pty Ltd	\$208,194.36	Contract	Park upgrade
Academy Services NSW Pty Ltd	\$205,885.17	Contract	Cleaning
Dept of Primary Industries	\$205,840.61	Contract	Acquisition of land
Benedict Pty Ltd	\$200,925.68	Contract	Waste removal services
Green Options	\$191,811.40	Contract	Minor works
Technology One Ltd	\$183,900.28	Contract	IT licenses and maintenance
Trivett Classic Pty Ltd	\$182,518.32	Contract	Supply motor vehicles
Computer Systems Australia Pty Ltd	\$170,784.90	Contract	IT licenses and maintenance
Treeserve Pty Ltd	\$163,036.50	Contract	Tree maintenance
Waratah Constructions	\$153,507.56	Contract	Construction services
Tiara & H Holdings Pty Ltd	\$151,690.80	Contract	Cleaning service
North Sydney Council	\$151,512.34	Contract	Community Recycling Centre service
Enviropacific Services Pty Ltd	\$1,000,923.34	Contract	Park upgrade
Local Government Super	\$3,278,673.61	Other	Employee superannuation
Dept of Justice	\$1,796,070.04	Other	Contribution
StateCover Mutual Limited	\$1,676,921.10	Other	Workers compensation
Local Government Super	\$1,375,129.34	Other	Employee superannuation
Department of Planning & Environment	\$1,337,887.00	Other	Agent payment
Long Service Payments Corporation	\$1,005,502.30	Other	Agent payment
Superchoice Services Pty Ltd	\$835,741.04	Other	Employee superannuation
National Australia Bank Ltd	\$635,017.24	Other	Loan repayment
State Debt Recovery Office	\$527,400.03	Other	Infringement processing
Sydney Water	\$374,097.67	Other	Supply water
Corporation Sole EPA Act	\$276,286.95	Other	Contribution
Austbrokers AEI Pty Ltd	\$174,293.24	Other	Insurance
Macquarie Park TMA Incorporated	\$165,000.00	Other	Funding agreement
Land & Property Management Authority	\$160,877.09	Other	DFSI valuation service



Statutory Reporting

Supplier	Amount	Payment Type	Description
Rocla Pipeline Products	\$154,105.49	Other	Supply of materials
Hays Specialist Recruitment Aust P/L	\$1,876,441.20	Schedule of Rates	Agency staff
Chandler Macleod Group Ltd	\$798,119.83	Schedule of Rates	Agency staff
EzyPave Pty Ltd	\$635,028.33	Schedule of Rates	Minor works
A J Paving	\$540,432.59	Schedule of Rates	Minor works
ScotPac	\$502,908.24	Schedule of Rates	Agency staff
Randstad Pty Ltd	\$393,030.81	Schedule of Rates	Agency staff
Raven Electrical	\$388,810.17	Schedule of Rates	Minor works
Michael Page International	\$323,849.54	Schedule of Rates	Agency staff
Sydney Training & Employment Ltd	\$286,197.50	Schedule of Rates	Apprentices and casual staff
Ivory Group Pty Ltd	\$256,210.17	Schedule of Rates	Project management services
Total Drain Cleaning Services Pty Ltd	\$241,625.96	Schedule of Rates	Minor works
Ungaro Projects Pty Ltd	\$207,588.39	Schedule of Rates	Project management services
CRX Enterprises Pty Ltd	\$199,139.85	Schedule of Rates	Project management services
Downer EDi Services	\$197,922.92	Schedule of Rates	Minor works
Leonards Advertising	\$197,813.64	Schedule of Rates	Advertising services
Warajadibi Pty Ltd	\$188,424.90	Schedule of Rates	Minor works
Cardno (NSW/ACT) Pty Ltd	\$180,708.65	Schedule of Rates	Consulting services
Record Info Mgt Solutions P/L	\$176,203.24	Schedule of Rates	Agency staff
Logikon Corporation Pty Ltd	\$174,279.96	Schedule of Rates	Project management services
Jayantha Jayaweera t/as JP Consulting	\$167,484.59	Schedule of Rates	Project management services

8. Summary of the amounts incurred by council in relation to legal proceedings – cl 217 (1) (a3)

During 2016/17, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

	Name of Proceedings	Nature of Proceedings	Status	Costs Paid (Inc GST)	Funds Received
1.	Concorde Enterprises Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 158927 of 2016.	Finalised. Appeal upheld.	\$6,013	
2.	Acorp Developments Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 159640 of 2016.	Finalised. Appeal upheld.	\$20,229	\$8,845
3.	Rianon Meteer v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 151300 of 2016.	Finalised. Appeal upheld.	\$22,611	
4.	Kerolo Zaki v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 154628 of 2016.	Finalised. Appeal upheld.	\$50,009	\$4,000
5.	Kerolo Zaki v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 151458 of 2016.	Discontinued.		
6.	Kerolo Zaki v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 153088 of 2016.	Discontinued.		
7.	Redcape Hotel Group Pty Ltdv. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 152949 of 2016.	Finalised. Appeal upheld.	\$26,507	
8.	Haddad v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 150353 of 2016.	Finalised. Appeal upheld.	\$51,273	
9.	Tian Yon Liu v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 159370 of 2016.	Finalised. Appeal upheld.		
10.	Atelier one Pty Ltd v. Council of the City of Ryde	Class 1 Appeal Land and Environment Court No. 169103 of 2016.	Finalised. Appeal upheld.		
11.	Principal Healthcare Finance Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 152633 of 2016.	Proceeding	\$52,950	
12.	Lichao Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 280290 of 2016.	Finalised. Appeal upheld.	\$13,617	
13.	Bevillesta Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 271407 of 2016.	Finalised		
14.	BBDHM Investments Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 332065 of 2016.	Finalised. Appeal upheld.	\$8,415	
15.	Manor Property Trust v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 368649 of 2016.	Finalised. Appeal upheld.	\$33,375	
16.	Mawad Investments Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 369547 of 2016.	Finalised. Appeal upheld.		
17.	Gold Emporium Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 83284 of 2017.	Proceeding	\$3,080	
18.	Hae Sook Sung & Yeoun IL Sung v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 72301 of 2017.	Finalised. Appeal upheld.		
19.	Parker Logan Property v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 135386 of 2017.	Proceeding	\$4,139	
20.	Jomasa Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 96818 of 2017.	Proceeding		



Statutory Reporting

Name of Proceedings	Nature of Proceedings	Status	Costs Paid (Inc GST)	Funds Received
21. West Ryde Childcare Centre Pty Ltd v. Council of the City of Ryde	Class 1 Appeal Land and Environment Court No. 75104 of 2017	Finalised. Appeal upheld.		
22. Elip Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 81878 of 2017	Proceeding		
23. Elip Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 115879 of 2017	Proceeding		
24. Elip Pty Ltd v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 115902 of 2017	Proceeding		
25. Nader v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 187220 of 2017	Proceeding		
26. Kuang Zuo v. Council of the City of Ryde.	Class 1 Appeal Land and Environment Court No. 192103 of 2017	Proceeding		

9. Summary of resolutions made under section 67 concerning work carried out on private land—s67(3), cl 217(1)(a4)

As part of the stormwater asset replacement program, a project was completed using Special Rate Variation (SRV) funding to repair a highly dilapidated stormwater pipeline traversing 5 Lawrence Street, West Ryde. The works included replacing 40 meters of stormwater pipeline situated in a Council easement, containing multiple joint displacements and areas of severe cracking. The pipeline had become unserviceable and it was deemed vital for Council to intervene to prevent further damage to the surrounding landscape. The City of Ryde covered the project cost of \$64,000.

Council was also contacted by a number of residents with regard to stormwater pipelines located on Council easements passing through private properties. We undertook regular stormwater maintenance works on properties at: 37 Anzac Avenue, Denistone; 309 Morrison Road, Ryde; 141 Morrison Road, Putney; 40 Pooley Street, Ryde and 127 Morrison Road, Gladesville. Based on information provided by residents and follow-up with a CCTV investigation of the subject pipelines, minor pipeline repairs were undertaken to reduce the impact of flooding and ensure the Council stormwater network maintained functionality to the capacity required. The cost to City of Ryde to maintain these pipelines was \$50,000.

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 \$115,660 in community grants funding to eligible groups in 2016/17. This funding was provided under the following grant categories:

- Sport and Recreation: \$16,567
- Seniors: \$12,252
- Events grant: \$15,450
- Emerging and small groups: \$10,500

- Capacity building – general: \$18,739
- Community projects: \$38,152
- Small grants: \$4,000

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 \$195,660 worth of funding to the community in the 2016/17 Grants program

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.

- 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.

- The Macquarie Park Innovation District (MPID) – a membership based group of large corporates, Macquarie University and Council in Macquarie Park. The aim of this group is to work in a collaborative way to advance Macquarie Park as a globally-recognised innovation district. The City of Ryde sits on the CEO Steering Committee of MPID that meets quarterly. Council also partners with MPID to deliver events, hackathons and other initiatives that support business or promote Macquarie Park as a destination to live, work, invest and visit.

14. Statement of activities to implement Council's EEO Management Plan—cl 217(1)(a9)

The report on our EEO performance for 2016/17 from the City of Ryde's Four Year Delivery Plan 2016–2020 is presented under Equal Employment Opportunity on page 142 in the City of Progressive Leadership outcome.

We 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, career development and health and wellbeing. Council initiatives, which have been maintained due to their success include biennial 'Have your Say Day' sessions alternating with 'Celebrate Success Day' and the promotion of our 'Expression of Interest' process in more senior roles.

We believe that an inclusive workforce builds the foundation for innovation. To support diversity in the workplace, Council has expanded the options



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available for flexible working arrangements including working from home, tele-commuting, compressed work week and variations to ordinary hours.

The City of Ryde continues to meet its legislative obligations under the Local Government Act (NSW) 1993, which includes ongoing revision of our 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)

	Total Remuneration
General Manager	\$375,735
Senior Staff (Excluding the General Manager)	\$1,284,690

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.

There has been a reduction in Senior Staff due to a number of the positions

being held by staff acting in such roles.

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 implemented a number of stormwater projects to help alleviate flooding across the LGA which were previously subject to a high-risk flooding. Through the joint efforts of Council and the State Emergency Services, community awareness pamphlets were developed and distributed to residents living in flood-prone lands in the Buffalo and Kitty's Creek Catchments. The SES also provided emergency flood management and evacuation plans.

As part of our Stormwater Improvements program the following projects were completed in the 2016/17:

- The Parramatta Ryde River Catchment Study identified that the stormwater network in Belmore Street, Ryde was at capacity and recommended that a new stormwater pipeline be introduced to help capture the sheet flow into the stormwater system. This not only helped reduce the flooding in the area, but also mitigated the deterioration of infrastructure that was previously impacted by the sheet flow.

- Eastwood culvert repairs – The City of Ryde engaged a consultant to prepare a condition assessment report of culverts at Hillview Avenue and Progress Avenue, Eastwood. This report recommended that remedial works be undertaken to rehabilitate the culverts by repairing the corrosion of the exposed steel reinforcements and concrete spalling. Rehabilitation works were completed successfully, extending the useable life of the culverts situated in the highly flood affected zone of Eastwood.
- Water quality and riparian improvements – In 2015/16 with EPA waste levy funding, the City of Ryde installed a Stormwater Quality Improvement Device (SQUID) in Bill Mitchell Park to collect hard litter prior to it entering the Parramatta River. In 2016/17, Council built on this SQUID installation by further treating pollutants from the upper catchment by installation of an integrated stormwater harvesting and treatment system in the Peel Park/ Bill Mitchell Park area. The City of Ryde also has an ongoing water quality monitoring program to assess changes in aquatic health and to guide actions aimed at improving water quality.

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 continuing to implement relevant parts of the Parramatta River Estuary Coastal Zone Management Plan (CZMP).

Council is 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 Morrison Bay seawall and a pilot saltmarsh farm project – with the design and tender completed in 2016/17. A contract has been awarded to a total value of \$1.8 million, with construction to be completed by 30 June 2018. The project is being funded by Section 94 levy funding.

Another project conducted this year was the Gladesville Litter Reduction Project. This project was an initiative project funded partially under the EPA 'Better Waste and Recycling' Waste Levy delivered in 2016/17 and arose from a recommendation from the Parramatta River Coastal Zone Estuary Management Plan. The infrastructure component of this project involved installing a gross pollutants trap (GPT) to capture pollutants from a 47 hectare catchment within Ryde.

The project was divided into two stages. Stage 1 delivered a GPT to capture up to 95 percent of materials from the existing stormwater drainage network and to feed stormwater into a 100,000L water tank for Stage 2 connection to a stormwater harvesting treatment system and future irrigation for Bill Mitchell Park in 2017/18.

Stage 2 works will connect the GPT and tank to a UV treatment system for sportsfield irrigation. The stormwater would otherwise have remained untreated and entered the Parramatta River.

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. This requirement is deferred until the annual report following the council's next ordinary election to take place 9 September 2017.

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 93 and other outcome areas including the City of Connections (from page 111) and City of Liveable Neighbourhoods (from page 63).

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. Council's policy position in this regard will be reviewed next year.

20. A report on special variation expenditure if required to do so by the instrument made by the Minister

In accordance with the instrument of approval for the special rate variation as issued by IPART on 19 May 2015, the following is reported for the 2016/17 financial year:

a) The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows: \$3.1 million to the road program, \$500,000 to the footpath program, \$500,000 to the stormwater program, \$250,000 on sportsfield renewal, and

\$400,000 on playground upgrades and renewals. The remainder of the \$400,000 of SRV funds was allocated to maintenance works of operational buildings, town centres and public domain, street trees, and passive parks.

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 program of expenditure when compared with the 2016/17 Proposed Program (outlined above).

c) the outcomes achieved as a result of the Special Variation.

Additional SRV funds allocated to the roads program have meant that failed road pavement areas in the streets have been replaced rather than remaining in service for an additional year. It has also meant that the works and costs to renew pavement are reduced as damage to the underlying road structure is not exacerbated by continued traffic or water ingress through failed road pavement left in service. The accelerated renewal programs for the footpaths, stormwater, playgrounds and sportsfields restores to full usage poor condition assets that would have remained in service for several years, avoiding overall failures and continued intermediate repairs.

d) The Council's actual revenues, expenses and operating balance.

Revenue (including capital grants and contributions)	\$146,286,000
Expenses	\$106,706,000
Operating result from continuing operations	\$39,580,000
Net operating result (before grants and contributions provided for capital purposes)	\$13,860,000

e) Any significant differences between the Council's actual revenues, expenses



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and operating balance and the revenues, expenses and operating balance forecast in the Long Term Financial Plan and the reasons for those differences.

Council's operating result for 2016/17 exceeded budget by \$ 38 million.

This result was primarily influenced by the unexpected receipt of \$20 million in capital income, which mainly relates to developer contributions, a \$4 million increase in the value of our investment properties, an additional \$2.5 million in user fees and charges, \$1.6 million saving in salaries and wages, and \$2 million in waste-related contract savings.

While these items contribute to a significant surplus they do not impact on our funding for ordinary operations. Additional revenue received 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 is disclosed in Note 16 of the General Purpose Financial Reports, please refer to page 202 for further details.

f) any corrective action taken or to be taken to address any differences reported under clause 2.11.e).

The 2017/18 September Budget Review will be used to revisit the 2016/17 actual financial results and ensure they are reflected in a more accurate forecast of the 2017/18 actual result.

The 2016/17 actual financial result will also be used as starting point for framing the 2018/19 Original Budget.

It should be noted that an estimate of \$20 million for Developer Contributions has already been included in the 2017/18 Original Budget.

21. A report on capital works projects

Details of capital works projects are included in Special Schedule 7 contained within the 2016/17 Financial Report on page 234.

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 continues to promote responsible companion animal ownership to the community through a number of forums that include regular media releases and the delivery of awareness education and enforcement programs aimed at providing information on companion animal matters.

In 2016/17 Council Compliance Rangers attended to 639 formal complaints from the public relating to companion animals, of which 152 complaints related to stray, abandoned or roaming dogs and 136 were barking dog complaints. Ninety-nine formal complaints were submitted relating to cats however we had a reduction in cat seizures as a result of the Pavovirus outbreak at the Blacktown Animal Holding Facility. We continued to seize cats from our residents where veterinary clinics/hospitals were able to find alternate accommodation for their cats.

COMPANION ANIMALS GUIDELINES REPORT – 16.2

(a) During the past financial year Council impounded 62 companion animals, which was a decline from the 103 recorded in the previous financial year. Of the 62 animals impounded 32 were taken to Blacktown Pound, of which four were released to their owners by the pound. During this period Council released 13 animals to their rightful owners prior to them being transported to the pound. Out of the 33 cats seized only two were sold, 10 rehomed, four died and 13 euthanised as the majority of these cats were feral or infant felines unable to be rehomed.

(b) There were 49 reported dog attacks during 2016/17, which is an increase of nine from the previous year.

(c) The combined expenditure budget for Companion Animal Management for 2016/17 was \$356,480, which is higher than the previous year.

(d) We 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 desexing of dogs and cats, which includes the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Cat Rescue, Cat Protection Society and WLPA).

(f) Section 64 of the 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, reviews and updates 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

1. Review of proactive release program – Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The City of Ryde's program for the proactive release of information involves a review of the information already being provided on the City of Ryde website or by other means and an analysis of the types of information being requested by the public. We examine the website to determine if information relating to current council matters or those that could be considered of interest to the public is being made available to the public.

During the reporting period we examined the information currently available on the City of Ryde website, in public areas at council offices and in local newspapers. The website continues to be the primary source of information for the public and provides timely and detailed reporting on current matters and functions of council.

We have also considered how public access to our Open Access information is facilitated with the goal of providing more on our website. With the assistance of our Properties team the City of Ryde Land Register has now been added to our website.

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.

Records such as plans and certain supporting documents are made available on our website for major developments or developments determined in the courts. The City of Ryde otherwise meets its Open Access obligations for the release of development application information by providing viewing access at our offices or by return email where possible and without charge (subject to copyright or public interest considerations).

That all development application records are not released on our website has previously been identified as an opportunity to improve the amount of information proactively released to the public. Steps are now being undertaken to provide access to all development application information on our website in addition to those for major developments.

City of Ryde social media continues to experience growth: the number of followers has increased by between 22 percent and 41 percent across the different channels compared with the previous reporting period. The use of social media for advertising events, services and consultations has increased with the number of paid campaigns rising by 75 percent compared with the previous period. This has translated into improved awareness about Council activities and consultations. The Media Centre on our website provides a centralised avenue for obtaining up-to-date information about the organisation and matters of local interest. It includes media releases from the past six years and weekly City News editions from 2017.

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 873 informal requests were recorded as having been received in the 2016/17 period. Consistent with previous years, we found that the same information is rarely sought by different sources resulting in no opportunities to proactively disclose information as a result of informal requests.

The City of Ryde includes an entry in the Disclosure Log for every access application processed (subject to statutory review periods). No public requests for information were received during this reporting period in relation to information recorded in the City of Ryde Disclosure Log.

2. Number of access applications received - Clause 7(b)

The total number of access applications received by the City of Ryde during the reporting year (including withdrawn applications but not including invalid applications).

Total Number of Applications received	29
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3. Number of refused applications for Schedule 1 information - Clause 7(c)

The total number of access applications received by the City of Ryde during the reporting year that were refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of applications refused due to Schedule 1	
Wholly	0
Partly	1



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4. Statistical information about access applications - Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	11	5	0	4	1	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	2	0	0
Members of the public (application by legal representative)	2	0	0	1	0	0	0	0
Members of the public (other)	5	2	1	1	0	1	0	2

* 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. The 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	1	0	0	0	0	0
Access applications (other than personal information applications)	19	7	0	6	1	3	0	2
Access applications that are partly personal information applications and partly other	0	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)	5
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	5
Invalid applications that subsequently became valid applications	2

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.

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	1
Law enforcement and security	1
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0



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Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	30
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	30

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

24. ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

Particulars of compliance with and effect of planning agreements in force during the year—s93G(5)

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2016/17 – (Delivered)
2-10 Wharf Road, Gladesville	Cth Street Pty Limited	<p>Planning Agreement was entered into in April 2015 and proposed several public benefits:</p> <ul style="list-style-type: none"> Plaza works – including paving, stairs, landscaping, furniture and accessible lift and toilets Street works – Delivery of Pearson Lane, including new kerb and gutter, drainage, road pavement, lighting and subbase Public access easement – easement over plaza area in favour of the public 	<p>Delivery of following public benefits:</p> <ul style="list-style-type: none"> Plaza works – including paving, stairs, landscaping, furniture and accessible lift and toilets Street works – delivery of Pearson Lane, including lighting, new kerb and gutter, drainage and road pavement Public access easement – easement over plaza area in favour of the public
1-3 Wharf Road, Gladesville	One Wharf Development Pty Limited, Windesea Build Pty Limited, Hilda Chiming Cheong and Joseph Fook Yan Cheong	<p>Planning Agreement was entered into in April 2014 and proposed several public benefits:</p> <ul style="list-style-type: none"> Plaza works – including paving, stairs, landscaping, furniture Street works – delivery of new lane, including new kerb and gutter, drainage, lighting and road pavement, between Pearson Street and Wharf Road. Public access easement – easement over plaza area in favour of the public 	<p>Delivery of following public benefits:</p> <ul style="list-style-type: none"> Plaza works – including paving, stairs, landscaping, furniture Street works – delivery of new lane, including new kerb and gutter, drainage, lighting and road pavement, between Meriton Street and Pearson Street. Public access easement – easement over plaza area in favour of the public
8 Khartoum Road, Macquarie Park	Goodman Property Services (Aust) Pty Ltd	<p>Planning Agreement was entered into in April 2017 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Construction and dedication of road in favour of Council Granting of right of way in favour of Council for a pedestrian link 	<p>Delivery of the following public benefits:</p> <ul style="list-style-type: none"> New public road including street lighting, street tree planting and foot way paving to public domain standards for Macquarie Park precinct Right of way – pedestrian link including lighting and landscaping
North Ryde M2 Site (Lachlans Line)	Urban Growth (t/a Landcom)	<p>Planning Agreement was entered into in October 2016 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Community facility to value of \$7.8M on Lot 104 in Stratum Central Park Land and Embellishment Linear Park Land and Embellishment Lot 101 – Bushland Reserve Lot 103 – Community/Civic Plaza Lot 108 – Land for open space Shared pathways Public roads Stormwater assets Public art 	<p>Delivery of the following public benefits:</p> <ul style="list-style-type: none"> Lot 108 – open space Public roads, including street lighting, street tree planting and footway paving to public domain standard for Macquarie Park Precinct Central Park Linear Park Lot 101 bushland reserve Shared pathways Stormwater assets Public art



Statutory Reporting

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2016/17 – (Delivered)
21-24 Railway Street, Meadowbank	DEP Shepherds Bay Pty Limited	The Planning Agreement was entered into July 2015 and proposed the following public benefits: <ul style="list-style-type: none"> • Construction and dedication of road widening • Affordable housing unit 	Delivery of the following public benefits: <ul style="list-style-type: none"> • Road widening along Faraday Lane including upgraded street lighting and footpath paving to public domain standards for Shepherds Bay Precinct
115-117 Church Street, Ryde	Eastern Pearl Pty Ltd	The Planning Agreement was entered into July 2016 and proposed the following public benefits: <ul style="list-style-type: none"> • Payment of monetary Contribution of \$125,000 toward public purposes • Transfer to Council of an affordable housing unit and disabled Car Space 	Delivery of the following public benefits: <ul style="list-style-type: none"> • Payment of monetary contribution of \$125,000 toward public purposes

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 two PID matters. These matters are under review and no other PID matters are outstanding.

26. Carer’s Recognition Act 2010

Not applicable.

27. Fisheries Management Act 1994 (s220ZT)

No recovery and threat abatement plans are known to have been completed by Council in this period.

Global Reporting 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
Strategy and Analysis		
G4-1 CEO statement	Section 2 Year In Review	Year In Review
G4-2 Risk and Opportunities	Section 4	Corporate Governance Progressive Leadership
Organisational Profile		
G4-3 Name of the organisation	Cover	
G4-4 Primary brands, products, and/or services.	Introduction Section 4	Vision and Highlights Outcomes
G4-5 Location of operational headquarters	Introduction Inside back cover	Who we are Contact Us – In person
G4-6 Jurisdiction or areas in which the council operates	Introduction	
G4-7 Legal form of the council	Section 3	Civic Leadership
G4-8 The main target customers of the council's activities	Introduction	Who are we? Our Stakeholders
G4-9 Scale of the council	Introduction	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



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General Standard Disclosures	Section	Comment
Organisational Profile		
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
Identified material aspects and boundaries		
G4-17 Entities included in the Council's financial statements	Section 5	Financials
G4-20 Aspect boundary and limitations within the organisation	Introduction Section 5	About this report Financials
G4-21 Aspect boundary and limitations outside the organisation	Introduction Section 5	About this report Financials
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes
Stakeholder engagement		
G4-24 List of stakeholder groups engaged by the organisation	Introduction	Stakeholder Map
G4-25 Basis for identification and selection of stakeholders with whom to engage	Introduction	
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	Stakeholder Map
G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded	Section 4	Progressive Leadership
Report File		
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 www.ryde.nsw.gov.au
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	

General Standard Disclosures	Section	Comment
Governance		
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?
Economic performance indicators		
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
Environmental performance indicators		
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



Statutory Reporting

General Standard Disclosures	Section	Comment
Environmental performance indicators		
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	
Social performance indicators		
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
Society performance indicators		
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
Product responsibility performance indicators		
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

End of Term Report (2012-2017)

A Report against the Community Strategic Plan, Ryde 2025

Introduction

The End of Council Term Report (2012-2017) has been prepared to meet the Integrated Planning and Reporting requirements of the Local Government Act 1993. It is a report from the outgoing Council to the community on its achievements and effectiveness over the past four years in meeting the objectives of its Community Strategic Plan – Ryde 2025. The legislative purpose of the report is to inform the review and update of the Community Strategic Plan by the incoming Council.

This report was prepared in July 2017 and presented to Council. The Council resolved to endorse the End of Term report on 22 August 2017.

This report is organised and presented in the seven outcomes of Ryde 2025 that include:

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

Against each of these outcomes this report outlines:

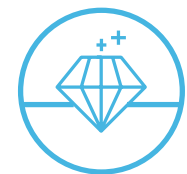
1. The key challenges that formed these outcomes
2. Council's goals and strategies for meeting each of the seven outcomes
3. Tracking Council's progress to help the community achieve the outcomes in Ryde 2025 by highlighting key achievements by Council and our partners from 2012-2017
4. Council's performance against the set targets.



LIVEABLE NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL SENSITIVITY



CONNECTIONS



HARMONY AND CULTURE



PROGRESSIVE LEADERSHIP



Luna New Year Celebrations

Our City

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

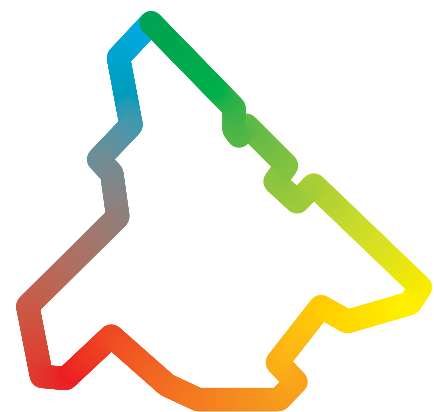
Our City is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cove River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services and bounded by neighbouring councils.

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 around 40 square kilometres, including:

1. Macquarie Park, at the northern end of the Global Economic Corridor
2. The internationally acclaimed Macquarie University
3. Two colleges of TAFE
4. Two major rivers
5. 16 suburbs
6. Four town centres
7. 29 neighbourhood centres
8. 200 hectares of natural areas
9. 60 hectares of playing fields
10. 207 parks including 99 playgrounds
11. 10,000 businesses
12. Five public libraries
13. 24 primary schools
14. Five high schools
15. Five hospitals
16. One aquatic and leisure centre

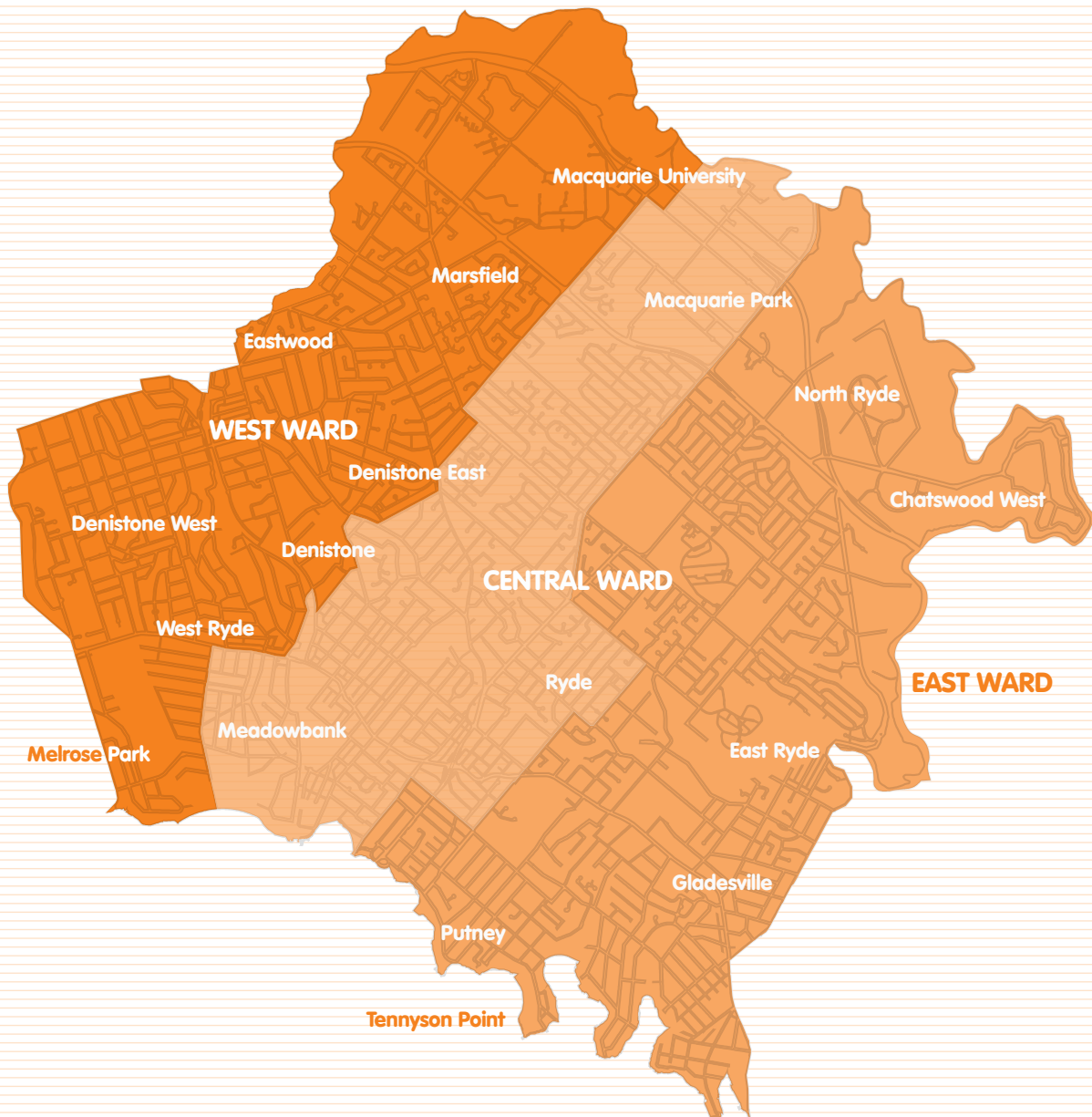
The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in the Department of Planning and Environment's 'A Plan For Growing Sydney'. Our City is part of an ever-changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to the state and national economy, with a Gross Regional Product of over \$14 billion per annum.



City of Ryde



Statutory Information



Our Challenges and Opportunities

Meeting the needs of a growing population

Sydney's population is expected to grow to six million people by 2036, with an average annual rise of 56,650 people. As of 30 June 2013 the population of Ryde was estimated to be 110,157. By 2031 that figure is forecast to reach an estimated 135,508. While these are the forecast figures, Ryde's popularity is likely to bring even stronger growth than predicted.

Our challenge was:

To meet the increasing pressure and needs of a growing population and changing demographics, while maintaining the prosperity, uniqueness and liveability of our City.

Addressing the needs of a changing population

We are living longer with an ever increasing life expectancy. By 2036 the number of people across Sydney over the age of 65 will more than double, to just over one million people, or 17 percent of the overall population. In keeping with national predictions of an ageing population, our figures provide clear predictions of an ageing population in Ryde. It is estimated the number of people aged over 65 will increase, and represent 16 percent of the population by 2031. We also anticipate an influx of younger residents moving closer to employment and education opportunities, together with our multicultural population continuing to grow.

Our challenge was:

To continually meet the community's expectations in providing appropriately targeted support services, well-maintained and targeted recreational and cultural facilities and services, and accessible public domain areas, to ensure that we are responding to our changing community's needs and demographics.

Offering suitable housing options while maintaining the characteristics of our suburbs

In 2013 there were 42,148 dwellings in the City of Ryde. The State Government has indicated that Ryde will need to provide an additional 12,000 dwellings by 2031. We are witnessing an increasing demand for villas, units and rental properties. We are also moving towards smaller households: projections show that from 2007 to 2027 there will be a 43.8 percent increase in lone person households, making this the dominant housing type within six years.

Our challenge was:

To offer a range of affordable and varied accommodation options, through strategic forecasting and planning, that meet the changing needs and demands of our growing and diverse community while maintaining the character of our many suburbs.

Creating a strong economy and employment closer to home

There are over 10,000 businesses operating in the City of Ryde. Our growing City is predicted to create over 21,000 new jobs, amounting to around 80,000 people working in our City by 2031. With increasing opportunities across our booming City, we anticipate this predicted number will rise even further. Of the 69,480 people who currently work in the City of Ryde, 13,643 or 19.6 percent also live in the area. By 2031 and beyond this is expected to rise significantly as people seek opportunities closer to home.

Our challenge was:

To plan for sufficient land and infrastructure for business. As Sydney's transport systems and road networks are placed under increasing pressure we need to accommodate this growth and encourage people to live closer to their place of employment.

Managing the pressure of population growth on our amenity

As already noted, the population of Ryde is expected to exceed 135,508 by 2031. Currently, Ryde's population is estimated to be approximately 119,544 across four town centres, 29 neighbourhood centres, and a number of key transport corridors including Victoria Road, Lane Cove Road, the M2 Motorway, and the Sydney Metro Northwest. We also currently have 200 hectares of natural areas; 60 hectares of playing fields that make up over six percent of our land use and are used by over a million people annually; an indoor recreation centre with over 750,000 users per annum; one central and four branch libraries that have one million borrowers per annum; 207 parks that include 99 playgrounds; and we have access to both the Parramatta and Lane Cove Rivers. The State Government has also approved the renewal of Shepherds Bay and identified two Urban Activation Precincts around Macquarie University Station and North Ryde Station, each expected to deliver significant residential developments.

Our challenge was:

To plan and design a growing and liveable city though considered urban renewal and land use, while protecting and enhancing our natural assets and keeping abreast of demand for passive and active recreation opportunities from our community and visitors.



Statutory Information

Adapting to climate change

There are many natural and human challenges that confront our city and region, including the potential impact of changes to our climate. The CSIRO, the insurance industry and relevant agencies predict that these changes have the potential to threaten the future health and liveability of our community especially for those that live in vulnerable areas.

Our challenge was:

To collaborate with all our partners to address the predicted long term effects of climate change such as higher frequencies of extreme weather patterns, bushfires, storm surges and flood inundation.

Remaining competitive

Macquarie Park is the northern anchor of the Global Economic Corridor, and the most prominent business and employment centre in the City of Ryde. It provides around 40,000 jobs, predicted to double by 2031, and 32,500 student places, expected to grow beyond 50,000 students by 2031, making it the third-largest concentration of jobs and students in NSW. It provides unique opportunities thanks to its location next to Macquarie University, which sees collaborative partnerships with progressive, innovative industries as part of its future.

Macquarie Park is identified as a Specialist Centre in the NSW Government's Metropolitan Strategy. Its promotion as Australia's leading business park is a key priority, with an estimated \$3 billion in commercial property investment anticipated over the next 10 years.

Our challenge was:

To reinvigorate Macquarie Park, address its traffic management issues and utilise all the opportunities that a close association between a university and business park bring, so that it remains competitive and nationally significant, while also supporting the continued growth within the corridor. Council resolved in September 2015 to partner with the Department of Planning and Environment to undertake a strategic review of the corridor with the aim of ensuring a viable commercial and mixed use centre supported by the necessary infrastructure.

City of

Vision

Our vision will respond to and deliver on the aspirations of our community.

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



Mission

Our mission is Council's response and commitment to deliver on our vision.

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

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

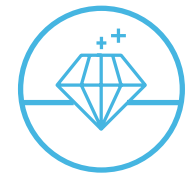
We deliver effective services to the community with consistent decision making.



LIVEABLE NEIGHBOURHOODS



WELLBEING



PROSPERITY



ENVIRONMENTAL SENSITIVITY



CONNECTIONS



HARMONY AND CULTURE



PROGRESSIVE LEADERSHIP



International
Womens Day



Volunteer Awards

Progress Report



A City of Liveable Neighbourhoods

A range of well-planned clean and safe neighbourhoods, and public spaces, designed with a strong sense of identity and place.



Goal One

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

Goal Two

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

Goal Three

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

Strategies

To create welcoming neighbourhoods that are inviting, safe and enjoyable.

To plan and design our neighbourhoods in response to our community's needs, wants and sense of belonging.

To design our city to reflect the unique character, identity and housing needs of our community.

To support a variety of uses and activities in our neighbourhoods, which contribute to a desirable lifestyle.

To encourage and support local identity and character in our suburbs and neighbourhoods and protect our local heritage.

To pursue sustainable design and adopt best practice in the planning of our suburbs and neighbourhoods.

To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods.

To create active public places and spaces through good planning and design.

What we said we would do

Our outcome of Liveable Neighbourhoods aims to create places that are designed for the enjoyment of our residents so that they are able to experience the lifestyle and opportunities that the City of Ryde has to offer close to their homes.

As our city grows, pressure will be placed on our existing neighbourhoods to adapt to the increasing numbers of residents, as well as meet the changing needs of those who already live here. Our population is ageing and more of our residents are choosing to live alone in villas and apartments instead of traditional free-standing homes.

Research by Housing NSW puts the City of Ryde in the highest category of

need for affordable housing and we must address this by providing affordable housing choices that do not detract from the character of our neighbourhoods. These changes in housing mix require careful urban design and regulation, at both the state and local level, to maintain the character of our city. We will work collaboratively with other levels of government and the development sector to achieve this.

We will plan for growth, placing increased density around our transport hubs, retail centres and employment centres. We will work together with our community to find solutions for growth while maintaining the strong sense of neighbourhood identity that is so important. Allowing for growth and change, we will maintain local identity,

protect our heritage and encourage sustainable urban design which provides safety and accessibility for all.

We will protect commercial zonings and industrial lands so that a healthy mix of small and medium industries can provide convenient services and employment locally.

Our neighbourhoods will be well-planned to maximise existing public transport links, and where possible, provide multiple options to live, work and play within walking distances of our homes. We will work to revitalise our smaller local centres to support local retailers, create more appealing places for people, and ensure that local identity is celebrated in all of our design and planning approaches.



Liveable Neighbourhoods

Tracking our Progress

We:

Adopted a new Local Environment Plan

After seven years of preparation, community consultations and review, the City of Ryde's new Local Environment Plan (LEP) 2014 came into force on Friday 12 September 2014. The new Ryde Development Control Plan (DCP 2014) also came into effect on that day. The LEP 2014 and DCP 2014 bring together controls for land in the City of Ryde, based on a citywide study that researched future housing, environmental, transport and employment needs.

The plan and controls encourage sustainable and responsible development in key growth areas including town centres in Ryde, Meadowbank, Eastwood, Gladesville, Macquarie Park and West Ryde, while protecting the character of neighbourhood suburbs.

Hosted an Affordable Housing Summit and Developed an Affordable Housing Policy

In response to research showing that the Ryde statistical area was among the least affordable in Greater Sydney, in November 2014 we hosted an Affordable Housing Summit to bring together members of the community, government agencies, not-for-profit organisations and local council experts to discuss housing affordability in the City of Ryde. Talks on various aspects of housing affordability and the role local government can play in easing the affordability crisis were given, followed by a question and answer session with a panel of experts. Based on these discussions the City of Ryde has developed an Affordable Housing Policy.

The Affordable Housing Policy was adopted by Council in April 2016 and aims to deliver 750 affordable housing dwellings by 2031.

Reduced red tape with an Express DA Service

We introduced a new Express Development Application Service in late 2011/12 to help reduce red tape. This saw a significant reduction in the processing time of simpler applications of various types, including residential and commercial developments.

Approved new dwellings and commercial premises

There has been a steady increase in the development sector over the past four years. The first significant increase was recorded in 2013/14 with a 25.5 percent surge from the previous year, with the trend continuing in 2014/15 with confidence in the sector producing a healthy 6.7 percent increase in the number of development applications.

Almost \$2 billion in development applications were approved over the four-year reporting period, with 4,979 dwellings and 84,727m² of commercial floor space approved.

In 2016/17 the Assessment Unit processed a further \$1.2 billion worth of development throughout the City, both residential and commercial, representing sustained growth, improved housing choice and future employment opportunities for our community.

Upgraded public domain

Our ongoing program of neighbourhood centre renewals saw public domain around most of the City of Ryde upgraded, including the Agincourt Road shopping strip, Boronia Park shopping centre, Church Street, Quarry Road and Sager Place. These renewals saw the installation of new paving, street furnishings, landscaping, signage, bike racks and other infrastructure upgrades. The public toilets in Cox's Road were renewed, while public domain in Waterloo Road was extensively upgraded, including the completion of entry works at Elouera Reserve and installation of granite paved shared user pathways.

Work commenced on the renewal of the public domain in a masterplan for the West Ryde Town Centre. It will build on the existing character of the area to create attractive and useful public spaces for those who live, work and visit the centre. Key public domain areas will be improved by the creation of a series of 'green links' that extend both towards and through the town centre core. Rowe Street East, Eastwood was also renewed and upgraded with the introduction of street trees, banners and a public art centre entry statement.

Tracking our progress (continued)

Upgraded playgrounds and received funding for a new park

In 2015/16 we received almost \$6 million in grant funding for a new 7,000 square metre park on Waterloo Road, Macquarie Park. The grant comes from the State Government's Precinct Support Scheme as a result of the North Ryde Urban Activation Precinct. Plans for a new park were identified in 2007 as a much-needed open space for workers and, increasingly, residents in the booming area. The park will offer the community a relaxing green haven with a cafe and a variety of environments where workers and families can come to relax, socialise and attend events. We also received a \$1.52 million contribution under the NSW Local Infrastructure Renewal Scheme to renovate and improve playgrounds across the City, with the upgrades delivered under the City of Wellbeing outcome.

Managed boarding houses

Following the NSW Parliamentary Inquiry into International Student Accommodation, the State Government passed new Boarding House legislation at the end of 2012. The City of Ryde had experienced a proliferation of unlicensed boarding houses, and following the passage of the Act, we developed a Boarding Houses Policy. In 2012/13, we conducted a workshop with our community and from that we developed a series of boarding house community information and education documents.

Managed food premises and regulated cooling towers

The City of Ryde has conducted over 3,500 risk-based food shop inspections over the past four years to ensure the highest possible food hygiene and handling standards for local consumers. In addition, we have inspected over 450 cooling tower systems over the same period to ensure proper operation and maintenance of those systems and minimise the risk of Legionnaires' disease.

Stamped out graffiti

Each year we remove thousands of graffiti hits from private and Council-owned properties. Rapid removal is a vital element in our strategy to combat graffiti and we are committed to removing offensive and highly visible graffiti within 24-72 hours of it being reported. All other reported graffiti is removed within five days. We revamped our Graffiti Action Plan to focus on building stronger partnerships between key organisations including the local police, community organisations and the Ryde Youth Council, as well as more education programs, better use of technology and a refined tracking and reporting system.

As part of our Graffiti Action Plan we built two new vandal-proof bus shelters – one opposite Ryde Park and the other on Herring Road near the Macquarie University station – that include decorative treatments, artwork and protective coatings to prevent scratching and graffiti attacks. The City of Ryde was the first council in NSW to trial this innovative approach in preventing vandalism at bus shelters.



Liveable Neighbourhoods

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Liveable Neighbourhoods	641,737	764,557	759,867	374,675	583,133	3,123,969
Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	
Street Tree Planting Program	-	30,383	113,487	79,407	71,554	
Boronia Park Centre	392,713	93,381	282	-	-	
Elouera Reserve Upgrade	12,000	259,834	202,759	-	-	
Personal Audio/Video Devices	19,950	-	-	-	-	
Lighting & CCTV in Eastwood - Safer Streets	-	-	-	157,152	-	
Neighbourhood Centre Renewal	216,973	380,960	443,339	91,760	346,737	

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital works highlights 2012-2017

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Regulatory Program							
% applicants satisfied with development assessment service	74%	N/A	73%	83%	74%	72%	
Total development value of approved development applications (in \$million – cumulative)	n/a	\$408 million	\$446 million	\$544.4 million	\$1.5 billion	\$1.6 billion	
Mean number of DAs processed per person	>=59	62	75	99	84	84	target is reviewed annually in accordance with the results for Group 3 Councils
DA assessment time (days) - against the Group 3 benchmark (Mean Gross Assessment Time)	<=95	70	76	74	74	100	target is reviewed annually in accordance with the results for Group 3 Councils
Mean gross DA determination times: Residential alterations and additions (against Group 3 Average)	<=77	53	60	60	61	71	target is reviewed annually in accordance with the results for Group 3 Councils
Mean gross DA determination times: Single new dwelling (against Group 3 Average)	<=105	88	98	86	81	61	target is reviewed annually in accordance with the results for Group 3 Councils
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	<=91	60	60	72	72	68	target is reviewed annually in accordance with the results for Group 3 Councils
No. of DAs in each category - residential	n/a	164	231	211	240	198	
No. of DAs in each category - single new dwelling	n/a	75	131	166	195	165	
No. of DAs in each category - commercial, retail, office	n/a	124	144	104	115	111	
No. of food premises inspections	850	1,006	811	823	854	782	

A City of Wellbeing

A healthy community, with all supported throughout their life by services, facilities and people.



Goal One

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

Goal Two

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

Goal Three

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

Strategies

To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.

To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life.

To encourage a healthy, happy, inclusive and active community where neighbours look out for each other.

To provide a variety of activities that encourage social interaction and stimulate every day wellbeing.

To collaborate with our partners to offer the whole community a range of quality services and facilities.

To provide safe community spaces and places for people to meet and get to know each other.

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

To influence decision makers to provide health and welfare services that meet the needs of all our community.

What we said we would do

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

The City of Ryde benefits from a strong sense of community, with our residents actively participating in community life. This is demonstrated through our high percentage of volunteers (17.2 percent of the population), the high numbers of people who use our playing fields (around one million people every year) and a higher level of workforce participation than the national rate. Our city is also one of the safest in NSW, with low rates of crime. While our population appears affluent, we do have pockets of less advantaged residents who experience distinct and varied needs through their life stages; from young families to older residents living alone.

Residents have access to a range of specialised support services including nursing homes, general and specialist hospitals (including one of the worlds' most modern hospitals), area health services, specialist employment centres and a range of major charities that operate in Ryde.

We will work in partnership to retain and strengthen this 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.

Our network of volunteer sporting groups and associations will be supported with sports amenities that are optimised across the region in collaboration with neighbouring council areas (Northern Sydney Regional Organisation of Councils) and educational institutions. As our

population ages we will ensure that active living reaches all generations in the way that we design our active and passive recreational facilities.

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. We recognise that wellbeing stems from interaction, participation and support for individuals, and we want to make sure that the City of Ryde provides opportunities for a sense of wellbeing for all our community, at their doorstep.



Wellbeing

Tracking our Progress

We:

Developed a sports and recreation strategy for the City

The City of Ryde engaged the services of the Strategic Leisure Group to work with Council to develop a sport and recreation strategy. The purpose of the strategy is to identify the current and likely future sport and recreation needs of the City of Ryde community. It will also provide a framework for the Council to plan and manage sport and recreation facilities over the next decade.

Endorsed our Synthetic Sports Surfaces Action Plan

Councillors voted unanimously in favour of the staff recommendation for a 10-year Synthetic Surfaces Program as part of the draft Sport and Recreation Strategy that went on public exhibition in early 2016. ELS Hall Park No. 1 and Christie Park Nos 1 and 2 were identified as benefitting from all-weather synthetic playing surfaces to meet the soaring demand for sporting fields in the City of Ryde.

Construction is now either underway or nearing completion at the following fields:

1. Construction of synthetic surface fields at Christie Park 1 and 2 and relocation of grandstand by 2017
2. Construction of a synthetic surface field at ELS Hall Park No 1 (requiring relocation of the turf cricket wicket to Marsfield Park and possible relocation for rugby user group) was complete by the of 2016.

Inspired our community

Across the four-year reporting period we offered hundreds of educational initiatives aimed at everyone from school children to major corporations. Initiatives included workshops, regular nature walks, public lectures and other events as well as sustainability workshops that covered everything from composting, to natural baby care and green renovating.

Opened a new community hub at West Ryde

Opened in March 2012, the West Ryde Community Centre provides a one-stop shop for parenting and family needs. It offers subsidised tenancies for child and family focused organisations to deliver coordinated services, including Ryde Family Support Services, West Ryde Early Childhood Health Centre, West Ryde Neighborhood Children's Centre, Relationships Australia, Good Beginnings, Korean Lifeline and the Benevolent Society.

Improved disability awareness

In addition to partnering with disability service organisations to raise awareness of disability in the Ryde area, City of Ryde staff took a practical approach to improving access for people with a disability. Following a hands-on experiment by City of Ryde staff, where they experienced travelling by bus, taxi and along footpaths from Putney to Top Ryde City Shopping Centre while confined to a wheelchair, the taxi rank at Top Ryde City was upgraded to make it safer for wheelchair users and others.

We upgraded bus stops throughout the City of Ryde to comply with Disability Standards for Accessible Public Transport, involving the installation of seating, concrete slabs and tactile pavers for the visually impaired. Seats were also installed at dozens of additional bus stops and a new bus shelter constructed on the west side of Badajoz Road, opposite a retirement village.

Celebrated our seniors

With a significant percentage of our community aged over 65, the City of Ryde runs a popular program of activities for older residents throughout the year. In March each year we invite local organisations to publicise the activities they offer for older people and host other events to celebrate Seniors Week. Activities include classes introducing social media, pilates, and feng shui to seniors, cooking classes for men, guided walks in the area, author talks, and other events that always prove very popular with the City of Ryde's diverse and growing group of senior citizens.

As part of ongoing efforts to make our City age-friendly, we hosted an Age Friendly Communities Workshop and Networking Event. Seniors were also invited to participate in a survey to assist the City of Ryde and Hunters Hill Councils make Gladesville a better place for older people to live and visit.

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

Tracking our progress (continued)

Became a White Ribbon campaign partner

The City of Ryde has actively supported the White Ribbon campaign since 2009, playing a community leadership role and taking a stand on issues both in terms of the Council's operations and by partnering with businesses, community groups and others to create awareness, support and action at the local level. On Tuesday 5 June 2012 the City of Ryde signed a Memorandum of Understanding (MOU), formalising our relationship with the White Ribbon Foundation. We have followed up the signing with a series of organisational and community workshops, including a domestic violence forum, White Ribbon Day breakfast and other annual events to help ensure ongoing Council and community commitment to anti-violence awareness and actions.

Helped develop our community service sector

To support the not for profit service sector and to create collaborative partnerships with business and government for positive social change in Ryde, in 2012 we initiated a four-year sector development program. The program strengthened the community service sector in Ryde by supporting development activities through training workshops and sector development partnership projects.

As part of this program, we awarded \$478,119 in community grants for local community, cultural and sporting organisations over the past four years. During 2014/15 we also undertook a significant review of our Community Grants Program to provide greater transparency and equity in the grant approval process and also to make the grant scheme accessible to a wider range of groups.

One of the most significant outcomes of the review was the establishment of a new category in the grants program that supports capacity building in small or emerging groups, rather than offering only project-based financial support.

Recipients of grants in this category have access to training for their board members and advice on business planning that will help them become sustainable for the long term – and better able to apply for project funding in the future. A small grants category was also established, providing organisations three opportunities a year to apply for funds for a program or event.

Planned our open spaces

Demand for recreation spaces will continue to increase with our growing population. In 2010/11, we completed our Integrated Open Space Plan that, in addition to key land use planning documents, will set the course for the way our neighbourhoods will develop.

Following on from the completion of the Integrated Open Space Plan, we have been undertaking a program of sportsground upgrades, including drainage improvements, returfing, improving irrigation, and the installation of cricket nets and amenities.

Lighting has been identified as a priority to extend the use of existing sports fields for night training and matches and spread the wear on fields across the LGA. Floodlights have been installed in Waterloo Park and at Magdala Park, in partnership with Gladesville Ryde Magic Football Club.

Upgraded Ryde Aquatic Leisure Centre (RALC)

The Ryde Aquatic Leisure Centre is one of a handful of council-owned pools to operate at a surplus for the community, and has undergone an ongoing program of upgrades over the past four years to ensure it keeps its appeal to the community. Both the competition and leisure pools were upgraded as were the program pool change rooms. New water features were installed at the beach entry end of the Leisure Pool (wave pool), including a series of three arches with spray coming from under each arch for patrons to run through, tipping buckets and a hammerhead shark water feature.

To further reduce our electricity consumption and reduce our carbon footprint, we installed a cogeneration plant, which will generate heat as well as power. The plant has provided a 10 percent reduction in electricity consumption and subsequent reduction in greenhouse gas emissions, as well as an overall reduction in energy costs to the Centre. In addition, solar hot water systems have been installed throughout the centre to further save energy costs and reduce greenhouse gas emissions.

2013/14 also saw the construction of a new open-air surf simulator, making the RALC the first community aquatic centre in New South Wales to offer the thrill of riding a surfboard all year. The surf simulator can accommodate up to 48 riders an hour of all ages and skill levels and was built on underutilised land on the Victoria Road side of the Aquatic Centre. Waste energy from the cogeneration plant is being used to power a part of the surf simulator to fully utilise the benefits of cogeneration.

The Centre has continued working to reduce tap water usage from a high of 146.6KL per day before water efficiency measures were implemented, down to a consistent 67.8 KL per day over the past two years – a reduction of 53.7 percent through improved sub-metering, the fitting of water-saving appliances, increased water recycling and rainwater harvesting initiatives.

Encouraged volunteering

We support our culturally and linguistically diverse community volunteers by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers. We have provided volunteer fundamentals training for our Culturally and Linguistically Diverse (CALD) community, aimed at building engagement, participation and integration of new migrants into the community through volunteering.

Each year we refer more than 300 enquiries to volunteer organisations



Wellbeing

including Easy Care Gardening, Royal Rehab, Hunter's Hill Ryde Community Services, Achieve Australia, Christian Community Aid, North Ryde Community Aid and Ryde Hunter's Hill Community Transport. Most referrals came from the CALD community who are seeking voluntary positions as a way both of improving their English and gaining local experience that would help them in their quest to find a job.

The City of Ryde Bushcare Program is also supported by more than 150 volunteers, who offer their time every month to participate in environmental restoration within the City's natural areas, and collectively contribute more than 4,000 hours each year.

Additionally, in 2014/15 we introduced a trial volunteer program at our libraries. We now have over 20 enthusiastic volunteers helping library staff with the management and delivery of events, and we will be continuing with the volunteer program for the foreseeable future.

Encouraged active lives

Our always popular 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.

School holiday activities include scooter and skate clinics, Go4Fun sessions, craft activities, guided walks, surf masterclasses and film nights.

Seniors and retirees are offered preventative health exercise programs, including Lift for Life and Heartmoves as well as guided walks.

Other programs include the Go4Fun 10-week program and target families with children aged 7 – 13 years of age who are above a healthy weight range (based on BMI calculations), and BRAVE, which targets young people who have disengaged, or are at risk of disengaging, in education, physical activity, their health and wellbeing. Live Life Get Active provides the community

with access to free outdoor fitness and activity sessions during lunchtimes in Macquarie Park.

Each year we host a range of guided walks to promote our local natural areas and open spaces and encourage active recreation and return visits to these areas. Many walks are held to coincide with other celebrations in our City, such as the Granny Smith Festival, NAIDOC Week and National Biodiversity Month.

Over the past two years, guided walks have been an integral part of organised World Environment Day celebrations and have been particularly well received by participants.

The demand for the guided walks program has continued to increase with the majority of the walks now reaching capacity well in advance of the scheduled date. Many community groups become involved in specific walks as a way to showcase their activities. They include Bushcare, the Sydney Live Steam Locomotive Society, Sydney Wildlife Rescue and The Habitat Community Nursery.

To encourage workers to use more sustainable forms of transport, we have expanded and enhanced our footpath network, while an upgrade to Shrimpton's Creek features improved signage, bicycle racks and tree planting, creating a new space for workers and local residents to enjoy.

Brought our play spaces to life

Following the development of our comprehensive Children's Play Implementation Plan (known as the Play Plan) in 2013, the City of Ryde engaged in an ongoing program of playground upgrades to ensure there are sufficient and suitable spaces and facilities for children to play freely across the City. The upgrades provide new play and landscaped areas for families and ensure access to safe, accessible and high quality playgrounds.

One of the highlights of the upgrade program was the opening of Livvi's Place at Yamble Reserve. The \$1.5 million all-abilities playground combines traditional play equipment with purpose built play and landscape elements, providing a safe, outdoor environment for children and carers. Themed play zones that stimulate, calm and provide sensory interest for children with physical, intellectual and emotional disabilities are a feature of the design. The playground won the Premier's Peoples Choice Award and the NSW Minister for Planning and Infrastructure's Sydney Green Space Award. We have also upgraded playgrounds at Australia II Park, Quandong Park, Meadowbank Park, Putney Park, Holt Park, Community Park, Fontenoy Park, Jordan Park, Melrose Park, and Dunbar Reserve.

Completed the Ryde River Walk

The final stages of the Ryde River Walk between Bill Mitchell Park and Banjo Paterson Park were completed in 2014/15. The 10km pedestrian pathway along the northern shore of the Parramatta River was created to improve the community's enjoyment of the unique attractions along the waterway. The upgrade includes new waterfront seating in Bill Mitchell Park and new access stairs, a boardwalk along the riverfront, a recreational walking trail through Looking Glass Bay, and an upgrade to the walking trail in Glades Bay Park.

Tracking our progress (continued)

Connected community members with service organisations

Each year the Community Information Expo brings increasing amounts of information about services available to people from diverse backgrounds. Held in Eastwood Plaza as part of Harmony Week celebrations, the event provides information in community languages including English, Korean, Cantonese, Mandarin, Armenian, Dari and Farsi. Stallholders offer information about aged care, health, housing, immigration, education, legal and other community services that are available in the City of Ryde.

Went smoke free

During the past four years 'Smoke Free' banners were displayed around our local sporting fields to promote the smoking ban that applies to both covered and uncovered spectator areas while they are being used for an organised sporting event. With ongoing efforts to help make Eastwood a more attractive place to live, work and visit, and to address the adverse effects of smoking, a six-month smoking ban was also trialled in Eastwood Plaza. This decision was confirmed by Council in 2016, maintaining Eastwood Plaza as a smoke free zone. Making the entire Plaza smoke-free creates a consistent, positive health message in this busy community hub.

Developed a community buildings licensing policy

We have developed a community buildings licensing policy to ensure that we are able to provide consistent, equitable and transparent processes in the management of our community buildings, as these facilities provide subsidised accommodation to not-for-profit organisations to deliver services for our community.

Kept our community safe

Our Crime Prevention Plan has been rolled out across the area with messages designed to make the community more aware of what they can do to reduce criminal activity in the area. Campaigns included 'Is Your Stuff Safe?', designed to raise awareness of theft occurring around our town centres, libraries and car parks, with signs in Eastwood created in English, Korean and Mandarin.

In partnership with the Federal Government, the City of Ryde has upgraded the lighting in and around the Glen Street Car Park Eastwood, and installed CCTV cameras, to enhance the safety of our community. This was funded by a Federal Government grant.

Immunised our community

The City of Ryde's Immunisation Service supports local families with children aged up to five years old. The majority are referred to our service by local Early Childhood Health Centres, however, many families from other suburbs outside the LGA also attend the clinics. Other clients include new residents, either migrants or refugees, many of whom do not yet possess Medicare cards and find the cost of attending a GP prohibitive. More than 1,300 children are vaccinated each year by the clinic.

Created a community nursery and food garden

The City of Ryde, in conjunction with The Habitat Network, initiated a community nursery and food garden, known as 'The Habitat' at the southern end of Santa Rosa Park, in Quarry Road. It includes a plant nursery that propagates local native plants for purchase by the general public, as well as seedlings to be used in the Community Food Garden.



Wellbeing

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Wellbeing	5,310,175	5,562,871	6,216,850	3,763,747	9,205,480	30,059,123

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Ryde Parramatta River Walk (POT p.43/57)	382,838	75,694	1,776,964	-	-
Yamble Reserve- All Abilities Playground	1,580,527	-	-	-	-
Addington House - Renovation	57,504	156,005	-	-	-
Installation Cogeneration Plant - RALC	38,918	577,340	-	-	-
Surf Attraction Equipment - RALC	323,123	2,521,378	376,693	-	-
Park Irrigation Renewal Chrstie Park	22,848	-	-	-	-
Digital enhancement for Libraries	14,638	6,225	42,660	24,844	37,770
Implementation of Children Play Plan	-	257,940	1,170,285	65,600	-
ELS Hall Park #1 - Synthetic Surface	-	-	238,559	118,236	-
Implementation of Children Play Plan -P2	-	-	226,464	408,863	606,145
Sportsfield Floodlighting Renewal	-	32,176	15,130	325,777	394,224
Sportsfield Renewal & Upgrade	694,958	605,445	475,941	561,178	1,937,994
RALC Asset Renewal	294,055	118,258	148,924	143,818	131,041
Community Buildings Renewal	112,924	98,998	202,740	277,092	201,547
Sportsground Amenities Renewal & Upgrade	99,096	193,305	975,728	320,509	236,233
Playground Construction & Renewal	277,468	654,514	212,445	384,094	552,690
Community Buildings Renewals - Libraries	237,632	122,161	95,028	336,518	95,327
Sportsfield Floodlighting Expansion	222,108	29,892	108,165	203,283	39,899
Sportsground Amenities Upgrades Expansion	140,466	16,664	31,443	109,169	-
Synthetic Playing Surfaces Expansion	-	-	-	-	4,210,774

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.



Wellbeing

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Open Space Sport and Recreation Program							
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	100%	100%	100%	
No. of visitors to RALC	>= 715,000	716,462	713,227	728,481	755,737	788,748	
No. of organised sport participants using Council's active open space areas	>= 500,000	-	-	523,500	613,000	518,250	This KPI was introduced in 2014/15
Community and Cultural Program							
No. of new clients using the home modification service	250	331	190	260	199	303	
No. of children immunised	>=1,600	1,557	1,424	1,321	1,300	1173	
% capacity of leased halls booked (capacity based on 8 hour booking per day)	>=60%	61%	65%	72%	75%	73%	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	>=45%	48%	49%	52%	50%	51%	
% customers satisfied with road safety programs and workshops	80%	-	-	95%	93%	-	This KPI was introduced in 2014/15. Survey not run in 2016/17.



West Ryde Easter Parade and Fair

A City of Prosperity

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

Goal One	Goal Two	Goal Three
Our Community and businesses across the city flourish and prosper in an environment of innovation, progression and economic growth.	Our city is well-designed and planned to encourage new investment, local jobs and business opportunities.	Macquarie Park is recognised globally and locally as an innovative education and technology hub.
Strategies		
To create a strong economic direction, with incentives that encourages new and diverse business investment and opportunities.	To respond in our planning, now and in the future, to global and metropolitan trends.	To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence.
To work with relevant partners to share our brand, provide facilities and services to attract and retain local business in our city.	To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce time and travel costs and improve amenity.	To take a leadership role to improve movement to, from, through and within Macquarie Park.
To share growth, prosperity and opportunities across the whole community.	To design retailing places that encourage and attract a diversity of business opportunities and jobs.	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.

What we said we would do

Our outcome of a City of Prosperity will ensure that our major business centres have a competitive edge in relevant global, national and metropolitan markets, support economic growth and provide opportunities for those that live, study and work here.

The City of Ryde has become synonymous with strong economic performance, as it contains Macquarie Park which has for many years been a significant net provider of employment. However growth and prosperity cannot be taken for granted, and with the opportunities provided by having an internationally acclaimed University, a two TAFE's, and numerous retail and commercial centres, the future of our city must be carefully planned to ensure local jobs and innovation continue to flourish.

Our city is likely to deliver more jobs than the current target of 21,000 set by the State Government in the Metropolitan Strategy, and we will ensure that it does so without diminishing its attraction as a place to live and work. Strong urban design, a reduction in red-tape, listening to businesses and working with our partners will ensure that we provide jobs for our community now and in the future, as well as ensuring the benefits of business investment is enjoyed by all.

A specific focus for big business will be Macquarie Park, which provides unique opportunities to showcase local technology in a distinctive and accessible setting. New land use controls will regenerate the business park with smaller block sizes, additional height controls, improved road networks and a more pedestrian-

friendly environment to stimulate investment. Transport solutions for Macquarie Park and the university will be explored through a Transport Management Authority. Supporting a night-time economy at the intersection of the university and the business park will provide additional animation to the precinct and make it attractive to the younger workforce while responding to the needs of innovative industry.

Retailing in our town centres will be supported by improved urban design, improved public domain areas and amenity for those who shop there, and the branding of the City of Ryde will offer a unique selling point in attracting further investment.



Prosperity

Tracking our Progress

We:

Established partnerships with local businesses

During the past four years we have developed strong partnerships with local businesses including the Ryde Business Forum (RBF), which had an office in the Ryde Planning and Business Centre to assist with business development matters in our City. The RBF's office has recently relocated to be part of Council's new office in North Ryde.

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

Each September we partner with the Ryde Business Forum and the Northern Institute of TAFE to hold free workshops and seminars as part of Small Business September, with topics as diverse as strategic decision-making in business, digital storytelling and social media marketing.

Established the Macquarie Park Development Control Plan (DCP)

To ensure the ongoing development of Macquarie Park delivers the best possible outcome to local businesses and the broader community, and following consultation with landowners and other stakeholders, we established the Macquarie Park Development Control Plan (DCP).

It identified 12 distinct character areas that will ensure the Macquarie Park Corridor is a high-quality, well-designed, safe and liveable environment that reflects the natural setting, with three accessible and vibrant railway station areas providing focal points. Together these will facilitate economic growth and ensure Macquarie Park lives up to its potential.

Produced the Flavours of Ryde Guide

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

Developed a Low Carbon Growth Plan for Macquarie Park

In August 2011, Climate Works Australia in collaboration with the City of Ryde, the NSW Office of Environment and Heritage and members of the Sustainability Working Group of the Macquarie Park Business Forum developed a Low Carbon Growth Plan for the Macquarie Park Precinct. The Plan found that building owners and tenants in the Macquarie Park precinct could significantly reduce their energy use – and the amount of money spent on energy bills – by using a range of widely available technology solutions that can be implemented at relatively low cost. The City of Ryde has been engaging with local businesses to encourage the Plan's implementation.

Supported Macquarie Park's growth

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

We are continuing to work with the State Government to ensure the continued success of the precinct and to protect the employment opportunities it provides to the community. We also produced and distributed *Meet Macquarie Park*, a guide to local activities, sporting groups, and businesses for staff working in the business precinct.

An associated video was developed and uploaded to our YouTube page and the Macquarie Park website. An e-newsletter was also launched, and the Macquarie Park Marketing Group was established to further market the area to prospective commercial investors.

To support the continued growth within the corridor the Council resolved in September 2015 to partner with the Department of Planning and Environment to undertake a strategic review of the corridor with the aim of ensuring a viable commercial and mixed use centre supported by the necessary infrastructure.



Prosperity

Tracking our progress (continued)

Launched the Macquarie Park Investment Prospectus

A new prospectus for Macquarie Park that promotes its investment benefits and opportunities was launched in 2014, providing a useful quick reference guide to Macquarie Park's competitive advantages and growth potential for prospective investors. The Prospectus contains information on growth rates, future planning, case studies, transport services, education providers, shopping, a directory of the largest businesses and a comprehensive map.

It also contains the contact details of major land owners, developers and commercial real estate agents that operate in the precinct.

Macquarie Park is recognised as a strategic centre under the NSW Government's Metropolitan Plan, 'A Plan for Growing Sydney'. Over the next 25 years Macquarie Park is expected to support 40,000 new jobs and 1.3 million square metres of new floor space, and the Macquarie Park Prospectus will help ensure the City of Ryde continues to attract employers of choice.

Hosted a light rail symposium

In partnership with Macquarie University, we hosted a Light Rail Symposium, which called for the construction of the 'missing link' in the Western Sydney Light Rail Network between the Macquarie Park and Parramatta CBDs. We will continue to impress upon the NSW Government the economic benefit of connecting the two growth centres of Parramatta and Macquarie Park.

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Prosperity	1,008,492	1,852,502	1,040,668	3,511,579	2,282,626	9,695,867

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Public Domain Upgrade Waterloo Rd	200,843	590,989	-	-	
Public Domain Upgrade Waterloo Rd	-	150,413	251,523	345	
Footpath Upgrade Delhi Rd	-	-	255,614	557,182	
Town Centre Upgrade Renewal	349,949	1,021,684	533,530	2,930,459	1,862,875
Multi Function Poles in Macquarie Park	-	-	-	-	172,563
Embellishing Planting along Waterloo and Delhi Roads	-	-	-	-	45,448
Street Tree Planting in Byfield Street Macquarie Park	-	-	-	7,500	36,155
West Ryde Plaza	-	-	-	-	165,585

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Performance Indicators

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.



**Christie Park Synthetic Field
Announcement**

A City of Environmental Sustainability

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



Goal One	Goal Two	Goal Three
Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment.	To encourage and enable all our residents to live a more environmentally sensitive life.	As we grow, we protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change.
Strategies		
To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them.	To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development.	To lead by example and demonstrate environmental sensitivity in all that we do.
To actively collaborate with our community and businesses to care for and enhance our environment.	To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.	To work collaboratively with neighbouring councils to develop measures to protect our natural environment and biodiversity.
To provide incentives that encourage all to enhance, preserve and protect our natural ecosystems.		To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

What we said we would do

Our outcome of Environmental Sensitivity will ensure that a balance is maintained between the pressures from population growth, and the protection and enhancement of our natural ecosystems. It will reduce our exposure to the risks of climate change.

We will collaborate with our community and partners to plan, promote, educate and facilitate more sustainable living in our city and integrate environmental sensitivity in all that we do. In practical terms we will implement measures, such as the use of bio-filtration methods instead of traditional engineering solutions, to clean and reduce pollution

in our waterways; re-establish bushland in areas where there is a longer-term environmental benefit and enhance our natural corridors and waterways. We will continue to foster the hopes of our community for a city abundant in green spaces and strengthen our connections with the Lane Cove National Park, located on our doorstep.

There is evidence of impending risks caused by global warming, such as rising water tables, sea level rises and predicted increasing extreme weather events. This is especially relevant for us with our location next to the foreshores of two tidal rivers and our history of serious flooding across our stormwater

catchments. We also anticipate an increase in the number of extreme bushfires within the natural bush corridors that we value.

To meet these challenges, we will raise public and business environmental awareness, encourage environmentally sensitive planning and design, provide appropriately designed infrastructure, support our volunteer emergency services, keep our emergency response planning relevant and reduce our city's environmental footprint wherever we can.



Environmental Sensitivity

Tracking our Progress

We:

Improved our creeks and waterways

For more than seven years we have been sampling and monitoring five catchments across 13 sites within Ryde. In 2012 we reviewed our water quality monitoring and sampling program to investigate ways in which we can further enhance waterways protection. Results from these ongoing monitoring programs are accessible to the public via our website to assist them to better understand the impact of pollutants in our waterways and water quality.

We also conducted a study into the City of Ryde's riparian (creekside) zones to develop a complete picture of the impact of urban development in Ryde and how we can protect the community's natural assets.

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

In addition, they guided the preparation of the Parramatta River Coastal Zone Management Plan and the Lane Cover River Coastal Zone Management Plan both of which were completed in 2013. Both were adopted by the City of Ryde Council and we have been implementing recommended actions from these such as seawall repair works and further water sensitive urban design projects.

We constructed bioretention basins at Shrimpton's Creek and Santa Rosa Park to help purify stormwater entering waterways and completed a bioretention detention basin at Waterloo Park.

Our stormwater asset replacement and improvement works programs continued with failed pipe systems replaced across the LGA and new pipes constructed to reduce gutter overflow.

To educate the local community about watering, we completed an online water mapping program for the community to access. It links water quality monitoring results with catchment works, with a view to educating the community on better understanding local catchments and their proximity to key catchment pressures, condition and related catchment improvement measures.

We have received two Environment Protection Authority (EPA) grants to install two gross pollutant traps (GPT) on waters entering Archer's Creek in West Ryde and Bill Mitchell Park in Gladesville to prevent litter from entering the Parramatta River. These projects were coupled with extensive waterway litter education campaigns for community and business.

We also received a \$100,000 grant that Council matched to undertake a series of water quality catchment improvements along Terry's Creek. These were completed during the past year.

Our Water Quality and Riparian Program has improved creeks and waterways, creek health and stability along two extensive riparian corridors within Terry's Creek. We completed riparian and creek restoration works at Brush Farm Park to assist with erosion and bank instability issues and to assist water movement in high flow events.

The City of Ryde also supported efforts

by the Parramatta River Catchment Group (PRCG), with their 'Make the Parramatta River Swimmable 2025 again' campaign. We are an active member of this regional group.

Completed the River to River Corridors Project

The River to River Corridors Project linked 25 planting and 40 bird monitoring sites across two wildlife corridor zones (including schools, neighbourhoods and community lands) in both the Ryde and Hunters Hill local government areas. The project involved two years of seasonal ecological surveys, a social values survey as well as on-the-ground planting and restoration works.

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

The project also engaged corridor residents to participate in community planting and education events and provided them with native plants to create 'stepping-stone' vegetation areas within their own gardens. A total of just over 900 individual residents and community members across both the City of Ryde and Hunters Hill areas helped plant more than 16,000 native plants to support native small bird and fauna habitat across residential gardens and community parklands.

Tracking our progress (continued)

Created the Home, Waste and Sustainability Advisory Service

Initially grant-funded for the first two years, the Home, Waste and Sustainability Advisory Service targeted residential units and Culturally and Linguistically Diverse (CALD) communities over the first two years of the term, and offered a free advisory service to encourage sustainable living, efficient use of resources and improved waste management behaviour. The service has now been expanded across multiple precincts and now over 1,500 households are contacted annually and offered this free service, which is proving popular. The service provides education, tools, skills, incentives and information to empower and assist local residents to manage their local environmental and consumption impacts in an ecologically sustainable manner.

Other environmental education includes our ongoing community education program, delivering environmental workshops and events throughout the year to our residents to reduce their ecological footprints through hands-on interaction. These workshops have included; Building native water sensitive gardens, Understanding solar, Making your home energy efficient, Permaculture, Natural baby care and Less mess, to name a few. These continue to be very popular with the community.

Helped local businesses go green

The Sustainable Businesses in Ryde Program encourages businesses to reduce energy and water use and their associated costs, as a sensible financial and business investment. By 2012/13 the project had reduced water use by over 212,000 litres per year, and delivered savings of more than \$325,800 for the 48 participating businesses in that year. Since 2013/14, participating businesses have continued to use the learnings from the program to reduce their footprint and Council will look to reconnecting with those businesses over the coming years.

Supported the Ryde Environmental Education Network (REEN)

We believe that programs targeted at youth and school-aged children are an effective way of delivering key environmental messaging. These programs assist us to build generational environmental culture and behavioural change by including ways of indirectly reaching parents and friends. Over 17 local schools have been actively engaged with Ryde Environmental Education Network (REEN) over the past four years and continue to work closely with Council staff to incorporate suitable environmental and sustainability initiatives into course curriculums and school activities.

REEN members participated in plastic pollution, waste-to-art and e-waste challenges, workshops and meetings whose guest speakers provided specialist advice and engagement to REEN members. Speakers came from waste management facilities or had backgrounds in sustainability and environmental management systems, Indigenous land and climate education, sustainable schools and plastic pollution.

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 bush regeneration sites. There are 3.4 hectares of dedicated open space per 1,000 people (including National Parks land in the City of Ryde).

Bushcare volunteers in Ryde have contributed thousands of hours to enhance our local parklands over the past four years. Community partnership activities were held with local businesses and organisations including: Johnson Controls, Fuji-Xerox, Novartis, Chep, Canon, Morling Theological College, Ingredion, Tzu Chi Foundation, CA Technologies, Optus, Dupont and HP, among others. These organisations have helped to improve the local environment, often coming back year after year to build upon their achievements.

In the last four years local residents have helped to form new Bushcare groups at Denistone Park, Martin Reserve, Bronhill Ave (Portius Park) Burrows Park, Pellisier Rd (Putney Park) and Forsyth Park. Their sites continue to improve and their efforts complement the work undertaken by our bush regeneration contractors.

A range of Bushcare activities were undertaken by the volunteers, including primary clearing of woody weeds, hand weeding, track maintenance, mulching and planting. Other Bushcare achievements include the restoration of rare Blue Gum High Forest, water quality testing, delineation of natural areas and assistance with a World Environment Day event at Darvall Park. We have seen significant improvements at Brush Farm Park with the installation of wayfinding signage and track upgrades. We encourage local residents to explore, discover and enjoy these natural areas.



Environmental Sensitivity

Planned for floods

To better prepare for flooding events we have developed a number of flood risk studies and plans for low-lying areas, including an Eastwood Town Centre Flood Options Feasibility Study, the Buffalo and Kitty's Creek Risk Management Plan, and the Parramatta River Floodplain Risk Management Plan. Sea level rise predictions relevant to Ryde have been incorporated in the risk profile for these studies.

Planted trees

Our community has told us how much they value the City's leafy green feel. As well as our street tree and urban forest tree planting programs, each year we host National Tree Day community planting events. During National Tree Day and Schools Tree Day events, more than 12,950 native trees, shrubs and groundcovers have been planted in our local parks, all by volunteers.

Kept our emissions in check

We have continued to identify strategic energy saving opportunities, such as completing lighting upgrades, including the installation of energy efficient LEDs, the installation of solar hot water systems and heat pumps across several Council buildings, and the installation of a cogeneration plant for the Ryde Aquatic Centre. Energy emissions from electricity, mains gas and fleet have continued to fall, thanks to our diesel retrofit program that ensures most of the machinery and trucks in our fleet meet stringent Euro IV and V emissions standards.

Over 4,000 equivalent tonnes of carbon emissions have been saved from mitigation actions implemented by the City of Ryde over the past four years. With respect to energy consumption, City of Ryde facilities are collectively using about the same energy now as they did in the baseline year 2003/04 and have done so consistently, despite significant growth in Council facilities since 2003/04. This is a remarkable result in the circumstances.

Cut water consumption despite increasing demand

We have experienced increased irrigation of sporting fields, together with a number of new facilities coming online and increased demands on facilities by the local community over the years. There has been water lost from leaks from an ageing infrastructure since the baseline year, which has unavoidably driven up annual water consumption, however we continue to use about 8 percent less water annually than we did in the baseline 2003/04 year. This is a significant achievement as we continue to increase the level of services and the number of facilities we provide to the community.

Tracking our progress (continued)

Reduced waste going to landfill

We have continued to work with residents and businesses to deliver environmentally responsible and sustainable waste management solutions. Our challenge is to educate and influence the community to take on long-term changes to reduce unnecessary waste at its source, and offer opportunities to reuse and renew valuable resources that would otherwise be sent to landfill. As part of this work, we reviewed and updated our waste strategy to ensure that we are taking all possible steps to reduce waste both internally and in our community.

Our new waste strategy outlines the steps our City is taking to better manage our waste streams, focusing on the key areas of waste avoidance, resource recovery and advanced waste treatment methods.

Our Strategic Waste Action Plan was implemented during 2011/12, which has led to reductions in waste going to landfill, and helped us to meet state government targets for recycling. This also involved the implementation of the waste education and communication plan, which included the development and rollout of significant waste education materials in local community languages.

Each year, free waste tours of the SITA recycling facility at Chullora and the landfill at Eastern Creek assisted residents to understand what happens with their waste. We also conducted various worm farm demonstrations.

In addition, by employing a philosophy of cradle to cradle, instead of cradle to grave, we increased construction recycling operations significantly over the four years. This resulted in increased income for our Public Works

section because the sorted waste materials were sold at a profit. This income has been put into Council's general funds for use in a variety of community and other projects.

We also implemented a Waste Minimisation Plan to reach the City's desired outcomes. The City of Ryde is a Love Food Hate Waste partner – this is a program run by the Office of Environment and Heritage and is designed to reduce the amount of avoidable food waste that ends up in NSW's landfills, and we have undertaken a variety of educational activities aimed at reducing the amount of food in resident's red-lidded bins.

Throughout the reporting period we provided all residents with a comprehensive and reliable waste and recycling collection and disposal service that included:

- A three-bin collection system and five council clean-up services;
- At-call chipping and mulching collection service;
- At-call TV and computer collection service;
- Free Secondhand Saturday advertising for more than 130 households;
- A recycling drop-off station at the Civic Centre for batteries, light bulbs, mobile phones and cartridges;
- Medical sharps drop-off facility at 10 local pharmacies;
- Subsidised compost bins and worm farms;
- 39 clothing bins for textile recycling;
- Commercial waste and recycling collection service;
- Event waste collection service by application;
- Annual household chemical clean out coordinated in conjunction with the EPA; and

- Public recycling stations in parks and city centres.

In May 2015 we entered into a new domestic waste collection contract and several improvements were made as a result of this change. One of the biggest changes was the move from a scheduled to an At-Call Household Clean-up Collection Service.

Residents still have access to up to five collections per calendar year, however the new service allows them to pre-book a clean-up 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. Other initiatives established to increase the levels of recycling throughout the City of Ryde include:

- The Living on the Block Project, which focuses on maximising recycling in multi-unit dwellings and minimising illegal dumping and contamination in recycling and garden organic bins;
- Local preschools being provided with waste education materials to assist them in educating students on the four Rs (Refuse, Reduce, Reuse and Recycle);
- An e-waste recycling collection challenge for primary schools; and
- The Sustainable Waste to Art Prize (SWAP) where artists and members of the community compete with up-cycled functional art made from recycled material or works with a sustainable living theme.



Environmental Sensitivity

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Environmental Sustainability	2,128,085	2,931,226	4,126,815	3,280,813	9,901,200	22,368,139

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Park & Open Space Tree Planting Program	103,106	18,115	34,568	7,945	27,695
Delineation of Natural Area	6,230	10,982	9,190	6,650	-
Porters Creek Precinct	-	71,869	45,426	321,084	225,924
Buffalo and Kitty's Creek Study	155,912	49,721	20,350	-	-
Parramatta River – Ryde Catchment Study	151,946	16,514	60,314	-9,984	-
Shrimptons Ck - Bioretention Basin	53,938	316,144	141,317	-	-
Stormwater Asset Replacement Renewal	481,374	1,057,271	891,587	635,576	1,167,012
Stormwater Improvement Works Renewal	623,154	1,051,899	967,386	1,624,679	1,489,432
Old Landfill Sites Subsidence Program	-	-	250,932	203,265	226,158

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.



Environmental Sensitivity

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Catchment Program							
% of stormwater assets that are condition level 4 or better	Baseline	-	-	90%	93%	99%	
Environmental Program							
Equivalent Tonne (et) CO2 saved across organisation from mitigation actions implemented.	>= 400 tonnes	640 tonnes	656 tonnes	911 tonnes	850 tonnes	1569 tonnes	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	<5%	-0.4%	-1.2%	0.1%	0%	0%	
% reduction in Council water consumption across all facilities below 2003/04 base year	<15%	7%	8%	7%	8%	2%	Increased water irrigation of playing fields required due to lower than expected rainfall throughout the summer months. Organisation is still using 2% less water than it did in 2003/04 despite growth.
State of Environment Report as part of Annual Report completed	1	1	1	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 on environmental indicators and other information relevant to Ryde.
Waste and Recycling Program							
% tonnes of recycling from all domestic waste services	50%	47%	44%	42%	43%	42%	While the percentage diverted from landfill has dropped the amount of waste per capita has also reduced from 222.60kg per capita to 217.30kg per capita.
% community satisfaction with CoR's domestic waste and recycling service	>82%	82%	86%	-	-	97%	
% of Council's plant fleet that meet the Euro4 standards (equivalent to green star rating)	95%	93%	96%	100%	100%	100%	
% Council's fleet cars to meet 4 green star rating	95%	94%	98%	100%	100%	100%	

EDEN UNEARTHED Art in the gardens

Display Gardens & Sculpture Walk
Garden Centre & Information Kiosk
Garden Theatre
Dragonfly Café Terrace



Spring Garden Competition Winners

A City of Connections

Access and connection to, from and within the City of Ryde. Providing safe, reliable and affordable public and private travel, transport and communication infrastructure.



Goal One	Goal Two	Goal Three
Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde.	Our community has the option to safely and conveniently drive, park, cycle or walk around their city.	Our residents, visitors, workers and businesses are able to communicate locally and globally.
Strategies		
To improve transport connections between our centres, neighbourhoods and workplaces, that are accessible and safe.	To improve connectivity between and accessibility to our suburbs, centres, open spaces and places.	To create publicly available spaces that offer access to communication technologies.
To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable.	To improve car parking options in our busiest centres.	To create a WiFi City that offers our community accessible and flexible communication.
To encourage the use of environmentally friendly transport options.	To influence decision makers so they respond to our major road, cycle and pathway needs.	To collaborate with others to provide emerging communication technology in our city.

What we said we would do

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

We will work collaboratively with our partners, to respond to our increasing population and their requirements for connection to workplace, educational, retail and recreational destinations.

We will embrace emerging transport technologies to improve the integration of our transportation systems and connect and develop our cycleways and walkways to encourage more people out of their cars. We will stay abreast of our ageing infrastructure, which needs to cope with greater usage, to ensure our assets are appropriately planned and maintained.

In response to the growing stresses being placed on our transport infrastructure, we will mitigate demand

by locating homes closer to educational, employment and retail opportunities to reduce the travel 'footprint' of our residents. We will build relationships with others to plan and implement solutions that are sustainable and offer flexibility of choice.

Recognising the opportunities that technology brings, we will keep abreast of changing technology so that people can connect in public places and live in an environment that encourages work from home.



Connections

Tracking our Progress

We:



Established NSW's first Transport Management Association (TMA)

Currently home to some of Australia's largest employers, the Macquarie Park Corridor is expecting to double in size and worker numbers by 2031, bringing increased traffic congestion with it.

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

Now known as Connect Macquarie Park + North Ryde, the TMA has helped local businesses to partner with government agencies and transport providers to improve the efficiency and sustainability of the transport network, in reducing demand for peak period private vehicle travel and expanding the number of businesses and institutions supporting and delivering workplace-based transport programs.

Undertook a parking survey in Macquarie Park

The continual growth of the Macquarie Park precinct has resulted in increased traffic and demand for car parking. In response, we undertook a study to assess the need for parking and determine whether the needs of commuters are being met. It found that unless some significant changes are made to the off-street and on-street parking rates, long-term growth in the Macquarie Park Corridor could be compromised by traffic congestion.

Two alternatives have been proposed to the 'business as usual' model. Option one involves introducing commercial car parking rates with a capped rate for all

day parking, while option two recommends a scenario where parking in an inner precinct centred around Waterloo Road would have more restrictive parking rates compared with outer areas. The study found that this approach achieves a balance between minimising the effects of traffic congestion growth in the precinct and the impacts that the modified rates will have on the competitiveness of the precinct against other similar centres. The outcomes of the parking study aim to introduce lower parking rates. Such rates are more aligned with centres such as Chatswood and North Sydney and will assist in addressing the current congestion problems in the corridor.

Continued rebuilding Meadowbank Seawall

We continued with our ongoing foreshore program to upgrade sea walls that have been affected by increased wave action created by ferries and other boat traffic.

Lobbied for improved transport connections

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

Updated the Ryde Integrated Transport Strategy

The City of Ryde recently updated its 2007 Integrated Transport and Land Use Strategy and approved the City of Ryde Integrated Transport Strategy 2016-2031 – Regionally Connected, Local Accessible.

This Strategy builds on the 2007 Strategy and aims to influence transport and land use planning by maximising the opportunities to increase public transport and walking and cycling use, reducing the frequency and length of trips on the transport system, improving local traffic access and parking and providing a framework for a more cohesive transport network out to 2031. The Strategy articulates policy requirements around land use, parking, public transport, active transport and roads and freight and outlines integrated actions for each element.

Tracking our progress (continued)

Encouraged alternative forms of transport

Across the reporting period we have significantly extended our cycle path network to more than 20 kilometres of both on-road and off-road cycle paths.

We have been assessing and monitoring how our community moves through our city so we can build projects to move them safely and more sustainably. These works have included developing Pedestrian Accessibility and Mobility Plans to understand how people move about our City and the improvements needed to enhance pedestrian connections. To enable our corporate partners in Ryde to transport staff in a more sustainable manner, we have developed Sustainability Travel Plans to provide alternative options for travel to and from work and reduce local congestion.

We have provided corporate environmental education initiatives such as the 'Get back on your bike' and 'Cycle skills' workshops to encourage commuters to consider more sustainable travel alternatives to and from work.

We have continued to run the Shop Ryder bus service which transports in excess of 40,000 passengers each year and have upgraded bus stops to offer new seating and greater protection from the weather. Due to running costs the Shop Ryder service was reduced from six days a week to four in 2014/15, but it remains well patronised. The service has been running since 2008 and conservatively substitutes for more than 10,000 equivalent car uses each year which helps reduce traffic congestion and improve air pollution.

In conjunction with Macquarie University, we also started investigating other alternatives to car transport, including personal mobility devices (PMDs) – powered devices that allow the user to travel short distances quickly and to transfer between transport modes.

The project's findings are helping to shape the development of regulations governing alternative vehicles, including PMDs, and providing guidelines for other local governments seeking to address the question of short journeys in congested locations.

Improved pedestrian safety (including Pedestrian Access and Mobility Plans)

From 2011/12 we rolled out the School Safe Banner Program to help educate parents and students about both pedestrian safety and ranger awareness. The program has resulted in a decrease in fines issued around schools and significantly reduced attacks on rangers.

We also supported the popular Go Active 2 School program, a walk to school project that is helping combat the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. With many students in the area from multicultural backgrounds, Go Active 2 School materials have been translated into Chinese and Korean to ensure that all parents understand the importance of this program. Ten schools are currently involved in the program.

However, unacceptably high levels of pedestrian casualties have been experienced in the City of Ryde due to texting, talking and listening to music on mobile devices. This statistic prompted the City of Ryde to launch 'Distracted', a pedestrian safety awareness campaign aimed at persuading people to put their heads up and their mobiles down while walking in 2015. And in response to a number of incidents involving senior citizens, in April 2015 a City of Ryde Road Safety Officer and a Korean translator presented a 'Walking Safely for Seniors' talk to more than 30 Korean seniors, with tips on staying safe as a pedestrian and minimising risk when crossing roads.

We continued our ongoing program of footpath renewals and upgrades, which also included constructing pedestrian refuges and improved footpath linkages across the City. We are continuing to develop a network of safer, better connected footpaths to help pedestrians get to their destinations quickly, easily and safely.

As part of this process we have developed Pedestrian Access and Mobility Plans (PAMPs) for the key centres of Macquarie Park, Gladesville and Eastwood. The City of Ryde is currently finalising the PAMP for the key centre of Top Ryde and the smaller North Ryde Centres of Blenheim Rd and Coxs Rd. These PAMPs define priority routes for pedestrians and identify works that will make pedestrian access easier, including upgrading footpaths and kerb ramps, developing new street crossings and improving lighting.



Connections



Made our roads safer

We continued our ongoing program of road repairs and resurfacing throughout the four-year period. Traffic calming measures and pedestrian safety refuges were installed in strategic locations, while new kerb and guttering was also built across the Local Government Area.

Supported cycling

In addition to extending our network of cycle paths and shared user paths, we also support Bike Week and Ride to Work activities. We also built a new bicycle locker at Eastwood Station to encourage commuting cyclists. It holds 22 bicycles, and is available free of charge to the general public. Bike racks are routinely installed as part of public domain upgrades across the city.

Refurbished Banjo Paterson Park Wharf, Gladesville

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



Connections

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Connections	8,082,154	8,360,569	7,524,379	13,501,249	15,466,718	52,935,069

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Bus Shelters - new	49,965	30,670	53,012	38,544	60,065
Bus Stop DDA compliance	74,466	66,913	95,078	86,572	94,174
Bus Stop Seats - new	28,239	8,267	50,230	33,036	33,112
Traffic Calming Devices	53,792	203,583	302,907	478,954	1,076,686
Heavy Patching	205,210	202,786	254,248	262,457	303,204
Cycleways Construction Renewal	279,979	423,779	-	-	-
Road Resurfacing Renewal	2,644,598	2,568,645	2,948,020	5,418,002	5,381,076
Footpath Construction Renewal	262,636	204,312	546,638	508,486	625,625
Road Kerb Renewal	1,287,269	1,487,310	1,471,474	1,688,098	3,685,369
Traffic Facilities Renewal	194,509	220,146	176,008	153,415	185,566
Bridge Upgrade / Renewal	99,626	66,738	119,679	203,667	79,761
Seawalls/Retaining Walls Refurbishment Renewal	-	64,009	121,214	877,241	308,887
Car Park Renewal	148,539	85,362	97,640	148,462	146,957
Cycleways Construction Expansion	-	-	328,956	584,466	441,344
Footpath Construction Expansion	653,188	425,240	295,561	1,107,690	876,905

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Roads Program							
% of road pavement network that are condition level 4 or better	Baseline			94%	95%	95%	
Paths and Cycleways Program							
% of paths and cycleways that are condition level 4 or better	Baseline			97%	98%	99%	
Traffic and Transport Program							
No. of passengers transported by Shop Ryder Community Bus Service	35,000	65,300	65,085	41,377	41,508	46,981	Target revised from 50,000 passengers due to downsizing service from six-day service to a four-day service in 2014/15.
Foreshore Program							
% of seawalls that are condition level 4 or better	Baseline			95%	96%	99%	

People



Knit In

A City of Harmony and Culture

A welcoming and diverse community, celebrating our similarities and differences, in a vibrant city of culture and learning.

Goal One	Goal Two	Goal Three
Our residents are proud of their diverse community, celebrating their similarities and differences.	People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces.	Our community is able to learn and grow through a wealth of art, culture and lifelong learning opportunities.
Strategies		
To provide activities and opportunities for people to share and celebrate their unique cultures.	To create and activate diverse cultural spaces and places for people to come together.	To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our city.
To bring people together in their local neighbourhoods to encourage connection and belonging.	To support opportunities for creative industries to flourish in our city.	To provide a diversity of art, heritage, cultural and learning activities and opportunities in our city.
To create a distinct local identity built on our city's character and cultural heritage.	To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.	

What we said we would do

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

With 42.2 percent of our community born overseas we are one of the most culturally diverse communities in Sydney.

Multiculturalism continues to grow as a feature of our demographic makeup, and is evident in the identity of centres such as Eastwood. Our history of Italian settlement is evident in many ways too.

Multiculturalism brings a special vitality and identity to our city and our community. We will continue to work

together to retain this and celebrate our differences through events, sensitive urban design and cultural expression.

Our community enjoys choice in the levels of education that are available in the many schools in the City of Ryde, together with TAFE and Macquarie University. Our educational resources (both people and institutions) attract and retain people and continue to make the City of Ryde a desirable place to live and work, as well as ensuring future economic investment. We will work collaboratively with our partners to encourage lifelong learning opportunities for people of all ages.

We will celebrate the harmonious nature of our community and will work to ensure that the benefits of living, working and studying in our city are shared by all.

The unique characteristics of our city will be reflected and celebrated through our signage, art and culture, both publicly and privately. We will tap into the cultural talents of those who live here, and together with our partners we will support them through the appropriate provision of art and cultural facilities.

Our Aboriginal and early European heritage will be sensitively protected and interpreted in our landscapes, and we will regulate and encourage the protection and enhancement of our heritage assets. Where possible, we will use our heritage assets as cultural centres.



Harmony and Culture

Tracking our Progress

We:



Hosted great community events

Each year, we host a range of events for our residents, with their diversity ensuring there is something for everyone throughout the year. They include our flagship event, the Granny Smith Festival, as well as the All the Colours of Ryde – Harmony Festival, our Cinema in the Park series including screenings for the hearing impaired, Lunar New Year Celebrations, our Australia Day celebrations, Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, Gladesville Rotary Club – Ryde Rivers Festival and Community Christmas Carols. Well in excess of 100,000 people attend these events each year.

Welcomed thousands of new citizens

Each year, we welcomed more than 1,000 new citizens into our community through citizenship ceremonies. The grantees came from many different countries, adding to the diversity of our community.

Grew our library activities

The new Ryde Library opened in May 2011, and it has since developed as an outstanding community facility, recording its millionth visitor in August 2014. The Library Service hosts a diverse range of activities during the year including author talks, musical events, a broad range of children's events, technology classes, JP services and a community information desk.

The Library Service has also partnered with others to add further diversity to our range of services. Examples include a Homework Help Service with Rotaract, events with the Sydney Writers Festival, programs providing access to English learning resources for former refugees undertaken with the Salvation Army, and technology skills for women.

The Library Service continues to evolve, with public Wi-Fi rolled out at the branches and a rapidly growing collection of eBooks.

All of our other libraries were upgraded during the past four years keep new layouts, re-organisation of shelving areas to create new community spaces, improved air conditioning and CCTV to ensure our libraries are both comfortable and safe.

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

A new three-year Joint Library Agreement for Gladesville Library was signed by City of Ryde and Hunters Hill Councils during 2014/15. The agreement ensures that high quality services for the community continue into the future and is another chapter in the nearly 60-year library services partnership between the two Councils.

Over the past four years, our libraries have had 3,694,584 visitors.

Tracking our progress (continued)

Embraced our artistic side

Over the past four years we have breathed new life into the City of Ryde's Art scene. Starting in 2011, 50 local artists registered in our 'Share Your Art' Artist Register. We also launched the Local Creative Spaces register and finalised partnerships with local organisations such as the See Street Art Gallery to achieve greater community access.

In August 2012, we launched Hungry for Art, an exciting arts and cultural festival that transformed the region into a vibrant hub of creative activity. Offering sculpture, painting, drawing, printmaking, ceramics, installations and digital media exhibitions as well as music, performance and food, Hungry for Art showcased some of the best creative talent living and working in the region. The annual festival calendar includes a range of free events such as DrawFest at the Sydney Gallery School, Art Trails through the suburbs, exhibitions at the See Street Gallery in Meadowbank as well as a number of satellite exhibitions around the area.

Pop-up art also made its first appearance in Ryde with a series of events 'popping-up' at Top Ryde City shopping centre, while the City of Ryde negotiated with local shopping centres to provide vacant shopfronts at subsidised rates to local artists.

The City of Ryde and Macquarie Community College also agreed to partner to create Ryde's first artist residency opportunity at Brush Farm House. The artist residency provides an opportunity for local artists to receive subsidised studio space to work, develop professionally and to participate in an exchange with the broader arts and cultural community of Ryde. A series of exhibitions are also hosted throughout the year to appeal to our

community's diverse interests and has included shows by the Australian Chinese Painting Society, Australian Society of Calligraphers and Eastwood Patchwork Quilters.

The City of Ryde Annual Sustainable Waste to Art Prize (SWAP) was also delivered annually over the past four years and is another example of how we have successfully collaborated with local schools, local youth groups and community groups who live, work, study or play in the Ryde Local Government Area to raise awareness of waste and sustainable living issues through promoting the use of recovered resources as an art medium.

Three categories of participants were targeted and these were:

1. Youth – engagement of young people, aged 11 – 16 years and 17 – 25 years through schools and youth groups
2. Open – engagement of the general community interested in environmental issues and creating an art form out of waste
3. People's Choice – determined at the exhibition, the artwork which is the most creative and environmental as judged by the people

Participants were challenged to explore their imaginations to develop a piece of art made out of products that would otherwise have ended up in landfill and/or expresses ideas and opinions on waste and environment. SWAP has been an outstanding success.

Helped our young people grow

With such a large percentage of young people making up our population, supporting youth initiatives has been an ongoing project.

Ryde Youth Theatre has seen an increasing number of performers and has hosted performances and workshops for aspiring actors.

The Ryde Youth Council (RYC) meets every second month and discusses issues important to young people in the City of Ryde. It also holds a range of events as part of National Youth Week Celebrations.

'Our Space', the City of Ryde's first youth hub, opened its doors in April 2014, turning a vacant Council-owned property in Eastwood into a much needed youth facility. Consisting of a classroom/workspaces, chill-out room/ kitchen and community garden, Our Space brings together a network of services to improve the wellbeing of local young people, including educational assistance, career advice, sexual health information, counselling and lifestyle activities. The name 'Our Space' was chosen by the young people who will access the facility, and service providers include The Salvation Army's Oasis Youth Support Network, Christian Community Aid and Ryde Family Services.

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



Harmony and Culture

Celebrated our heritage

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

Under the provisions of Ryde Local Environmental Plan there are 179 Heritage Items, one Archaeological Item and five Heritage Conservation Areas listed within the City of Ryde. There are also 57 Aboriginal Heritage Sites listed under the provisions of the National Parks and Wildlife Act.

We have promoted the conservation and care of heritage in our City through a number of avenues, including the heritage grants scheme that funded heritage conservation projects on listed buildings by local homeowner.

We continue to fund a heritage adviser three days per week and provided a free pre-development application advice service for non-institutional owners of heritage items. The City of Ryde is also a member of a partnership between eight North Shore metropolitan councils, which aims to identify and protect Aboriginal Heritage sites in the Ryde local government area and promote Aboriginal cultural awareness within the local community and among staff managing Aboriginal heritage sites.

We completed the first projects of the Heritage Walking Trails program in partnership with the Ryde Heritage Advisory Committee to promote our heritage and to illustrate Ryde's history through the concept of an open air museum. The Ryde Walking Trail project won a highly commended at the 2016 National Trust Awards.

We also worked with our community to locate and identify property alignment stone markers in the Ryde area. Originally used by early settlers to establish the alignments of roads and streets they were subsequently used by land surveyors to define the road boundaries for future subdivisions. Now very rare, we have found 32 in Ryde.

Opened a new learning hub at Brush Farm House

To support community learning initiatives, the City of Ryde and Macquarie Community College (MCC) formalised a partnership to use and promote Brush Farm House as a learning hub. The licence means that MCC manages and maintains the historic property on behalf of the Council and manages its hire as a venue for business meetings, community celebrations and gatherings. The City of Ryde retains use of the professional gallery space for ten weeks a year, to provide a subsidised venue for local artists.

Launched the Eastwood Migrant Resource Centre

In 2012/13 the City of Ryde and the Eastwood Migrant Resource Centre (MRC) established a twelve-month pilot project that provides community development, group work, information and referral support to meet the needs of culturally and linguistically diverse communities in Ryde.

Welcomed refugees

In recognition of the contribution that refugees and immigrants have made to the fabric of our local community, the City of Ryde became a Refugee Welcome Zone in 2013. We partnered with the Intercultural Network Ryde Area to produce a multi-lingual Welcome Guide for asylum seekers and refugees living in our City, which is designed to help asylum seekers and refugees enjoy and participate in what the City of Ryde has to offer. It also includes sections on community and information centres, libraries, free services and language assistance as well as advice on meeting new people, where to seek help and assistance with health and wellbeing.

In 2015 we celebrated the contribution refugees have made to our society with the sharing of food, stories and performances at the West Ryde Community Hall as part of World Refugee Week. We partnered with the Community Migrant Resource Centre to highlight the contribution refugees have brought to the local community at an event that included refreshments as well as a film and performance piece directed by Dr Iqbal Barkat, an author talk with Robin de Crespigny, and the opportunity to meet with people and organisations working with refugees in the Ryde area.

Tracking our progress (continued)

Supported the 'Racism. It stops with me' campaign

In 2013/14 we joined forces with some of Australia's leading businesses, local sporting bodies and NGOs to support the 'Racism. It stops with me' campaign. This has helped to ensure the City of Ryde, one of the most culturally and linguistically diverse local government areas in Greater Sydney, is a place where everyone feels equal, safe and included.

Helped our community 'find' Bennelong

To raise local and national awareness of Woollarawarre Bennelong, who was one of the most significant figures in Australian history, we supported the three-year Finding Bennelong project. Bennelong died and was buried at Kissing Point on land owned by his friend, James Squire, in 1813, and the Finding Bennelong project was based on research by Dr Keith Vincent Smith, in consultation with the local Indigenous community. We developed findingbennelong.com, an online education resource, in Bennelong's honour, to shed new light on the story of the man, his motivations and the role he played in the world of the new arrivals.

Commemorated the Centenary of ANZAC

After years of planning, in 2015 we undertook a range of activities to recognise the Centenary of ANZAC. Commemorations were held for Remembrance Day and ANZAC Day, including a ceremony of the WWI Battle of Lone Pine at the Ryde Cenotaph. The community created over 3,000 knitted, crocheted, felted, cross-stitched or crafted red poppies, which spelled out 'R Y D E' in an ANZAC Day tribute to the 2,000 Ryde locals who went to the First World War.

We also identified local WWI connections in local street names: 19 local streets were discovered to have direct WWI connections – either through a prominent soldier or an event – and identified with specially designed WWI commemorative signage. An interactive map showing the location of the local WWI named streets was developed and can be found on the Ryde Remembers section of the Council website.

Embraced social inclusion

We celebrate Social Inclusion Week each year. In November 2014 To celebrate Social inclusion and International Day of People with a Disability, the City of Ryde, in partnership with several community organisations, launched a Celebrate Diversity Campaign spread across three Community Open Days held in Eastwood, Top Ryde and West Ryde. The Open Days, which were attended by nearly 500 residents, included a range of exciting activities and performances for the community, as well as an opportunity to explore community services offered by a wide range of organisations. The events were filmed, including one activity where community members recorded their feelings of belonging – and not belonging – on large blackboards.



Harmony and Culture

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Harmony and Culture	561,742	478,267	423,074	444,575	495,262	2,402,920

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Library Electronic Books	40,066	—	—	—	—
Library Books	409,843	480,486	423,074	444,614	495,262
Aboriginal Heritage - Signage	111,832	-2,219	—	—	—

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Library Program							
% customer satisfaction of library users satisfied with quality of service	>89%	89%	97%	—	97%	97%	
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	>=8.1	8.6	8.7	8.3	7.3	7.2	
No. of visits to libraries annually	940,000	946,157	981,794	975,506	939,246	1,017,189	
Community and Cultural Program							
No. of people attending key events and programs conducted by Council	100,000	101,390	114,220	120,830	106,570	118,180	

A City of Progressive Leadership

A well led and managed city, supported by ethical organisations that deliver projects and services to the community by listening, advocating and responding to their needs.

Goal One	Goal Two	Goal Three
Our city is well led and managed.	The City of Ryde will deliver value for money services for our community and our customers.	Our residents trust their council, feel well informed, heard, valued and involved in the future of their city.
Strategies		
To lead, govern and regulate in an ethical, equitable, transparent and accountable way.	To optimise value for money and deliver responsible spending across all of our services.	To make our community aware of things happening in their city that impact on their daily lives.
To be responsive to the changing needs of our community.	To provide our customers with a continuously improving best practice service.	To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered.
To unite decision makers to deliver.	To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our city.	To deliver a brand identity for our city that engages the community and promotes its positive attributes and direction.

What we said we would do

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

The City of Ryde is integral to the economies of Sydney, New South Wales and the nation. Our future depends on establishing a shared vision for our city with collaborative partnerships across all levels of government, the Northern Sydney Regional Organisation of Councils

and a multitude of not for profit sector and private sector organisations.

Our community has clearly stated that they expect progressive leadership from their Council. The Council consists of 12 councillors elected every four years to represent the interests of our community, set strategic direction and policy, allocate resources and review performance. The City of Ryde Council manages 150 services, \$2.5 billion of assets, and an annual budget in excess of \$136 million, and maintains the highest ethical behaviour across its operations.

Along with many agencies, we face asset renewal and investment challenges that must be balanced with our ratepayers' expectations. We will engage with our community to seek

their opinions on priorities and their willingness to pay for enhanced standards of service delivery. Where possible we will seek to optimise revenue streams from commercial operations to reduce the burden of growing costs on our residents.

Community involvement and engagement is at the heart of good governance and we will ensure that our strategic direction meets the aspirations of our local community. We will develop a leadership culture focused on our new mission: Working with our community and partners to provide strategic leadership, effective projects and quality customer services.



Progressive Leadership

Tracking our Progress

We:

Improved our customer focus

In response to feedback from our community we focused on serving our customers better. Since its opening in May 2011 the Ryde Planning and Business Centre has continued to rate well with our community, with customer satisfaction ratings averaging 87 percent.

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

In 2014 we rolled out a new Customer Service Charter across the organisation to ensure that our responsiveness to customers continues to improve. The charter outlines our commitment to provide timely information to our customers and provides customers with wait times for personal, online and telephone responses to enquiries that can't be answered on the spot. It also outlines our plans for further improvement to our information services, and explains the feedback and complaints management processes.

In addition, the Charter outlines our expectations of our customers: that they will treat staff and other customers with respect, that they will provide information required and listen to the information they are given, and that they will understand that not all information is immediately available or is the answer they seek.

Got to know our community better

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

Engaged with our community

Our community said they wanted to have their say and provide more input into our City's direction and projects. In 2011/12 we formed a new community engagement and social media function and developed a new Communications and Engagement Strategy, 'Let's Talk', in 2013, following feedback from almost 2,000 community members over a 12-month period.

Improved online engagement and a more functional website that better serves the needs of users were key parts of our improved communications.

We ran a series of workshops seeking community input into neighbourhood renewal projects with the community expressing a strong desire for improvements in public amenity through contemporary street furniture, art, and landscaping, pedestrian safety and increased parking opportunities.

Information sessions were held in response to overwhelming community interest in building granny flats on residential property. We held a home renovation seminar, a seminar on sustainable design and building, and a planning controls seminar with Macquarie University postgraduate students.

Our most significant engagement activities occurred in 2014/15. We consulted with the community about their support for a Special Rate Variation, to fund the cost of maintaining our infrastructure, and to gauge their sentiment over the State Government's proposed forced amalgamation with other councils. The comprehensive engagement programs resulted in 57.7 percent of ratepayers supporting a rating increase of 7 percent or more (including the rate peg), which we used to support our successful application to IPART for a Special Rate Variation.

To gauge our community's sentiment about the proposed forced council amalgamation, we conducted a series of community workshops and information sessions, followed by an online survey that showed that 82 percent of more than 600 respondents rejected the forced amalgamation of the City of Ryde with other councils. Following further consultation, the City of Ryde, Hunter's Hill and Lane Cove Councils worked together to develop an alternative proposal to form a Joint Regional Authority of neighbouring councils.

Tracking our progress (continued)

Applied for and gained approval for a Special Rating Variation

Following an extensive community consultation program, over 57 percent of the residents surveyed supported a Special Rating Variation (SRV) increase of between 7 percent and 12 percent. We then applied to the Independent Pricing and Regulatory Tribunal (IPART) for a seven percent increase (3 percent estimated for the rate peg) over four years, on the basis that is an ongoing permanent increase, commencing 1 July 2015.

We were formally notified by IPART on 19 May that the SRV had been approved. The proposed SRV will have a cumulative gross increase of 31.1 percent over the four years ending 2018/19, noting this includes the annual rate peg amount approved each year by the Minister for Local Government. It was complemented by a reduction in Council's operating costs and other expenditure totalling \$2.5 million, to minimise the impact on the City's ratepayers.

The majority of the SRV funds are being directed to infrastructure renewal works, with \$2 million of our efficiency savings injected into infrastructure maintenance work.

Worked towards gender equity

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

1. Remuneration, recognition and training
2. Work and family balance, and
3. Commitment and leadership.

Reviewed development contributions

We reviewed our Section 94 development contributions, to ensure that community and infrastructure needs associated with our growing population can be met by the City of Ryde.

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

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

In February 2015, the Council voted unanimously to reject the disintegration of the City of Ryde, and endorsed the exploration of an alternative model involving the formation of a joint 'regional' organisation with neighbouring councils Hunter's Hill and Lane Cove. The JRA proposed to centralise key functions across the three council areas, including strategic subregional planning, procurement, infrastructure delivery and other services where economies of scale exist. The JRA proposal was submitted to IPART on 30 June 2015.

However, in December 2015, The Minister for Local Government announced the merger of Hunter's Hill, Lane Cove and Ryde Councils.

Delegates were then appointed to examine and report on the merger proposal. In examining and reporting on merger proposals, delegates conducted a public inquiry, called for written submissions, and prepared a report with due regard to factors in section

263(3) of the Act. These factors include financial considerations, communities of interest, elected representation, employment of staff, services and facilities, and the attitude of residents and ratepayers. The delegate appointed to undertake the examination of the merger proposal for Ryde, Hunter's Hill and Lane Cove Councils was Dr. Robert Lang.

On 12 May 2016, the Minister for Local Government and the Premier of NSW announced the merger of 19 new Councils. The City of Ryde's proposed merger with Hunter's Hill and Lane Cove Councils was not progressed due to Hunter's Hill and Lane Cove Councils taking legal proceedings against the State Government's merger proposals.

On Tuesday, 20 September 2016, Justice Moore of the Land and Environment Court delivered his decision in respect of a number of proceedings relating to the Proposed Mergers.

With respect to the proceedings involving our Council i.e. Hunters Hill and Lane Cove Council proceedings, the Court decided the following:

1. The complaints made by Lane Cove Council and Hunters Hill Council are without foundation;
2. The challenges by Lane Cove Council and Hunters Hill Council are rejected and the proceedings are dismissed; and
3. Immediately after 4 October 2016 the Court will order that the unsuccessful parties (being Lane Cove and Hunters Hill Councils) must pay the costs of the Crown parties unless any party applies to the Court for a different order.



Progressive Leadership

The Crown, on behalf of the Minister for Local Government also gave a commitment to the Court that no steps would be taken to effect the amalgamation until after midnight 27 September 2016.

Hunters Hill Council held an Extraordinary Council Meeting on Friday 23 September 2016 to consider its position in this matter, and resolved to indicate its intention to appeal. Hunter's Hill Council has now further resolved to lodge an appeal, although as at 31 October 2016, this appeal has not been formally lodged. Lane Cove Council also has resolved to indicate its intention to appeal.

Therefore this means the proclamation in respect of the Proposed Merger involving the City of Ryde is deferred until the legal proceedings are finalised. Due to this uncertainty no further details can be given on when the proposed merger may commence.

Managed our assets better

The City of Ryde is responsible for assets worth \$2.5 billion. To help us better manage our assets, in 2011/12 we undertook a restructure that helped streamline service delivery, provided greater accountability, and offered a more accessible knowledge base for customers seeking answers about a particular asset.

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

We trialled GPIMS (our Geospatial Program Integration Management System), which integrates the location of work crews with the geospatial location of assets needing maintenance to help schedule work efficiently.

Finally, in response to a growing backlog of asset maintenance work, and to guide expenditure of funds raised under the City of Ryde's Special Rating Variation, in 2014/15, we undertook a comprehensive survey of the City of Ryde's roads, footpaths, drains, kerbs and guttering.

Partnered with Macquarie University

The City of Ryde and Macquarie University partnered on a number of projects, including a research study to understand how the City of Ryde is perceived by residents and how well our strategic direction aligns with the view of the community. A trial of innovative transport options, including Personal Mobility Devices (PMDs) also took place on the University campus, and it is hoped that this trial will help develop options to reduce traffic congestion across Ryde. Students from Macquarie undertook work experience and internships at the City of Ryde as part of their studies.

Received a positive financial scorecard

In 2012/13, NSW Treasury Corporation (TCorp) conducted an independent assessment of the City of Ryde's financial capacity and its future sustainability. The analysis, which reviewed our historical performance, current financial position, and long-term financial forecasts as well as benchmarking the City of Ryde against its peers, found that our financial sustainability rating (FSR) was sound with a negative outlook. As a result of

this report, Council undertook a review of its long-term financial future that culminated in Council gaining approval of an SRV for the renewal and maintenance of its infrastructure assets.

Took steps to secure our future

In response to the pressures on the City of Ryde's overall financial position, Councillors and staff worked together to understand and consider options and solutions to address the City's long-term financial position. These included a total review of current operations and options for raising additional revenue, and reducing current services. We looked critically at our business and undertook a number of efficiency savings including restructuring at the management level by not replacing key management positions and broadening portfolios.

Upgraded technology to improve efficiency and business continuity

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

Our IT renewals project continued with new desktop computers and laptops across the organisation, a new website with greater functionality, and new technology for delivering some online services via smartphones and tablets. The rollout of fully automated invoice processing has also ensured a more streamlined process for suppliers seeking payment. These works also included Council establishing an IT Disaster Recovery Plan of its operations.

Tracking our progress (continued)

Reviewed our governance framework

While the City of Ryde was compliant with all of its legislative requirements throughout the four years, to further strengthen our robust governance framework we implemented a number of changes. These included management of confidential information and complaints made to Councillors in relation to staff, management of public interest disclosures and conflicts of interest, procurement management, delegations, and interactions between Councillors, staff and the community.

This Governance Framework was reviewed by the Independent Commission against Corruption (ICAC) in their action taken against former Councillor Petch and others in 2014. Council's Governance Framework was found to be very robust with no improvements required.

Expressed concerns over Urban Activation Precincts

With two Urban Activation Precincts being developed in the City of Ryde, one around North Ryde station and one around Herring Road in Macquarie Park, thousands of new residents will move into the area. We are continuing to work with the State Government to ensure the precincts are serviced by the appropriate infrastructure such as roads, schools and adequate active and passive open spaces.

Revitalised a key communication tool – the City of Ryde website

The website offers 24/7 access for our community with Council 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, consultation with key stakeholders, and was delivered on time.

Developed a new community offering – our community engagement online platform

A new online community engagement platform was developed as a microsite off the main site. The development of this portal increases transparency around Council's projects and includes detailed project information; promotion of upcoming consultations and surveys, as well as a project tracker that enables community members to stay informed about ongoing projects. This project is more than just a 'Have your Say' tool for the community, it is a progressive example of best practice in community engagement.



Progressive Leadership

Total capital works spend (\$)

Outcome	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	Total Actual
A City of Progressive Leadership	6,422,419	4,612,878	5,303,750	9,098,982	7,224,615	32,662,644

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.

Capital Works Highlights 2012-2017

Project	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Plant & Fleet Purchases	2,740,723	2,763,271	2,525,089	2,726,077	3,100,479
TechOne Enhancements	72,181	250,551	352,122	77,892	10,075
741 Victoria Road	-	-	17,106	38,037	15,000
33-35 Blaxland Road	-	-	23,709	53,807	160,474
Office Fitout - North Ryde Office and Top Ryde Office	-	-	-	2,299,822	3,178,676
Corporate Buildings Renewals	1,439	93,445	6,000	-	24,498
Commercial Buildings Renewal	211,578	110,448	653,900	871,160	69,940
Information Technology Renewals	217,611	881,157	612,409	347,753	421,243
Operational Buildings Renewal	93,210	-	36,390	48,844	52,805

Please note that the 2016/17 Actuals provided in these tables were not externally audited at the time Report was produced.



Progressive Leadership

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	2016/17 Result	Comments
Governance and Civic Program							
% of stormwater assets that are condition level 4 or better	<=0	0	2	0	0	0	
Equivalent Tonne (et) CO2 saved across organisation from mitigation actions implemented.	>=90%	82%	83%	85%	79%	73%	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	>=80%	39%	83%	75%	-	-	
Customer and Community Relations Program							
% customer satisfaction with the service provided at the Customer Service Centre	>=80%	80%	89%	90%	89%	93%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	>=80%	87%	83%	91%	-	-	RPBC has been merged into the Customer Service Centre.
% of calls to the Customer Call Centre resolved at the first point of contact	>=85%	84%	83%	81%	73%	69%	
Internal Corporate Services Program							
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) – BBSW)	>=0.85%	1.68%	1.48%	1.09%	1.03%	1.19%	
% of annual capital works program completed	>=85%	89%	90%	88%	89%	87%	



Local City of Ryde

Lifestyle and opportunity at your doorstep

Wrap with Love
TARGET
500

Knit In
Group Photo



Future Directions for a new Community Strategic Plan

Merger Proposal - City of Ryde, Lane Cove Council and Hunter's Hill Council

The NSW Government announced on 18 December 2015 the results of the Fit for the Future reform program, including the release of a program of proposed Council mergers. City of Ryde is proposed to be merged with Lane Cove and Hunter's Hill Councils. The Minister for Local Government, The Hon. Paul Toole MP, formally referred merger proposals to the Chief Executive of the Office of Local Government for examination and report under the Local Government Act on 6 January 2016.

The City of Ryde lodged its submission in response to the State Government's merger proposal on Sunday 28 February 2016. The appointed Delegate (Dr Robert Lang) examined the merger proposal and all submissions and produced a report. The report of the Delegate went to the Minister for Local Government as well as the Local Government Boundaries Commission for comment.

On 12 May 2016 the NSW Premier Mike Baird and the Minister for Local Government, The Hon. Paul Toole announced the formation of 19 new councils. Whilst the merger proposal that included the City of Ryde was not in the announcement by the Premier and Minister on 12 May 2016, the Minister indicated at the announcement, his in principle support to create a new merged entity comprising of the City of Ryde, Lane Cove and Hunter's Hill Councils subject to the decision of the courts. This was due to both Lane Cove and Hunter's Hill Council's Land and Environment Court challenge of the State Government's Merger Process.

On Tuesday afternoon, 20 September 2016, Justice Moore of the Land and Environment Court delivered his decision in respect of a number of proceedings relating to the Proposed Mergers.

With respect to the proceedings involving our Council i.e. Hunters Hill and Lane Cove Council proceedings, the Court decided the following:

1. The complaints made by Lane Cove Council and Hunters Hill Council are without foundation;
2. The challenges by Lane Cove Council and Hunters Hill Council are rejected and the proceedings are dismissed; and
3. Immediately after 4 October 2016 the Court will order that the unsuccessful parties (being Lane Cove and Hunters Hill Councils) must pay the costs of the Crown parties unless any party applies to the Court for a different order.

Hunters Hill Council, at an Extraordinary Council Meeting held on, Friday 23 September 2016 to consider its position in this matter, resolved to indicate its intention to appeal, and as such will have a further 28 days to confirm if they will formally appeal. Hunter's Hill Council has now further resolved to lodge an appeal, although as at 31 October 2016, this appeal has not been formally lodged. Lane Cove Council also has resolved to indicate its intention to appeal.

Therefore this means the proclamation in respect of the Proposed Merger involving the City of Ryde is deferred until the legal proceedings are finalised. Due to this uncertainty no further details can be given on when the proposed merger may commence.

Conclusion

Should the State Government proceed with the merger proposal at the conclusion of the appeal, it is likely that future of the City of Ryde's Community Strategic Plan and Delivery and Operational Plans for the City will be significantly affected. Information discussed in this report will be used for either informing a review of the current Community Strategic Plan, Ryde 2025 or informing a new Community Strategic Plan for a new merged entity should one be formed.



Spring Garden Competition

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 2017

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

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

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

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TRANSLATION INFORMATION

ENGLISH

If you do not understand this document, please come to 1 Pope Street, Ryde (within Top Ryde Shopping Centre), to discuss it with Council staff, who will arrange an interpreter service. Or you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact you. Council's phone number is 9952 8222. Council office hours are 8.30am to 5.00pm, Monday to Friday.

ARABIC

إذا لم تفهم محتوى هذه الرسالة، يرجى الحضور إلى 1 Pope Street، Ryde (في Top Ryde Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي، أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفوية على الرقم 131 450 لتتطلب من المترجم الاتصال بك. رقم هاتف المجلس هو 9952 8222. ساعات عمل المجلس هي 8:30 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

ARMENIAN

Եթե դուք չեք հասկանում սույն համակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Բաղադրային Խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն: Կամ կարող եք զանգահարել Թարգմանչական Ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի: Խորհրդի հեռախոսահամարն է 9952 8222: Խորհրդի աշխատանքային ժամերն են՝ առավոտյան ժամը 8:30-ից մինչև երեկոյան ժամը 5:00, երկուշաբթիից մինչև ուրբաթ:

CHINESE

如果你不明白这封信的内容，敬请前往1 Pope Street, Ryde (位于Top Ryde Shopping Centre内)，向市政府工作人员咨询，他们会为您安排口译服务。此外，您也可以拨打131 450联络翻译和口译服务，要求口译员与您联系。市政府电话号码为9952 8222。市政府办公时间为周一至周五上午8:30至下午5:00。

FARSI

لطفاً اگر نمی توانید متدرجات این نامه را درک کنید، به نشانی 1 Pope Street، Ryde (در Top Ryde Shopping Centre) مراجعه کنید تا با استفاده از یک مترجم نراین یارده یا یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس گرفته و بخواهید که به یک مترجم ارتباط داده شوید. شماره تماس شورای شهر 9952 8222 و ساعات کاری آن از 8:30 صبح تا 5:00 بعد از ظهر روزهای دوشنبه تا جمعه است.

ITALIAN

Se avete difficoltà a comprendere questa lettera, venite in 1 Pope Street, Ryde (dentro al Top Ryde Shopping Centre), Ryde, per discutere con il personale del Comune che organizzerà un servizio di interpretariato. Potete anche contattare il Servizio di Traduzione e Interpretariato al 131 450 per chiedere a un interprete di contattarvi. Il numero di telefono del Comune è il 9952 8222. Gli orari di ufficio del Comune sono dalle 8.30 alle 17 dal lunedì al venerdì.

KOREAN

이 서신을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 봉역사 서비스를 주청할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화해서서 봉역사가 여러분에게 연락하도록 요청하십시오. 시의회의 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 금요일, 오전 8시 30분에서 오후 5시까지입니다.

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

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

MAYOR AND COUNCILLORS

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (61 2) 9952 8222.

IN PERSON

You can visit our Customer Service Centre located at 1 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.

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