



 City of Ryde

# A NEW DIRECTION

ANNUAL  
REPORT 2017/18





Delivering  
for our  
community  
Delivering our  
future



## About this Report

The theme of this year's Annual Report **'A New Direction'** reflects a year focusing on delivering the facilities, services, events, neighbourhoods and open spaces that our community seeks, now that the uncertainty over our future as an independent council has passed.

The report focuses on the financial and operational performance of the City of Ryde in 2017/18, documenting our performance against the 2017/18 budget, and our progress against our Four-Year Delivery Plan 2017 – 2021.

It 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 251 lists the location of relevant indicators within the Annual Report for further information.

### Acknowledgement

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

### 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.



# Contents

Welcome to  
the City of  
Ryde Annual  
Report for  
2017/18

Our City

**04**

Year in  
Review

From the Mayor

**07**

General Manager's Review

**09**

Our Vision, Mission and Values

**10**

Our Stakeholders

**12**

Our Performance Snapshot

**14**

Managing the Money

**16**

Event Highlights

**22**

Awards and Recognition

**24**

Civic  
Leadership

Our Councillors

**26**

Governing our City

**34**

Committee set-up

**36**

Organisational Leadership

**38**

Integrated Planning and  
Reporting Framework

**40**

Our new Community  
Strategic Plan

**42**

Sustainability Statement

**45**

## Outcomes 2017/18

A City of Liveable  
Neighbourhoods

48

A City of Wellbeing

60

A City of Prosperity

74

A City of Environmental  
Sensitivity

86

A City of Connections

106

A City of Harmony  
and Culture

122

A City of Progressive  
Leadership

138

## Financials

Chief Financial  
Officer's Report

159

General Purpose  
Financial Statements

161

Special Purpose  
Financial Statements

215

Special Schedules

224

## Statutory Information

Local Government  
Reporting

235

Global Reporting  
Initiative index

251

Glossary

256

Index

258



**40**  
square kilometres  
total city  
land area

**116,302**  
residents in 2016



# Our city

Over   
**12,200**  
businesses

Over   
**96,500**  
local jobs

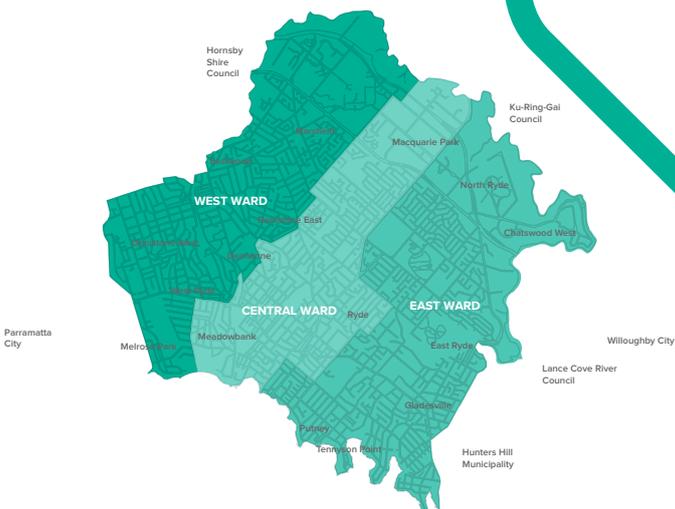
**4**   
town centres

**29**   
neighbourhood centres

# Our story

The traditional owners of the area now known as Ryde were the Wallumedegal clan of the Dharug people, the name being derived from their term for the snapper fish, *wallumai*. Wallumedegal territory followed the north bank of the Parramatta River from Turrumburra (Lane Cove River) in the east to Burrumatta at the head of the river to the west. Reminders of their presence can still be found in rock carvings and middens along the rivers that make up our boundaries.

Following European settlement at Sydney Cove in 1788, the City of Ryde can trace its origins as the third-oldest settlement in Australia.



43,020

households in 2016



47,621

rateable properties

\$16.9<sup>B</sup>Gross  
Regional  
ProductMacquarie University  
with

45,000

students

Ryde and Meadowbank

Colleges of TAFE,  
which enrol

13,000

students each year

24 primary  
schools, 5 high  
schools and over  
16,200 school  
students

5

Hospitals

205<sup>HA</sup>

of bushland

217 City  
managed  
parks+ 56 sportsfields  

The first grants of land were made to eight marines on 3 January 1792 in the modern-day suburb of Melrose Park. The area was named the 'Field of Mars', by Governor Phillip after the Roman god of war, to reflect the military association with these new settlers. Further land grants to emancipated convicts followed later that year, followed by more land grants in 1794 and 1795.

By 1803 most of the accessible land along the Parramatta River and overlooking ridges had been granted. Governor King recognised that many of the settlers had insufficient land for their stock and so in 1804 set aside a large area of public land for use by local inhabitants. This arc of land across the north of the current LGA was the Field of Mars Common.

The early settlers had called the area by various names including Eastern Farms or Kissing Point, but by 1841 a new name, Ryde, was emerging for the district. It derived from Ryde on the Isle of Wight and first appeared on a subdivision plan for the proposed village to be created around St. Anne's Church.

This name was well-established by 12 November 1870 when the Municipal District of Ryde was officially proclaimed. The first elections took place in 1871.

The establishment and later subdivision of the Common during the 1880s was another defining feature of Ryde's history.

In the 20th century Chinese and Italian market gardeners were attracted to the area. With such sizeable blocks available for resumption or purchase in the 1950s and 1960s, there was land for Macquarie University to be established and for the development of the North Ryde industrial area, now called Macquarie Park.

In 1894 the residents of the north-west third seceded and created their own municipality, the Municipality of Marsfield, later re-named Eastwood. On 1 January 1949, as part of Sydney-wide municipal amalgamations, it re-joined Ryde. Ryde LGA gained city status in 1992.

The City of Ryde continues to be attractive to a highly diverse population, from newly arrived immigrants to Australia, drawn by the diverse lifestyle, education and employment opportunities available, and to families who have lived in the area for generations.

Today, more than 116,302 residents originating from 101 countries speaking 72 languages call the City of Ryde home.

More than 55,904 of our residents speak a language other than English at home.

# The Year in Review





Throughout the year

Citizenship Ceremonies  
welcomed

# 890

new citizens to our

community

## From the Mayor

Welcome to the City of Ryde Council's 2017/18 Annual Report.

When the residents of Ryde elected a new Council in September 2017 they heralded a new direction for this great city.

As you will read in this annual report, over 10 months we have transformed the way Council delivers for the community, implementing an ambitious agenda that has delivered benefits for everyone who lives, works and plays in Ryde.

Central to Council's achievements is almost \$43 million that has been invested in capital works to create more liveable neighbourhoods across our city.

This money has been directed towards initiatives that benefit everyone, creating more open spaces, state-of-the-art parks and playgrounds, and new and improved facilities as well as vital infrastructure that will serve the current and future generations well for decades.

We have also taken measures to encourage more business activity in the City of Ryde and grow our economic output, because as a Council we understand a stronger local economy brings benefits to the whole community.

Among the measures were efforts to promote innovation in collaboration with the Macquarie Park Innovation District, supporting small business and doing more to create a vibrant, active night-time economy throughout our city.

In addition, the City of Ryde Council has led the way with progressive leadership, introducing key policies that protect the environment not just locally, but also nationwide.

This includes a commitment to divest its investment portfolio from fossil fuel-aligned financial institutions, supporting renewable and clean energy solutions and becoming one of the first councils to phase out single-use plastics.

As the City of Ryde has undergone unprecedented growth, Council has also had to take measures to halt the effects of residential overdevelopment.

We have done this by rightly opposing a number of NSW Government planning policies which has put unfair pressure on our existing infrastructure, transport networks and local amenity.

Council's efforts were successful in the City of Ryde receiving a deferral to the NSW Government's Medium Density Housing Code, which would have destroyed our low density areas by making 62.5 percent of all land in our city capable of being developed for medium density housing.

We will continue to pursue all legal and planning options available to secure a complete exemption from the Government's Medium Density Housing code.

While we are proud of our initial achievements, I am happy to report there is a lot more to come.





# General Manager's Review

During the year Council invested

**\$42.6<sup>M</sup>**

In our capital programs, which  
included

**\$26<sup>M</sup>** for renewing  
or building  
infrastructure  
assets.

The City of Ryde's 2017/18 Annual Report captures a new direction for the City of Ryde in which Council was able to once again focus on delivering the services and infrastructure that our community expects while mapping out a collective vision for the future.

In July 2017, Council welcomed the decision by NSW Premier Gladys Berejiklian to abandon the NSW Government's legal action over its controversial council merger policy.

The decision put an end to 18 months of uncertainty for the City of Ryde as well as putting an end to the strong community opposition that came with the government's merger plans. It also provided greater certainty for everyone.

In September 2017, delayed local government elections were held in which saw nine new councillors elected to Council. A new executive team was also established, allowing Council to get on with the job of governing for the community. This led to positive outcomes for all sections of the community.

During the year Council invested \$42.6 million on our capital programs, which included \$26 million on renewing building infrastructure assets.

More than \$8.5 million was spent on road resurfacing, kerb renewal, stormwater infrastructure renewal, footpath construction, playground construction, sportsfield upgrades and other asset maintenance.

In addition, Council completed 91 percent of our planned capital works program including 183 projects and 76 sub-projects, and made considerable progress on the backlog of projects funded by the Special Rate Variation approved by the Independent Pricing and Regulatory Tribunal in May 2015.

A significant moment in 2017/18 was the release of the City of Ryde's Community Strategic Plan – *Our Vision for Ryde 2028*. Following extensive consultation with the community, this key strategic document sets out a roadmap for the City of Ryde's immediate and longer-term future.

With strong consideration given to the community feedback we received as well as the latest forecasts about how the city will grow and evolve, the Community Strategic Plan prioritises seven key outcomes for Ryde's future, and describes how those outcomes will be measured and monitored.

It also aligns with the targets and objectives set for the City of Ryde by the Greater Sydney Region Plan and the North District Plan. These NSW Government plans make it clear that as a key area of Greater Sydney, the City of Ryde must meet its housing targets, supported by appropriate infrastructure, facilities and services for its growing community.

Our role is to achieve these outcomes in consultation with our community and with business so that we can protect what people love about Ryde and what makes this city great, while also offering greater economic opportunities, more lifestyle options, creating an inclusive society and protecting our environment.

The strong foundations achieved in 2017/18 will allow Council to undertake projects and initiatives that ensures our city remains the vanguard for investment, lifestyle and opportunity both now and well into the future.

I look forward working with all community members as we embark on this exciting new era for the City of Ryde.

A photograph of three women in traditional Chinese attire, smiling and playing drums. They are wearing bright pink jackets with yellow trim and red sashes. The woman on the left is holding a drumstick and a drum. The woman in the middle is also holding a drumstick and a drum. The woman on the right is holding a drumstick and a drum. The background is a blurred outdoor setting with greenery.

# Our vision, mission and values



# Vision

**City of Ryde: the place to be for lifestyle and opportunity at your doorstep.**

**Our vision reflects our community's hopes and concerns for the future of our City.**

## 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 our 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, we rely on a four-year Delivery Plan including our one-year Operational Plan. These plans are our response to our Community Strategic Plan and describe how we will deliver on the vision and seven outcomes. These can be seen on our website at [ryde.nsw.gov.au/ryde2028](http://ryde.nsw.gov.au/ryde2028).

# Our Stakeholders

At the City of Ryde we have a diverse group of stakeholders and engage with them in many ways, depending on their needs, community and stakeholder engagement is also an integral part of our project management system so that our community is kept informed of all aspects of project delivery. We have identified our stakeholders and why they are important to us in the table below:



|  <p><b>Partners, regional and national</b></p> |  <p><b>Community groups and volunteers</b></p>                          |  <p><b>Government</b></p>                      |  <p><b>Employees and their representatives</b></p>          |  <p><b>Visitors</b></p>            |  <p><b>Suppliers</b></p> |
|---|--|---|--|---|---|
| <b>THEY ARE IMPORTANT TO US BECAUSE THEY:</b>   |  |   |  |   |   |
| Provide shared knowledge, networks, cultural experiences and economies of scale.  | Build trust and bridges to local communities through services, help with planning and contribute to the development of our strategies, plans and programs. | Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks.            | Central to the success of our business they provide valuable knowledge, experience, skills and labour.   | Provide economic benefit by visiting, shopping and studying, generate employment opportunities and invigorate our city. | Provide good value and quality products and services.   |
| <b>WE ARE IMPORTANT TO THEM BECAUSE WE:</b>   |  |   |  |   |   |
| Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation.                               | Provide support and partnerships.  | Provide local strategies, partnerships and networks.  | Provide a fair, engaging and enriching work experience with career development and flexible work arrangements                                  | Provide products, services and facilities.  | Provide fair access to business opportunities in line with policy and legislation.                            |
| <b>WE ENGAGE WITH THIS GROUP VIA:</b>   |  |   |  |   |   |
| Contract management, account management relationships, networking meetings and regular engagement through site visits.            | Advisory committees and reference groups, 1:1 meetings, focus groups and workshops.  | Formal meetings, briefings and networking meetings, briefings, correspondence and events, legislative reporting and 1:1 meetings. | Staff newsletters and other internal publications, staff briefings and on-site meetings, cultural surveys, interviews, and performance reviews | Events, our website: <b>ryde.nsw.gov.au</b> , social media and other published information.                             | Contract management, account management relationships, regular engagement through site visits.                |



|   |   |   |   |   |
|---|---|---|---|---|
|  |  |  |  |  |
| <b>Media</b>  | <b>Businesses</b>   | <b>Residents</b>  | <b>Rate payers</b>  | <b>Customers</b>  |

**THEY ARE IMPORTANT TO US BECAUSE THEY:**

|   |  |   |  |  |
|---|--|---|--|--|
| <p>Build and protect reputation and raise awareness of our events, services and facilities.</p> | <p>Build capacity, create vibrancy and drive our City's economy.</p> | <p>Provide guidance, values, engagement and feedback about our services and the issues that matter to them.</p> | <p>Provide funding for local services and infrastructure, provide guidance, values, engagement and feedback.</p> | <p>Provide us with feedback and utilise our services and products.</p> |
|---|--|---|--|--|

**WE ARE IMPORTANT TO THEM BECAUSE WE:**

|  |   |  |  |   |
|--|---|--|--|---|
| <p>Provide trend data as well as social, environmental, economic and governance information.</p> | <p>Provide opportunities for business and promote undertake activities to enhance the business landscape in our City.</p> | <p>Provide civic leadership representation, services and facilities.</p> | <p>Generate sustainable growth and returns to the community.</p> | <p>Provide products and services of good value and quality.</p> |
|--|---|--|--|---|

**WE ENGAGE WITH THIS GROUP VIA:**

|  |   |   |  |  |
|--|---|---|--|--|
| <p>Press releases, media briefings, 1:1 interviews and social media.</p> | <p>Our business development and advisory committees, economic development team, 1:1 meetings, focus groups, events and workshops, our website and social media.</p> | <p>Public meetings and community forums, community consultation and feedback sessions, events, publications, our website, social media and our Annual Report.</p> | <p>Rates notices, community meetings, surveys, publications, our website, our Annual Report.</p> | <p>Our Customer service Centre, customer experience and satisfaction measurements, customer care and follow up, our website, publications and fact sheets.</p> |
|--|---|---|--|--|

# Our Performance Snapshot

an estimated

value  
**\$1.5<sup>Bn</sup>**



of approved development  
in 2017/18

**79%**  
of **80,000**



calls taken by

the Customer Service  
Centre resolved at  
first point of contact



**796**

development  
applications

approved in 2017/18

**92%**  
of **38,753**



customer request

actioned within  
10 working days



**3,430**

new dwellings

approved in 2017/18

**86%**



of residents

expressed satisfaction with  
the performance of Council

**90%**  
of **31,796**



items of inward

correspondence actioned  
within 10 working days

**35,940<sup>M<sup>2</sup></sup>**

of commercial floor

space approved in 2017/18



**2,774**

community members

provided input for  
our new Community  
Strategic Plan

**1,026**



Children immunised

and **100%**

satisfaction with our  
immunisation service

**48,705**

passengers

transported on the  
ShopRyder bus service



**1,025,597**  
visits to our  
**5** libraries



**132**  
hectares  
of bushland  
regenerated



**106,754** M<sup>2</sup>  
of road pavements  
replaced or restored  
with funding from the  
Special Rate  
Variation (SRV)



**1,832**  
library programs  
and events attended  
by **64,585**  
people



**80%**  
community  
satisfaction  
with protecting the  
natural environment

Over  
**1,800**  
business & community  
participants in our Economic  
Development Program



**523,000**  
participants  
in organised sport  
on Council's active  
open space areas



**27,721**  
pre-booked  
Household  
Cleanup bookings  
collected



**\$117,959**  
awarded in  
social support  
grants



**737,957**  
visitors  
to the RALC



**29,544**  
tonnes of Council  
construction  
and demolition  
waste re-used



**\$198,484**  
awarded in  
community  
grants



Over  
**137,000**  
people were  
hosted at  
community  
events



**850**  
trees planted on  
streets and in parks



Employer of  
**Choice  
Award**



# Managing the money

The City of Ryde has spent \$124 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, \$42.59 million has been spent on capital works across 15 programs, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

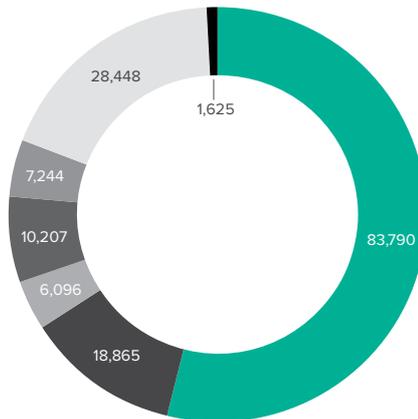


## Where did our money come from?

This year, our main source of income, other than rates, was from capital grants and contributions of \$28.4 million or 18.2 percent (compared to 2016/17 – \$25.7 million or 17.6 percent).

Income from rates and annual charges contributed \$83.8 million or 53 percent (compared to 2016/17 – \$77.6 million or 53 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.

**2017/18 Total income \$156.3 Million**



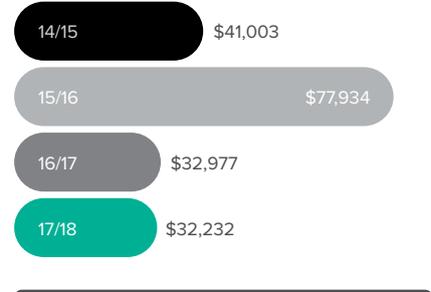
**\$'000**

- 1,625 | Fair value increment on investment properties
- 6,096 | Interest and investment revenue
- 7,244 | Grants & contributions provided for operating purposes
- 10,207 | Other revenues
- 18,865 | User charges and fees
- 28,448 | Grants & contributions provided for capital purposes
- 83,790 | Rates and annual charges

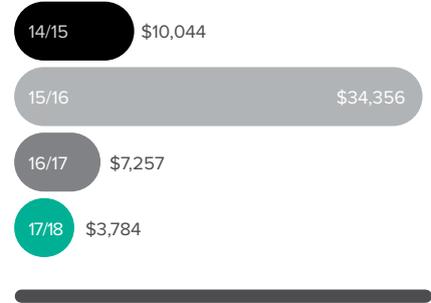
## How does our performance compare with previous years?

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 \$3.8 million in 2017/18. 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 (\$'000)



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



## Excluding capital income

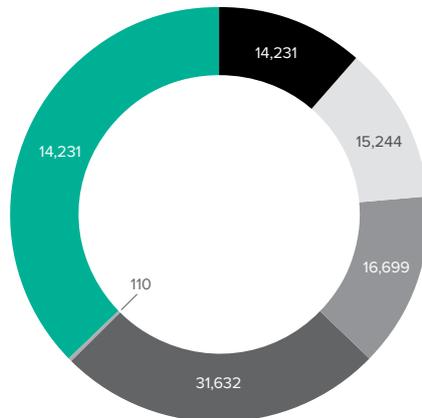
we generated a surplus of **\$3.8<sup>M</sup>** in 2017/18



### Where was the money spent?

Due to the funds received from our Special Rate Variation we have been able to maintain a high level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. We delivered \$42.59 million in capital expenditure in 2017/18 versus \$45.14 million in 2016/17.

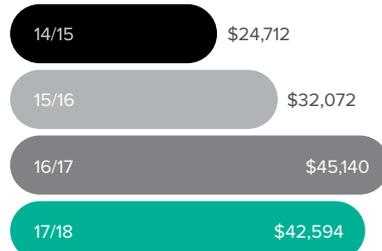
**2017/18 Total operating expenses \$124.0 Million**



**\$'000**

- 14,231 | Net Loss from the Disposal of Assets
- 15,244 | Other expenses
- 16,699 | Depreciation and amortisation
- 31,632 | Materials and contracts
- 110 | Borrowing costs
- 46,127 | Employee benefits and on-costs

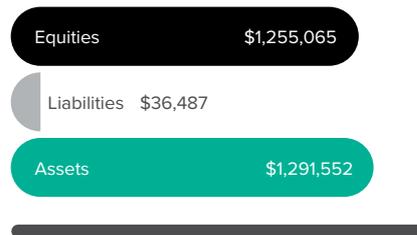
### Capital expenditure (\$'000s)



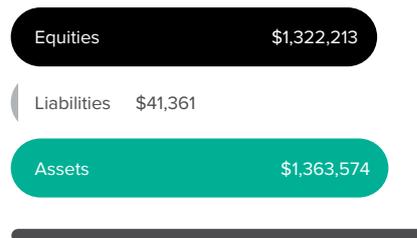
### How are we going? (Statement of changes in equity)

The graph below compares the City of Ryde's net accumulated financial worth as at 30 June 2018 to our position over the past four years.

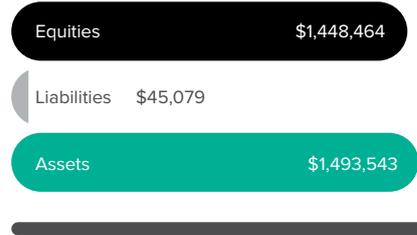
#### Net worth/equity (\$'000s) 2014/15



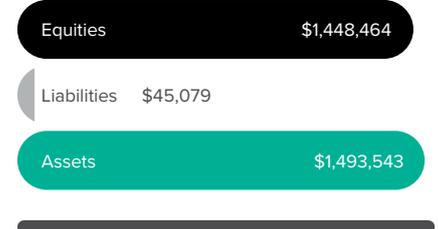
#### Net worth/equity (\$'000s) 2015/16



#### Net worth/equity (\$'000s) 2016/17



#### Net worth/equity (\$'000s) 2017/18



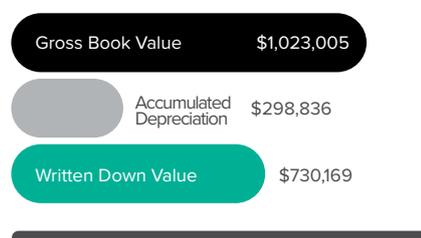
### Asset management (Council's assets – infrastructure, property, plant and equipment)

We own and maintain \$1.15 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.

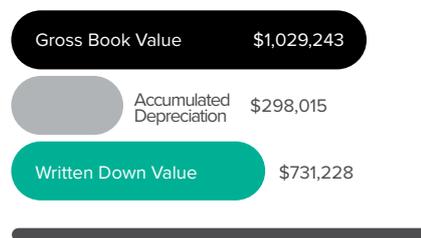
The age of our assets, and their regular and growing use, means we need to invest in renewal programs to ensure our assets continue to meet community needs and expectations.

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 \$8.7 million in 2017/18. 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.

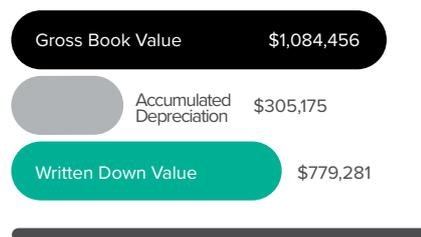
#### Infrastructure, property, plant and equipment (excluding land) 2014/15



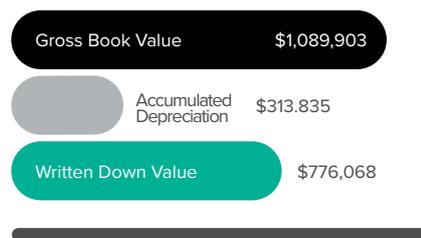
#### 2015/16



#### 2016/17



#### 2017/18



### Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special Rate raised approximately \$1.39 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 2017                       |                 | 1,306,554 |
| 2017/18 Revenue   | 1,428,080       | 1,389,142 |
| Expenditure   |                 |           |
| Place Management – Macquarie Park                       | 98,910          | 57,434    |
| Multifunction Poles                                     | 700,000         | 146,007   |
| Pedestrian Access and Mobility Plan                     |                 | 79,634    |
| Marketing Plan implementation                           | 75,000          | 72,591    |
| Synthetic Playing Surfaces Expansion                    | 150,000         | 150,000   |
| Wireless Services and Smart Technologies Implementation | 50,000          | 4,540     |
| TMA for Macquarie Park                                  | 100,000         | 100,000   |
| ITS Implementation                                      | 112,500         | 91,133    |
| 2017/18 Total expenditure                               | 1,286,410       | 701,339   |
| 2017/18 Net result                                      | 141,670         | 687,803   |
| Closing Balance as at 30 June 2018                      |                 | 1,994,357 |

Council owns  
and maintains

**\$1.15** <sup>BN</sup>

of infrastructure assets



used by the  
community everyday

### Stormwater Management Service Charge

The Stormwater Management Service Charge raised approximately \$1.05 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 are as follows:

|                                    | Original Budget | Actual    |
|------------------------------------|-----------------|-----------|
| Opening Balance as at 1 July 2017  |                 | 1,171,159 |
| 2017/18 Revenue                    | 1,034,620       | 1,046,950 |
| Expenditure                        |                 |           |
| Stormwater renewal                 | 840,000         | 943,425   |
| Stormwater improvements            |                 | 52,805    |
| 2017/18 Total expenditure          | 840,000         | 996,230   |
| 2017/18 Net result                 | 194,620         | 50,720    |
| Closing Balance as at 30 June 2018 |                 | 1,221,879 |

### Infrastructure Special Rate Levy

The Infrastructure Special Rate Levy raised approximately \$8.7 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.

|                                    | Original Budget | Actual    |
|------------------------------------|-----------------|-----------|
| Opening Balance as at 1 July 2017  |                 | 690,434   |
| 2017/18 Revenue                    | 8,572,880       | 8,689,835 |
| Expenditure                        |                 |           |
| Road resurfacing renewal           | 3,000,000       | 3,000,000 |
| Footpath Construction Renewal      | 600,000         | 600,000   |
| Road Kerb Renewal                  | 2,050,000       | 2,167,512 |
| Stormwater Asset Renewal           | 1,000,000       | 1,439,059 |
| Sportsfield Upgrade and Renewal    | 500,000         | 279,184   |
| Playground Renewal                 | 600,000         | 600,000   |
| Bus Stop DDA compliance            | 100,000         | 120,770   |
| Asset Maintenance                  | 367,040         | 199,726   |
| 2017/18 Total expenditure          | 8,217,040       | 8,406,251 |
| 2017/18 Net result                 | 355,840         | 283,584   |
| Closing Balance as at 30 June 2018 |                 | 974,018   |

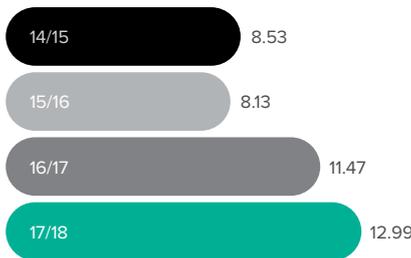


# Performance Measures

## 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.

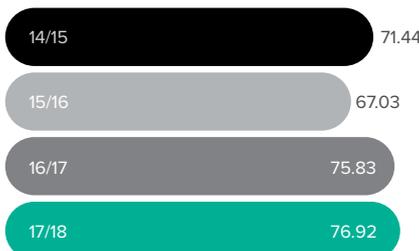
### Operating performance ratio 2017/18



## 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.

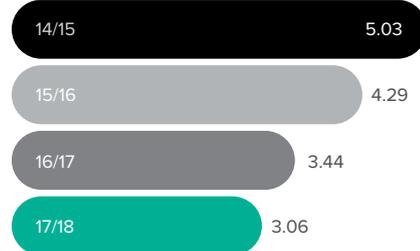
### Own source operating revenue (%) 2017/18



## 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.

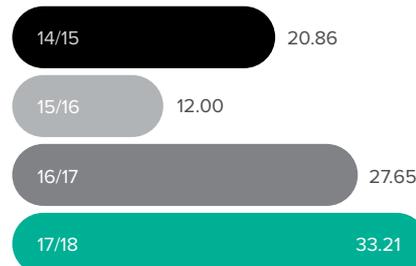
### Unrestricted current ratio 2017/18



## 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 2017/18



## 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 2018, which compares favourably with the industry benchmark of 5 percent.

### Rates and annual charges outstanding (%) 2017/18



## 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) 2017/18



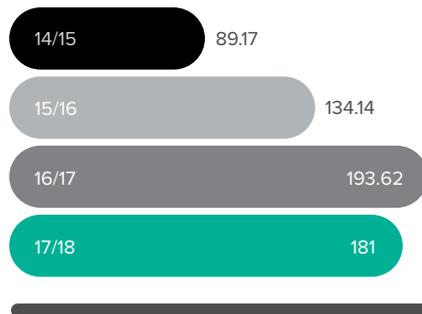
For every **\$1** OF current liabilities, we have **\$3.44** of working capital to satisfy these obligations in the short term.



### 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.

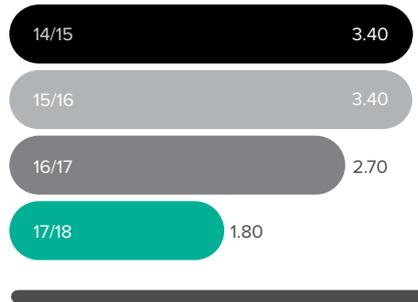
#### Buildings and infrastructure renewal ratio (%) 2017/18



### 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.

#### Infrastructure backlog ratio (written down value) 2017/18



#### Infrastructure backlog ratio (gross book value) 2017/18



### 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 210% far exceeds the benchmark of 100%). This ensures that Council's backlog will continue to decline over time.

#### Asset maintenance ratio (%) 2017/18



# Event Highlights

It was a year of celebrations

## West Ryde Easter Parade and Fair's 25th Anniversary

This year's West Ryde Easter Parade and Fair celebrated its 25th anniversary, with approximately 5,000 attendees.

## Eastwood Lunar New Year Festival

We welcomed in the Lunar New Year in style with a hugely popular Grand Celebration wrapping up another successful Eastwood Lunar New Year Festival.

## Cinema in the Park

This year's Cinema in the Park series was heralded as the most successful yet with a record 2,500 people attending the three screenings throughout April.

## Australia Day

Our annual Australia Day Celebrations included a citizenship ceremony, family concert with fireworks, battle of the bands and traditional thong throwing competition.

## The Granny Smith Festival

The famous Granny Smith Festival returned to Eastwood with a core focus on family fun, food and fireworks. Celebrating its 32nd year, the Granny Smith Festival draws in more than 90,000 mums, dads, kids and the young-at-heart, eager to be part of the special vibe of this colourful, community-inclusive event.

## Harmony Day

In March this year we celebrated our diverse community and culture at the Harmony Day Community Information Expo in Eastwood Plaza. The expo provided information on local services available to residents and new migrants.

## Remembrance Day

The Ryde community gathered to commemorate the 99th anniversary of the end of the First World War (1914 – 1918) on Saturday 11 November with a service at Memorial Park, Meadowbank.

**6,000**

people welcomed

Christmas at Community Christmas event

**9,000**

people celebrated

Australia Day

Over

**137,000**

people were hosted at community events

**350**

applauded

our Citizen of the Year Awards

**93-95%**

participant satisfaction at our events

**8,000**

welcomed

the Lunar New Year

**\$15,450**

awarded in event grants

**5,000**

attended

the West Ryde Easter Parade and Fair

**2,600**

people attended citizenship ceremonies

**2,000**

people celebrated

Harmony Day

**250**

people attended our volunteer awards

**2,400**

watched Cinema

in the Park

**90,000**

people celebrated the Granny Smith Festival

**1,000**

people commemorated

ANZAC Day

**200**

people joined us for our Remembrance Day service

**600**

watched Australia play

at the FIFA Live Site



# Awards & recognition

We received the following awards and commendations during 2017/18.

| Award                          | Association                    | Received for                        |
|--------------------------------|--------------------------------|-------------------------------------|
| Gold Award                     | Australasian Reporting Awards  | 2016/17 Annual Report               |
| Employer of Choice Winner 2017 | Australian Business Awards     |                                     |
| Highly Commended               | 2017 Australian Service Awards | City of Ryde Customer Service Team  |
| Marketing Award                | NSW Public Libraries           | 2016/17 March to a Million campaign |

## Community awards

We awarded the following prizes to members of our community in 2017/18.

2018 Citizen of the Year  
**Nathan Moulds**

2018 Young Citizen of the Year  
**Rhett Prado**

## Volunteers of the Year

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

2018 Volunteer of the Year  
**Maryann Webb – Project Kin**

Young Volunteer of the Year  
**Mateen Kholghi**

Group Volunteer of the Year  
**5 for Ryde**





# 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 Councillors elect the Mayor annually. Together, the Councillors make the policies and decisions



Council elected

# 9 Sep

2017

## Our Councillors West Ward



**Clr Jerome Laxale**

Mayor

PO Box 4187  
Denistone East NSW 2112

**M** 0426 273 289

**E** [JLaxale@ryde.nsw.gov.au](mailto:JLaxale@ryde.nsw.gov.au)

First elected to the City of Ryde council in 2012, Clr Laxale has a background in business administration and runs a family business. In his years on Council, he has advocated 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.

In 2017/18, Clr Laxale chaired the Centenary of ANZAC and World War 1 Committee. He was a member of the Planning Committee, Works and Community Committee, Finance and Governance Committee and the Ryde Central Committee.



**Clr Trenton Brown**

PO Box 3615  
Marsfield NSW 2122

**M** 0435 652 272  
**E** TBrown@ryde.nsw.gov.au

Elected in September 2017, Clr Brown has extensive experience as a stockbroker and currently works as a Governance Adviser with the NSW Government. He is passionate about stopping overdevelopment in Ryde and preserving open recreational space such as the TG Millner Fields.

Additionally, Clr Brown is also passionate about preserving the early heritage homes of our local area from the colonial era through to the Federation style of the early 20th Century architecture.

As a Councillor of the City of Ryde Council, Clr Brown is working to achieve stronger economic management, advocating for greater transparency in decision making and supporting local business and community organisations.

In 2017/18, Clr Brown was a Member of the Works and Community Committee, the Finance and Governance Committee, and the Audit, Risk and Improvement Committee. In addition, Clr Brown is a member of the Bushland and Environment, the Economic Development, and the Festival and Events Advisory Committees.



**Clr Peter Kim**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0417 068 518  
**E** PKim@ryde.nsw.gov.au

Elected in September 2017, Clr Dr. Kim is a general practitioner and cosmetic doctor. He is passionate about serving the community. As a member of the City of Ryde Council, he is working to achieve a Council that operates with fairness, equality, common sense and natural justice.

In 2017/18, Clr Kim chaired the Finance and Governance Committee as well as the Festivals and Events Committee. He was a member of the Social Inclusion Committee, the Community Harmony Reference Group, and the Ryde Youth Council.



**Clr Shuo (Simon) Zhou**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0481 906 429  
**E** SZhou@ryde.nsw.gov.au

Elected in September 2017, Clr Zhou is a businessman in the field of collectables. He is passionate about community safety and multiculturalism. As a member of the City of Ryde Council, he is working to achieve safer communities, more short-term parking, and to ensure voices from ethnic groups are heard.

In 2017/18, Clr Zhou chaired the Community Harmony Reference Group, and participated as the deputy chair in Festivals and Events Advisory Committee and Social Inclusion Advisory Committee.

## Our Councillors

### Central Ward



**Clr Edwina Clifton**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0435 966 589  
**E** EClifton@ryde.nsw.gov.au

Elected in September 2017, Clr Clifton is a practising Family Law barrister. She is a local mother and climate change activist. She is passionate about protecting the environment by preserving and increasing green space, tree canopies, parks and bushland in Ryde and protecting its heritage and history. She actively supports the reduction in overdevelopment and is focused on increasing the use of renewable energy sources, with a particular emphasis on small businesses in Ryde.

In 2017/18, she was Chair of the Economic Development Advisory Committee, and Deputy Chair of the Renewable Energy Advisory Committee and member of the Bushland and Environment Advisory Committee.



**Clr Christopher Moujalli**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0466 014 885  
**E** CMoujalli@ryde.nsw.gov.au

Elected in September 2017, Clr Moujalli is a lifelong resident of Ryde. Clr Moujalli's focus is on ensuring Council delivers for the community through good economic management and being responsive to the community's needs. As a strong advocate for sport and recreation, Clr Moujalli understands the importance of sport and recreation for personal health, wellbeing and social inclusion. He is committed to ensuring Ryde has adequate sporting facilities and open space for the community's benefit.

In 2017/18, Clr Moujalli was a member of the Ryde Central, Works and Community and Finance and Governance Committees. Clr Moujalli also sat on a number of advisory committees in 2017/18 including the Community Harmony Reference Group, Economic Development, Bicycle, and Sport and Recreation and Wheeled Sports Advisory Committees as well as the Macquarie Park Forum and Ryde Youth Council.



**Clr Bernard Purcell**

PO Box 4305  
Denistone East NSW 2112

**M** 0435 696 963  
**E** BPurcell@ryde.nsw.gov.au

After living and working around the world, Clr Purcell has lived in the City of Ryde for over 10 than years. Self-employed, Clr Purcell understands the challenges of maintaining and growing a small business and strongly believes in equity, inclusion and representation for all in the community. One goal for Clr Purcell is to bring trust back to local politics and he is striving to keep the Council's work transparent and accountable.

In 2017/18, he was a member of the Works and Community, Finance and Governance and Ryde Central committees. He was also Chair of the Macquarie Park Forum and Chair of the Sport and Recreation and Wheeled Sports Advisory Committee.



**Clr Sarkis Yedelian OAM**

PO Box 631  
Gladesville NSW 2111

**M** 0412 048 330  
**E** SYedelian@ryde.nsw.gov.au

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 was instrumental in forming Council's Harmony Advisory Committee and was its chair for many years. He is currently the longest serving councillor on the council. He has twice been elected Deputy Mayor. He actively encourages the integration and interaction of Australians with immigrants and helped the community form the Ryde Multicultural Centre. In 2009 he was awarded Order of Australia Medal for his services to the Community.

In 2017/18, he was a member of the Ryde Central Committee as well as the Community Harmony Reference Group and Economic Development Advisory Committee.

## Our Councillors

### East Ward



**Clr Christopher Gordon**  
Deputy Mayor

Locked Bag 2069  
North Ryde NSW 1670

**M** 0466 026 265  
**E** CGordon@ryde.nsw.gov.au

Clr Gordon was elected in September 2017 and served as Deputy Mayor. A composer specialising in orchestral music, Clr Gordon is passionate about the arts in Ryde. His other interests as a councillor are in renewable energy and sustainable development, preservation of natural bushland, heritage, poverty, and facilitating community in the city.

In 2017/18, Clr Gordon was Chair of the Ryde Central Committee, Bicycle, Heritage, and Ryde Hunters Hill Joint Library Service Advisory Committees. He was also a member of the Finance and Governance Committee, Works and Community Committee, Arts Advisory Committee, Bushland and Environment Committee, Macquarie Park Forum, and Renewable Energy Advisory Committee.



**Clr Jordan Lane**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0466 135 359  
**E** JLane@ryde.nsw.gov.au

Clr Lane was elected in September 2017. Growing up in a small business family, he believes in the value of fiscal responsibility, and is a passionate supporter of the 10,000 small and family businesses that call Ryde home. As a Councillor, he is working to amend Ryde's planning laws, opposing overdevelopment and ensuring transparent decision-making in the interests of ratepayers.

In 2017/18, Clr Lane served as deputy chair of the Economic Development and Bicycle Advisory Committees, in addition to serving on Council's Finance and Governance, Works and Community and Audit and Risk committees.



**Clr Roy Maggio**

Locked Bag 2069  
North Ryde NSW 1670

**M** 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.

## Outgoing Councillors

Council term 8 September 2012 – 9 September 2017



**Clr Penelope (Penny) Pedersen**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0435 697 314  
**E** [PPedersen@ryde.nsw.gov.au](mailto:PPedersen@ryde.nsw.gov.au)

Elected in September 2017, Clr Pedersen is a radio presenter, performer and producer who has worked in film, television, theatre and education. She has been on the board of directors at the Griffin Theatre Company and Northside Radio. She is passionate about her local community, the environment, social inclusion, women's issues and the arts. As a member of the City of Ryde Council, she is aware of the challenges facing Ryde with increased high density living and the strain this is placing on our local infrastructure and services.

In 2017/18, Clr Pedersen chaired the Works and Community Committee; the Status of Women Advisory Committee; the Community Harmony Reference Group; the Bushland and Environment and the Renewable Energy Advisory Committees. She was a member of the Finance and Governance and the Ryde Central Committees; the Festivals and Events Advisory Committee and a delegate to the Ryde Youth Council.



**Clr Jane Stott**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0414 552 495  
**E** [jstott@ryde.nsw.gov.au](mailto: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 Ryde's history and culture and providing great open spaces for the enjoyment of all. As a member of the City of Ryde Council, she worked to achieve a sense of community in East Ward.



**Clr George Simon**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0400 055 081  
**E** [gsimon@ryde.nsw.gov.au](mailto:gsimon@ryde.nsw.gov.au)

Clr Simon was first elected in 2012.

## Outgoing Councillors continued

### Council term 8 September 2012 – 9 September 2017



**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 Clr Pendleton worked to improve community consultation and engagement, ensure strong governance and quality urban development for the City.



**Clr Bill Pickering**

Locked Bag 2069  
North Ryde NSW 1670

**M** 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 was focused on putting the City of Ryde on a business footing that makes it less dependent on rates for income, and on keeping rates affordable for the community in the future.



**Clr Jeff Salvestro-Martin**

Locked Bag 2069  
North Ryde NSW 1670

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

Clr Salvestro-Martin was first elected in 2008.



**Clr Justin Li**

Locked Bag 2069  
North Ryde NSW 1670

**M** 0412 614 174  
**E** [jli@ryde.nsw.gov.au](mailto:jli@ryde.nsw.gov.au)

First elected to the City of Ryde Council in 2008, Clr Li has lived in the Eastwood area for over 20 years. He was re-elected in 2012 and later became Ryde's first Deputy Mayor from an Asian Australian background. As a councillor, he took 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.



**Clr Terry Perram**

Locked Bag 2069  
North Ryde NSW 1670

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

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



# Governing 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 36 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 2017/18 there were Five Code of Conduct complaints that involved Councillors. These were dealt with through the following means:

All complaints received were handled in accordance with the City of Ryde Code of Conduct – Complaints Procedure.

Of the 5 complaints involving Councillors that were received during the 2017/18 year:

- Three of the complaints were referred to an external conduct reviewer and remained open at the end of the reporting period.
- The remaining two complaints were resolved without referral to an external conduct reviewer in accordance with the City of Ryde's Code of Conduct – Complaint Procedure. One of these complaints was resolved during the reporting period with the other remaining open at the end of the reporting period.

### 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 throughout the 'Outcomes' section of this Report.

### Councillors' fees and expenses

The Local Government Remuneration Tribunal is constituted under Sections 239 and 241 of the *NSW 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 2017/18 can be found in Statutory Information on page 235.

The Mayor's Fee for 2017/18 was \$65,230 plus a Councillor Fee of \$24,550.

The Councillor's Fee for 2017/18 was \$24,550 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.

### Induction of councillors

As recommended by the Office of Local Government, a detailed Councillor Induction Program was delivered following Council elections.

The Induction Program enables Councillors to become familiar with the operations of Council and the regulatory environment in which we operate. The induction process also encourages experienced Councillors to share their experiences with new Councillors. To help make the sessions as interesting as possible we arranged for external experts to facilitate some sessions.

### Councillor attendance at meetings and workshops

Thirteen (13) Council meetings were held from 1 July 2017 to 30 June 2018. The statutory meeting, including election of the Mayor, was held on 26 September 2017. The table below lists only meetings and workshops attended during the current term, which began on 26 September 2017, following local government elections. 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 26 September 2017 to 30 June 2018 is detailed below.

|   | WORKSHOPS ATTENDED |     | COUNCIL MEETINGS ATTENDED |     | COUNCIL COMMITTEE MEETINGS ATTENDED |     |
|---|--------------------|-----|---------------------------|-----|-------------------------------------|-----|
|   | Number             | %   | Number                    | %   | Number                              | %   |
| Clr Jerome Laxale<br><i>Mayor</i>             | 14/18              | 78  | 11/11                     | 100 | 0/19 <sup>1</sup>                   | 0   |
| Clr Christopher Gordon<br><i>Deputy Mayor</i> | 17/18              | 94  | 11/11                     | 100 | 19/19                               | 100 |
| Clr Trenton Brown                             | 11/18              | 61  | 10/11                     | 91  | 6/10                                | 60  |
| Clr Edwina Clifton                            | 10/18              | 55  | 10/11                     | 91  | 14/19                               | 74  |
| Clr Peter Kim                                 | 14/18              | 78  | 10/11                     | 91  | 13/19                               | 68  |
| Clr Jordan Lane                               | 7/18               | 39  | 11/11                     | 100 | 9/13                                | 69  |
| Clr Roy Maggio                                | 2/18               | 11  | 11/11                     | 100 | 0/0 <sup>2</sup>                    | 0   |
| Clr Christopher Moujalli                      | 13/18              | 72  | 11/11                     | 100 | 10/19                               | 53  |
| Clr Penny Pedersen                            | 16/18              | 89  | 11/11                     | 100 | 19/19                               | 100 |
| Clr Bernard Purcell                           | 18/18              | 100 | 11/11                     | 100 | 17/19                               | 89  |
| Clr Sarkis Yedelian OAM                       | 8/18               | 44  | 11/11                     | 100 | 1/6                                 | 17  |
| Clr Simon Zhou                                | 9/18               | 50  | 11/11                     | 100 | 13/19                               | 68  |

1 The Mayor, Councillor Jerome Laxale ex-officio for 19 Council Committee Meetings.

2 Councillor Roy Maggio did not elect to sit on any Council Committees.

# 2017/18 Committee set-up

## Ryde Central Committee

**Chair:** Cllr Christopher Gordon  
**Deputy Chair:** Councillor Edwina Clifton  
**Members:** Cllr Penny Pedersen, Cllr Bernard Purcell, Cllr Peter Kim, Cllr Simon Zhou, Cllr Sarkis Yedelian OAM, Cllr Christopher Moujalli  
**Ex Officio:** Mayor, Councillor Laxale

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

**Chair:** Cllr Peter Kim  
**Deputy Chair:** Cllr Penny Pedersen

**Members:** Cllr Bernard Purcell, Cllr Christopher Gordon, Cllr Edwina Clifton, Cllr Simon Zhou, Cllr Jordan Lane, Cllr Christopher Moujalli, Cllr Trenton Brown  
**Ex Officio:** Mayor, Councillor Laxale

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.

## Local Planning Panel

**Chairs:** Ms Abigail Goldberg, Ms Marcia Doheny Mr Stephen O'Connor  
**Expert panel members:** Jennifer Bautovich, Russell Olsson, Eugene Sarich, Ian Stapleton, Mark Shanahan

The newly created Local Planning Panel consists of independent experts who determine development applications on behalf of Council as well as provide advice to Council on planning matters.

## Planning and Environment Committee (ceased on 28 February 2018)

**Chair:** Councillor Bernard Purcell  
**Deputy Chair:** Councillor Peter Kim  
**Members:** Councillor Penny Pedersen, Councillor Christopher Gordon, Councillor Edwina Clifton, Councillor Simon Zhou, Councillor Sarkis Yedelian OAM  
**Ex Officio:** Mayor, Councillor Laxale

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

**Chair:** Councillor Penny Pedersen  
**Deputy Chair:** Councillor Bernard Purcell

**Members:** Councillor Peter Kim, Councillor Christopher Gordon, Councillor Edwina Clifton, Councillor Simon Zhou, Councillor Christopher Moujalli, Councillor Jordan Lane, Councillor Trenton Brown  
**Ex Officio:** Mayor, Councillor Laxale

The Works and Community Committee deals with provision of community facilities, services and programs to meet community needs and promote community wellbeing.

For example, the Works and Community 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 Works and Community 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.

## 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.

During 2017/18, 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.

### Arts Advisory Committee

**Chair:** Councillor Christopher Gordon  
**Deputy Chair:** Councillor Penny Pedersen  
**Councillor Representatives:** Councillor Simon Zhou

The Arts Advisory Committee was created in September 2017. Its primary role is to progress arts and culture within the City of Ryde by supporting existing and growing artistic talent, using arts and culture to celebrate community identity and enhance social cohesion, and to promote creative industries and infrastructure.

## Audit, Risk and Improvement Committee

**Chair:** Mr John Gordon (External Independent Member)  
**External Independent Members:** Ms Elizabeth Gavey, Mr Stephen Horne  
**Councillor Representatives:** Councillor Jordan Lane, Councillor Trenton Brown  
**Alternate Councillor Representatives:** Councillor Christopher Moujalli, Councillor Peter Kim

The Audit, Risk and Improvement Committee provides a forum for communication between all stakeholders i.e. Council, General Manager, Senior Management and Internal and External Audit. Ensures and supports the independence of the Internal Audit function.

## Bicycle Advisory Committee

**Chair:** Councillor Christopher Gordon  
**Deputy Chair:** Councillor Jordan Lane  
**Councillor Representatives:** Councillor Peter Kim, Councillor Christopher Moujalli

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

**Chair:** Councillor Penny Pedersen  
**Deputy Chair:** Councillor Christopher Gordon  
**Councillor Representatives:** Councillor Edwina Clifton, Councillor Trenton Brown

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

### Centenary of ANZAC and World War I Committee

**Chair:** The Mayor, Councillor 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

**Chair:** Councillor Simon Zhou  
**Deputy Chair:** Councillor Peter Kim  
**Councillor Representatives:** Councillor Sarkis Yedelian OAM, Councillor Christopher Moujalli

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.

### Economic Development Advisory Committee

**Chair:** Councillor Edwina Clifton  
**Deputy Chair:** Councillor Jordan Lane  
**Councillor Representatives:** Councillor Trenton Brown, Councillor Christopher Moujalli, Councillor Sarkis Yedelian OAM, Councillor Bernard Purcell

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

### Festivals and Events Advisory Committee

**Chair:** Councillor Peter Kim  
**Deputy Chairperson:** Councillor Simon Zhou  
**Councillor Representatives:** Councillor Trenton Brown, Councillor Penny Pedersen, Councillor Edwina Clifton, Councillor Roy Maggio

The Festivals and Events Advisory Committee provides advice and feedback on the delivery and development of festivals and events in the City of Ryde.

### Heritage Advisory Committee

**Chair:** Councillor Christopher Gordon  
**Deputy Chair:** Councillor Edwina Clifton

The Heritage Advisory Committee advises Council about the preservation, conservation, celebration 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

**Chair:** Councillor Bernard Purcell  
**Deputy Chair:** Councillor Simon Zhou  
**Councillor Representatives:** Councillor Jordan Lane, Councillor Christopher Gordon, Councillor Christopher Moujalli, Councillor Edwina Clifton

The Macquarie Park Forum provides strategic and industry advice on achieving sustainable growth in Macquarie Park through the Macquarie Park Masterplan.

### Renewable Energy Advisory Committee

**Chair:** Councillor Penny Pedersen  
**Deputy Chair:** Councillor Edwina Clifton  
**Councillor Representatives:** Councillor Christopher Gordon

The Renewable Energy Advisory Committee was created in September 2017. Its primary role is to advise Council on priorities for the development and implementation of strategic programs and policies to promote the update of renewable energy technologies, services and other resilient energy efficient initiatives with the Ryde LGA and to influence regional initiatives.

### Ryde Hunters Hill Joint Library Service Advisory Committee

**Chair:** Councillor Christopher Gordon  
**Councillor Representative:** Councillor Jordan Lane

The Ryde Hunters Hill Joint Library Service Advisory Committee provides advice in 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

**Chair:** Ryde Youth Member  
**Councillor Representatives:** Councillor Jordan Lane, Councillor Christopher Moujalli, Councillor Penny Pedersen, Councillor Peter Kim

The Ryde Youth Council has been created to allow young people within the City of Ryde to share their opinions, ideas and views with Council. It advocates, provides advice, and makes recommendations to Council on matters affecting young people and the community, coordinates, plans and implements community activities and events, participates in community activities and consultations,

promotes awareness in the community on issues impacting on young people and encourages positive views and opinions of young people and their achievements in the community.

### Social Inclusion Advisory Committee

**Chair:** Councillor Penny Pedersen  
**Deputy Chair:** Councillor Simon Zhou  
**Councillor Representatives:** Councillor Peter Kim

Formerly known as the Access Committee, the primary role of the Social Inclusion Committee is to provide advice to Council to ensure that all residents and visitors to the City of Ryde are able to participate actively in all aspects of community and civic life and ensure that Council recognises and values the diversity of its community.

### Sport and Recreation and Wheeled Sports Advisory Committee

**Chair:** Councillor Bernard Purcell  
**Deputy Chair:** Councillor Christopher Moujalli

The primary objective of the Sport and Recreation and Wheeled Sports Advisory Committee is to consider matters and inform Council and Council officers of community views and likely impacts of proposed strategies regarding sport and recreation in the City of Ryde. The committee includes representatives from across the Ryde community that have an interest in local recreation facilities.

### Status of Women Advisory Committee

**Chair:** Councillor Penny Pedersen

The primary role of the Status of Women Advisory Committee is to provide advice to Council on improving the ways in which women in the City of Ryde are able to participate and engage actively in all aspects of community and civic life.

### Traffic Committee

This is a Technical Advisory Committee with no formal Councillor representatives. The Traffic Committee advises Council on all traffic-related matters. Committee representatives include the Roads and Maritime Services (RMS), the Director – City Works, a representative of the Police Service and the Local Member of Parliament or their nominee.

# Organisational Leadership

During 2018 – 2022

Council will deliver a

**\$500<sup>M</sup>**

investment in infrastructure and services



The City of Ryde is responsible for strategy, planning, policy, regulation, and service delivery for the City of Ryde local government area. During 2018 – 2022 Council will deliver a half-billion dollar program of investment in infrastructure and services for the City of Ryde, with a focus on delivering new infrastructure and maintaining the city's existing assets, and delivering deliver high quality services for residents and the community that makes up our City.

The Council is led by the General Manager. Council services are delivered through 21 departments that support the General Manager, and make up four Directorates. 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 18 departments that delivered services and projects made up of 474.49 FTE (Full time equivalent) employees.

## General Manager

Office of the General Manager  
General Counsel

Leads the City of Ryde Council and provides direct administrative support services for the General Manager and high quality legal and consultative services for the City of Ryde Council.

## City Planning and Environment

Development Assessment  
Urban Strategy  
Environment, Health and Building

Provides the long-term policy and planning framework for the growth and ongoing liveability for the City. Also provides critical regulatory, enforcement and environmental services to oversee relevant policies and legislation, protecting and enhancing our environment, amenities, and community safety.

## City Works

Operations  
Parks  
Civil Infrastructure & Integration  
Business Infrastructure  
Project Development  
Traffic Transport & Development

Delivers a diverse range of services, maintenance and improvements for all Council's assets, including civil Infrastructure (eg. roads, footpaths, drainage etc), public domain infrastructure (town and neighbourhood centres), parks and reserves, sportsgrounds and public buildings and amenities.

Also manages a \$132 million portfolio of commercial, residential, community and operational properties for the City of Ryde and manages the smooth delivery of the City's essential waste services.

## Customer and Community Services

Communications and Engagement  
Community and Ranger Services  
Ryde Aquatic and Leisure Centre  
Library Services

Leads the planning, design and delivery of all customer and community services for the City of Ryde.

## Corporate Services

People and Culture  
Corporate Governance  
Financial Services  
Technology  
Procurement

Forms an integral part of the City of Ryde Council organisation, working in partnership with the business to provide advice and support to enable delivery of council services and initiatives.

### George Dedes

#### General Manager

**Qualifications:** Associate Diploma in Project Management, Diploma In Management, BA Dip Ed, Grad Cert Workplace Relations

**Appointed:** 2017

George has over 25 years' experience in local and state government across various senior management and executive roles, leading and developing high-performing multidisciplinary teams in complex and dynamic political environments to deliver essential services for the community.

He has extensive experience in leading cultural and organisational change, undertaking significant improvements spanning council's operations. George has implemented continuous improvement strategies at all levels of the organisation and his expertise in infrastructure and strategic planning puts him in a unique position to guide the future of our vibrant City.

### Angela Jones-Blayney

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

**Appointed:** 2015

During Angela's extensive 28-year career she 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.

### 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 advancement of financially sustainable asset management models and smart city initiatives.

### Liz Coad

#### Director City Planning and Environment

**Qualifications:** BTP (UNSW), Diploma of Management

**Appointed:** 2018 (Acting 2016-2017).

Liz has spent over 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 Development Assessment, Urban Strategy and Environment Health and Building.

### Roy Newsome

#### 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 key areas of the organisation, 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, Information Systems and Procurement.

On 17 May 2017, Roy completed his role as Acting General Manager and returned to his role as Director Corporate and Organisational Support Services.



# Integrated Planning & Reporting framework

Our seven outcomes provide the framework for how Council organises its activities and the benefits provided to the community. They govern the structure of the financial system, Council reporting, and Investment decisions, and how we demonstrate and report value provided to the Community.

## 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.

## Greater Sydney

Planning/or outcomes

# 40 year

### VISION

The Greater Sydney Region Plan

# 20 year

### PLAN

Greater Sydney Commission  
North District Plan

## City of Ryde Council

# 10 year

### PLAN (Council Area)

Community Strategic Plan

Resourcing Strategy  
(Financial, Asset, Workforce ICT)

Council Strategies

# 4 year

### PLAN (Council Term)

Four Year Delivery Plan

Delivery Programs

Four Year Review, End of Term Report

# 1 year

### PLAN (Annual Planning Cycle)

One Year Operational Plan

Departmental Business Plan

Quarterly Review, Annual Report

KEY



STRATEGIES



PLANS



REPORTS

## Our plans and strategies explained

### Community Strategic Plan

- Lays out the vision for the City of Ryde to 2028
- Outlines the key outcomes and priorities that guide future planning and initiatives
- Reviewed at the start of each new Council term.

### Resourcing Strategy

The Resourcing Strategy identifies and secures the resources required to deliver the outcomes outlined in the Community Strategic Plan. It has a 10-year outlook and includes:

- Our Long-term Financial Plan
- Our Workforce Management Plan
- Our 10-year Asset Management Plan
- Our ICT Plan.

### Four-Year Delivery Program

- Provides a four-year outlook (the length of a Council's term) of what will be done to achieve the vision and outcomes in the Community Strategic Plan
- Includes a four-year capital works program and allocates high-level resources to achieve projects within that period
- Updated annually in conjunction with the yearly Operational Plan.

### One-Year Operational Plan

- Has a one-year outlook
- Maps the actions and projects Council plans to deliver over the financial year, including the resources required to complete the annual capital works program.



# A new Community Strategic Plan for the City of Ryde



The Draft Community Strategic Plan 2018-2028 was created to find a balance between community's priorities and aspirations for the City of Ryde, and the anticipated pressures that the City will face over the next decade from a population that will grow by more than one third, a significant uplift in business activity and issues like a warming climate.



**July 2017**

Council amalgamation process, was abandoned for the City of Ryde

**July–August 2017**

**Community Perceptions Survey**  
453 residents



**January–April 2018**

Drafting the Plan



**May 2018**

**Public Display**

Members of the community who contributed during community consultation invited to review and comment

## City of Ryde's Future

**People**



**2011**

**103,138**

+13,000 (+13%)

**2016**

**116,298**

**Dwellings**

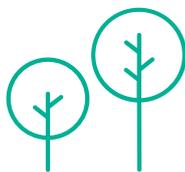


**41,678**

+5,000 (+11%)

**46,149**

**September 2017**  
Council Election



**October–December 2017**

**Community Engagement**

2,118 participants at  
16 community Events and  
12 community Groups  
100 participants in  
7 focus groups and  
8 stakeholder interviews



## Community consultation identified key priorities

- Improving traffic, congestion and parking
- Preventing unrestricted development that destroys the character and liveability of neighbourhoods
- Protecting green open spaces, trees, and parks.
- Consultation and involvement in Council decision-making.
- The future development of Macquarie Park
- Finding a ‘sustainable balance’ and increasing the range of services works program.

**26 June 2018**  
Adopted by Council



# 2031

➔ +44,000 (+38%) ➔ **160,750**

**=** Pressure on infrastructure and services

➔ +20,000 (+43%) ➔ **66,000**

**=** Changes to the Character, Lifestyle and Livability that people value about our city

# Outcomes 2017/18

## Our performance against the Four-Year Delivery Plan 2017-2021

### 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 2017/18?

Our services and programs are identified and planned in the annual operational plan contained within the Four-Year Delivery Plan 2017–2021. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

### Overall project performance summary

During 2017/18 we undertook a total of 118 capital and non-capital projects. The 118 projects were made up of our 2017/18 Operational Plan projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2016/17.

Of those projects, 59 (50 percent) were completed. A further 47 projects were carried over due to various factors such as weather, time, cost or scope, with 10 on track for completion early in the new financial year. Two projects were deferred.

### Measuring our progress

The following pages address the key strategic activities we planned for completion in 2017/18 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 2017 – 2021 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.

During  
2017/18 we  
undertook a total of  
**118**  
capital and  
non-capital  
projects



# Sustainability Statement

At the City of **Ryde**, we are committed to sustainability in everything we do. Our **Community Strategic Plan** sets out the overall direction and long-term plans for the economic, social and environmental sustainability of our City. The Plan consists of seven key challenges and opportunities identified by our community about their needs.



## Our seven key challenges and opportunities are:

**1**

Managing the needs of a growing population

**2**

Addressing the needs of a changing population

**3**

Offering suitable housing options while maintaining the characteristics of our suburbs

**4**

Creating a strong economy and employment closer to home

**5**

Managing the pressure of population growth on our amenity

**6**

Adapting to climate change

**7**

Remaining competitive.

We integrate economic, social and environmental sustainability across all aspects of our business and consider the triple bottom line impacts of our activities to ensure that they are also sustainable.

# In 2008 the City of Ryde

developed a  
**Social Justice Charter**  
 to demonstrate our  
 commitment to building  
 just and inclusive  
 communities.

## Social sustainability

To be socially sustainable, we aim to develop processes and infrastructure that meet the current needs of our community and those of future generations. We have developed a range of policies, strategies and programs to help our ageing population, address disadvantage, increase physical activity, ensure public health, improve food security, and prevent violence against women and children. We recognise that we have a unique role in promoting active citizenship, reducing disadvantage, strengthening community well-being and celebrating diversity in the community. We offer a range of initiatives to support the City of Ryde community.

In 2008 the City of Ryde developed a Social Justice Charter to demonstrate our commitment to building just and inclusive communities.

We partner with local service providers on a range of social inclusion events and in 2015 we launched our Social Inclusion Campaign which set out our aims to promote and build awareness of social inclusion in our community.

Today, the City of Ryde is one of Sydney's most diverse communities and our policies and plans help promote a diverse and inclusive workforce and community, and help to attain environments that are more innovative, productive and free of discrimination.

Each year Social Inclusion is celebrated in November to encourage communities to reconnect and be inclusive of all cultures, age groups, nationalities and the disadvantaged. You can find out more about how we are building a safe, inclusive and equitable community in our Harmony and Culture outcome from page 122.

Providing a safe and healthy environment for our staff is also crucial. We aim to provide a good work/life balance and offer flexible work options. Our policies and procedures support health and wellbeing, learning and development, human rights, diversity and inclusion, equal employment opportunity, and codes of conduct.

Our Human Resources report on page 147 has more information.





We embed

# sustainability

## principles

into all areas of our work

### Environmental sustainability

Environmental sustainability recognises the role of the environment in the long-term stability of our city and our community. We recognise the relationship between the health of our environment and the economic and social health of our city and have developed a range of programs aimed at reducing waste, enhancing our natural environment and overall help our community live more sustainably and reduce our environmental impact.

We embed sustainability principles into all areas of our work. This includes sustainable planning, transport, design, food production, handling of waste, and the way we do business.

You can find out more about how we are working to build the health and long term sustainability of our natural and built environment here in the City of Ryde in our Environmental Sensitivity outcome from page 86, and in many other parts of this Annual Report

### Economic sustainability

To ensure our local economy remains vibrant and sustainable in the long term, we consistently work towards building a healthy and resilient local economy across our centres and neighbourhoods, including support for an improved night time economy, improving digital and transport connections across the city and supporting people and businesses across the city to launch and nurture businesses and careers. Part of our focus on economic sustainability involves leading by example.

To support economic sustainability and the resilience of the City of Ryde economy we have developed a range of strategies and programs, including our Long-Term Financial Plan, our Strengthening Ryde strategy and our Community Strategic Plan and Local Environment Plan. They encompass issues of sustainable growth, infrastructure, housing and business development.

We are operating in a dynamic economic environment and our plans and strategies are designed to help existing business embrace change, and encourage innovative businesses for current and future generations. You can find out more about how we are working to build a prosperous and thriving local economy in our Prosperity outcome from page 74, and in many other parts of this Annual Report

Page 16, 146 and 159 detail our efforts towards the long-term sustainability of our City and our organisation.





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.

## Goal

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

# 1

## 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.



Ryde Bowling Club site – scooter track and kick-about

**Goal**

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.

2

**Goal**

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.

3



## Building liveable neighbourhoods

Sustained population and housing growth over the coming decade will put pressure on preserving our local character and heritage, and sustaining Ryde's natural and urban environment. By 2031 the projected increase in the City of Ryde's population will require an additional 17,000 new dwellings, an increase of more than a third from now.

Controlling development to protect and maintain the character and liveability of the City is a major priority for our community. There are concerns at the level of development, and people have made it clear that Ryde feels, in some parts, overdeveloped, with congested roads and parking issues.

Residents want to see less high-rise and more green, open spaces and increased urban tree canopy cover and want natural areas, parks, sports grounds and street trees protected and enhanced. Residents also want to see action taken to ensure developments and neighbourhoods are appropriately regulated. The community wants to see increased tree cover and greenspace within and around new residential buildings, a mix of densities and variety in the surrounding streetscapes and local centres. They want to protect and maintain Ryde's character and heritage, protect our way of life and ease pressure on Ryde's natural and urban environment.

Urban renewal will bring local streets, footpaths, parks and centres to life. It can offer a greater choice in the types of housing available, places to meet and socialise, better transport connections, as well as opportunities to prioritise the delivery of affordable housing for key workers and accessible housing for people as they get older.

This requires us to continue to advocate across government, controlling development to protect and maintain the character and liveability of our city and secure investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

# 116,302

residents in 2016

# 160,000

residents in 2031

# 43,020

households in 2016

# 62,000

households in 2031

**52.9% of dwellings in the City of Ryde were medium or high density, compared with 44% in Greater Sydney**

### Who is guiding our progress?

- Heritage Advisory Committee
- Local Planning Panel

### How we monitor progress

- Renewal of town and neighbourhood centres
- Community sentiment
- City of Ryde's housing targets

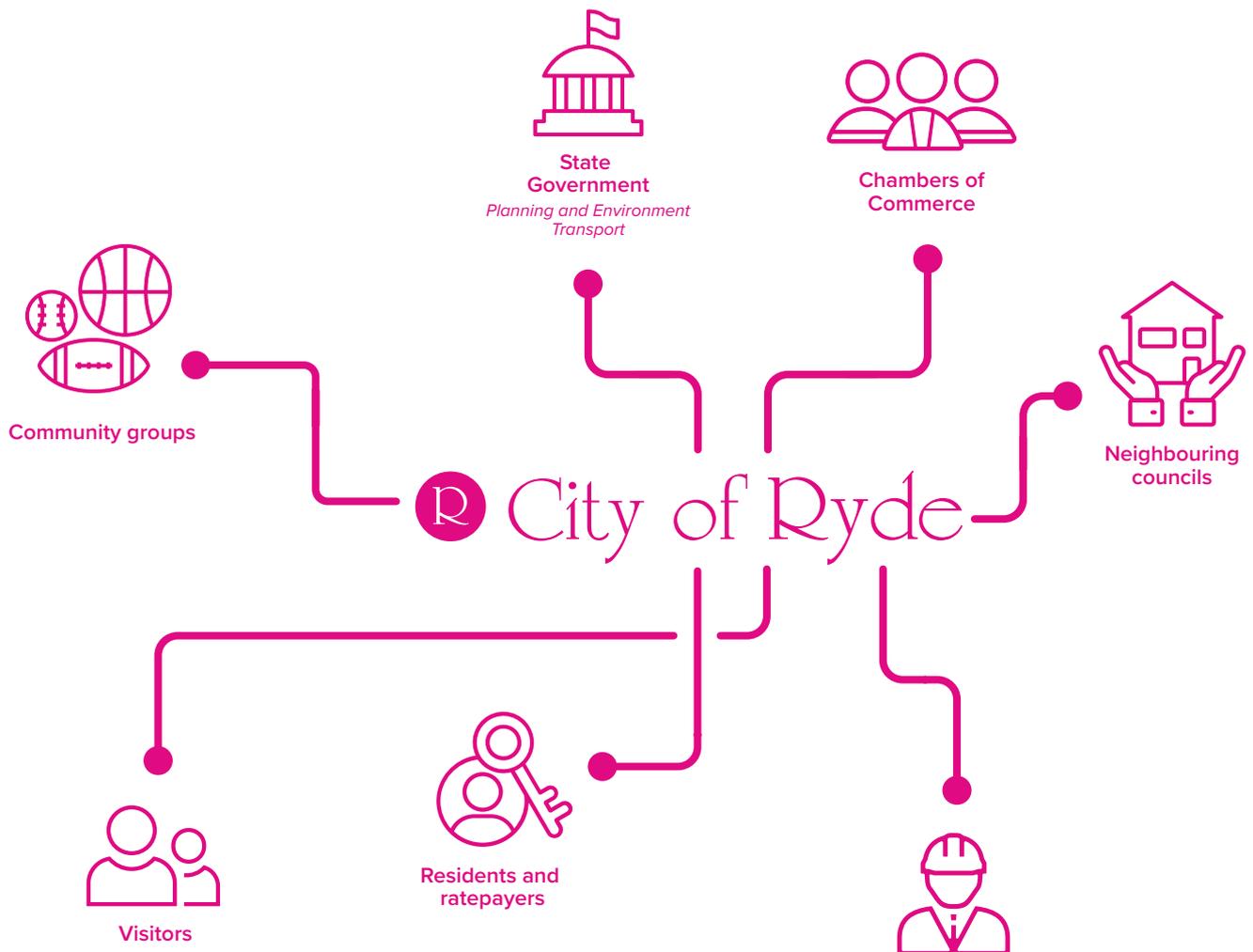
### Council programs that support this outcome

- Land Use Planning Program
- Centres and Neighbourhoods Program
- Open Space, Sport and Recreation program
- Regulatory Program

#### INVESTMENT IN THIS OUTCOME

| BUDGET RESULT 2017/18 | \$'000          |
|-----------------------|-----------------|
| Income                | (6,877)         |
| Expenditure           | 9,482           |
| Reserve movements     | (540)           |
| <b>Actual</b>         | <b>2,065</b>    |
| <b>Budget</b>         | <b>3,895</b>    |
| <b>Variance</b>       | <b>(46.97%)</b> |

# Stakeholders & Partners



## Highlights

- 47,621 rateable properties
- 3,430 new dwellings approved
- 35,940.1m<sup>2</sup> new commercial floor space approved
- 240 applications under assessment on 30 June 2018
- Estimated \$1.8 billion DAs under assessment at 30 June 2018
- 166 residential alterations and additions determined
- 161 single new dwellings determined
- 69 commercial/office/retail applications determined

- 2,853 10.7 certificates processed
- \$60.2 million worth of Voluntary Planning Agreement offers (4 offers) accepted
- 90% customer satisfaction with building and development advisory services
- 68% customer satisfaction with development assessment service
- 850 trees planted on streets and in parks
- 74% customers satisfied with ranger services investigations of animals, management, motor vehicles and illegal dumping requests/reports



## What we did

### We:

#### Asked you about things that matter

- Coulter Street upgrade and public art project
- Graffiti vandalism in the City of Ryde
- Parking changes in Putney Village
- Our city's future
- Excessive development
- Pedestrian Access Mobility Plans (Meadowbank Station West and West Ryde Centre)
- Planning proposal — 17 Acacia Street and 16 Vera Street, Eastwood
- Planning proposal 2–6 Chatham Road and Draft DCP Part 4.3 West Ryde Town Centre
- Planning proposal — 2–14 Tennyson Road, Gladesville
- Planning proposal — 330 Rowe Street, Eastwood
- Proposed land classification — 21 Bay Drive, Meadowbank
- Proposed land classification — 9/6 Mooltan Avenue, Macquarie Park
- Proposed land classification — 21 Bay Drive, Meadowbank
- Proposed land classification — 9/6 Mooltan Avenue, Macquarie Park
- Proposed parking controls — West Ryde
- Temporary 2P parking during the Epping to Chatswood rail shutdown.

#### Hosted events that made your city more liveable

- Elouera Reserve opening
- Declutter workshop
- Spring Garden Competition
- Strata living seminar
- Green and public spaces, cultural and natural heritage talk.

#### Created a new Local Planning Panel

Under new legislation introduced in August 2017 all councils in the Greater Sydney Region required local planning panels to be established by 1 March 2018. These panels consist of highly qualified people who are independent of Council. They are charged with determining a range of development applications, reviewing and making recommendations about planning proposals on behalf of the Council. The types of development applications determined by the Panel include:

- Conflict of interest
- Contentious development
- Departure from development standards
- Sensitive development
- Planning proposals.

More information about our local planning panel may be found on our website at [ryde.nsw.gov.au/planningpanel](http://ryde.nsw.gov.au/planningpanel).

## Successfully advocated for an exemption to the Medium Density Housing Code

Between July 2014 and May 2018, approximately 10,818 new dwellings were approved in the Ryde local government area. Of those approved, 6,933 or 64 percent of the new dwellings were approved under NSW Government planning programs, including those in two State Government Priority Precincts in Macquarie Park and North Ryde, imposing extremely high density without the appropriate infrastructure.

The City of Ryde's planning controls were developed in close consultation with the community, to provide appropriate medium housing development at balanced levels on limited sites commensurate with available infrastructure. Despite the success of Ryde's controls, changes to the NSW Housing Code meant that additional sites would be eligible for medium density development. It would also allow the introduction of new forms of medium density that are less consistent with the character of our suburbs.

In addition, the proposed legislation would allow developers to circumvent Council's assessment against local requirements and conditions, instead placing approvals in the hands of private certifiers. Minimal neighbour notification would have been required with no requirement for objections to be considered. Developments would only be required to satisfy the standards defined in the NSW Government's Policy (known as the 'Codes SEPP') and the criteria specified in the associated Design Guide.

Between July 2014  
and May 2018

# 10,818

new dwellings  
were approved



Council's controls limiting the types of medium density housing would have been superseded by rules permitting more types of development on more lots. In particular, approximately 10,000 lots in the Ryde LGA would potentially be eligible for two-storey residential flat buildings (known as manor homes) in low density areas, where these developments not otherwise be permitted under Council's controls. This would result in an additional 60,000 new residents with no regard for the provision of infrastructure required to support such a major increase.

Despite the objections of the City of Ryde and a number of other councils, the code was initially slated to be introduced on 6 July 2018. Council resolved to reaffirm its opposition to the proposal and wrote to the Minister for Planning seeking urgent action.

Following subsequent discussions, the NSW Government deferred the implementation of the new Medium Density Housing Code in the City of Ryde until 1 July 2019, or until such time as Council has undertaken the development of a new Local Housing Strategy and Local Environment Plan (LEP). As the impact of the code appears to have been proposed with little consideration for the detrimental impacts on Ryde's community and environment, and the deferral only offers an insufficient temporary delay of its implementation, the City of Ryde has commenced Class 4 proceedings in the Land and Environment Court, seeking to prevent the implementation of the code.

#### Other initiatives

In other responses to excessive development activities in our City we prepared a submission opposing State Government plans to remove more than 20 trees from Bundara Reserve in North Ryde to, in part, mitigate the impact bird droppings will have on a new pedestrian footbridge. Bundara Reserve is a small pocket of bushland located in the middle of Epping Road, Delhi Road and the M2 Motorway that crucially houses a stand of protected turpentine-ironbark trees.

We advocated for the refusal of inappropriate development in Meadowbank along Railway Road. We also raised serious concerns about plans to build 3,500 new dwellings on the corner of Herring and Epping roads at the former Ivanhoe Estate site, representing a 1,250 percent increase on the 259 dwellings being demolished. Issues raised included the size of the development, inadequate building separation, insufficient open spaces and inadequate sunlight in key public areas. The proposed project will also result in the destruction of endangered Sydney Turpentine Ironbark Forest, drastically changing the landscape character of the area, as well as more traffic congestion on local roads.

We will continue to respond to our community's concerns about the impacts of overdevelopment in our area, and act on their behalf to enhance the liveability of our city.



By 2031

the projected  
increase in the City of  
Ryde's population

will require an

additional

# 17,000

new dwellings





# \$1.5b

## approved development in 2017/18

### Approved dwellings and commercial premises

The estimated value of approved development was \$1.5 billion in 2017/18 and showed a negligible reduction compared with \$1.6 billion in 2016/17. During the year, the City of Ryde's Development Assessment Department determined a total of 796 development and Section 4.55 applications. This equates to a total of 3,430 new dwellings and 35,940m<sup>2</sup> of commercial floor space.

### VALUE OF DEVELOPMENT APPLICATIONS DETERMINED

|         |                 |
|---------|-----------------|
| 2017/18 | \$1.5 billion   |
| 2016/17 | \$1.6 billion   |
| 2015/16 | \$1.5 billion   |
| 2014/15 | \$544.4 million |
| 2013/14 | \$446.2 million |

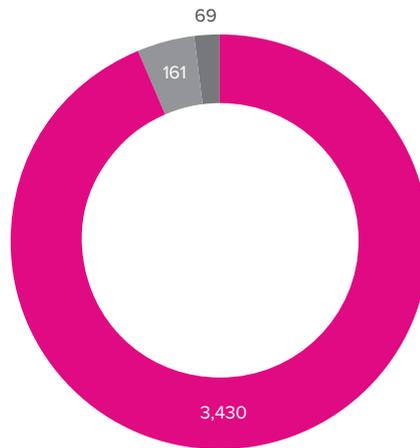
### NUMBER OF APPLICATIONS DETERMINED

|         |     |
|---------|-----|
| 2017/18 | 796 |
| 2016/17 | 836 |
| 2015/16 | 839 |
| 2014/15 | 799 |
| 2013/14 | 739 |

### NUMBER OF DA-RELATED ENQUIRIES RECEIVED

|         |        |
|---------|--------|
| 2017/18 | 20,757 |
| 2016/17 | 20,068 |
| 2015/16 | 23,074 |
| 2014/15 | 22,100 |
| 2013/14 | 31,768 |

### Number of new dwellings Approved 2017/18



- 3430 | Residential
- 161 | Single new dwellings
- 69 | Commercial, retail, office

### Increased building surveillance

Building compliance surveillance times have been increased to include Saturday surveillance this year. One building compliance officer is rostered on to work each Saturday to conduct routine surveillance of all active building sites across Ryde. The Officer specifically targets sediment control measures and footpath obstructions including the placement and regulation of hoarding. This has resulted in a reduced number of complaints as builders learn there is more proactive building compliance surveillance happening on Saturdays in Ryde as well as reduced incidence of pollution from sediment loss from unattended sites over weekend times.

### Conducted food safety inspections

To prevent food-borne illness and ensure food for sale is both safe and suitable for human consumption, this year we conducted over 672 routine food shop inspections and responded to over 119 food shop-related complaints.

### NUMBER OF FOOD PREMISES INSPECTED

|         |     |
|---------|-----|
| 2013/14 | 811 |
| 2014/15 | 823 |
| 2015/16 | 854 |
| 2016/17 | 782 |
| 2017/18 | 672 |

### Welcomed school news

We welcomed announcements that the State government will be repurchasing the Peter Board school site in North Ryde with plans to build a new school for the area following intense lobbying by Council. Significant population growth, which is forecast to continue, has made the provision of new schools in the area critical. Planned priority precincts at Macquarie Park and North Ryde will see the residential population in the area increase by 15,000. Figures show that local schools in the City of Ryde are at or near capacity, with reports suggesting up to a 40 percent increase in enrolments in recent years.

We also welcomed the State Government's announcement of funding to build a new Smalls Road Primary School in Ryde. It will cater for up to 1,000 students and is expected to open in 2020.

We had been lobbying for a new school for many years to cope with the expected surge in population and new school enrolments. The new primary school will be built on the site of the old Ryde High School which was closed in 1986. A concept design shows a circular design with three levels and playing fields.



The City of Ryde has been in discussion with Education NSW on a shared-use agreement for the existing sportsfield at the Smalls Road site that would allow for continued use by community sporting groups outside of school hours.

#### Got ready to roll on our new skate park

Meadowbank Park will be the location of the City of Ryde's skate and scooter park, which will be known as the Ryde Outdoor Youth and Family Recreation Space. Construction is due to start in August 2018, with the state-of-the-art recreation space including skate and scooter play facilities to suit all ages and skill levels, a competition-style deep skate bowl, picnic and shelter facilities, landscaping, lighting and new connecting footpaths.

The new skate and scooter park delivers on Council's commitment to provide more recreational outdoor spaces for everyone, and follows almost 20 years of advocacy for a skate facility.

#### Repurposed the Ryde Bowling Club site

Following community consultation, the City of Ryde has converted the former Ryde Bowling Club into essential community space. We made general repairs and undertook compliance works around the perimeter, access points, dog off-leash area and scooter track.

We also built a recreation space on the former bowling green, made repairs to the building façade and carried out minor works to ensure the building is safe for public access, and for use as a heritage information centre. The three open space areas (dog off-leash area, scooter track and kick-about) opened to the public in February 2018.



#### Lit the night to support our local economy

In 2016 the City of Ryde undertook a Night Time Economy (NTE) Study, involving consultation with more than 700 individuals and groups including residents, workers, business operations, chambers of commerce and community services to understand community desires around a night time economy for Ryde.

The outcomes of this study informed a Night Time Economy Action Plan which responded to our community's desire for creative and colourful lighting installations, improved lighting and wayfinding throughout town centres, as well as lighting for safety.

To help activate spaces at night, and create a sense of place joy and safety, our Ryde Lights initiative will see the installation of creative and colourful lighting in four locations throughout the City of Ryde. It is anticipated that the installations will remain on display until 2020. So far, lighting installations have been made at Trim Place in Gladesville, Eastwood Plaza, and ANZAC Park West Ryde, with lights also planned for the Meadowbank Wharf area.



#### Saved Eastwood Park

We successfully opposed a State Government proposal for a car park to be built in Eastwood Park. Following extensive lobbying, the NSW State Government subsequently announced that it would give \$25 million — previously earmarked for 300 commuter spaces underground at the upper oval — to the City of Ryde to provide those spaces. The funding will also provide pedestrian crossing lights at Rowe Street and West Parade to help control the flow of pedestrians, who often cause lengthy delays for motorists.

We are now planning to build a new multi-storey car park in Eastwood that will address chronic parking shortages for shoppers in the area and help boost the local economy. The short-stay car park will have between 150 and 200 parking spots and will be built at the current site of the Rowe Street East car park in order to support the proper functioning of the eastern town centre of Eastwood.

Now planning  
minimum  
**150**  
space  
short-stay  
car park  
in Eastwood



### Completed restoration of historic monuments

We continued our efforts to protect and celebrate the area's local history with the completion of restoration works to the historic Gladesville Clock Tower and the Ryde Tramway Monument. The Gladesville Clock Tower, located at the intersection of Wharf Road and Meriton Street, was restored to its former glory by City of Ryde staff after its brickwork had deteriorated over the years due to environmental conditions and ground vibration.

The clock tower was designed in 1940 by Council Engineer J C Sutherland in what is known in architectural terms as the 'inter-war functionalist style' and is considered a good example of a locally designed public clock tower.

The Ryde Tramway Monument underwent a makeover and was relocated to its original home at the intersection of Church Street and Blaxland Road in Ryde. The monument, which had been situated at Ryde Civic Centre, was first unveiled in 1907 and commemorates the introduction of the original tram service to Ryde.

To coincide with the completion of the two restoration works, a new Gladesville Heritage Walking Trail booklet was launched.

### Upgraded Callaghan Street Neighbourhood Centre

Children from East Ryde After Hours School Care helped the City Activation Team to design a bird life mural for the newly upgraded Callaghan Street Neighbourhood Centre. The children's designs were used as inspiration for the eight-metre long mural which is part of the \$185,000 beautification of the popular Neighbourhood Centre on Callaghan Street, North Ryde. The upgrade includes newly paved areas, reconstructed kerb and gutter, new plantings, asphalt resurfacing, a new bike rack and the newly created mural.

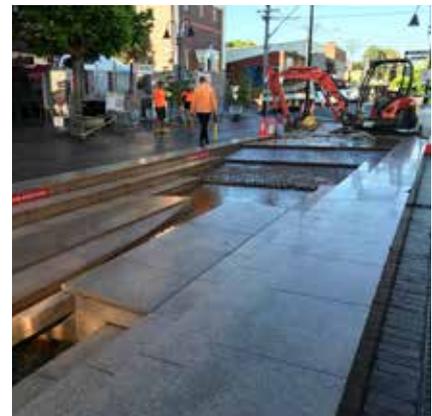
### Received keys to our first affordable housing unit

In July 2017 we took ownership of the first affordable housing unit resulting from our Affordable Housing Policy. The policy was adopted in 2016 and aims to ensure that 5 percent of all new dwellings built over the next 20 years are assigned as 'affordable housing'. The new one-bedroom unit is located in the Macquarie Park Village on Herring Road, 400 metres from Macquarie University station. It will be managed by registered housing provider Link Housing on behalf of the City of Ryde.

We are aiming for a portfolio of at least 250 affordable dwellings for essential workers over the next two decades. This will be supplemented by a further 500 properties supplied by the State Government. Our Affordable Housing Policy mixed model approach will see affordable dwellings located throughout the City, making them accessible to a wide and diverse range of families and individuals.

### Supported a review of private certifiers

Following several instances of private certifiers approving developments that may not have met compliance standards, we approached the state government seeking a consistent approach across the region on how developments should be certified and the development of appropriate guidelines on the management of 'rogue' certifiers.





### HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

#### CUSTOMER AND COMMUNITY RELATIONS PROGRAM

|  | STATUS                             | COMMENTS   |
|--|------------------------------------|--|
| Denistone East Bowling Club – Future Use     | Funds carried over into 2018/19    | Site survey undertaken in the last quarter of 2017/18. Remaining funds will be carried over to the design and construction budget.   |
| Gladesville Clocktower Monument Conservation | Completed                          |  |
| Neighbourhood Centre Renewal                 | Delayed, carried over into 2018/19 | Detailed designs for Avon and Pittwater progressed in the last quarter of 2017/18. It is anticipated these will be finalised in early 2018/19 and procurement and construction will follow as scheduled.   |
| Night Time Economy Implementation (Stage 1)  | Delayed, carried over into 2018/19 | RMS has indicated the proposed Meadowbank Site (the rail bridge) cannot be used at this time pending condition investigations and scheduling associated maintenance. Funds will be carried over to 2018/19 and alternate options will explored for delivery in 2018/19. Trim Place, Anzac Park, and Eastwood Plaza, all benefited from lighting installations designed to activate public spaces and increase night time uses. |
| Ryde Town Centre Monuments                   | Completed                          |  |

#### LAND USE PLANNING PROGRAM

|                                 |                                    |   |
|---------------------------------|------------------------------------|---|
| Affordable Housing Calculator   | Completed                          | Planning Proposal, including proposed affordable housing provision rates, submitted to Department of Planning and awaiting their assessment.  |
| Local Environmental Plan Review | Delayed, carried over into 2018/19 | Following the delayed finalisation of the Greater Sydney Commission's District Plan, funds were carried over to 2018/19. Council is working with the Department of Planning to confirm the scope and schedule associated with the Accelerated LEP funding available for the review. |

#### OPEN SPACE, SPORT AND RECREATION PROGRAM

|  |                                 |  |
|--|---------------------------------|--|
| Street Tree Planting Program             | Completed                       |  |
| Development of Parks Plans of Management | Funds carried over into 2018/19 | Project will continue in 2018/19 as 'Update Open Space Plans of Management and Site Masterplans' |



## MEASURING OUR PERFORMANCE

| MEASURE   | 2016/17 RESULT | TARGET | 2017/18 RESULT | STATUS         |
|---|----------------|--------|----------------|----------------|
| <b>CENTRES AND NEIGHBOURHOOD PROGRAM</b>                              |                |        |                |                |
| % community satisfaction with graffiti removal                        |                | ≥ 44%  | 52%            | Annual Measure |
| <b>REGULATORY PROGRAM</b>   |                |        |                |                |
| Total approved development value (in millions)                        | \$1.6 billion  | > 0    | \$1.5 billion  | On Track       |
| Mean no. of DAs processed per person                                  | 84             | > 59   | 79.2           | On Track       |
| Mean gross assessment time (in days)                                  | 100            | < 95   | 93             | On Track       |
| Mean gross determination time – residential alterations and additions | 71             | < 77   | 58             | On Track       |
| Mean gross determination time – single new dwellings                  | 68             | < 105  | 82             | On Track       |
| Mean gross determination time – commercial, retail, office            | 68             | < 91   | 83             | Annual Measure |
| Total no. of DAs determined   | 836            | > 0    | 796            | On Track       |
| # of food premises inspections, annually                              | 782            | ≥ 850  | 904            | Annual Measure |



# \$51.4 m

## Investment is planned

for this outcome  
over the next

over the next

# 4 years

### What's next...

## Our vibrant and livable city

In 2018/19 this outcome – A City of Liveable Neighbourhoods – transitions into *Our vibrant and liveable city* in our new Community Strategic Plan, focusing on priorities:

- Great places, vibrant neighbourhoods
  - Centres are the focus of vibrant communities
- Places are designed for people
- Collaborative development – People are at the heart of planning and influence how the city grows and changes
- Sustainable design – Neighbourhoods support sustainable growth. Developments add to the character of their neighbourhoods

The City of Ryde is a highly desirable place to live and work. Over the coming years we are committed to continuing our efforts to improving housing affordability and liveability across our City.

In 2018/19 we have the following projects planned:

### Centres and Neighbourhood Program

- Night Time Economy Implementation
- Neighbourhood Centre Renewal

### Land Use Planning Program

- LEP Review Project
- Purchase Aerial Photography for LGA
- Ryde Heritage Study Update

### Open Space, Sport and Recreation Program

- Open Space Master Plans
- Integrated Open Space
- Street Tree Planting Program





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.

## Goal

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

# 1

### Strategies

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



Kicking a goal on the new synthetic field at Christie Park, Macquarie Park

**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.

# 2,286,000

Visits to

City of  
**Ryde**



sportsgrounds, facilities and  
libraries during the year.

#### KEY STATISTICS

| AGE PROFILE | 2016 CENSUS    | PROJECTION FOR 2031 | PROJECTED CHANGE |
|-------------|----------------|---------------------|------------------|
| 0-9         | 13,559         | 19,500              | 44%              |
| 10-19       | 11,547         | 16,700              | 45%              |
| 20-29       | 20,132         | 23,200              | 15%              |
| 30-49       | 35,084         | 48,350              | 38%              |
| 50-64       | 19,383         | 25,700              | 33%              |
| 65-79       | 11,264         | 18,400              | 63%              |
| 80+         | 5,329          | 8,950               | 68%              |
|             | <b>116,298</b> | <b>160,800</b>      | <b>38%</b>       |

#### FAMILY PROFILE

| HOUSEHOLDS BY TYPE               | 2016 CENSUS | PROJECTION FOR 2031 | PROJECTED CHANGE |
|----------------------------------|-------------|---------------------|------------------|
| Couples with children            | 14,824      | 21,350              | 44%              |
| Couples with children            | 10,156      | 13,750              | 35%              |
| Couples without children         | 3,674       | 5,450               | 48%              |
| One parent families              | 741         | 800                 | 8%               |
| Other families                   | 2,303       | 3,050               | 32%              |
| Group household                  | 9,576       | 16,050              | 68%              |
| Lone person                      | 1,355       | 1,500               | 11%              |
| Other not classifiable household | 391         |                     |                  |
| Visitor only households          | 43,020      | 62,000              | 44%              |



# 5,347

People with disability  
needing assistance  
with core activities

# 4.6%

of the population



Enjoying the new playground at Elouera Reserve, Macquarie Park



## Building wellbeing in our city

Our residents have built a strong sense of community, actively participating in community life and in the workforce. The City of Ryde operates an extensive range of recreational facilities and sports amenities throughout our city, and residents can readily access specialised health and support services provided through government, not for profit, charity and volunteer organisations.

People in our community love our green spaces and parks, and value the range of services, programs and recreational facilities available to them – in the last year people visited the City's playing fields, libraries and the Ryde Aquatic Leisure Centre on more than 2.3 million occasions, while approximately 19 percent of Ryde's population volunteered across diverse sports, community and environmental areas.

Our community has said they want better access to facilities, programs and services so that they can spend time outside and socialise with others, whether for a casual walk or part of an organised event. As the population ages, we recognise that opportunities for recreation, learning and remaining active and connected must be available for all generations. As the city grows and changes, we need to plan to meet increased demand on the facilities and services that support the entire community and give people the opportunity to participate and get involved. This includes a specific focus on spaces for both informal and organised sports and support for community-run events and opportunities to participate and engage with others in lifelong learning and development opportunities.

## We presented commemorative plaques

to recognise

# 60<sup>years</sup>

of the Epping Eastwood Lions Club  
and 60 years of the North Ryde  
Hawks Rugby League Club



## Who is guiding our progress?

- Works and Community Committee
- Ryde Hunters Hill Joint Library Service Advisory Committee
- Sport and Recreation and Wheeled Sports Advisory Committee

## How we monitor progress

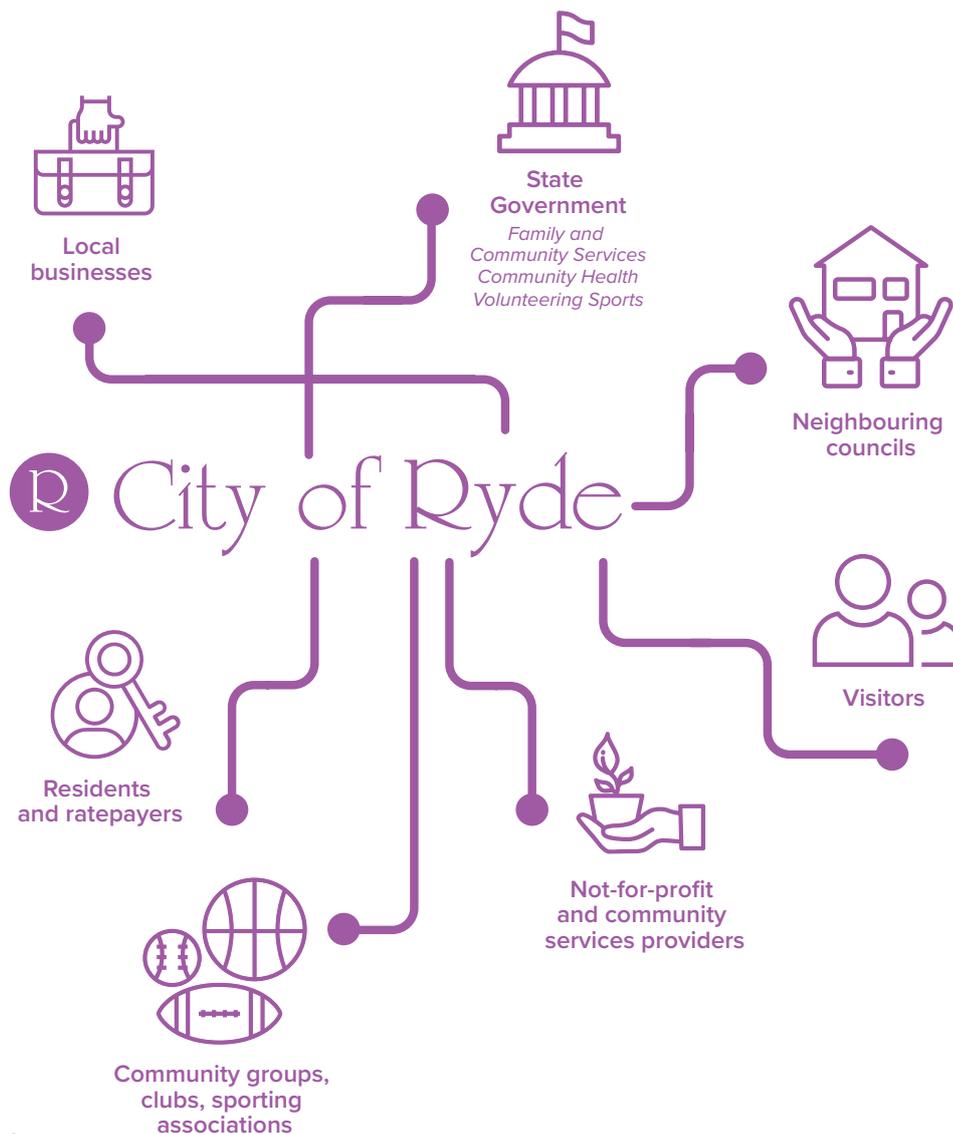
- Patronage at venues, events and sporting fixtures
- Participation in recreation and community activities
- Utilisation of community services and facilities
- Community sentiment

## Programs that support this outcome

- Centres and Neighbourhoods Program
- Community and Cultural Program
- Foreshore Program
- Governance and Civic Program
- Library Program
- Open Space, Sport and Recreation Program
- Regulatory Program

| INVESTMENT IN THIS OUTCOME |                 |
|----------------------------|-----------------|
| BUDGET RESULT 2017/18      | \$'000          |
| Income                     | (8,458)         |
| Expenditure                | 27,217          |
| Reserve movements          | (10,549)        |
| <b>Actual</b>              | <b>8,210</b>    |
| <b>Budget</b>              | <b>9,587</b>    |
| <b>Variance</b>            | <b>(11.49%)</b> |

# Stakeholders & Partners



## Highlights

### Sports and Recreation

- 217 parks
- 56 individual sportsfields
- 523,000 participants in organised sport using Council's active open space areas
- Parks/fields booked at 39% of capacity
- 737,957 visitors to the Ryde Aquatic and Leisure Centre
- 6 playground / fitness equipment renewal projects valued at \$890,000 – 32 playgrounds upgraded since 2012
- 15,264 m<sup>2</sup> synthetic expansion and 32,712 m<sup>2</sup> grass renewed in 10 sports field renewal projects valued at \$1,000,000
- Ryde Bowling Club Scooter / Dog park completed within 3 months valued at \$700,000

### Community

- \$16,567 given in Sports and Recreation Community Grants
- \$12,252 given in Seniors Grants
- 100% satisfaction with our immunisation service
- 56 community events
- 146 new clients assisted through City of Ryde's home modification service
- City of Ryde officers participated in 112 network meetings with community service partner agencies
- 6,983 bookings for our community halls and meeting room facilities (61% of capacity)
- 901 attendees at sector training and information sharing initiatives



## What we did

### We:

#### Asked you about:

- Glen Reserve Playground Upgrade
- Gannan Park and McCauley Park Draft Masterplan
- The future of ELS Hall Park, Greenwood Park and Booth Reserve
- Terrys Creek Walking Trail
- The vision for Ryde Aquatic Leisure Centre Precinct
- Meadowbank Park Outdoor Youth and Family Recreation Space
- Putney Park Amenities Building
- Youth in Ryde Survey
- Volunteer Strategy Survey

#### Hosted events that improved our community's wellbeing

- Ryde Aquatic Leisure Centre Open Day
- Elouera Reserve opening
- Immunisation clinics for kids
- Strata living seminar
- Musical morning teas
- Breast cancer talk
- Seniors' fitness programs
- Cultural and natural heritage talk
- Child car seat checking
- Green and public spaces talk
- Knit-in for a cause
- School holiday activities
- Community services events

### Acknowledged long-serving community clubs

We acknowledged the 60th Anniversary of the Eastwood St Andrews Athletic Football Club by installing a park bench and plaque between the ANZAC Memorial and the club house on the hill, overlooking Eastwood Oval lower that celebrate the anniversary and acknowledge founder Nigel Lee. We also presented commemorative plaques to recognise 60 years of the Epping Eastwood Lions Club and 60 years of the North Ryde Hawks Rugby League Club.

### Supported volunteers

Volunteering has a positive impact for volunteers, organisations and the community as a whole. Currently each department within Council recruits and manages its own volunteers; however, with volunteering becoming an increasingly important part of community life, we are developing a Volunteer Strategy. It will take a coordinated approach to volunteering via initiatives such as targeted volunteer promotion, sharing best practice strategies and sharing volunteer resources. This project, which is expected to draw on the NSW Government's *Volunteering Strategy 2016-2020*, also gives us the opportunity to look at how volunteering is addressed across the local community.

### Checked on movable goal posts

A number of movable goal posts are stored on City of Ryde sportsgrounds, but are owned and managed by the local Clubs who use the field. Council officers inspected the current movable goal posts at parks at Morrison Bay Park, Pidding Park and Waterloo Park to ensure that safety standards are met. It was found that all the movable goal posts at these fields were stored in accordance with the Australian Standard.

The  
**\$1.7<sup>m</sup>**  
 upgrade to  
**Elouera Reserve**  
 opened to the  
 public in  
 late  
**January**  
**2018**

### Re-opened Elouera Reserve

The \$1.7-million-dollar upgrade to Elouera Reserve opened to the public in late January 2018. The upgrade was funded through two State Government initiatives, the Local Infrastructure Renewal Scheme and the Macquarie University Station Priority Precinct Support Scheme.

The upgrade represents a significant investment in open space in Macquarie Park. It will support increasing population density and the thousands of new workers and residents in the area. The delivery of this project forms part of more than \$5 million worth of improvements in the Shrimptons Creek Corridor, funded through the Macquarie University Station Priority Precinct Support Scheme.



# 737,957

visitors to the Ryde Aquatic Leisure Centre



### Planned Meadowbank Park upgrades

The playground adjacent to the netball courts at Meadowbank Park was burnt beyond repair by vandals in mid-2018. Due to the planned delivery of an upgraded regional playground in 2020/21, Council staff are planning to provide a temporary playground in the interim period to satisfy the community demand, using funds from the insurance claim.

The City of Ryde's draft *Sport and Recreation Strategy 2016-2026* identified the lighting of an additional field at Meadowbank Park as a strategy to meet demand for evening sports training. In February 2017 Council began a consultation process for the proposed installation of new floodlighting at Meadowbank Park. Feedback was invited from the community through a survey hosted on the 'Have Your Say' webpage, a drop-in session held at the park and promoted to nearby residents through park posters, a letter box drop to all residents within 500 metres of Meadowbank Park and a door-knocking session of directly affected residents.

During this consultation period, 35 individual residents provided responses with the key themes raised being:

- Access to night-time sporting facilities
- Parking and traffic impact in local streets
- Light spill into adjoining residents
- Noise from park activities
- Anti-social behaviour.

To respond to these concerns a number of further investigations were made and reports commissioned to assist in determining the suitability of lighting an additional field. This included a Traffic Impact Assessment, Acoustic Report, Light Spill Report and an Ecological Assessment. Each report was reviewed along with all community feedback received and subsequently Meadowbank Park Field 10 was identified as the preferred field for the proposed installation of sports field lighting.

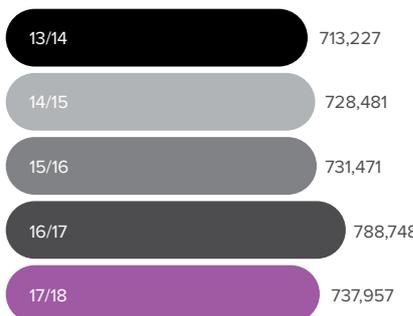
The impact of parking and associated traffic was a key concern raised by a number of residents throughout the consultation. It was identified that by installing lighting on Field 10, users would utilise the existing Meadowbank Park car park area rather than parking on the residential streets surrounding Meadowbank Park and therefore reduce the impact of this issue on nearby residents.

### Cooled off at RALC

Whilst the Ryde Aquatic Leisure Centre (RALC) experienced a slight decline in overall attendance numbers over the course of the year, it continues to remain popular with the community. The total number of visitors was 737,957, bolstered by swim school attendance.



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



An expense recovery target of greater than 100 percent for the full financial year was achieved with an actual result of 108 percent, meaning that for every \$1 the centre spent operationally, \$1.08 was generated in revenue. This also means that the centre once again managed to return an operating surplus ensuring that it operates at no cost to the ratepayers of the City of Ryde. The overall return to Council was in excess of \$800,000.

Throughout the year, we undertook a range of renewal projects to maintain the centre at an optimum level. These included the replacement of pool seating made from recycled materials, renewal of pool blankets, acquiring a new pool inflatable, as well as replacing the tiles in the 'lazy river' without emptying the entire Leisure Pool, and minimising disruption to programmed activities.

RALC has continued the use of the cogeneration plant that has seen a reduction in greenhouse gas emissions compared to the baseline data year by 5 percent. This figure is anticipated to grow further with the addition of a solar power generation system which is anticipated to go live in the first quarter of 2018/19.

### Developed the Ryde Olympic Park Strategic Plan and Master Plan

During the year the Ryde Olympic Park Strategic Plan and Master Plan was developed and approved by Council. To ensure sustainable and efficient use and the precinct meets the needs of the community over the next 20 years, the project plans for the management of facilities located within Olympic Park, including the Ryde Aquatic Leisure Centre, Next Generation Health Club, tennis courts, car parking and public open space. Traffic and parking reviews were also undertaken ensure that adequate parking and traffic needs are considered.



# 523,000

the number of participants

in organised

# sport

on our active  
open space  
areas

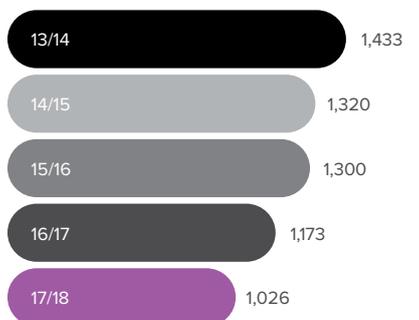


### Immunised our community

The City of Ryde has been providing an immunisation service to our local community for over 50 years. This service is available for all children from newborn to five years of age regardless of place of residence.

The total number of children immunised at clinics this year was 1,026. The immunisation program also vaccinated approximately 250 Council staff with the Influenza vaccine in 2017/18. The service promotes the Immunise Australia Program and administers childhood vaccines according to the NSW Immunisation Schedule and is staffed by fully accredited immunisation nurses who provide an efficient, caring and professional service. It also provides current information on new vaccines and immunisation schedules, health and wellbeing for early childhood and other community information. The total number of children vaccinated this year was a good response from our community, while clinic attendees reported 100 percent satisfaction with our service.

### Children immunised using Ryde's immunisation service



### Installed street libraries

Our first street library was installed at Boronia Park. This library was designed and painted by children at Boronia Park After Care Centre and is cared for by local business Boronia Park Framing. This library has been highly successful at activating the once bare space, and we have received very positive feedback from the community.

We are currently rolling out street libraries across the city, offering a range of benefits to the community including encouraging books to be recycled and shared, providing any member of the community access to literature and the joys of reading, providing opportunities for community members to meet, connect and socialise and enlivening and activating public spaces.

The City Activation team works with a local community group to design and paint each street library. A location for the street library is identified, and a suitable custodian of the street library is sourced (typically a business located adjacent to the library whose role is to monitor and maintain the library, and communicate with Council).

A list of street library locations can be found on our website at [ryde.nsw.gov.au/streetlibraries](http://ryde.nsw.gov.au/streetlibraries).

### Exhibited the Parramatta River Parklands Plan of Management (PRPPoM)

Over the past year we have developed a draft Plan of Management for the Parramatta River Parklands, relating to all of the Council-owned parks that border the Parramatta River (totalling 17 parks and seven road reserves), as well as land managed by Council on behalf of the Crown.

The draft plan establishes a firm outline for the long-term sustainable management of the community and Crown land estate and how these will provide for a range of passive and active riverfront recreation spaces to the residents of Ryde. It outlines the key issues, management processes and objectives for these parks and summarises the parks that are included and excluded from the plan.

The draft Parramatta River Parklands Plan of Management (PRPPoM) can be found on our website at [ryde.nsw.gov.au/haveyoursay/PRPPoM](http://ryde.nsw.gov.au/haveyoursay/PRPPoM)

### Developed park and open space masterplans

We are developing park and open space masterplans to better understand the current and likely future sporting, recreational and leisure needs of the Ryde community at ELS Hall Park, Greenwood Park and Booth Reserve, and Gannan Park and McCauley Park. The masterplans will identify the facilities needed over the short and long term to ensure sustainable and efficient use and importantly that the parks meet the needs of the community and sporting and user groups.



The masterplans will incorporate passive and active recreation and include:

- Investigating the conversion of Gannan Park into two full size football (soccer) pitches with sportsfield lighting
- Investigating relocation of winter baseball from Gannan Park to ELS Hall Park Field #2
- Upgrading ancillary facilities at Gannan Park to accommodate new uses
- Reviewing the design and location of sports amenity buildings
- Integrating passive recreation opportunities into sports reserves, e.g. circuit paths, seating, shade, playgrounds, picnic/ bbq and informal kick about space
- Providing open space that is designed to meet the recreational, social and leisure needs of seniors
- Creating shared use walk/ cycle paths that connect the open space network
- Creating picnic areas that accommodate people who use wheelchairs, crutches, motor scooters or walkers.

#### **Took steps to make Putney Park beach swimmable**

As part of the Make Parramatta River Swimmable Again campaign we explored the possibility of making Putney Park a swim site. It was determined that in 2018/19 Council will invest in a design for the creation of up to 8 metre long steps within the existing Putney Park seawall, to provide physical non-swimming activation of Putney Park beach area for community use. Water quality monitoring for up to 12 months results will also be undertaken. Pending safe contact outcomes, site studies will be undertaken and infrastructure needs identified to provide a safe community swimming site.

#### **Planned for more synthetic sports fields**

Following the success of the construction of synthetic fields at ELS Hall Park and Christie Park we explored avenues of further extending the delivery for these important assets to the community to meet the increasing demand. The Synthetic Surface Action Plan (2016 – 2026) identifies Smalls Road (Upper Field) as a medium-term priority and with council staff undertaking negotiations with Department of Education representatives. Meadowbank Park and Christie Park Field #3 have also been identified as needing synthetic sportsfields in the long term.

During the year we developed a Synthetic Surface Off Peak Licence, allowing the use of Council's synthetic fields during off-peak times. This represents a significant increase in the financial return to Council to assist in the sustainability of these surfaces while also benefiting our growing community.

#### **Lobbied for new netball courts**

With growing demand for netball facilities within the City of Ryde, including indoor facilities, meetings were held with John Alexander MP, Victor Dominello MP and Anthony Roberts MP to discuss the possibilities for a location and funding for a new City of Ryde netball complex. New facilities at the Marsden High School site were announced in early July 2018.

#### **Built new playgrounds**

Council playground upgrades ensure that play equipment meets current Australian safety standards and offers families a range of play spaces, equipment and activities suitable for all ages, including adventure playgrounds, spaces for passive play and gentle activities for younger children. In early 2018 a new, nature inspired playground that encourages children to have fun and explore outdoors was created at ELS Hall Park, near Field No. 1.

The playground's design is the result of extensive community consultation, including special workshops with children, and includes four main play zones that include water play, a toddler area with softfall, an active zone with climbing and slides, and a relaxed zone with swings.

A unique feature in the playground design is a large sculpture component. It features two metal 'cubbies' wrapped in cladding and joined via a net structure. Children are able to explore and climb through the various layers within the cubbie.

Meanwhile, a new, pirate-themed playground set sail in popular Lynelle Park, Eastwood in time for the Christmas holidays. The new playground offers youngsters a choice of play equipment including a colourful ship-shaped combination play unit, a ship mast with look-out, swings, spinner and springer. New loop paths, extensive landscaping and seating are also provided for the enjoyment of parents and families. The \$170,000 Lynelle Park upgrade is part of Ryde Council's Play Plan, which is designed to provide safe, imaginative and high-quality play spaces to local families.

To celebrate the

# NSW Seniors Festival

we hosted

# ten

events in libraries, parks and community halls across the LGA.



In addition, we established a Gazebo Hire Procedure that offers a formalised booking process for the use of gazebos in parks and provides a clear process for community use of facilities and improved convenience.

A list of our parks and sportgrounds is available on our website at [ryde.nsw.gov.au/playgrounds](http://ryde.nsw.gov.au/playgrounds).

#### Introduced a commercial dog user procedure

With the growth of both dog parks and commercial dog minding businesses that use them, we developed a council-approved process for the use of our parks by commercial dog minding businesses. It is available on our website at [ryde.nsw.gov.au/offleash](http://ryde.nsw.gov.au/offleash).

#### Reached a milestone with The Smith Family

The City of Ryde and The Smith Family reached a key milestone in their ongoing relationship, with more than 1 million kilograms of material donated via charity clothing bins located in the city during the past seven years.

There are 30 charity clothing bins located in the City of Ryde, with the agreement crucially allowing The Smith Family to track the volume of material it collects and subsequently reuses.

#### Audited underutilised tennis courts

To support the changing sporting needs of our community, we are undertaking an audit of all tennis court facilities in the City of Ryde to identify those courts that may currently be underutilised, and could be repurposed or replaced with indoor sporting facilities that can accommodate a number of sports including football, netball, basketball, badminton, and table tennis.

Almost

**17,000** people who live in the  
City of  
**Ryde**  
are over 65

#### Supported seniors

We offered a program of events for senior residents to coincide with the 2018 NSW Seniors Festival. An initiative of the NSW Department of Family and Community Services, the Festival celebrates the role that seniors play and the contributions they make to the community.

To celebrate NSW Seniors Festival, we hosted ten events in libraries, parks and community halls across the LGA. The events provided senior residents with information about available local services, as well as opportunities to try new experiences and build social connections. Council's event program included information sessions on aged care services, Centrelink benefits, defensive driving and digital literacy, in addition to leisure activities that included a guided walk, dementia-friendly choir and morning tea.

We hosted two information sessions to help older residents understand their retirement and aged care options. These sessions: Retire Ready – Understanding Accommodation Options in Retirement and Age Well, Plan Early – addressed community confusion about recent changes to the aged care system. They were collaboratively organised by City of Ryde, Hunter's Hill Council, North Ryde Community Aid and Information Service, and Sydney Community Services.

#### Encouraged young people

We offered a program of events and activities for young people as part of NSW Youth Week 2018, an initiative of NSW Department of Family and Community Services and the Office of The Advocate for Children and Young People. This included a skate jam at Meadowbank Park, a youth mental health forum for high school students at Macquarie University, and two weekends of performances in Ryde Park by the Ryde Youth Theatre. Youth Week reached its climax with Shoreshocked, a youth music festival held in North Sydney which is a collaboration between all northern Sydney councils.

Shoreshocked, the Skate Jam and the Mental Health Forum were attended by our community services team, giving young people the chance to find out about different organisations and programs available to them.

Additionally we continue to support Ryde Youth Theatre, which ran over 100 workshops and performed five original productions, all written by young people, to over 700 audience members during the year.

Almost

**16,000** people between the ages  
of **15-24**  
live in the  
**City of Ryde**



**HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18****PROPERTY PORTFOLIO PROGRAM      STATUS      COMMENTS**

|                             |                                 |  |
|-----------------------------|---------------------------------|--|
| Community Buildings Renewal | Funds carried over into 2018/19 |  |
|-----------------------------|---------------------------------|--|

**LIBRARY PROGRAM**

|  |                                 |  |
|--|---------------------------------|--|
| Community Buildings Renewals – Libraries | Funds carried over into 2018/19 | \$27,649 carried forward into 2018/19. |
| Digital enhancement for Libraries        | Completed                       |  |
| RFID equipment replacement               | Completed                       |  |

**TRAFFIC AND TRANSPORT PROGRAM**

|                  |           |  |
|------------------|-----------|--|
| Road Safety Plan | Completed |  |
|------------------|-----------|--|

**OPEN SPACE, SPORT AND RECREATION PROGRAM**

|  |                                    |  |
|--|------------------------------------|--|
| Construction of Skate Facilities within City of Ryde           | Funds carried over into 2018/19    | Detailed construction plans in development. Construction scheduled Q1-3 2018/19. Funds carried over into construction budget to align funding with the construction schedule.  |
| Development of the Olympic Park Strategic Plan and Master Plan | On Track                           | Draft Strategic plan to be presented to Executive Team and then Council in Q1 2018/19.   |
| Implementation of Children Play Plan                           | Completed                          |  |
| Implementation of Children Play Plan -P2                       | Completed                          |  |
| Macquarie Park, Waterloo Rd                                    | Delayed, carried over into 2018/19 | Project to be carried over to allow the completion of negotiations with Property NSW for the purchase of the land. Initial scoping of the design is underway. It is anticipated that the design and the name of the park will be publicly exhibited in 2018. |
| Passive Parks Expansion and Improvement                        | Delayed, carried over into 2018/19 | Further consultation required for dog off leash area in Denistone Park. Matter to be reported to Council in August 2018.   |
| Playground Renewal and Upgrade                                 | Delayed, carried over into 2018/19 | Works on ELS Hall Park Playground scheduled to be completed in Q1 2018/19.   |
| RALC Asset Renewal   | Completed                          | Asset Renewal program completed. Additional works undertaken for replacement of tiles in the lazy river section of the leisure pool.   |
| Shrimptons Creek Corridor Embellishment (Precinct Activation)  | Funds carried over into 2018/19    | Works in Elooura Reserve and creek rehabilitation complete. Design for Wilga Park complete and tender process for construction works to occur in August 2018, with works expected to commence in Q2 2018/19.   |
| Sportsfield Floodlighting Expansion                            | Funds carried over into 2018/19    | Contract awarded and works scheduled to be completed in Q1 2018/19.  |



| PROPERTY PORTFOLIO PROGRAM                                | STATUS                             | COMMENTS   |
|---|------------------------------------|--|
| <b>OPEN SPACE, SPORT AND RECREATION PROGRAM CONTINUED</b> |                                    |  |
| Sportsfield Floodlighting Renewal                         | Completed                          |  |
| Sportsfield Renewal and Upgrade                           | Completed                          |  |
| Sportsground Amenities Renewal and Upgrade                | Delayed, carried over into 2018/19 | Design of Putney Park amenities delayed due to community opposition. Matter to be reported to Council in early 2019. |
| Synthetic Playing Surfaces Expansion                      | Funds carried over into 2018/19    | Delivery of shade structure to occur in Q1 2018/19.  |

## MEASURING OUR PERFORMANCE

| MEASURE  | 2016/17 RESULT | TARGET           | 2017/18 RESULT | STATUS                      |
|--|----------------|------------------|----------------|-----------------------------|
| No. of clients using the home modification service                               | 303            | ≥ 250            | 146            | Off Track Note <sup>1</sup> |
| % of program and policy initiatives demonstrating collaboration                  | —              | = Baseline Year% | 70%            | On Track                    |
| % capacity of leased halls booked (capacity based on 8-hour booking per day)     | 72%            | ≥ 60%            | 77%            | On Track                    |
| % capacity of meeting rooms booked (capacity based on 8-hour booking per day)    | 48%            | ≥ 45%            | 61%            | On Track                    |
| % capacity of parks/fields booked (capacity based on 8-hour booking per day)     | —              | ≥ 38%            | 39%            | On Track                    |
| Number of participants in organised sport on Council's active open space areas   | 518,250        | > 500,000        | 523,000        | On Track                    |
| % compliance – % compliance with pool water bacteriological criteria at the RALC | 100%           | = 100%           | 100%           | On Track                    |
| Number of visitors to RALC   | 788,748        | ≥ 790,000        | 737,957        | On Track                    |

Note 1. Council is still experiencing the effects of industry shortages of occupational therapists to assess clients on the waiting list. In light of the issues being experienced with this shortage, our Community Services team is exploring other options and is in discussion with Baptist Care with a view of providing HMMS services to Baptist Care clients within Ryde and Hunters Hill. Baptist Care has a client base and inhouse occupational therapist, and should this negotiation prove successful it is likely that services will commence in the new financial year.

# \$120.2<sup>m</sup>

Investment is planned

for this outcome over the next  
**4** years

What's next...

## Our active and healthy city

In 2018/19 this outcome – A City of Wellbeing – transitions into *Our Active and Healthy City* in our new Community Strategic Plan, focusing on the following priorities:

- Enhanced recreational spaces
  - Providing opportunities and choice for recreation and active learning and living, and
- Well targeted services – Strengthening community life, connectedness and wellbeing

In 2018/19 we have the following projects planned:

### Community and Cultural program

- Community Buildings Renewal

### Library program

- Digital enhancement for Libraries
- Community Buildings Renewals – Libraries

### Open Space, Sport and Recreation program

- Development of Olympic Park Strategic Plan and Master Plan
- Plans of Management for Parks
- Shrimptons Creek Corridor Embellishment
- Construction of Skate Facilities within City of Ryde
- Sportsfield Floodlighting Renewal
- Sportsfield Renewal and Upgrade
- RALC Asset Renewal
- Sportsground Amenities Renewal and Upgrade
- Playground Renewal and Upgrade
- Sportsfield Floodlighting Expansion
- Passive Parks Expansion and Improvement



New synthetic sportsfields at Christie Park, Macquarie Park



City of

# Prosperity

Our outcome of a City of Prosperity 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.



## Goal



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.



Drop-in session for the Coulter Street upgrade and public art project, Gladesville

**Goal**

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

**2**

**Strategies**

- To respond in our planning, now and in the future, to global and metropolitan trends
- To provide innovative and integrated solutions to co-locate 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**

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

**3**

**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.

# 100,000+



jobs located in the City of Ryde in June 2017.

29 percent of employed residents live and work in the area and 40,718 or 71 percent of the City of Ryde's resident workers travel outside of the area to work.

**KEY STATISTICS**

- \$16.8 billion Gross Regional Product.
- 12,254 Local businesses
- 101,844 Local jobs
- 65,259 Employed residents
- 84,327 Local workers
- 28.8% Live and work in the area
- 80.5% Work in the area, but live outside
- \$151,220 Average household income
- \$109,841 Average household expenditure



with **61.7%**

of the City of Ryde's resident workers have a tertiary qualification.

**MACQUARIE PARK**

- Economy valued at \$9.5 billion
- More than 1,900 businesses
- 16,000 residents in Macquarie Park
- 62,000 jobs in Macquarie Park
- Macquarie Centre is the largest shopping centre in NSW with 130,000m<sup>2</sup> of floor space, 390 stores over four levels and 4,900 car spaces.
- Australian headquarters for 10 of the world's top 100 companies.





## Building Prosperity in our city

The City of Ryde is the second-largest commercial employment zone in Sydney, producing an economic output similar to Hobart and Darwin combined. It is a diverse area, both in terms of the people and the residential and commercial mix.

Macquarie Park attracts large corporations and skilled jobs. We work with State agencies, universities and private enterprise, including our participation in the Macquarie Park Innovation District, to build Macquarie Park into one of the largest economic centres in Australia. Our City is also home to more than 12,000 businesses that provide employment and essential and vital services.

Our community wants more support for local businesses, an emphasis on renewing places to attract investment, an established night-time economy, and more shops, cafes, restaurants and options for leisure activities in Macquarie Park. Our ambition is building a flourishing local economy in a well-designed and planned environment that encourages investment, local jobs and business opportunities.

A stronger local economy brings benefits to the whole community. A major part of this journey will be revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafes and restaurants. The strategic review of Macquarie Park being undertaken by the State Government in partnership with Council and other key stakeholders will become the blueprint for further growth and plans for the Macquarie Park precinct.

Our City is home to more than

# 12,000

businesses  
that provide  
**employment and essential services**



## Who is guiding our progress?

- Economic Development Advisory Committee
- Macquarie Park Forum

## How we monitor progress

- Business confidence
- Business investment in City of Ryde
- Jobs in the City of Ryde

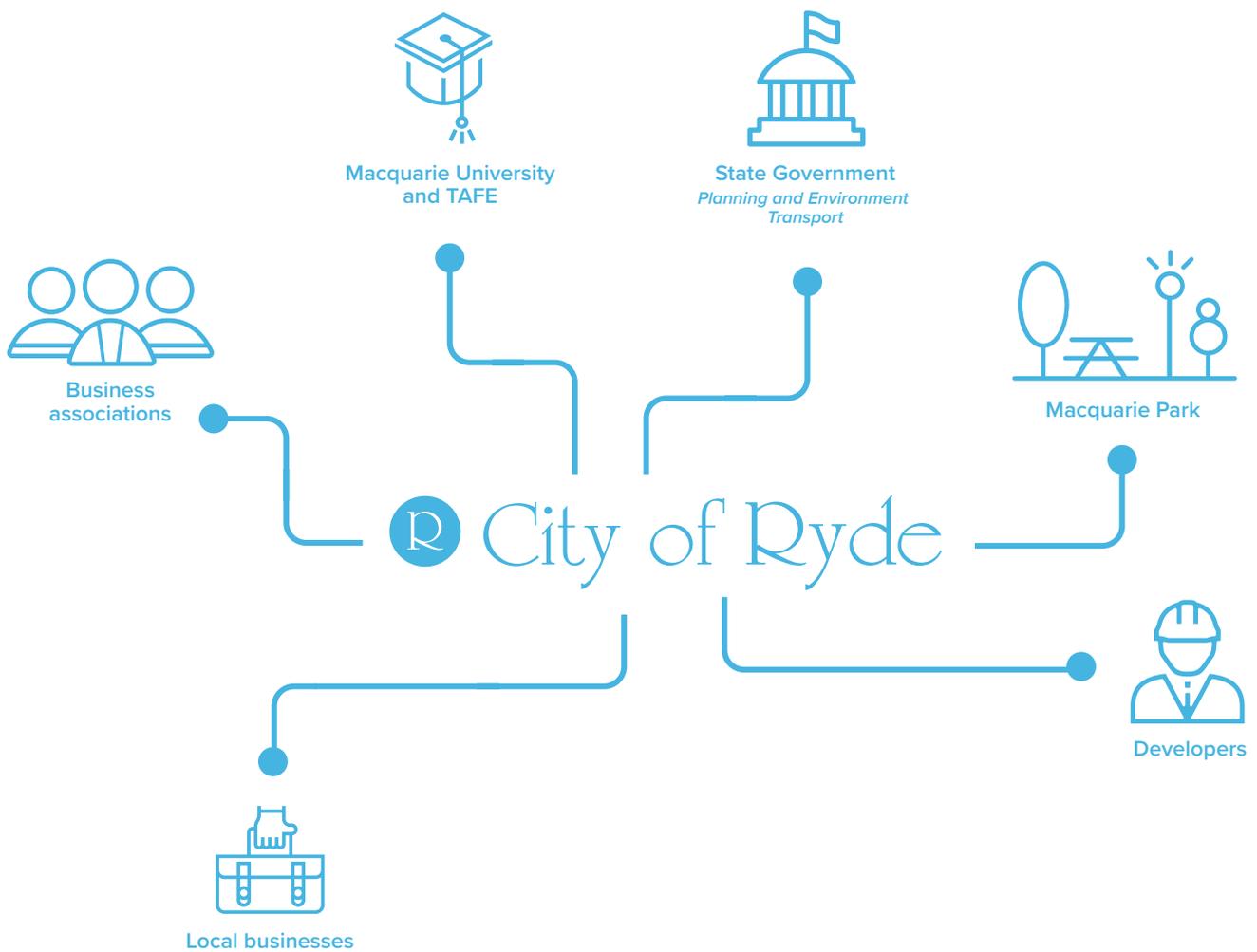
## Programs that support this outcome

- Centres and Neighbourhoods Program
- Community and Cultural Program
- Economic Development Program
- Land Use Planning Program
- Strategic City Program

### INVESTMENT IN THIS OUTCOME

| BUDGET RESULT 2017/18 | \$'000         |
|-----------------------|----------------|
| Income                | (32)           |
| Expenditure           | 3,074          |
| Reserve movements     | (1,852)        |
| <b>Actual</b>         | <b>1,190</b>   |
| <b>Budget</b>         | <b>1,205</b>   |
| <b>Variance</b>       | <b>(1.27%)</b> |

# Stakeholders & Partners



## Highlights

- 25 businesses engaged with the SME business advisory service
- 17 Shop Shapers program members
- 100 registrations at the Women Empowerment Bootcamp Series (WEBS)
- 20 businesses serviced by the Small Biz Bus's Get Connected Program
- 75 local businesses attended business advisory sessions and workshops
- 100 registrations at the Get Switched on to the Future IT sector forum
- 300 attendees at the Get Connected – Big Ideas for Small Business event
- 100 attendees at Back to Business Week
- 250 entrepreneurs and microbusinesses supported by the Business Bootcamp series



## What we did

**We:**  
**Asked you about:**

- Food trucks
- The 'Eat Out in Ryde' trial program
- West Ryde Plaza embellishment

**Hosted workshops and events on issues that matter:**

- Boosting your Business with Video
- Expert talks for small business
- Get Connected online marketing workshop
- Get Switched on to the Future
- IT sector forum
- Planning for growth
- Marketing for growth
- Shop Shapers Program: West Ryde
- Starting a business
- Women's Forum
- Women's Business Workshops
- Writing job applications and interview skills for 15-18 year olds

## Found exciting new ways to support business in Ryde

The future is bright for businesses across our city. We have developed a suite of new programs, from hands-on business workshops to initiatives designed to inspire collaboration between businesses large and small, exploit the untapped potential of the night time economy, and create a city where people can live, work, learn and grow without needing to leave their own local area.

The economic jewel in the crown of the City of Ryde is Macquarie Park, frequently called Australia's Silicon Valley. Home to 1,900 businesses, including 12 of the world's top 100 companies (by market capitalisation), Macquarie Park's economy is valued at \$9.5 billion. More than 62,000 people are employed in the area, with ambitious plans for further growth on the cards, led by the City of Ryde.

## Growing the economy

A strong local economy benefits the whole community, and through our business growth strategy, known as the Economic Development Plan, we are investing more than \$17 million over the next four years. This will support projects that promote innovation, encourage business expansion, develop the local economy, and attract start-ups and SMEs to the area.

The City of Ryde is a founding member of the Macquarie Park Innovation District (MPID), which was founded by Macquarie University, NAB, Optus, and Johnson & Johnson. By hosting networking events and creating opportunities for collaboration, the MPID is helping create opportunities for innovation in the area between businesses large and small.

We are making it easier for small businesses to get established, and then actively supporting them as they grow and develop. Some of our initiatives include:

- **Business Bootcamp** – an annual partnership with TAFE that has supported the growth of over 250 entrepreneurs or microbusinesses
- **Thriving Communities** – a partnership with community and private organisations, it brings together a mix community organisations, academics, the private and public sector and provides an opportunity to network and collaborate
- **Get Connected**, a partnership with Optus that connects local businesses with industry and government agencies to drive growth and employment in their business

Australia's Silicon Valley

Macquarie Park is home to 1,900 businesses, including

12



of the world's top 100 companies (by market capitalisation)

Macquarie Park's economy

is valued at

\$9.5b





- **Industry Sector Forums** – held in partnership with CSIRO, these forums support and enhance key sectors of our local economy, including 2018's 'Get Switched on to the Future' IT Sector Forum (see page 83 for more information), which gave participants insights into the commercialisation journey, government grants and accelerated growth programs
- **Shop Shapers Program** – developed in partnership with West Ryde Business Chamber and local businesses this innovative program is helping revitalise shop fronts, refresh the shopping experience for shoppers, and revamp the sales/marketing functions of ground level street-facing businesses
- **Monthly business advisory sessions** and workshops held in partnership with Australia Business Consulting Solutions (ABCS) and Realise Business
- **The Small Biz Bus** – a partnership with NSW Trade and Investment's Business Connect Program that works with local businesses to take advantage of the professional services provided by Business Connect
- **Women Empowerment Bootcamp Series (WEBS)**. Funded by the NSW Government's Investing in Women program, we delivered a series of workshops on Women in Business and STEM Careers for Women.

Since 2016 we have been a major sponsor of the Northern District Local Business Awards, demonstrating our commitment to supporting and celebrating local business, with two new categories introduced by the City of Ryde – Inclusion and Shop Shapers – for the 2018 awards.

### Driving innovation

As discussed on page 82, we also became a partner in Venture Café, a globally recognised, rapidly growing network of organisations that promote commercial collaboration through a regular program of events. Hosted by Macquarie University, which is also located in Macquarie Park, Venture Café is expected to attract more start-ups to the area and help connect the City of Ryde with Macquarie University and the growing business community and create opportunities for collaboration.

As well as traditional business support mechanisms we have rolled out a Night Time Economy Action Plan to tap into unrealised potential after normal business hours. The action plan includes a range of initiatives to help businesses become involved in the night time economy through simplified processes, local support, marketing and promotional activities.

Making it easier for businesses to extend their trading hours has been one key objective of the plan, another is to create inclusive, family friendly events that the whole community can participate in. One of the first steps towards increasing the vibrancy of the nocturnal experience has been the installation of Ryde Lights in several key centres – Eastwood Plaza, West Ryde and Trim Place in Gladesville. Including creative and colourful lighting installations, improved lighting and wayfinding throughout town centres, as well as lighting for safety the installations have proven very popular with the community and provide a backdrop for other activities to occur.

Together, these activities clearly indicate that the City of Ryde is open for business – whether a small family business or a multinational, and that we will do what it takes to help them get established, find the right people to grow their business from the local talent pool or take advantage of the rail network to attract talent from across Sydney and the Central Coast.

It is all part of bringing our Vision, the City of Ryde, the place to be for lifestyle and opportunity, to life, and to create a City where people can grow – their careers, their businesses and their educational achievements – while staying local.



**Partnered with Venture Café**

As part of our Macquarie Park Marketing Plan, we became an innovation partner with the globally-recognised Venture Café, a rapidly growing, global network of independent organisations that promotes innovation and collaboration through weekly programs and events.

Based at Macquarie University, Venture Café will help grow Macquarie Park’s reputation as the leading innovation hub in Australia, and connect local innovators to make things happen. It will also help attract start-ups to the local area, generating greater economic activity and diversity.

**Helped address youth unemployment**

Almost 15 percent of Ryde residents aged 15 to 24 years of age are unemployed, which is a higher rate than levels in neighbouring local government areas. We are investigating opportunities to do more to assist younger members of the community to find employment opportunities.

We currently offer an intern program to support young workers including partnering with University of Technology Sydney for newly qualified engineers. In February Council also resolved to investigate opportunities to expand our current intern program to assist local graduates and apprentices gain work experience.

This will provide Ryde’s youth with valuable experience, increase their employment prospects and hopefully kick-start their future careers.

**Held a successful BizSafe Forum**

Around 80 members of the local community attended the BizSafe Forum in Eastwood. The meeting was facilitated to update business operators and community leaders on programs, future plans and new strategies to address safety matters raised by members of the community.

We invest significant resources to ensure our public spaces are safe and welcoming and our awareness programs are effective. Community safety is an important issue that impacts all who live, work and do business in the area and we recognise that ongoing dialogue between all the parties is the way forward.

Highlights of the forum included:

- An update on the relationship between Council and the Police in developing crime prevention strategies
- A discussion on the importance of effective security arrangements for cash handling businesses and staff
- An overview of current investigations and details of uniformed and undercover police officers operating in the area
- A presentation on how Council’s Night Time Economy Action Plan is helping to activate town centres, including how creative lighting installations contribute to safer places.

Around  
**80**  
 members  
 of the local community  
 attended the  
**BizSafe**  
 Forum in Eastwood.

We were one of

10



successful applications

for a Grant of  
\$17,650under the Investing in  
Women Funding Program

### Invested in women

In October, we were advised that our application for a grant of \$17,650 under the Investing in Women Funding Program was one of 10 successful applications from the 107 received.

Our application, called The Women's Empowerment Boot Camps Project, provides for four boot camps, delivered over a 12-month period and covering a diverse range of issues affecting women in the Ryde area.

These activities facilitate interactive learning, skill development and networking for women and are being supported by a range of partners including large and small-scale employers, Government agencies, community support services, community networks and chambers of commerce. These boot camps are designed to create a sustainable and supportive community of practice for women and address women's financial security and independence, women in small business, STEM careers and women in leadership roles.

During the year, we also hosted the Women in Small Business Event, which was co-funded by NSW Family and Community Services' Investing in Women program. Over 100 people registered for the event which included workshops on starting a business, home-based business, and marketing for growth.

The *Secure, Independent and Ready Women's Forum* was held in November and explored a range of issues that impact women's security and independence. Melanie Fernandez, Deputy CEO of New South Wales Council of Social Services (NCOSS), was keynote speaker with panelists from local service providers, a Q&A session and service provider information stalls.

The forum is a component of City of Ryde's Social Inclusion Week, and emphasised White Ribbon Day's message of prevention of violence against women. The forum was funded by the Investing in Women Program.

### Hosted an IT sector forum

As part of our range of business support activities, we periodically host industry sector forums to support and enhance key sectors of our local economy. In 2017/18 we delivered the 'Get Switched on to the Future' IT Sector Forum. The event attracted over 100 registrations and was aimed at providing our local IT sector representatives with insights into accessing funding for apps and other innovations, insights into the commercialisation journey and the range of accelerated growth programs and government grants available to entrepreneurs.



### Helped shape the West Ryde shopping experience

As part of the Economic Development Implementation Plan, we developed a Shop Shapers Program to support retail and ground-level shopfronts for SMEs in West Ryde. This pilot program was created in consultation with the West Ryde Business Chamber and local businesses.

With the goal of creating a refreshed street experience for the local community and visitors, renewed enthusiasm for business owners to improve their business and build a sense of pride, and increased economic activity in the centre. The Shop Shapers Program is helping to improve shopfronts in a targeted area, support local businesses to be sustainable through educational support and information sessions, and provide an opportunity to establish a positive and valuable relationship between businesses and Council.

To complement the 'Shop Shapers Program', a digital marketing campaign, 'Be Part of the Community – Shop Local' was created featuring local Putney businesses, including Urban Fresh and Petals of Putney.

### Resolved to further support small business

During the year Council resolved to investigate opportunities to expand support for our local small businesses by examining options provided by the NSW Small Business Commissioner, and explore the potential for the City of Ryde to implement a Small Business Friendly Council Policy, including an 'Easy to do Business' online platform.

**HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18**

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

| <b>CENTRES AND NEIGHBOURHOOD PROGRAM</b>  | <b>STATUS</b>                      | <b>COMMENTS</b>   |
|---|------------------------------------|---|
| Multi Function Poles in Macquarie Park  | Deferred                           |   |
| Town Centre Upgrade Renewal   | Funds carried over into 2018/19    | Year 2 of 3 (construction of upgrades on Victoria Rd Gladesville, east of Trim Place) completed within budget. Remaining funds carried over for the design and construction of an upgraded connection between Trim Place and Coulter Street.  |
| Transport Management Association  | Complete                           |   |
| West Ryde Plaza   | Delayed, carried over into 2018/19 | Tender evaluation scheduled in the first quarter of 2018/19 with construction to follow.  |
| <b>COMMUNITY AND CULTURAL PROGRAM</b>   |                                    |   |
| Macquarie-Ryde Futures – PhD – Housing and Community Development (Macquarie Park) | On Track                           |   |
| <b>ECONOMIC DEVELOPMENT PROGRAM</b>   |                                    |   |
| Centres Activation Program (Town and Neighbourhood Centres)                       | Completed                          | Work commenced on the Gateway signage project, which seeks to update Council's sign markers. The Centres Activation Program included the Food Truck Trial and delivery of street libraries and other embellishments in our neighborhood centres.  |
| Economic Development Plan Implementation  | Completed                          | 25 business continued their involvement with Council's SME Business Advisory Program. 14 West Ryde businesses attended our Shop Shapers program and grant funding has been allocated to help these businesses achieve the improvement strategies they developed.                                |
| Implementation – Macquarie Park Marketing Plan                                    | Completed                          | Council held an Investing in Women program. Over 100 people registered for the Women in Small Business event, co-funded by NSW Family and Community Services.   |
| <b>LAND USE PLANNING PROGRAM</b>  |                                    |   |
| Macquarie-Ryde Futures – PhD – Social Inclusion and building resilience           | On Track                           | This is a multi-year project. The PhD candidate has been appointed, ethics approval has been obtained and two progress briefings have been held with the project team and the Social Inclusion Advisory Committee to date. It is anticipated that the PhD project will be completed in 2019/20. |
| <b>STRATEGIC CITY PROGRAM</b>   |                                    |   |
| Lachlan's Line – Community Facility   | Delayed, carried over into 2018/19 | The developer has agreed to meet Council's design specifications; however, there are a number of technical/ service specifications that are yet to be confirmed.  |
| Wireless Services and Smart Technologies Implementation in Macquarie Park         | Delayed, carried over into 2018/19 |   |

**MEASURING OUR PERFORMANCE**

While a range of measures could be used to generally describe prosperity in the City of Ryde, these figures are significantly influenced by factors outside our control, and therefore, they cannot be used to specifically monitor the effectiveness of council programs within this outcome. For example, figures such as average income and job rates are useful as broad indicators of our economic health, however, they do not show the specific impact of our programs as they are also significantly influenced by broader economic and social factors.

# \$17.0<sup>m</sup>

## Investment is planned

for this outcome over the next

# 4 years

What's next...

### Our smart and innovative city

In 2018/19 this outcome – A City of Prosperity – transitions into *Our Smart and Innovative City* in our new Community Strategic Plan, focusing on the following priorities:

- **Business opportunity and investment** – Businesses benefit from a prosperous local economy
- **Strengthening Business Networks** – Partnerships shape business growth, investment and development
- **Macquarie Park** – Macquarie Park expands its role as a leading commercial centre and innovation district.

Council is focused on ensuring the City of Ryde is developed in a way that creates business opportunities in vibrant urban centres. We are 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 support and reinforce Macquarie Park's position as an economic powerhouse that plays a leading role in the nation's economic output, and its growth into an globally recognised education and corporate and technology hub will continue.

### Looking ahead

In 2018/19 we have the following projects planned:

#### Centres and Neighbourhood Program

- TMA for Macquarie Park
- Placemaking Macquarie Park
- Footpath upgrade – Khartoum Road
- Town centre upgrade renewal

#### Community and Cultural Program

- Macquarie-Ryde Futures – PhD – social inclusion and building

#### Economic Development Program

- Economic development plan implementation
- Implementation of marketing plan

#### Land Use Planning Program

- Macquarie-Ryde Futures – PhD – urban planning (Macquarie Park)

#### Strategic City Program

- Wireless services and smart technologies implementation in Macquarie Park
- Public art embellishment in Macquarie Park
- Transport and pedestrian initiatives – Macquarie Park
- Planting embellishment program – Macquarie Park





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.

## Goal

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.



National Tree Day

**Goal**

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

**2**

**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**

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

**3**

**Strategies**

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

We are installing the largest solar harvesting

**power station**

in this area

**over 300kWh**

to serve our Ryde Aquatic Leisure Centre,  
saving close to

**600**

equivalent tonnes of  
greenhouse gas emissions

**annually**

**KEY STATISTICS**

205 Ha of bushland

2 major rivers and 5 main creeks/waterways  
monitored for water quality and  
ecosystem health

The City of Ryde generates 46,066 tonnes  
of waste from all sources every year





New solar panels at Ryde Aquatic Leisure Centre, Ryde



## Building environmental sensitivity across our city

Over the next decade, the changing climate and forecast population growth will increase pressure on the City of Ryde's natural and urban environment.

Our community has told us that the city's natural environment, green open spaces and parks are the thing they love the most about Ryde. People want Council to show leadership in environmental and sustainability behaviour and initiatives.

Our priority over the next 10 years will be to protect and increase natural areas and parklands and address climate-related challenges such as extreme weather patterns, bushfires and flooding.

Our growing and changing City requires considered urban renewal that enhances natural assets and encourages sustainable living that reduces water and energy use, and waste. Better shade cover and green spaces throughout the urban environment and integrating new development with transport so that people have less need to use their cars are also key priorities for our City's future.

This requires us to work with the community, non-government organisations, State agencies and neighbouring Councils to plan for sustainable growth and change.



## Who is guiding our progress?

- Bushland and Environment Committee
- Renewable Energy Advisory Committee

## How do we monitor progress?

- Vegetation cover
- Waste diversion and resource recovery
- Energy and water use
- Water quality
- Community sentiment
- Community participation in protecting and managing the natural environment.

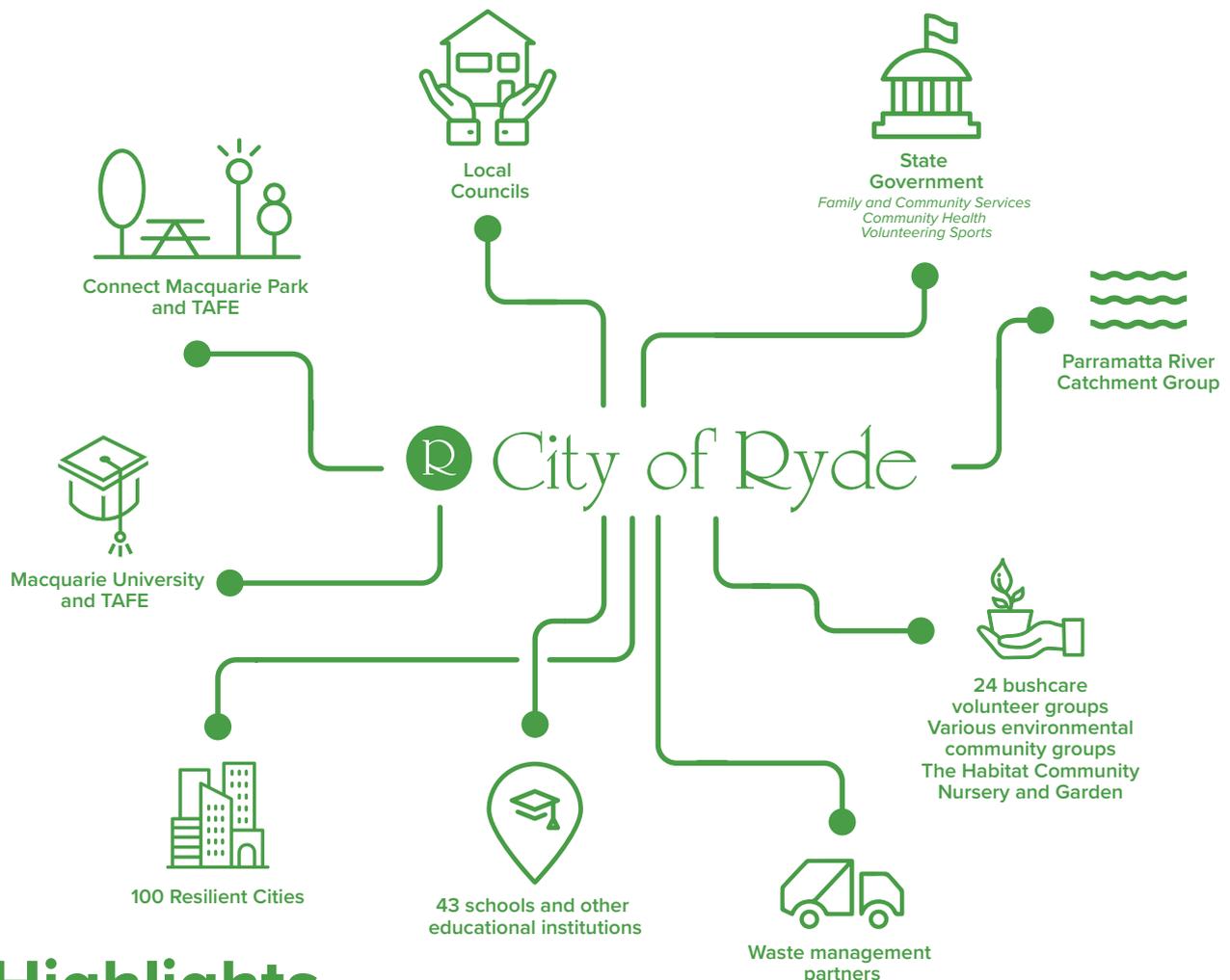
## Programs that support this outcome

- Catchment Program
- Environmental Program
- Foreshore Program
- Open Space, Sport & Recreation Program
- Regulatory Program
- Risk Management Program
- Waste and Recycling Program

## Investment in this outcome Budget result

| 2017/18           | \$'000         |
|-------------------|----------------|
| Income            | (24,195)       |
| Expenditure       | 27,860         |
| Reserve Movements | (592)          |
| <b>Actual</b>     | <b>3,074</b>   |
| <b>Budget</b>     | <b>3,200</b>   |
| <b>Variance</b>   | <b>(3.95%)</b> |

# Stakeholders & Partners



## Highlights

### NATURAL AREAS

- 15 Environmental Education events held
- 4 bushcare training workshops
- Almost 4,000 hours volunteering in our bushland
- 14 schools actively engaged in REEN
- 85% community satisfaction with environmental education programs
- 80% community satisfaction with protecting the natural environment
- 750m<sup>2</sup> of new and expanded biodiversity corridor space at Wilga Park
- 132 hectares of bushland regenerated
- 4km of Asset Protection Zones (firebreaks) maintained

### WASTE

City of Ryde disposed of 25,370 tonnes of waste, 4,164 tonnes of household cleanup, 7,753 tonnes of garden organics, 8,579 tonnes of recyclables and 200 tonnes of other recyclable materials.

This equates to 44% of material collected being diverted from landfill.

There are a total of 96,000 bins provided to residents in Ryde, with an average of 60,000 bins serviced each week.

Provided 5 Waste Adventure Tours, and delivered over 10 workshops, including compost /worm farm demonstrations, plastic free, declutter and repair workshops.

Provided over 1,000 E-Waste and television collections from residential addresses in the City.

Over 700 chipping and mulching Bookings were made during the year.

### WATERWAYS

3 projects completed that contributed to improvement of water quality in local waterways

2,032 metres of stormwater pipelines

146 stormwater pits

3 stormwater harvesting devices to reduce consumption of potable water

### TRANSPORT AND RESOURCE CONSUMPTION

8 activities contributing to sustainable transport improvements

More than 48,000 passenger trips on our Shop Ryder bus service

56,340 GJ energy used by Council, including 10.4% lower total greenhouse gas emissions than during 2016/17

158,549kL water consumed by Council, a 24.1% increase on 2016/17 levels



## What we did

**We:**  
**Hosted events and workshops to help our community live more sustainably:**

- Clean Up Australia Day
- Composting and worm farming workshop
- Cultural and natural heritage talk
- Free household chemical cleanout
- Gladesville guided walk
- Green and public spaces talk
- Introduction to Bushcare workshop
- Sustainable Waste 2 Art Prize and workshops
- Sustainability talk: backyard biodiversity
- World Water Day
- Solar and battery storage talk
- Spring Garden competition
- Sustainable transport talk
- Weed identification workshop
- Your Waste Adventure tour and talk

**We asked you about:**

- Gannan Park and McCauley Park Draft Masterplan
- Terrys Creek Walking Trail
- Our City's Future
- Shrimptons Creek Precinct Activation
  - Wilga Park and Quandong Reserve

## Kept our emissions in check

We have continued to identify strategic energy saving opportunities and significantly improved the accuracy of our consumption footprint reporting methodologies. This activity further refines how we monitor and implement new actions that continually improve and reduce our consumption of water, energy and gas.

This year we completed a number of lighting upgrades, including the installation of energy-efficient LEDs at Ryde Aquatic Leisure Centre (RALC), Peel Park, and the amenity building in Ryde Park.

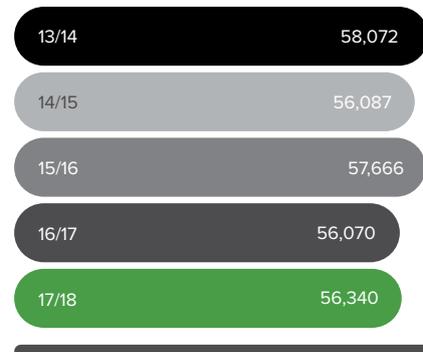
We also installed multifunction LED lightpoles near Macquarie Park and Macquarie University stations, as well as in Tucker and Church Streets, Ryde.

We continued our renewable upgrades program with the installation of a 7.84kW solar PV system at Eastwood Hall in July 2018. The 28-panel system is designed to generate 11,190 kWh each year, which is estimated to offset 24 percent of Eastwood Hall's annual consumption. The system will also offset approximately 12 tonnes of greenhouse gas emissions per annum, avoiding the burning of six tonnes of coal.

We commenced northern Sydney's largest solar installation. The project involves installing 827 solar panels at RALC, the city's largest energy consumer. The installation will complement the already-installed cogeneration plant and will offset the centre's huge energy load and cost. This project is due to be completed later in 2018.

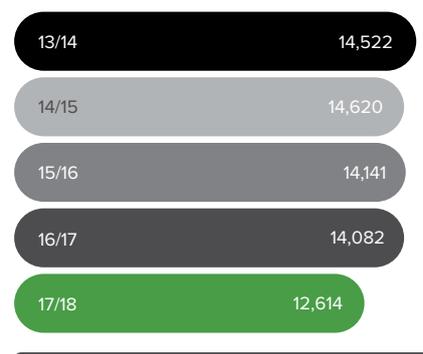
Across all Council facilities our total energy use for 2017/18 was 56,340 GJ. This represents a 2.5 percent increase over the estimated 2003/04 baseline of 54,940 GJ. This modest increase has occurred despite substantial organisational growth over the past 15 years, including the addition of new energy-consuming equipment such as new floodlighting at Meadowbank Park Field 2 and the relocation of our main service centre from Top Ryde to North Ryde in May 2016. Detailed in the adjacent column is the annual organisation-wide energy consumed (GJ) for the last five years for comparison purposes.

### Organisation-wide energy consumed (GJ)



This consumption represents the following annual emissions in CO<sub>2</sub> over the past five years.

### Organisation wide gas emissions (CO<sub>2</sub>)



This financial year our total greenhouse gas emissions were 10.4 percent lower than emissions for the 2016/17 financial year. This decrease was primarily due to lighting upgrades (see above) and improvements in building operations. In 2017/18, 67 percent of our light fleet met Euro 5 or above emission standards.



## Monitored our creeks

We continue to monitor our five major creeks for water quality and health bi-annually. This year, sampling at these creeks – Shrimptons, Buffalo, Terrys, Archers and Porters – included a wet weather sampling trial to determine whether wet weather overflows negatively impact the health of our creeks for extended periods. Additionally we expanded the program to assess the riparian (bank) areas of these monitored creeks. Information from this assessment will provide Council with a snapshot of the state of the riparian zone and identify opportunities for future works programs as well as fauna usage patterns.

We input the data collected from the monitoring program to our web-based WaterInfo site to keep our community informed about the health of their local waterways. This information shows what each of our creeks are doing at the time of monitoring, any improvement devices currently installed, as well as years of water data for interested community and students.

### Completed the Bill Mitchell Stormwater Harvesting Project

We finalised and commissioned this multi-stage collaborative project in 2018. Commencing with the assistance of an EPA grant for a gross pollutant device in 2016, the now-finished project will provide irrigation and gross pollutant capture for a 41Ha area from Victoria Road in Gladesville to the Parramatta River. Previously this playing field had no provision for irrigation and was of a lower standard than many others in the city. The installation of the system will improve the quality of the field, capture tonnes of gross pollutants annually to prevent them from entering the Parramatta River, and collect stormwater for UV treatment, improving overall catchment water quality. Water captured at this site is currently saving approximately 400kL of water per month.



## Managed our natural areas

### Bush regeneration

As part of our ongoing commitment to the management of our natural areas, bush regeneration works were undertaken in 47 of our parks and reserves across Ryde totalling over 92 hectares. We also actively supported Bushcare activities at 24 sites, with volunteers helping to restore 11 hectares of bushland.

In 2017 we expanded our current bush regeneration contract areas by commencing new contracts at Kissing Point Park, Jim Walsh Park, Koonadan Reserve, Meadowbank Park, Melrose Park, Putney Park, Rafferty Park, Santa Rosa Park, and Settlers Park. Additional funding enabled the expansion of our program, additional conservation and protection measures and further improvement at these key sites.

### Biodiversity Plan Implementation

With the assistance of our Bushland and Environment Advisory Committee we rolled out the first stage of our Biodiversity Plan implementation works.

Community corridor planting days were held at Tuckwell Park, Darvall Park, Brush Farm Park and the Field of Mars Reserve. During the school holidays a guided walk was held at Waterloo Park where kids helped to plant a wildlife area.

As part of our efforts to protect native saltmarsh vegetation communities and sensitive areas at Settlers Park and Kissing Point Parks, we installed natural sandstone delineation.



To better understand our local biodiversity, flora and fauna studies were conducted at 62 bushland parks and reserves at Buffalo Creek, Kittys Creek, Terrys Creek, Western Reserves, Parramatta River Reserves, Shrimptons Creek and our northern reserves.

Thirteen bushland signs were installed at key parks and reserves along Buffalo Creek, Marsfield and North Ryde. The signage highlights significant features about the parks and the important vegetation communities they contain, and promotes an awareness of the problems of illegal dumping in our natural areas.

We also undertook a companion animal education program to educate residents about the importance of responsible pet ownership and the serious impacts companion animals can have on native fauna. The project worked with the City of Ryde's Rangers and Parks teams to install signage and provide flyers to community at a number of events and in the local area around the Field of Mars.

### Shrimptons Creek rehabilitation and restoration project

We completed over 700 square metres of newly revegetated corridor space at along Shrimptons Creek at Wilga Park. The project was assisted by a grant and will improve water quality through the installation of three waterway structures within the Creek as well as new plantings of more than 7,500 riparian and corridor plants. These will improve habitat for small native birds and other fauna, help connect canopies and improve biodiversity through Macquarie Park.



### Terrys Creek walking trail upgrade

Bushwalking along Terrys Creek in Pembroke Park has become easier and safer with the installation of new boardwalk decking in selected areas to address significant erosion issues along the existing bushland walk. The installation will also make it easier for the community to explore and this significant bushland corridor to the Lane Cove National Park.

### Feral animal control

Our feral animal control program continues to be rolled out across the city, targeting rabbit and fox populations within bushland and community lands. Council continues to monitor sightings of the animals and adapt the program as needed to control these populations on Council-managed lands.

### Bushfire mapping update

We finalised the most recent update of our Bushfire Prone Land Mapping with the assistance of the Rural Fire Service. This will assist residents to plan for bushfire protection, inform design considerations for homes identified as being prone to the impacts of a fire and help local area protection and management.

### Planted trees

We partnered with social enterprise and disability inclusion group Bushlink for National Tree Day. Held at the Field of Mars Reserve, Gladesville, Australia's 22nd National Tree Day was a huge success. The site was prepared prior to planting with 50m<sup>3</sup> of mulch and the installation of log edging. Over 195 volunteers from the local area attended and helped plant around 700 native seedlings, consisting of grasses, shrubs and trees. The plantings will help improve the wildlife corridor along Buffalo Creek, while also supporting the natural environment.

Other planting days included working with local schools for Schools' National Tree Day and other corporate and community planting days across our city to enhance connectivity for fauna.

### Reduced waste

We are continuing to work with residents and businesses to deliver environmentally responsible and sustainable waste management solutions. Our challenge is to change the behavior of the community to reduce the amount of waste disposed, reduce contamination, improve awareness of the harm caused by littering and illegal dumping and to increase waste avoidance and reuse practices.

During 2017/18, 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
- Up to five pre-booked household cleanup collections
- 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
  - Eden Gardens
- 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 located through the city for recycling good quality clothing
- Commercial waste and recycling collection services for approximately 800 customers
- A garage sale program to encourage residents to sell unwanted furniture
- A comprehensive series of community workshops that encourage resident to reduce waste, reuse products and recycle correctly. Some of the workshops offered include composting and worm farming, Waste to Art, decluttering, plastic free living and food waste reduction
- The annual Household Chemical CleanOut, coordinated in conjunction with the EPA, which collected more than 34 tonnes of hazardous materials from 848 vehicles at the Meadowbank Netball Courts site on 24-25 March 2018. This was a major reduction in participants thanks to the opening of the new Community Recycling Centre (CRC) in Artarmon.
- 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.

More than  
**34** tonnes  
 of **hazardous materials**

were collected at the annual  
**Household Chemical  
 CleanOut**

During the financial year, 22,115 pre-booked Household Cleanup bookings were collected from households and 2,299 pre-booked cleanups were collected from multi-unit blocks. The change from scheduled cleanup bookings to pre-booked clean-ups has greatly improved the cleanliness of the streets of Ryde as well as made it easier to monitor any illegal dumping activities.

There was a big take-up of residents changing to the smaller 80L waste bins, from 141 households in 2016/17 to 376 this year wanting to produce less waste.

In addition to the regular waste services provided by Council, we undertook a number of other projects and initiatives to encourage reduced waste, litter and illegal dumping and to increase levels of recycling throughout Ryde.

Apartment Living is an ongoing project focusing on maximising recycling in multi-unit dwellings and minimising illegal dumping and contamination in recycling and garden organics bins. Council engages with strata managers and residents to provide resources and assistance where needed.

Local preschools belonging to the Ryde Environmental Educators Network (REEN) 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 seventh 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 160 submissions, of which 78 were selected for the awards night and exhibition. Over 400 visitors attended the exhibition.

Four 'Your Waste Adventure Tours' were held to help participants to better understand what happens to their waste. These half-day tours commenced with a visit to the Visy recycling facility in Smithfield, which allows participants to see first-hand how a recycling facility operates and how recyclables from Ryde are sorted and processed, followed by an informative presentation about waste services in Ryde.

Two compost and worm farming demonstrations were conducted at The Habitat, our local community garden nursery. These provided information on constructing compost bins and worm farms and answered questions about maintenance and will help minimise avoidable food waste from peelings, offcuts and coffee grounds.

Two kitchen garden workshops were held to provide information about using compost, worm castings and worm juice produced from compost bins and worm farms.

At this year's Granny Smith Festival we promoted our pre booked household cleanup and drew visitors' attention to the issue of contamination in yellow recycling bins.

Throughout the year we also continued to promote the new Community Recycling Centre in Artarmon, which enables residents from Ryde, Hunters Hill, Lane Cove, Willoughby and North Sydney Council to dispose of problem waste.

#### **Sought to close the waste loop**

We also engaged in a number of strategic, forward-looking activities that will help shape the future of waste management in the City of Ryde.

Following the decision by China to no longer accept lower quality recyclables, we explored the impacts of that decision on domestic recycling in the City of Ryde. Council currently has a recycling processing contract with Visy which is the only vertically integrated processor in Australia. They manufacture food-grade plastic utilising High Density Polyethylene and PET containers to make plastic pellets, recycle paper and cardboard content into other paper products, and manufacture new glass bottles and containers from glass bottles sent to their furnace in Penrith.

We will continue to identify opportunities to 'close the loop' in the industry, by exploring opportunities to buy back recycled products, including glass fines for road base, compost for field remediation and paper with recycled content.

The City of Ryde will also continue to promote the value of the recycling process in our local community and enhance our education programs in an effort to reduce contamination levels and improve the overall quality of the recyclable material stock.



### Learned about waste-recycling micro factories

We invited the Director of UNSW Centre for Sustainable Materials Research and Technology, Professor Veena Sahajwalla, to give a workshop at City of Ryde on the Centre's launch of microfactories. The workshop is part of an initiative by the City of Ryde to reduce waste, with staff evaluating the UNSW Smart Centre Micro Factory technology and its potential benefit to the City of Ryde.

### Explored solutions to problem waste

In response to community demand for better ways to deal with problem waste we are exploring the possibility of building a community problem recycling centre at Porters Creek. We have commissioned a feasibility report that explores partnerships with neighboring councils, government grants that could help offset construction and running costs and developed a list of materials that could be accepted and how those could be either disposed of or recycled. It was agreed that any building plans will also include a room for a reuse and repair workshop to be run by volunteers.

### Started to phase out single use plastics

In a bid to protect the health of local waterways, we committed to a complete ban on single-use plastic drinking straws as well as a phase out of other single-use plastics. Councillors unanimously resolved to ban the use of single-use plastic drinking straws and phase out balloons, plastic bottles, plastic cups and plastic bags in all Council operations and at Council-sponsored events.

Single-use plastics have become one of the biggest environmental challenges facing Australia, polluting waterways and threatening the health and safety of native flora and fauna.

In addition to the Council phase-out, the City of Ryde will also implement a waste education program to reduce the use of single-use plastics in our community, with a particular focus on local businesses.



### Enjoyed coffee responsibly

The City of Ryde's war on waste gained momentum with Putney's five cafés joining the BYO coffee cup call to action, making it Australia's first Responsible Café suburb. Most disposable coffee cups are plastic coated and cannot be recycled and the Responsible Cafés movement has developed in response to the estimated 3 billion hot drink cups and lids that end up in landfill every year.

The five Responsible Cafés in Putney are:

- Black Toque Patisserie (Morrison Road)
- Charles St Kitchen (Charles Street)
- Dolcini Café (Charles Street)
- Maples (Charles Street)
- Patio @ Putney (Charles Street).

More than 60 local City of Ryde cafés have now signed up to become Responsible Cafés.

### Collaborated with local schools

Ryde Environmental Educators Network (REEN) meetings are designed to help teachers to embed sustainability education across the curriculum. In 2017/18, REEN meetings were endorsed by the NSW Education Standards Authority as an accredited provider of professional development for teachers, which means that participating teachers can now accrue professional development hours.

In 2017/ 18 more than 15 schools actively participated in the Ryde Environmental Network (REEN) program this year.



This year REEN delivered presentations from Sydney Olympic Park, the National Parks Association, Peter Rutherford (from Kimbriki Resource Recovery Centre) and Dave Larder, an Aboriginal Education and Engagement officer for The Macquarie Park Network, in addition to presentations by Council officers. Presenters are engaged to provide information about current issues and identify learning opportunities that can be integrated into the school curriculum.

The Ocean Action Pod is a pop-up multimedia educational experience designed to engage adults and children with the growing problem of plastic waste. Through REEN, the City of Ryde funded full-day incursions at Truscott Street Public School, Gladesville Public School and Ryde East Public School to help students learn about the impact of plastic on the marine environment.

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 on recycling, littering and unwrapped lunches. 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.

We also 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 3 tonnes of rubbish collected over the week.

**Launched** our sustainability e-newsletter

# 'Smarter Cleaner, Greener'

which is now delivered to **over** **3,000**  **residents** each month

## Helped our community live sustainably

With growing interest in sustainable living we continue to host a number of programs and workshops for the community related to improving environmental awareness, conservation of resources and overall sustainability. In 2017/18 we:

- Launched our sustainability e-newsletter 'Smarter Cleaner, Greener', which is now delivered to over 3,000 residents each month informing them of the latest news, green living tips and events from our sustainability, bushcare, waste and active recreation teams
- Hosted a sustainable transport talk and Q&A session featuring presentations by Marg Prendergast, Coordinator General for Transport NSW, Zara Crichton of Connect Macquarie Park – North Ryde and Rebecca Edwards, Director Projects and Programs at Sustainable Business Australia
- Held a talk and Q&A session on how to preserve our green and public spaces in a time of increasing population density. This event featured presentations by Peter Davies, Senior Lecturer at Macquarie University; Adrian McGregor, Founder and CEO of McGregor Coxall; Kylie Legge, founding Director of Place Partners; and Ben Peacock, Founder of Republic of Everyone
- Hosted a talk and Q&A session on preserving and valuing our cultural and natural heritage, featuring presentations by Dr Emilie Ens, Cross Cultural Ecologist; Dr Donna Houston, Director of the Bachelor of Planning at Macquarie University; and Sarah Holland Clift, Coordinator of the Parramatta River Catchment Group

- Gave a Solar Batteries Solutions presentation at Macquarie University, advising residents of their options for solar and battery storage. Over 250 of our community attended to learn about storage options
- Helped our community to support World Water Day Celebrations at Field of Mars Reserve, with activities such as water quality monitoring, a citizen science survey of water dragons and presentations on, and live animal displays of, eastern long-necked turtles and fresh water eels and how their health depends on a healthy river system
- Hosted presentations on the importance of backyard biodiversity, featuring a panel of experts including Peter Rutherford, Senior Eco Gardener at Kimbriki Resource Recovery Centre; Dr Lizzy Lowe, post-doctoral researcher, Behavioural Ecology Group at Macquarie University; and Dr Louise Metcalf, Director of the Australian Research Institute of Environment and Sustainability
- Held an amazing World Environment Day celebration at Memorial Park, promoting the launch of our ban on single-use plastics. The celebration event featured stalls and displays by many of our environment and sustainability local community groups. We hosted the Ocean Action Pod for families to engage with the pod to learn about the dangers of plastic pollution, as well as Permaculture North, the Parramatta River Catchment Group, a recycling relay, interactive workshops on sustainable living and live music.

### Provided sustainability advice to residents

Now in its sixth year, the Future Focus Home Waste and Sustainability Advisory (HWSA) service continues to grow in popularity, and reached over 2,400 residents in 2017/18 to help reduce residential home waste, energy and water consumption.

The advisory service targets all households in the City of Ryde, including residential flats and unit blocks. It encourages sustainable living, efficient use of resources and improved domestic waste management behaviour.

This year saw 145 registrations for the HWSA service with 110 assessments carried out. The program continues to see a desire for home sustainability advice and the service that we provide.

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. Feedback has demonstrated that participants are implementing most or some of the recommendations made during the home assessment.

The program continued its 'Ryde Home Challenge' to provide three winning households up to \$1,500 towards environmental home improvements that improve home efficiency, save households money on their bills and reducing GHG emissions in our city.

We also supported this service by hosting four Solar Education events. Information available shows that solar installation within our community has risen to over 10.9 percent.



## Our partnerships

### 100 Resilient Cities Partnership

As an Ambassador Council to the Rockefeller Foundation's 100 Resilient Cities Sydney program, we continued our work to contribute to the development of the Resilient Sydney Strategy. All 33 councils across metropolitan Sydney have contributed to build a Strategy that, once the five key directions are implemented, will build resilience for our community in a time of a changing climate, urbanisation and globalisation. The Strategy was released this year and Ryde will be working to integrate this into a new Resilience Plan for Ryde in 2018 in cooperation with the new Local Environment Plan and North District Plan.

### Northern Sydney Region of Councils

We continue to actively contribute to the Northern Sydney Environmental Officers group, which meets to discuss issues and develop programs and directions for a regional approach to issues impacting northern Sydney. This year we partnered with the Southern Sydney Region of Councils (SSROC) to actively lobby Transport NSW to address the bike share issues facing our council areas and community (see page 115 for more information). We also explored options for regionally-based solar farms and collaborated for regional energy buying.

### Greater Sydney Commission

Under the draft and final development for the Greater Sydney Commission's (GSC) North District Plan, the City of Ryde actively communicated the issues our community faces, priorities for resilience and planning considerations for the future and our need to ensure the environment is given relevance required for its protection. We toured our city with the GSC Executive Commissioners to discuss real issues and priorities for the plan and were invited to participate on several technical working groups on the Plan's sustainability outcomes.

## Parramatta River Catchment Group

Since 2008 we have been working with the Parramatta River Catchment Group to improve water quality in the Parramatta River, increase public amenity along the river and most recently towards improving the water health and awareness for making the river swimmable again. Three locations inside Ryde were selected by community vote for Council to consider as potential swim sites into the future. These included Putney Park, Kissing Point Park and Meadowbank Park. A feasibility analysis of all the sites was undertaken in 2017/18 that included considerations around parking, shading, safe entry to water, water quality and general amenity proximity.

From various site assessments and scientific studies conducted at the sites, the original riverside pool site at Meadowbank has not been progressed due to the complexities and historical industrial impacts at the site related to pollution. Investigations at the other two sites were undertaken, and in 2018, Council found that Putney Park was the most feasible location to launch a swim site. Works will commence in 2018 on the design, with further water testing undertaken towards swimmability before 2025.

### Partnered to protect our foreshore

In 2013 Ryde lobbied the State Government to recognise the impacts of the Rivercat ferry on our foreshore along the Parramatta River. In 2017 Council commenced collaboration with the RMS to initiate a grant-funded investigation towards delivering an in-river seawall project. Pending the outcome of the final design in 2018, RMS will then undertake construction works to protect our foreshores, particularly around Bennelong Park Beach, to assist the Concord Ryde Sailing Club and community to safely use the beach area.

## Commenced a review of our local environment plan

Following the deferral of the new medium density housing code we are planning to review the Ryde Local Environment Plan 2014 to identify where existing provisions could or do adversely impact the community. Where medium or high-density dwellings are currently permitted, we are reviewing the appropriateness of these provisions relative to the existing character and amenity of the area and supporting infrastructure such as local roads, parks and carparks. Where adverse or inconsistent medium density zoning is identified, we are planning to remove medium types of dwellings from the relevant R1 and R2 zones, and where adverse or inconsistent high-density zoning is identified, revise relevant zoning to more appropriate levels.

### Joined Australia's biggest Council Climate Partnership

During the year we joined Australia's largest network of local councils tackling climate action, becoming the newest member of the growing Cities Power Partnership.

The Cities Power Partnership is a network of 70 local governments that represents more than 7.5 million people. The partnership supports councils to take practical and effective steps to introduce clean energy technology, energy efficiency, sustainable transport and other climate solutions to their respective local communities.

Councils have an opportunity to play a crucial role to in reducing Australia's rising greenhouse gas pollution levels. Transforming the way cities and towns use energy could make up to 70 percent of the greenhouse gas emission reductions needed to limit worsening climate change.



Recent council projects include the North Ryde Library PV installation in 2017, the newly completed Eastwood Community Hall installation, and the ongoing installation of an 800-panel PV system on the Ryde Aquatic Leisure Centre. Together, these demonstrate how renewable energy can be used to power local infrastructure and benefit our local community.

We have committed to undertake the following actions:

- Provide council resources to educate and support uptake of renewable energy
- Install renewable energy (solar PV and battery storage) on council buildings
- Roll out energy efficient lighting, particularly street lighting, across the municipality
- encourage sustainable transport use through Council's transport planning and design
- Implement an education and behaviour change program to influence the behaviour of council officers, local residents and businesses within the municipality to drive the shift to renewable energy, energy efficiency and sustainable transport.

### Stepped away from fossil fuels

We are reducing our fossil fuel investments, with the value of Council's investments in non-fossil fuel aligned financial institutions increasing by 27 percent in just six months.

In November 2017, Council resolved to divest its term portfolio from all fossil fuel aligned financial institutions – such as oil, coal and gas companies – as a way of helping tackle climate change and protecting the environment.

As Council's current term investments expire with fossil fuel aligned institutions, these funds are then re-invested with companies that are not associated with fossil fuels. All funds reinvested need to be compliant with Council's investment policy and the investment rate of interest has to be equal to or better than those offered by fossil fuel aligned institutions.

Between January and June 2018 the value of Council investments in non-fossil aligned financial institutions increased from \$50.5 million to \$64.2 million. The percentage of Council's overall portfolio invested in non-fossil fuel aligned financial institutions is now 30.6 percent, up from 24.5 percent in January.

In  
2017/18

we joined

The **Cities  
Power  
Partnership**

Australia's largest network  
of local councils tackling  
**climate  
action**



## Announced Sustainable Waste2Art Prize winners

Now also in its sixth year, the City of Ryde's biggest art prize, the Sustainable Waste 2 Art Prize (SWAP), attracted more than 160 entries of which 78 were shortlisted for exhibition.

Artists as young as 11 years of age responded to the sustainable living theme with a broad range of media including recycled plastics, sculptures from upcycled found objects, handwoven creations, colourful collages and wearable art.

### SWAP Open Category (18+)

Winner: Leanne Cowie – *An Ocean of Plastic*

### Youth Environment Prize

(16 – 25 years old)

Winner: Ted Hines – *Hare*

### Junior YEP – Younger Category

(11-15 years old)

Winner: Elise Bejjani – *Fascinator*

### Functionality award

Winner: Stephanie Powell – *Obsolete.com*

## Targeted erosion and sediment control on building sites

Two erosion and sediment control compliance blitzes targeting construction sites were held in November 2017 and May 2018 during the year. The blitzes were part of the 'Get the Site Right' Campaign, which was initiated by the Parramatta River Catchment Group. The blitzes targeted developments of all sizes, ranging from home renovations to large apartment sites and major road developments.

Warning letters advising of the blitz and the fines for breaches were sent to all builders with construction sites in the LGA, together with a flyer about the campaign and information to help them to meet their obligations.

Over 300 sites were inspected across the Parramatta River catchment, including areas within The Hills Shire, Blacktown, Parramatta, Cumberland, Ryde, Hunters Hill, Canada Bay and Burwood Council areas. There were more than 50 sites inspected in Ryde during both the blitzes.

Almost half of all sites inspected were found not to be compliant, and workers on site were not aware of the environmental impacts of non-compliance with regulations. Many sites were issued with fines or improvement notices.



Almost **50%**  
of more than 50  
**construction sites**  
**inspected in Ryde**  
**were not compliant** with sediment and  
erosion controls



### Managed asbestos

We completed surveys at 19 sites that were presumed to contain asbestos. Asbestos was found at 11 sites and remediation works undertaken at six sites. Asbestos Management Plans (AMPs) were developed for five sites, while the remainder of the sites were found to be asbestos-free.

### Improved stormwater drainage in Meadowbank

In 2013 the NSW Planning and Assessment Commission approved a concept for a multi-stage development including a number of sites bordered by Bowden Street, Constitution Road, Hamilton Crescent and Nancarrow Avenue, Meadowbank, and a further site located on Church Street, Meadowbank.

Under the concept approval, the developer was required to undertake essential drainage upgrade works in order to improve existing flooding problems in Shepherds Bay catchment from Ann Thorn Park to Parramatta River, and to cater for one-in-100-year flooding events. Negotiations with the developer had continued following development consent, however, the development approval conditions were ultimately upheld. The works include installation of drainage culverts under Constitution Rd to ensure the structural integrity of the road. The project will provide huge community benefits by reducing the risk of inundation of private properties located in the upstream catchment.

In addition, the Roads and Maritime Services also required that upgrades to the Constitution Rd and Bowden St intersection and the Railway Rd crossing at Meadowbank Station be undertaken when warranted by the increased pedestrian and vehicle traffic for those locations.

In order to accommodate the stormwater drainage works, 25 trees were removed on the Constitution Road embankment. Replacement trees were planted along Constitution Road and Bowden Street as part of the public domain improvement works to be undertaken by the developer.

### Celebrated Spring Garden Competition winners

Winners of 2017 City of Ryde Spring Garden Competition were announced at a gala event in early November at Eden Gardens, North Ryde. The 12 categories attracted approximately 90 entries in a range of styles from dedicated solo efforts to family and community projects. The Small and Large Garden categories were the most hotly contested with the overall standard being particularly high, proving that there is no shortage of talented gardeners within our community. The City of Ryde Spring Garden Competition is one of a handful of Council-managed garden competitions run for the benefit of the community. The support of sponsors Eden Gardens, SUEZ, Tumbleweed and Sam the Paving Man is greatly appreciated.

## 2017 Spring Garden Competition Winners

**Large Garden**  
(sponsored by Eden Gardens)  
1st place: Anne Johnson

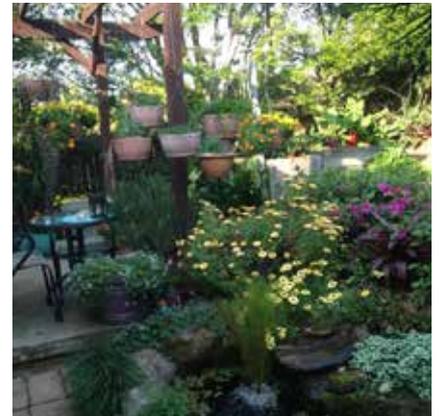
**Small Garden**  
1st place: Rae and Annalissa Roy

**Courtyard/Balcony Garden**  
1st place: Adrienne Hick

**Edible Garden**  
(sponsored by Tumbleweed)  
1st place: Julie Jardine

**Native and Habitat-friendly Garden**  
1st place: Pamela Reeves

**Children's Garden**  
1st place: Archie Seeto



**School Garden**  
1st place: Kent Road Public School

**Pre-School Garden**  
1st place: North Ryde Community Pre-School

**Community Garden**  
1st place: The Habitat

**Commercial Garden**  
(sponsored by SUEZ)  
1st place: Living Choice – Leisure Lea Gardens

**Bushcare Site**  
1st place: Martin Reserve Bushcare Site

**Children's Seed Growing Competition**  
3 – 7 years of age  
1st place: Rosalie Tang

8 – 11 years of age  
1st place: Jayden Rizk

12 – 16 years of age  
1st place: Trisna Chari

Best Decorated Pot  
1st place: Charlotte Judd

**HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18**

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

| <b>CATCHMENT PROGRAM</b>                                | <b>STATUS</b>                      | <b>COMMENTS</b>  |
|---|------------------------------------|--|
| Ann Thorn Park Catchment Works                          | Delayed, carried over into 2018/19 | Delays due to court proceedings impacted the upstream infrastructure. Multi-year project. Construction works commenced in early June and will continue into new financial year.  |
| Shepherds Bay Outlet                                    | Delayed, carried over into 2018/19 | Delay in design due to court proceedings. Anticipated completion of design and review by public authorities in first quarter of 2018/19.   |
| Stormwater Asset Replacement Renewal                    | Delayed, carried over into 2018/19 | Blenheim Road project to be carried over due to utility relocation and redesign.   |
| Stormwater Improvement Works Renewal                    | Funds carried over into 2018/19    |  |
| 146 Bowden St Trunk Drainage                            | Funds carried over into 2018/19    |  |
| <b>FORESHORE PROGRAM</b>                                |                                    |  |
| Bennelong Park Groyne and Foreshore Improvement Project | Funds carried over into 2018/19    | This is a two-year project. Carry over flagged for unspent grant money for Stage 3 work. Desktop Hydrological Analysis Stage 1 completed this year and with completion of Stage 3 in early 2017/18. Stage 2 to follow dependent on further instructions from RMS who are grant-funding whole design works. RMS had initially proposed to fully fund Council construction of groynes (after completion of designs). RMS have now advised they will construct the groynes. Council will therefore complete its commitments after Stages 1-3.   |
| <b>ENVIRONMENTAL PROGRAM</b>                            |                                    |  |
| RALC Multi-Purpose Centre – Solar                       | Delayed, carried over into 2018/19 | Project completion was delayed by six months to enable recruitment of a suitably experienced project manager, following the resignation of the primary project manager. Project is at a very advanced stage with electrical board installation, Ausgrid approval, Registration of and Accounting for Large- Scale Generation Certificates (LGC), commissioning and hand-over remaining main areas of work to be completed.   |
| SWAP Waste-to-Art                                       | Completed                          | Completed 2017 SWAP exhibition and awards night In September 2017. Consultant procured for 2018.   |
| Eastwood Litter Prevention Campaign                     | Funds carried over into 2018/19    |  |
| Laurel Park Litter Prevention Campaign                  | Funds carried over into 2018/19    |  |
| <b>OPEN SPACE, SPORT &amp; RECREATION PROGRAM</b>       |                                    |  |
| Park & Open Space Tree Planting Program                 | Completed                          |  |
| Ryde Biodiversity Plan – Implementation                 | Delayed, carried over into 2018/19 | 13 interpretive signs installed across five parks, completed autumn flora and fauna study of selected natural area parks and reserves, prepared draft planting guide and reviewed site management strategies for Bushcare volunteers and completed corridor planting expansion in Tuckwell, Brush Farm Park, Denistone, Forsyth and Bronhill Ave. Substantially completed this year's scheduled program of works from Ryde Biodiversity Plan Implementation Plan, with some outstanding items. The unexpended project funding amount has been carried forward and will be added to next year's allocated budget to complete unfinished work. |
| Terrys Creek Walking Trail                              | Delayed, carried over into 2018/19 | Commencement of Stage 1 track works delivering three bridge structures and two boardwalks have commenced. Unexpended project budget will enable completion of this year's unfinished works.  |
| <b>WASTE AND RECYCLING PROGRAM</b>                      |                                    |  |
| Community Problem Waste Recycling Centre                | Completed                          |  |
| Home Waste and Sustainability                           | Completed                          | Completed 125 home assessments in Ryde this year that have successfully focused on lowering household consumption in areas of water, waste and energy. The program is growing in popularity and the number of annual audits that can be completed are now at capacity for the resources that are available for this program.   |
| Illegal Dumping Surveillance and Reduction              | Completed                          |  |
| Managing Waste Reduction in Multi Unit Dwellings        | Funds carried over into 2018/19    | Stage 1 of project works was completed in 2017/18. Stage 2 of the project has commenced with new funding from EPA.   |
| Mobile Problem Waste Recycling Stations                 | Completed                          |  |
| Old Landfill Sites Subsidence Program Renewal           | Completed                          |  |
| Porters Creek Precinct                                  | Completed                          | 2017/18 scope of project has been completed.   |

## Measuring our performance

| MEASURE  | 2016/17 RESULT | TARGET          | 2017/18 RESULT | STATUS                 |
|--|----------------|-----------------|----------------|------------------------|
| <b>ENVIRONMENTAL PROGRAM</b>   |                |                 |                |                        |
| % community satisfaction with environmental education programs   | –              | ≥ 46%           | 85%            | On Track               |
| % change in energy consumption for all of Council facilities measured against 2003/04 baseline year                    | 2%             | ≤ 5%            | 2.6% increase  | On Track               |
| Total cumulative Equivalent Tonnes CO <sub>2</sub> saved across organisation from all actions undertaken since 2003/04 | 1,569 tonnes   | ≥ 400           | 1,320 tonnes   | On Track               |
| % reduction in water used – all facilities below 2003/04 base year (shared with Operations)                            | 3.8%           | ≥ 10%           | 27%            | Off Track <sup>1</sup> |
| <b>WASTE AND RECYCLING PROGRAM</b>   |                |                 |                |                        |
| % customer satisfaction with CoR's waste management and recycling service for business                                 | –              | = Baseline Year | 92%            | On Track <sup>2</sup>  |
| % recycling from all domestic waste services   | –              | ≥ 48%           | 44             | On Track               |
| <b>CATCHMENT PROGRAM</b>   |                |                 |                |                        |
| % of stormwater assets that are condition level 4 or better  | 99%            | ≥ 99%           | 99%            | On Track               |
| <b>OPEN SPACE, SPORT AND RECREATION PROGRAM</b>  |                |                 |                |                        |
| % community satisfaction with protecting the natural environment   | –              | ≥ 66%           | 80%            | On Track               |

Note 1. Low rainfall over the year has resulted in significant increase of up to 40,381kL in water usage across several facilities of Council. Some 45 assets have seen increases totaling greater than 30 percent compared with the previous year. The biggest contributor to this increase was grounds maintenance which represented an 81 percent increase on last year's consumption – specifically Eastwood Oval up 25 percent, Morrison Bay Park up 10 percent and Brush Farm Park up 7 percent and Pioneer Park up 5 percent. 13 other parks averaged 3 percent increases across each park.

Note 2. Percent of customers satisfied with domestic waste and recycling service requests



# \$128.6<sup>m</sup>

## Investment

over the next

# 4 years

What's next...

### Our Natural and Sustainable city

In 2018/19 this outcome – A City of Environmental Sensitivity – transitions into *Our Natural and Sustainable City* in our new Community Strategic Plan, focusing on the following priorities:

- Sustainable planning – Reducing our environmental footprint and protecting our natural and built environments
- Protecting natural areas – Reducing our impact on our natural systems and strengthening the health of our natural corridors
- Resilient infrastructure – Managing infrastructure to reduce risk and impacts.

Our environmental initiatives, whether relating to energy and water consumption, reducing waste, surveying flora and fauna, or inviting children to join the sustainability journey are focusing on the future. What we do locally impacts us all. We will continue to build partnerships that benefit the whole region, as well as our own community. We will continue working with a broad range of 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.

In 2018/19 we have the following projects planned:

#### Catchment program

- Shepherds Bay outlet
- Ann Thorn Park catchment works
- Stormwater asset replacement renewal
- Stormwater improvement works renewal

#### Environmental program

- Sustainable Waste 2 Art Prize competition
- West Ryde Community Centre Solar Project

#### Foreshore program

- Bennelong Park groyne and foreshore improvement
- Ryde Biodiversity Plan implementation
- Tree planting program
- Terrys Creek walking trail restoration and renewal
- Field of Mars Visitor Centre Road and stormwater disposal

#### Waste and Recycling program

- Community problem waste recycling centre
- Porters Creek feasibility study for CRC
- Eastwood litter prevention campaign
- Porters Creek Precinct
- Old Landfill Sites Subsidence Program







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.

## 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.



Ryde Public School students at Pope Street intersection

**Goal**

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

**2**

**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**

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

**3**

**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.

Of the  
**84,327**

local workers in the  
 City of Ryde

**80%**

live outside the area.

**Almost 80% of people coming to City of Ryde use their car. Residents use their own car for approximately 70% of trips that they make.**

- The City of Ryde has 320km of roads traversing the City with over 641km of kerbs and guttering and 560,400m<sup>2</sup> of footpaths.
- There are over 71,000 registered vehicles housed in the City of Ryde local government area.
- Of the 84,327 local workers in the City of Ryde, 80% live outside the area.
- 53% of over 57,000 working residents use their car to get to work.
- 37% of working residents catch public transport to get to work, or walk, cycle or work at home.
- Every weekday there are up to 200,000 vehicle movements on the four major state roads that traverse the City of Ryde and more than 110,000 Opal Card taps on more than 1,200 bus, train and ferry services.



Ryde Bridge, Ryde



The Shop Ryder Community Bus service

More than

**48,000**

passenger trips

Removed over

**10,000**

car movements from local roads

## Building connections within our City

The City of Ryde's central location, close to Sydney's CBD and with good public transport links, is a key strength.

However, traffic, congestion and availability of parking limit access to centres and reduce liveability. This has been identified by every group in our community as the number-one issue affecting the City of Ryde. Forecast population and economic growth, and future housing development, will only increase these problems if left unchecked. Already, many major roads in our City, including Victoria Road, Epping Road and Lane Cove Road, are subject to traffic queues every day. Public transport only offers a partial solution.

People want to see new transport connections and infrastructure in advance of new housing development, linking people to their local centres, to work and around their neighbourhoods. These must be networked, efficient, safe and able to be accessed by anyone, regardless of age or mobility.

Our aim is to improve connectivity across our City and improve accessibility to our suburbs, centres, open spaces and places. Relieving traffic and congestion on roads, reducing car use and increasing public transport, pedestrian and cyclist access to destinations across the city are key priorities. Addressing this very difficult challenge will involve a combination of infrastructure and technology solutions, improved or different services, and behavioural change by everybody who travels within the City of Ryde.

With transport primarily planned and funded by the NSW Government, and Council focused on local streets and centres, we must consistently advocate on behalf of the community for improved transport solutions, while also enhancing and renewing our existing civil infrastructure assets like roads and pathways.



## Who is guiding our progress?

- Bicycle Advisory Committee
- Traffic Committee

## How we monitor progress

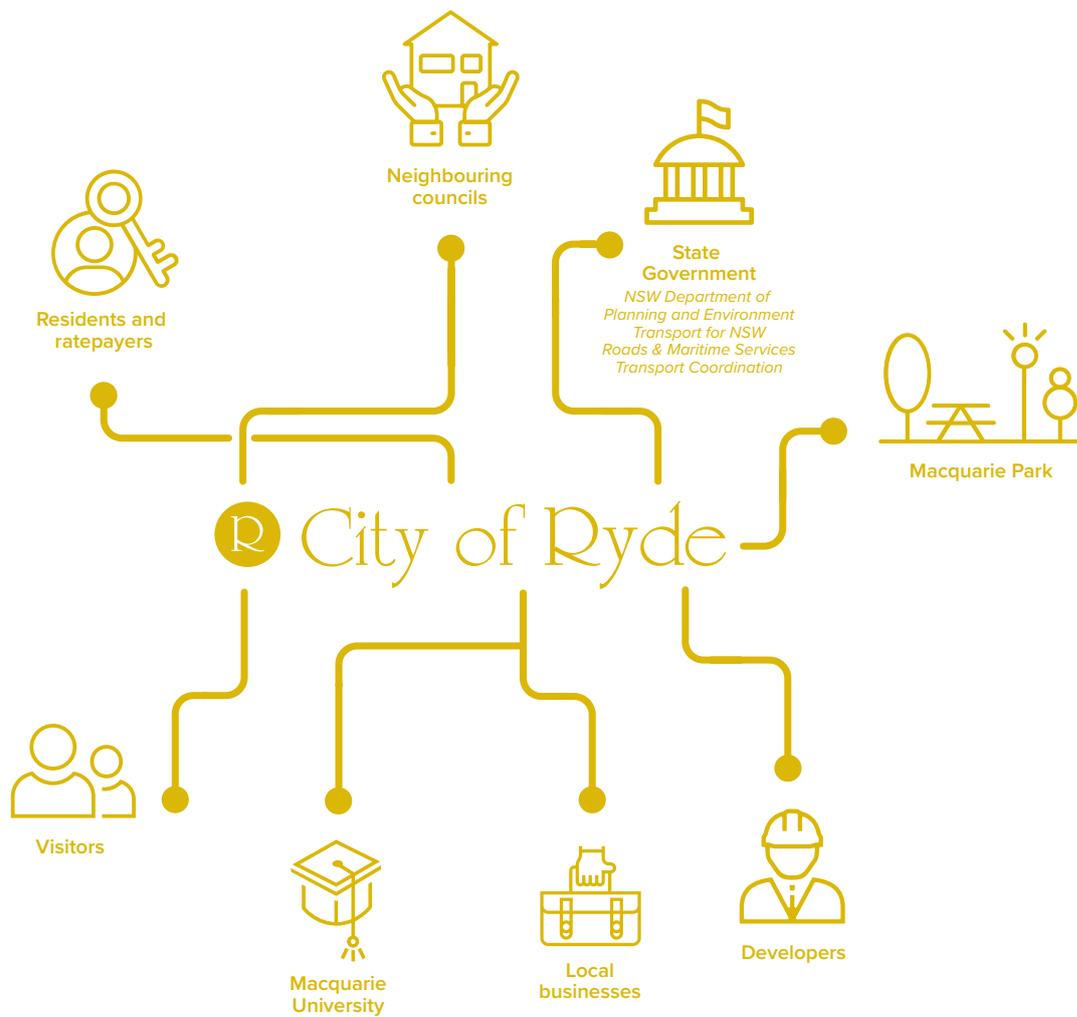
- Vehicle movements
- Modal shift
- Community sentiment

## Programs that support this outcome

- Centres and Neighbourhoods Program
- Foreshore Program
- Land Use Planning Program
- Library Program
- Paths and Cycleways Program
- Regulatory Program
- Roads Program
- Traffic and Transport Program

| INVESTMENT IN THIS OUTCOME BUDGET RESULT 2017/2018 |  | \$'000          |
|--|--|-----------------|
| Income   |  | (22,542)        |
| Expenditure  |  | 30,128          |
| Reserve movements                                  |  | 8,041           |
| <b>Actual</b>                                      |  | <b>15,627</b>   |
| <b>Budget</b>                                      |  | <b>1,325</b>    |
| <b>Variance</b>                                    |  | <b>1079.06%</b> |

# Stakeholders & Partners



## Highlights

### REPLACED AND RESTORED

106,754m<sup>2</sup> of road pavements

4,561 metres of kerb and guttering

3,390m<sup>2</sup> of footpaths and cycleways

### INSTALLED

148 metres of new kerb and guttering

4,398m<sup>2</sup> of new footpaths and cycleways

270 signs

48,705 passengers transported on the ShopRyder bus service



## What we did

**We:**  
asked you about:

- Avon Road upgrade
- Change to trial closure College street, Gladesville
- Coulter Street upgrade and public art project
- Traffic improvements in High Street, Gladesville
- New roundabout at Wingate Avenue and West Parade intersection, Eastwood
- Devlin Street pedestrian bridges
- Draft Pedestrian Access and Mobility Plan – Meadowbank Station West
- The Future of ELS Hall Park, Greenwood Park and Booth Reserve
- Proposed 'No Parking 5am-11am Tuesday' zone
- Proposed Parking Controls – West Ryde
- Parking changes in Putney village
- Save Our Streets campaign
- Temporary 2P parking during the Epping to Chatswood rail shutdown
- Transport for NSW – Parramatta Light Rail Stage 2
- Pittwater Road upgrade
- Terrys Creek walking trail
- Traffic and parking around schools – Meadowbank Public School, Denistone East Public School, West Ryde Public School, Truscott Street Public School
- Traffic and parking around Ryde Secondary College

### Improved safety at schools

With such a young and growing population road safety is a priority around schools. This year, we undertook a review of traffic, parking and pedestrian activities around all 28 schools in the Ryde local government area.

These reviews involved traffic investigations, surveys and community consultation in consideration with population growth and school enrolment forecasts. They identify community concerns; improvements to pedestrian access routes to and from the schools to reduce reliance on driving; improvements to vehicle access routes to and from schools, such as road widening, traffic calming and drop-off/pick-up zones; and localised education and enforcement needs, to address behavioural issues experienced by different schools.

One key finding across all of the schools reviewed was the need for greater coverage and enforcement of school zones by Council's parking officers, which has seen the recruitment of additional staff.

Changes to traffic and parking conditions were recommended at St Charles Primary School, Gladesville Public School, Holy Cross College and Melrose Park Public School, while pedestrian safety improvements have already occurred at Meadowbank Public School, Truscott Street Public, Denistone East Public School and West Ryde Public School.

This work is supported by a \$450,000 grant from the state government's Pedestrian Infrastructure Safety Around Schools Program, which is enabling upgrades to pedestrian crossings at nine schools in the Ryde Local Government Area.

### Promoted road safety

Following last year's success, we developed our annual Road Safety Calendar in collaboration with Hornsby, Ku-ring-gai, Lane Cove, Northern Beaches, North Sydney and Willoughby councils. It uses a blend of retro images and humour to convey serious safety messages and engage with the audience.

The campaign encourages people to modify their behaviour through the use of humour, style and old fashioned courtesy and once again proved very popular with the community.

### Studied traffic and parking in Eastwood

Following the decision by the NSW State Government to not proceed with a carpark under Eastwood Oval, the City of Ryde received funding through the \$25 million Transport Access Plan Grant. It will fund the construction of a carpark and installation of the pedestrian lights to be located at both ends of Eastwood Plaza, at the intersections of Rowe Street and West Parade, and at Rowe Street and The Avenue.

**This year, we undertook a review of traffic, parking and pedestrian activities**



**around all**

# 28

**schools**

**in the Ryde local government area.**



Prior to work commencing, we are undertaking a comprehensive traffic, parking, cycling and pedestrian study of Eastwood and its surrounds. The study explores issues associated with traffic flow (vehicular, pedestrian and cycling), future land use, as well as on-street and off-street parking needs and will help guide future planning for the town centre.

#### Ran the Shop Ryder Community Bus Service

This year we continued to connect our community and support sustainable transport initiatives that link our key town centres by delivering our Shop Ryder bus service. This free service has been in operation since 2008, providing two routes linking five key centres of Ryde, four days a week. The bus service also supports members of the community with limited mobility or access to transport by connecting them to key centres of Ryde.

In the past year we provided more than 48,000 passenger trips showing a strong community support for the service, which conservatively took over 10,000 single passenger car trips off the road, improved air quality and reduced traffic congestion.

#### Planned for better bus shelters

This year we signed a new contract to replace 170 existing contract and 40 council-owned bus shelters as well as their ongoing maintenance. This arrangement will see the provision of industry standard bus shelters, incorporating renewable energy devices to power advertising screens and smart city technology.

We also continued our ongoing program of making our bus stops Disability Discrimination Act (DDA) compliant.



a new  
\$100<sup>m</sup>

## bus interchange

that connects Macquarie University and Macquarie Centre was announced

#### Consulted with our community about traffic changes

Our community has told us that they want more say in the changes that shape their community, so this year we met with local people to discuss:

- Installing a 'No Parking' sign outside St's Michael and Gabriel Antiochian Orthodox Church
- A proposal to reorient the 'give way' controls at the intersection of High Street and The Strand in Gladesville, and install dividing line marking and parking controls at the intersection of High Street and Westminster Road
- The installation of a 'give way' sign and associated line marking at the intersection between Frederick and Henry Streets, Ryde
- Plans to install a 10-metre no stopping zone at Gerard Street and Gerard Lane, Gladesville
- The installation of a no stopping zone across the new pedestrian access (kerb ramp) on the western side of Bank Street, Meadowbank, which was developed as part of the Meadowbank Pedestrian Access and Mobility Plan (PAMP) project
- A proposal to formalise parking controls near the intersection of Acacia Avenue, Ryde to improve visibility for vehicles turning into Potts Street from Acacia Avenue
- The installation of a 10-metre no stopping zone at the intersection of Badajoz Road and Bygrave Street, Ryde
- The installation of a bus zone at Belmore Street, Ryde
- Planned works to replace the existing 'silent cop' with a concrete rumble strip along the double barrier lines, and convert the existing 'give way' signs to 'stop' signs at Barr Street at Avon Road, North Ryde
- Planned works to formalise various traffic and parking controls on the south-western side of West Parade and the Anthony Road/West Parade Intersection, Denistone
- A proposal to install parking controls to improve access for waste collection and emergency vehicles in the following narrow streets: Farm Street, Gladesville, Redshaw Street, Ryde, Jones Street, Ryde, and Monash Road, Gladesville
- The proposed installation of traffic control devices in East Ryde under the Australian Government's Black Spot Program: a rumble strip in Elliot Avenue at Moncrieff Drive, a pedestrian refuge in Rene Street, at Moncrieff Drive, and embellishment of the existing rumble strip in Moncrieff Drive, between Elliot Avenue and Rene Street
- The proposed installation of a pedestrian refuge near the bus zone adjacent to the playground in Fontenoy Road, Macquarie Park
- The proposed installation of a 'disability only' parking zone outside St Andrew Greek Orthodox Church on Wharf Road, Gladesville
- Vehicle volume and speed along Lancaster Avenue, Melrose Park
- Improving pedestrian safety at the new roundabout at Wingate Avenue and Railway Parade, Eastwood.

#### Lobbied for increased rail linkages

We expressed our support for a heavy gauge railway line, or metro services from Epping to Parramatta as part of a possible Sydney West Metro rail link between Parramatta and the Sydney CBD. A direct rail link to Parramatta will boost the capacity of Macquarie Park and the opportunity for residents of Western Sydney to easily access Macquarie Business Park via public transport.



**Supported public transport enhancements in Macquarie Park**

A new \$100 million bus interchange that connects Macquarie University and Macquarie Centre was announced by federal and state governments, improving access to transport options for Macquarie Park’s thousands of commuters.

During the year, work commenced on the Macquarie Park Bus Priority and Capacity Improvements project. Stage 1 road and intersection upgrades will support the running of the additional buses which will replace trains for around seven months between Epping and Chatswood (including at the Macquarie Park and Macquarie University train stations) from September 2018, during the Sydney Metro Northwest construction.

Also, in March TfNSW announced the expansion of its on-demand bus service trial to Macquarie Park. The on-demand Keoride Service operates in the peak times of 6am – 10am and 3pm – 7pm, Monday to Friday, in a 7.5 km radius from Macquarie Park.



**Improved pedestrian bridge lift reliability in Top Ryde**

Following some ongoing issues with lift serviceability on the Devlin Street Pedestrian Bridges, agreement was reached with Top Ryde City Centre management to install air conditioning with an uninterrupted power supply (UPS) on the two lifts on the western side of Devlin Street. These were installed in March 2018.

**Improved safety in Meadowbank**

We successfully obtained funding from RMS to install a traffic signal at the intersection of Constitution Road and Railway Road, Meadowbank to improve bus access, pedestrian safety, traffic flow and safety.

**Supported Connect Macquarie Park + North Ryde**

We continued to support the Traffic Management Association (established in 2012/13, and known as Connect) by providing funding of \$100,000 from the Macquarie Park Special Levy in 2017/18. Connect is a partnership between the State Government, the business community of Macquarie Park, and the City of Ryde.

Connect, in partnership with Transport for NSW (TfNSW) and Council will continue to support the businesses and workers of Macquarie Park leading up to the rail shutdown. It has been working with a number of member organisations on strategies to reduce the impact of the shutdown.

We also partnered with Connect to deliver four ‘Ride Your Bike to Work’ days in October. This included workshops to discuss topics around bike safety and riding to work tune up riders’ bikes and providing them with a healthy breakfast after their ride to work.





### Improved pedestrian safety in West Ryde

We continued our rolling program of pedestrian accessibility and mobility improvements with the development of two new Pedestrian Accessibility and Mobility Plans (PAMPS).

To date, PAMPs for Eastwood, Macquarie Park, Gladesville, Top Ryde, Cox's Rd and Blenheim Road centres have been completed. This year PAMPs for West Ryde and Meadowbank West were completed and publicly exhibited. This work aims to improve the walking environment and enhance connections across all of our centres to encourage greater use for all pedestrians and mobility levels.

### Studied traffic at ELS Hall Park

We undertook a traffic study at ELS Hall Park following the installation of the synthetic sports field to examine the parking and traffic demands in and around the park during peak sporting periods. In response to the issues identified through the data collection, observations of how the site is used and stakeholder feedback, we then developed an integrated parking and traffic strategy.

Recommendations include greater enforcement of 3P parking restrictions by Council parking officers; improved lighting along the access road; using traffic controllers during major events; providing additional signage that indicates other nearby parking options and greater liaison between the City of Ryde and sporting clubs over upcoming events.



### Developed share bike guidelines

Because of the problem of share bikes being dumped across the City of Ryde (and wider Sydney), at the start of 2018 we collaborated with the Northern Sydney Region Organisation of Councils (NSROC) and the Southern Sydney Region Organisation of Councils (SSROC) to develop bike share guidelines for the region.

We introduced mechanisms to recover and remove dockless problematic bicycles through impounding in cases where bike placement causes safety issues, prolonged nuisance or when operators do not retrieve dumped bikes. Council officers met with bike share operators and attended a Sydney-wide bike share masterclass. We also explored state government funding options to establish appropriate infrastructure at preferred parking locations.

In May, we received further support from the state government with TfNSW announcing that it was going to set up an enforceable code of practice for scheme operators and council rangers will have the powers to penalise operators who don't stick to the code. The code sets minimum standards for operators of dockless bike share schemes including safety, appropriate parking, user education, data sharing, and service levels for reporting and responding to complaints. It also forces operators to use designated parking areas where available, helping to address issues of bike build ups at the bottom of hills or major events.

We partnered with

**Connect**

to deliver four

**'Ride Your  
Bike to  
Work'**

days in October.





**Received funding for black spots**

We successfully obtained funding from the NSW Safer Roads and Federal Blackspot Programs for a number of key projects including a roundabout, traffic calming measures and a raised pedestrian crossing (known as a wombat crossing) in a known blackspot around Orchard Street, Terry Road, and Ryedale Road, West Ryde; and installing raised islands with additional stop or give way signage at intersections between North Road and Alison Street, Aeolus Road and Wolger Road, Ryde, and Victoria Road and Cambridge Street, Gladesville.

**Implemented transport strategy recommendations**

Our Integrated Transport Strategy (ITS) was completed in 2016/17 and we have begun to implement its recommendations. The ITS aims to maximise opportunities to increase public transport and walking and cycling use, reduce the frequency and length of trips on the transport system, improve local traffic access and parking and provide a framework for a more cohesive transport network out to the year 2031.

It provides a policy framework for transport and operational decisions within, as well as a foundation for more detailed investigations into specific issues in high-risk corridors or within key centres. The report also nominates specific projects for planning and implementation in consultation with the state government, stakeholders and local communities.

To date, the ITS has been instrumental in engaging with Transport for NSW (TfNSW) regarding bus priority provisions within Macquarie Park and ensuring that key infrastructure options are appropriately investigated and meet accessibility objectives for all modes of transport.

It also recommends the development and adoption of a Road Use Hierarchy for Macquarie Park that nominates which modes of transport have priority on which streets and intersections, so that the network can be built and operated sustainably as the centre evolves.

**Upgraded connections along Pittwater Road**

Over the past 12 years Council has upgraded several sections of Pittwater Road, including road resurfacing works, kerb and gutter construction and stormwater upgrades this year. Shared user paths (SUPs) were also constructed on different sections of Pittwater Road between Coxs Road and Epping Road using RMS grant funding. These sections were constructed with the intention to establish an uninterrupted connection between Victoria Road and Epping Road.

**Adjusted parking restrictions for the rail shutdown**

Conversion of the existing Epping to Chatswood suburban line to next-generation metro standards requires major upgrades at the five stations (Epping, Macquarie University, Macquarie Park, North Ryde and Chatswood) along the route, with Macquarie University, Macquarie Park and North Ryde being physically closed to all access for the duration of the planned seven-month rail shutdown period.

Closure of these three stations, which are located in the Macquarie Park and North Ryde employment zones, will have a significant impact, not only for the employees who presently work there, but also the residents who live in close proximity to these employment zones.

Buses will replace trains for the duration of the project, however, it is expected that many commuters who previously used public transport will revert to using their private cars.

**We reviewed and assessed**

more than **10** travel plans that promote **sustainable** transport in major developments over **10,000** square metres 



Streets located in close proximity to Macquarie Park and North Ryde will be the first areas that commuters will utilise as parking areas. We have reviewed all streets that currently have unrestricted parking on both sides of the road and considered that in the interest of fairness, one side of the street will remain unrestricted whilst the other side will be time restricted to cater for the parking needs of visitors / tradesmen visiting residents in those streets.

Once the rail shutdown is over, residents will have the choice of removing these temporary restrictions or retaining them.

#### **Extended our cycleways and shared user paths**

As part of the cycleways construction and expansion program, we constructed SUPs along Epping Road and Pittwater Road. We also planned for the construction of a SUP on the southern side of Epping Road, between Paul Street and Vimiera Road. The work will be done in three stages commencing with a 950 metre shared user path on the southern side of Epping Road, between Paul Street and Herring Road.

Shared user paths provide lanes wide enough for both pedestrians and bike riders, whilst providing safe separation between bike riders and motorists. The proposed location of SUPs have been identified in City of Ryde's Bike Plan to provide cycling connections around our City and beyond.

#### **Supported increased car sharing**

To improve the availability of sustainable transportation options, in 2018 Council adopted a report for increasing on-street car share opportunities within our City. The report recommended that we work with providers to expand this opportunity by developing Expression Of Interest (EOI) documentation and car share guidelines. Currently the City of Ryde has one on-street car share car space at Macquarie Park. The EOI and guidelines are to be developed later in 2018.

#### **Helped new developments to consider sustainable transport alternatives**

We reviewed and assessed more than 10 travel plans that promote sustainable transport in major developments (those over 10,000 square metres). These plans encourage bike parking and planning options, car share pods and considerations for new technologies such as electric vehicle charging stations and minimising car spaces to encourage public transport alternatives.

### How our planned projects progressed in 2017/18

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

| <b>CENTRES AND NEIGHBOURHOOD PROGRAM</b>                    | <b>STATUS</b>                      | <b>COMMENTS</b>   |
|---|------------------------------------|---|
| Ped Access & Mobility Plan – Macquarie Park                 | Completed                          |   |
| <b>FORESHORE PROGRAM</b>                                    |                                    |   |
| Seawalls/Retaining Walls Refurbishment                      | Delayed, carried over into 2018/19 | A redesign of the footings has been required and installation of additional geotechnical supports has been required resulting in increasing project scope and time delays. To be completed in the first quarter of 2018/19.   |
| <b>INTERNAL CORPORATE SERVICES PROGRAM</b>                  |                                    |   |
| Integrated Field Connectivity                               | Completed                          |   |
| <b>PATHS AND CYCLEWAYS PROGRAM</b>                          |                                    |   |
| Cycleways Construction – Expansion                          | Delayed, carried over into 2018/19 | Stage 1 works almost complete, hampered by wet weather. Stage 2 works will commence in 2018/19 as extensive consultation is required with respect to tree removal.  |
| Footpath Construction Expansion                             | Funds carried over into 2018/19    | A carryover for this project was approved in March.   |
| Footpath Construction Renewal                               | Completed                          |   |
| <b>ROADS PROGRAM</b>  |                                    |   |
| Bridge Upgrade / Renewal                                    | Completed                          |   |
| Flood Mitigation/Constitution Road Upgrade                  | On Track                           | Multi-year project, with designs still in progress. Final scope of works is dependent on adjoining developments.  |
| Heavy Patching  | Completed                          |   |
| ITS Implementation  | Completed                          |   |
| Road Kerb Renewal   | Funds carried over into 2018/19    | A carryover for this project was approved in March.   |
| Road Resurfacing Renewal                                    | Completed                          |   |
| <b>TRAFFIC &amp; TRANSPORT PROGRAM</b>                      |                                    |   |
| Bus Shelters – new  | Completed                          |   |
| Bus Stop DDA compliance                                     | Completed                          |   |
| Bus Stop Seats – new  | Completed                          |   |
| Car Park Renewal  | Completed                          |   |
| Centre Pedestrian Accessibility and Mobility Plans for Ryde | Completed                          | West Ryde and Meadowbank Station West PAMPS completed this year and adopted by Council in April 2018.   |
| Constitution/Railway Rd, Meadowbank TCS                     | Completed                          |   |
| Devlin Street Traffic Update – RMS Pinch Point Program      | On Track                           | Construction of the Devlin Street pinch point improvements by Roads and Maritime Services is scheduled to commence in July 2018.  |
| Eastwood Traffic and Parking Study                          | Funds carried over into 2018/19    | Model development progressing, eastern side parking analysis nearing completion. Further modelling and options testing to be undertaken in 2018/19.   |
| Eastwood Transport Management and Access Plan 2008          | Completed                          |   |
| PAMP Implementation Works – Central, East and West Wards    | Completed                          | 18 PAMP treatments including new line-marking, new and realigned kerb ramps, new medium island crossing infill and pedestrian refuges, new footpaths and some footpath finishing and repairs completed across Ryde this year. |
| Pedestrian Infrastructure Safety Around Schools Program     | Completed                          |   |
| Road Safety Upgrades and Improvement                        | Completed                          |   |
| Roundabout Monash/Buffalo Roads                             | Completed                          |   |
| Traffic Calming Devices                                     | Carryover                          | A carryover for this project was approved in March.   |
| Traffic Facilities Renewal                                  | Completed                          |   |

**MEASURING OUR PERFORMANCE**

| <b>MEASURE</b>   | <b>2016/17<br/>RESULT</b> | <b>TARGET</b> | <b>2017/18<br/>RESULT</b> | <b>STATUS</b> |
|--|---------------------------|---------------|---------------------------|---------------|
| # Shop Ryder passengers transported, annually                    | 46,891                    | > 38,000      | 48,705                    | On Track      |
| % Customers satisfied with CoR's Top Ryder Community Bus Service | –                         | ≥ 95.00%      | 96%                       | On Track      |
| % of paths and cycleways that are condition 4 or better          | 99%                       | ≥ 99.00%      | 99%                       | Off Track     |
| % of Seawalls that are condition level 4 or better               | –                         | ≥ 95.00%      | 100%                      | On Track      |

# \$161.3<sup>m</sup>

## Investment is planned

for this outcome over the next

# 4 years

### What's next

## Our connected and accessible city

In 2018/19 this outcome – A City of Connections – transitions into *Our Connected and Accessible City* in our new Community Strategic Plan, focusing on the following priorities:

- Connections to our City – Improving access to our suburbs, workplaces and major destinations
- Connections within our City – Improving access to our centres and recreation spaces and reducing our travel footprint
- Digital connectivity – Accessible digital connections for the community and business.

We are working to achieve our goal of reduced traffic congestion and increased use of healthier, more sustainable alternatives to getting around.

We are continuing our work to improve the standard of our roads, footpaths and cycleways.

Our integrated transport plan that responds to the way our community moves about our City to create a more seamless experience and our pedestrian access and mobility plans are increasing the walkability of our suburbs, increasing access to public transport and helping to reduce dependence on cars.

In 2018/19 we have the following projects planned:

#### Foreshore Program

- Seawalls/Retaining Walls Refurbishment Renewal

#### Library Program

- Library Public Multimedia Lab
- Library Public PC Renewal

#### Paths and Cycleways Program

- Field of Mars shared use path
- Footpath construction/renewal
- Cycleways construction
- Footpath construction

#### Regulatory Program

- 'School zone parking officers

#### Roads Program

- Heavy patching
- Flood mitigation/Constitution Road upgrade
- ITS implementation
- Pittwater Road upgrade between High St and Field of Mars
- Road resurfacing
- Road kerb renewal
- Bridge upgrade/renewal
- Kerb and gutter renewal

#### Traffic and Transport Program

- Pedestrian Accessibility and Mobility Plan
- Bus stop Disability Discrimination Act (DDA) compliance
- Bus stop seats – new
- Traffic calming devices
- PAMP implementation works – Central, East and West Wards
- Road safety upgrades
- See Street traffic facilities expansion
- Traffic facilities renewal
- Car park renewal





Pedestrian crossing on Oxford Street, Gladesville



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.



## Goal

Our residents are proud of their diverse community, celebrating their similarities and differences.

# 1

### 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.



Australia Day Celebrations

**Goal**

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

**2**

**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**

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

**3**

**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.

# 42%

of people in the City of Ryde come from countries where English is not their first language and Nearly 50% speak a language other than English at home.

**BIRTHPLACE**

|                       |                |
|-----------------------|----------------|
| Australia             | 56,433         |
| China incl. Hong Kong | 17,370         |
| South Korea           | 4,545          |
| India                 | 4,128          |
| England               | 2,322          |
| Philippines           | 2,058          |
| Italy                 | 1,647          |
| Iran                  | 1,515          |
| Malaysia              | 1,481          |
| New Zealand           | 1,447          |
| Indonesia             | 1,232          |
| Sri Lanka             | 1,002          |
| Other Countries       | 21,122         |
| <b>Total</b>          | <b>116,302</b> |

**101**  
Countries

**LANGUAGE SPOKEN AT HOME**

|                     |                |
|---------------------|----------------|
| Speaks English only | 55,443         |
| Mandarin            | 14,731         |
| Cantonese           | 8,160          |
| Korean              | 5,440          |
| Italian             | 2,589          |
| Arabic              | 1,995          |
| Hindi               | 1,697          |
| Spanish             | 1,200          |
| Greek               | 1,176          |
| Persian             | 1,169          |
| Indonesian          | 1,154          |
| Other Languages     | 21,548         |
| <b>Total</b>        | <b>116,302</b> |

**72**  
Languages





## Building a harmonious and culturally diverse city

Our city is a friendly, supportive community with a rich history and diverse background. As the city grows, we need to bring people together and strengthen community connections.

Nearly half our residents were born overseas and more than half speak a language other than English at home. Cultural events that occur throughout the year such as the Granny Smith Festival, Lunar New Year Festival and Cinema in the Park, offer something for everyone. The heritage of the Wallumedegal people, who lived for thousands of years in the area, is reflected in public art programs and events.

Our community believes events and activities that celebrate our City's multicultural diversity are important. Residents want our local history and heritage to be protected and promoted, and they want to see more places for groups to meet. Our residents appreciate and support public art and cultural performance spaces throughout our city.

A rich range of social networks, community groups and partnerships help residents and businesses to participate in creative, diverse, voluntary and philanthropic activities that connect neighbourhoods and improve the quality of life for people of all ages, abilities, health and cultures. Facilities and places for people to meet for activities and community events are considered essential to building an inclusive community where neighbours look out for each other. Residents want their community buildings and venues to be more functional and multipurpose and to become places where people can come together, attend events and interact.

Protecting and revitalising the places, facilities and services that people use so that they are unable to meet the changing needs of our community is important for making this happen.

We welcomed

# 890

New Citizens  
in the City of  
**Ryde**



## Who is guiding our progress?

- Arts Advisory Committee
- Centenary of ANZAC and World War I Advisory Committee
- Multicultural Advisory Committee
- Festivals and Events Advisory Committee
- Ryde Hunters Hill Joint Library Service
- Status of Women Advisory Committee

## How we monitor progress

- Community sentiment
- Community satisfaction with cultural and artistic opportunities
- Visitor satisfaction with and numbers at City of Ryde events

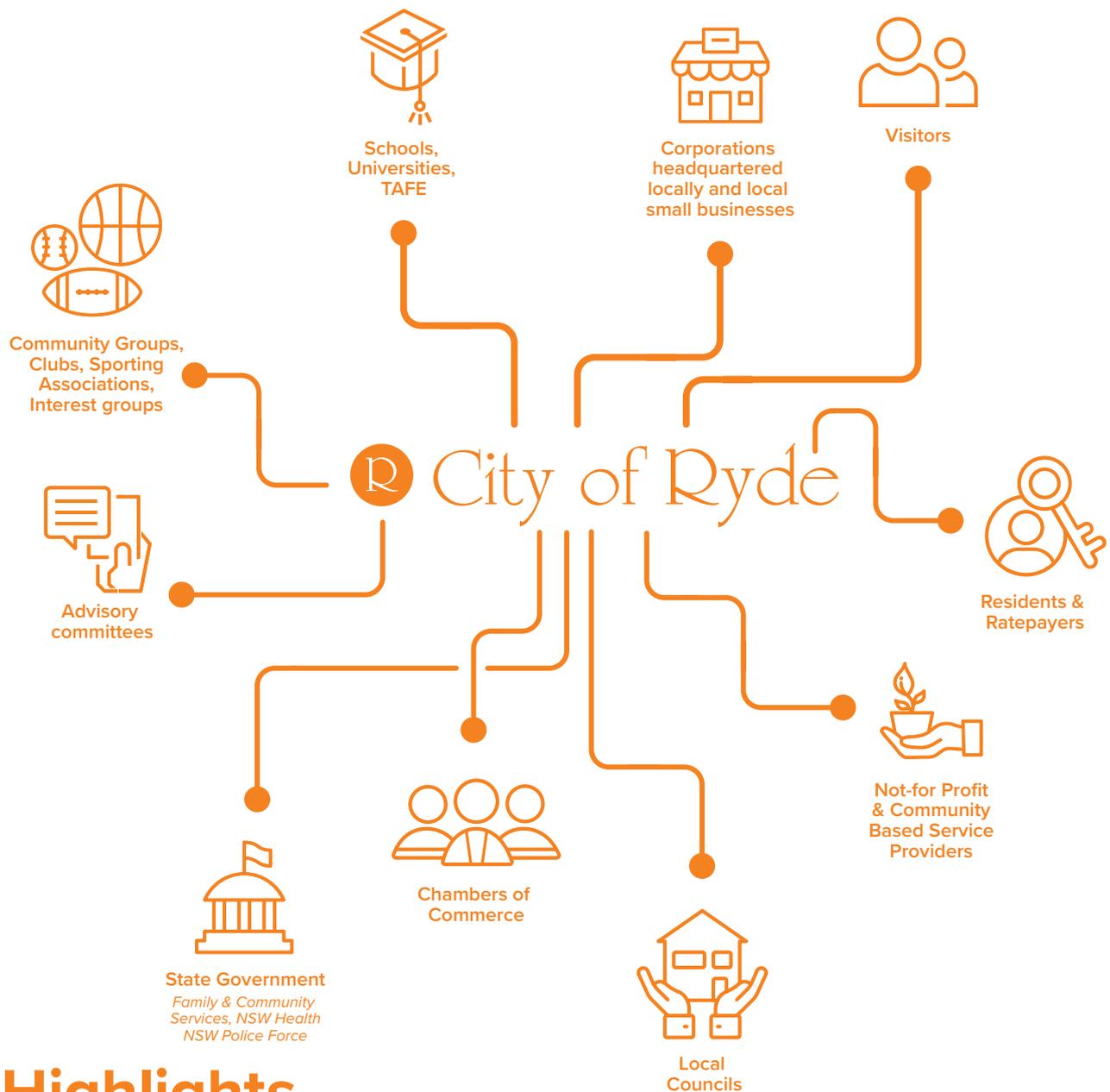
## Programs that support this outcome

- Community and Cultural program
- Library program
- Land Use Planning program

### INVESTMENT IN THIS OUTCOME

| BUDGET            | RESULT 2017/18 | \$'000         |
|-------------------|----------------|----------------|
| Income            |                | (1,425)        |
| Expenditure       |                | 6,326          |
| Reserve Movements |                | (367)          |
| <b>Actual</b>     |                | <b>4,533</b>   |
| <b>Budget</b>     |                | <b>4,823</b>   |
| <b>Variance</b>   |                | <b>(6.00%)</b> |

# Stakeholders & Partners



## Highlights

### EVENTS

We welcomed 890 new Citizens in the City of Ryde

Over 118,000 attendees at City of Ryde events

93-95% participant satisfaction at our events

### GRANTS

\$198,484 awarded in community grants

\$6,781 awarded in small grants

\$117,959 awarded in social support grants

### LIBRARIES

1,025,597 visits to our libraries

45,515 active City of Ryde library members

944,876 items borrowed, including 122,239 ebooks

1,832 programs and events attended by 64,585 people

64,346 hours of public PC use and 274,877 Wi-Fi logins



## What we did

### We:

#### Asked you about:

- Youth Strategy 2018-2022
- Coulter Street Upgrade & Public Art Project
- Volunteer Strategy
- Events Strategy

#### Hosted events that matter

- ANZAC Day Commemorations
- Australia Day Celebrations
- Battle of the Bands
- Cinema in the Park
- Citizenship ceremonies
- Citizen of the Year awards
- Community Christmas event
- Community Information Expo
- Community services events and information sessions
- FIFA World Cup Live Site
- Granny Smith Festival
- Harmony Day
- International Women's Day – Press for Progress forum
- Lunar New Year
- Our Space Youth Hub – end of year celebration
- NAIDOC Week
- NSW Youth Conference
- Parenting workshops at the Optus campus
- Prayer Breakfast
- Remembrance Day service
- Ryde Youth Theatre performances
- Shoreshocked youth music festival
- STEM careers boot camp
- Volunteer awards
- West Ryde Easter Parade and Fair
- Women in Business forum
- Youth Mental Health forum
- Youth Week Skate Jam
- Arts Activation workshops
- Seniors Festival events
- Community park days

## Delivered Major Events

### Celebrated Australia Day

Our annual Australia Day Celebrations held at North Ryde Common is an inclusive event for all Australians and includes a Welcome to Country, Battle of the Bands youth competition, multicultural food, kids' rides and family concert followed by a fireworks finale.

This year local up and coming band 'A Big Mistake' won the inaugural Battle of the Bands competition at Council's Australia Day Concert. The band received \$1,000 in cash, a mastering session at Studios 301 and a mentoring session with a music industry executive for taking out the Battle of the Bands competition.

### Welcomed new citizens

The Australia Day Citizenship Ceremony welcomed 50 new citizens from over 20 nations including Afghanistan, Bangladesh, China, Colombia, England, France, Hong Kong, India, Iran, Ireland, South Korea, Lebanon, Nepal, New Zealand, Philippines, Singapore, Sri Lanka, Taiwan, Thailand and Vietnam. Australia Day Ambassador, entrepreneur and champion of cultural diversity Sonia Sadiq Gandhi joined Mayor Jerome Laxale, Uncle Greg, who provided the Welcome to Country, and indigenous educator Gumaroy, to host the ceremony.

Throughout the year several Citizenship Ceremonies were held and welcomed 890 new citizens to our community.

### Celebrated Lunar New Year with Ryde Lights

We welcomed in the Lunar New Year in style with a hugely popular Grand Celebration closing off another successful Eastwood Lunar New Year Festival, which included various cultural performances and a Lunar New Year Cooking Competition. A special Eastwood Night Markets evening included the launch of the next phase of the exciting 'Ryde Lights' initiative. It saw Eastwood Plaza lit up with 800 illuminated red lanterns.

Ryde Lights is a key component of Council's Night Time Economy Action Plan and is designed to enhance the night time economy in the City of Ryde through the installation of creative lighting displays throughout the community. Our Night Time Action Plan was borne out of recognition that a vibrant night time activities can enhance economic growth, create jobs and build community cohesion.

The first phase of Ryde Lights was unveiled in Trim Place at Gladesville in December 2017. An additional installation was unveiled in ANZAC Park in West Ryde during April's Cinema in the Park series.

It is anticipated the Ryde Lights installations will remain in place until 2020, and Council is keen to pursue policies that will make it easier for local businesses to become involved in the night time economy.



### Celebrated the West Ryde Easter Parade and Fair's 25th Anniversary

This year's West Ryde Easter Parade and Fair took on added significance with the popular event also celebrating its 25th anniversary. Approximately 5,000 people attended the fair, which began with a parade from Miriam Park to West Ryde Plaza.

### Hosted Cinema in the Park

This year's Cinema in the Park series was heralded as the most successful yet with a record 2,500 people attending the three screenings throughout April. The success of the Cinema in the Park series this year coincided with the introduction of two new locations – Gannan Park and Anzac Park – which staged cinema screenings along with series regular Yamble Reserve.

The series also raised much needed funds for the Yang and Wang family who lost their Marsfield house and suffered serious injuries in a fire in March this year. Led by the Salvation Army, the fundraising drive raised more than \$2,000 across the three events to help with the family's care and temporary housing.

### The Granny Smith Festival

Our 32nd Granny Smith Festival celebrates our vibrant community and the tangy green apple that had its beginnings in Eastwood back in 1868 on a family farm owned by Maria Ann 'Granny' Smith. This year's event drew crowds of more than 90,000 people and included a traditional street parade, all-day entertainment, 250 market stalls, international food fair, carnival rides, apple giveaways, a singing competition, plus a fabulous family concert and spectacular fireworks.



### Cheered on Australia at the World Cup Live Site

Football fans watched Australia's first game of the FIFA World Cup, which was broadcast on a big screen at ELS Hall Park.

Family-friendly activities complemented the sporting action, including kids' games, food trucks and the Salvation Army Community Coffee Van. Patrons were encouraged to bring their own drink bottle to take advantage of filtered water stations.

Heaters were also installed to ensure patrons stayed warm throughout the match.

## Ryde Remembers

### Restored honour boards

A pair of carefully restored World War One (1914 – 1918) honour boards, dedicated to Eastwood and North Ryde war heroes, were carefully restored and rehomed in time for the 2017 Remembrance Day commemoration.

The restoration of the two maple and gold leaf memorials was commissioned by the Council as part of the City of Ryde's Centenary of ANZAC four-year program and the work was undertaken by three local craftsmen. The boards were dismantled, repaired and reassembled. Traditional gold lettering was reapplied and then the boards were French polished.

When the honour boards were recovered from storage they were in a poor state with one panel from the larger Eastwood board missing. Despite exhaustive research by members of the Ryde District Historical Society, the names could not be found and an appeal was made to the local community for any old photos of the honour board, so the missing details could be filled in.

The Eastwood Role of Honor (sic) records the name of 177 soldiers and one nurse.



The North Ryde School of Arts Role of Honour contains the names of 47 WWI soldiers from the local area. Of the 47 soldiers, 18 never returned – four were killed at Gallipoli and 14 were fatally wounded or killed on the Western Front.

The beautifully restored honour boards now hang in the public area of the City of Ryde Council Chambers, above Ryde Library.

### Commemorated our fallen heroes from WWI

The Centenary of ANZAC and WWI Committee generously provide advice and volunteer their time to research and commemorate fallen heroes from WWI and the families who supported them. During the year events included:

- Remembrance Day Commemorative Service held on Armistice Day, 11 November at Memorial Park, Meadowbank
- ANZAC Day Service, 25 April at ANZAC Park West Ryde

## Supported our Communities

### Improved our community grants program

Improvements to our Community Grants Program will result in a doubling of community grant rounds, an increase in the maximum amount of funding that can be allocated for each project or event and the introduction of a new social inclusion grant, as a way to engage with organisations and small businesses to support inclusion.

The Community Grants Program supports not-for-profit organisations and groups within the community so that they can deliver projects and events that align with Council's strategic plan. The Social Inclusion category is also open to small businesses for inclusion activities.



Key improvements include:

- The introduction of a separate Events category with an escalating funding scale based on attendance, up to \$7,500
- An increase in funding for the School Excellence Awards from \$100 to \$200 for high school awards and from \$50 to \$100 for primary school awards
- An increase in funding for the Small Grants scheme, up to \$2,000
- The introduction of a Social Inclusion category, up to \$5,000 for not-for-profit organisations and \$2,500 matched funding for small businesses
- The introduction of a Social Support Grant, up to \$10,000 and the ability for groups funded through the Social Support program to roll over that funding into a second year.

**Embraced belonging on Harmony Day**

We are committed to promoting social inclusion as one of our core values and events such as the Harmony Day Community Information Expo provide a great way for us to show to members of the community that they are all valued and respected. This year's Harmony Day Community Information Expo in Eastwood Plaza was held in conjunction with the Community Migrant Resource Centre.

The expo provided information on local services available to residents and new migrants, with more than 50 information stalls covering aged, home and community care, access to housing, education and volunteering as well as family and legal services.

To cater to the 50-plus nationalities represented in the City of Ryde community, information at the expo was available in a number of community languages including English, Korean, Mandarin and Arabic.



An increase in  
**funding**  
 for the Small Grants scheme, up to  
**\$ 2,000**



Young people are an integral part of the

City of **Ryde**

community

with **16.5%**

of the City's population aged between 12 and 24.

### Stood #WithRefugees during Refugee Week

We showed our support for refugees across the world with Mayor Jerome Laxale signing a joint statement of solidarity with refugees as part of Refugee Week. The joint statement was signed by the Refugee Council of Australia as well as other mayors across Australia who have committed their respective councils to become Refugee Welcome Zones.

The City of Ryde declared itself a Refugee Welcome Zone in 2013 and has since undertaken a number of programs designed to assist refugees in the community, including staging regular workshops and support programs and making vital information easily accessible.

A number of events were held to mark Refugee Week, including an evening with Robin de Crespigny who authored the critically acclaimed *The People Smuggler*, and a talk by Aya Mustafa, a young Iraqi refugee and community leader.

We also encouraged members of our community to post their support for refugees on social media with the hash tag #WithRefugees.

### Celebrated social inclusion

We celebrated Social Inclusion Week in November-December with a series of community events, including an All Abilities Disco on Ice, Social Inclusion Storytime and the Let's Connect: Morning Tea and Music. Internally we also hosted Disability Confidence Training for our staff to help them communicate more effectively with customers, community members and colleagues who are living with disability.

In addition, the City of Ryde, Hunter's Hill Council and Lane Cove Council united to introduce a new award in the Northern Districts Local Business Awards that recognises achievements in embracing inclusion.

The new Inclusion Award celebrates local businesses that welcome people of all backgrounds and abilities. Inclusive practices can include everything from the attitudes and practices of staff, to how people physically access the business.

### Vowed to stamp out racism in Ryde

As one of the most diverse cities in Australia, we vowed to do more to combat racism in the community after racist signs targeting the Asian-Australian community were found in a number of public places in the Ryde area.

Councillors and staff reaffirmed their commitment to the 'Racism! It stops with me' campaign and vowed to continue to promote the initiative's message that racism has no place in any part of Australia.

In addition, the City of Ryde will seek feedback from the Community Harmony Reference Group, Festivals and Events Advisory Committee as well as the Ryde Youth Council on ways Council can further promote multiculturalism and inclusiveness.

## Invested in our Youth

### Hosted the Youth Council Conference

The 2017 NSW Youth Council Conference, 'Make IT Happen', was held in the Macquarie Theatre at Macquarie University from 22-24 September 2017.

The Conference was developed by the Ryde Youth Council with the theme of using technology to engage communities. Young people represented their youth councils and advisory committees from as far afield as Snowy Valleys, Gunnedah, Armidale, Bathurst, Dubbo and 16 other LGAs.

The event was opened by his Excellency General the Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, with representation from a number of federal and state politicians. Speakers included Lily Lyons, a 15-year old girl who is an advocate for more support for victims of sexual assault and Carla Kassab, ex Chairperson of Ryde Youth Council, as well as Andrew Johnson, the Advocate for Children and Young People; Rae Johnston who is a technology journalist, ex pro-gamer and television presenter on NITV's the Point; Neel Kolhatkar who is a comedian and YouTube star with over 500,000 followers on his various social media platforms; and Claire Madden who is a social researcher and commentator.

Earth Hour manager Kerri Major spoke to attendees about how Earth Hour grew from a local idea to a global movement in less than 10 years, while Natasha Munasinghe from FRANK launched a Pitch It competition, where youth committees were invited to submit a two-minute video pitch for a community project with the possibility of winning some seed funding to get it off the ground.

Workshops included using Video for Social Change, Inspiring communities through Arts, Screen and Culture, Managing Your Digital Relationship, How to Pitch, and Designing a Community Project.





### Developed a Youth Ambassador program

We are working with the Ryde Youth Council to develop a Youth Ambassador Program that ensures that young people are represented at official council functions such as Citizenship Ceremonies, ANZAC Day, Australia Day, Volunteer Awards and Citizen of the Year Awards. Furthermore, youth ambassadors where possible, will be invited to attend functions with visiting dignitaries from overseas. Beyond citizenship ceremonies the ambassadors' duties would include assisting and advising the Youth Council and acting as spokespersons for the Council to the youth of Ryde.

Initially, we are planning to conduct a six-month trial of the program, recruiting youth ambassadors from within Ryde Youth Council. Following the trial, we will recruit youth ambassadors from local high schools, TAFE and Universities. They will be mentored by a Councillor or member of Council staff and receive training in public speaking and speechwriting.

### Consulted with the community for the development of a Youth Strategy

Young people are an integral part of the City of Ryde's community, with 16.5 percent of the City's population aged between 12 and 24. During the year, we started work on a Youth Strategy to ensure that the momentum we have developed over the past few years persists into the future. We currently run a Youth Council, a Youth Theatre program and an Integrated Youth Services Hub. This Youth Strategy will determine Council's future direction relating to youth over the next four years, and will assist us to deliver services, programs and initiatives that young people within the City of Ryde identify.

Outcomes of the Youth Strategy will be integrated into Council's core business through Council's Delivery and Operational Plans. The strategy will cover six key areas: Health and Wellbeing, Transport and Safety, Sport and Leisure, Education and Employment, Arts and Culture, and Future Aspirations and Housing.

A key component of the Youth Strategy has been the participation of the young people in its development, as well as extended families, the general community, community organisations, service providers, educational institutions and peak body organisations. The Strategy will also be aligned to current State and Federal youth policies and best practice across the youth sector.

## Protected our Heritage

### Saved a local heritage home

On 28 November 2017, Council resolved to apply an Interim Heritage Order to 330 Rowe Street Eastwood.

The Eastwood property had been the subject of an application to replace the building with a new two-storey child care centre. The proposal drew strong opposition from local residents and in response Council applied an Interim Heritage Order that protects a potential heritage item against demolition. It provided Council with the time to further assess the heritage significance of the item.

330 Rowe Street, Eastwood is not listed as an item of heritage significance under the provisions for *Ryde Local Environmental Plan 2014*. However, the property was identified as having local heritage significance in the *City of Ryde Draft Heritage Study 2010*.

It was identified as a substantially intact Federation style dwelling and a representative example of the architectural style. It is also aesthetically distinctive within the streetscape, being complemented by its generously proportioned landscaped garden setting.

A similar action to save Dellina Palm Cottage at 87 Bowden Street, which was also under threat of development, was taken by the Council in early 2016.

### Restored historic monuments in Ryde

The Gladesville Clock Tower, located at the intersection of Wharf Road and Meriton Street, has been restored to its former glory by City of Ryde staff after its brickwork had deteriorated over the years due to environmental conditions and ground vibrations.

The Ryde Tramway Monument, meanwhile, has undergone a makeover and been relocated to its original home at the intersection of Church Street and Blaxland Road in Ryde. The monument, which had been situated at Ryde Civic Centre, was first unveiled in 1907 and commemorates the introduction of the original tram service to Ryde.

To coincide with the completion of the two restoration works, a new Gladesville Heritage Walking Trail booklet was launched.

Over  **1,000,000**  
**Visitors to our  
 5 libraries**  
**97%** customer  
 satisfaction  
 with our  
 libraries

## Celebrated libraries

Our libraries have had another milestone year. Ryde Library Services won the prestigious NSW Public Libraries Marketing Award for our 2016/17 March to a Million campaign. This three-month community awareness campaign promoted the services, collections and programs of the five City of Ryde libraries with the aim of achieving a million visitors. The campaign exceeded its goal with 1,017,089 recorded visitors and a significant increase in the use of services, collections and new memberships.

The March to a Million campaign received the award for its strategic approach to marketing, originality of solutions to marketing challenges and the generation of widespread public visibility and support of library services. This was achieved through the creative use of a distinctive red and white footprint logo, branded giveaways such as reusable coffee cups and cookies, marketing material and special promotions.

This year, we have extended our campaign, *The best things in life are free*, with our libraries occupying an increasingly significant place in the life of the local community.

### TOTAL NUMBER OF VISITORS AT ALL LIBRARIES

|       |           |
|-------|-----------|
| 13/14 | 946,157   |
| 14/15 | 981,794   |
| 15/16 | 939,246   |
| 16/17 | 1,017,085 |
| 17/18 | 1,025,597 |

Our five libraries offer diverse programs and activities that appeal to a broad sector of our community. Staff respond to more than 160,000 information requests annually, and host 1,800 programs and events for over 64,000 event attendees at events like Storytime, author's talks, musical morning teas and our annual knit-in. This year the four knitting and crochet groups produced 431 wraps, which were delivered to the Wrap with Love charity to be distributed around the world to needy communities.

### TOTAL ATTENDANCE AT STORYTIME (PARENTS AND CHILDREN)

|       |        |
|-------|--------|
| 13/14 | 34,551 |
| 14/15 | 34,971 |
| 15/16 | 40,168 |
| 16/17 | 43,244 |
| 17/18 | 44,507 |

Almost a million items are borrowed annually and more than 120,000 are loans of eBooks, eMagazines or eAudio.

### NUMBER OF E-LOANS

|       |         |
|-------|---------|
| 13/14 | 72,030  |
| 14/15 | 80,652  |
| 15/16 | 87,970  |
| 16/17 | 97,382  |
| 17/18 | 122,239 |

Community events have become increasingly popular, with a 2 percent increase in attendance across the five branch locations this year. Use of our Wi-Fi service continues to be strong, with over 274,000 logins recorded.

### HOURS OF COMPUTER USE AT OUR LIBRARIES

|       |        |
|-------|--------|
| 13/14 | 53,950 |
| 14/15 | 47,726 |
| 15/16 | 49,371 |
| 16/17 | 51,255 |
| 17/18 | 64,346 |

### WI-FI LOGINS AT THE LIBRARIES

|       |         |
|-------|---------|
| 13/14 | 258,792 |
| 14/15 | 294,865 |
| 15/16 | 273,359 |
| 16/17 | 297,544 |
| 17/18 | 274,877 |

### Supported our diverse community

Our community language collections support diverse community languages with loans of about 69,000 items in the 2017/18 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.

Over 16,000 digital comics were also made available through the City of Ryde's online library Comics Plus app. The Comics Plus Library Edition brings unlimited access to thousands of digital comics, on any web-connected device. The digital comic audience is predominantly young and gender neutral. Roughly 40 percent of eComic readers are between the ages of 18 and 25, and 16 percent are between the ages of 26 and 33.

The Ryde Reads Challenge also encouraged visitors to approach staff to ask questions and to discover and borrow some of the hidden gems in our collection. We are motivating participants to read more by gamifying their experience.

### Sought increased government funding

State Government funding to NSW Libraries is the lowest per capita rate (\$1.95) of all states and territories, and has remained virtually static since the mid 1990s, with the City of Ryde paying more than 21 times what the State Government is contributing (\$42.12 per capita).



Due to the housing targets recently imposed on the City of Ryde, we have recognised that floor space and equipment in our libraries will need to expand to meet standard library planning recommendations.

During the year Council resolved to write to the NSW Premier, NSW Minister for Local Government, and NSW Minister for the Arts we called on the New South Wales Government to increase funding to NSW public libraries and to help the City of Ryde expand our library floor space and infrastructure through access to increased capital works and local priority grants. The City of Ryde is also participating in a state-wide library funding advocacy initiative – *Renew our Libraries*.

#### Inspired the State Library with our Cabinet of Curiosities

The STEM (Science, Technology, Engineering and Maths) installations at West Ryde Library have attracted significant interest from other library services, including the State Library of NSW. The Manager Education Services and Senior Education Officer visited West Ryde Library to investigate ways the State Library could enhance the learning experience for its children's area. The Curiosity Cabinet was greatly admired and they were impressed with the quality of the museum-style installations in each of the cabinet drawers. Equally they were impressed by the large digital microscopes for children to explore the micro world.

#### Hosted community events

This year we heard from a number of authors, including:

Wendy James – *The Golden Child*  
Tracey Spicer – *The Good Girl Stripped Bare*  
Judy Nunn – *Sanctuary*.  
Clive Small – *The Dark Side*  
Tony Jones – *the Twentieth Man*  
Bret Harris – *Tour de Oz*  
Hugh Mackay – *Australia re-imagined*  
Julian Leatherdale – *The Opal Dragonfly*  
Hugh Riminton – *Minefields*  
Robin de Crespigny – *The People Smuggler* (Refugee Week)  
Jane Mathews – *The Art of Living Alone*

A monthly Musical Morning Tea program included:

- Domenico Sepe
- Good life chorus – a dementia friendly community choir
- Macquarie University Community Choir
- Ryde Eisteddfod highlights
- Sydney Siders Harmony Choir
- Rainbow Singers Community Choir
- West Ryde Rovers Christmas Cheer
- Biggest Musical Morning Tea fundraiser featuring Ryde Secondary College Jazz Band.

The InFocus series of talks included:

- MyGov online services talks
- Centrelink Financial Service talks
- History of Eastwood bilingual talk in English and Mandarin
- Breast cancer awareness bilingual talk – English and Mandarin
- Perfume history and appreciation
- Digital Discoveries – Know your iPad workshops
- Rediscovering our Harbour Gems
- Medicine savvy with Medicine Wise
- An introduction to cryptic crosswords
- Breath Well, Sleep Well workshop
- Job searching for the over-40s
- Dr Anna Binnie – International Women's Day
- Seniors Festival – Neil Braun, Walking the Camino.

Special events included:

- Dads Day Out – Fathers' Day activity for dads and other carers
- High Tea commemorating the 200th anniversary of Jane Austen's death
- NAIDOC – The Flinders Ranges as we never saw them
- Knit In – annual Wrap with Love charity event
- ANZAC Day and Remembrance Day Poppy brooch-making workshop
- Refugee Week – Aya Mustafa
- Gai-Marigal Festival – Myall Creek Massacre, its significance
- Law Week – Wills and power of attorney
- Seniors Festival – Volunteering for your community info session
- Chinese New Year – Chinese Calligraphy workshop
- Heritage Festival – Your heritage house explained.

Themed school holiday programs:

- July – Comic Con-Versations with 15 events and Comic Con-Versations Festival Day
- October – Hot Science, Cool Fun with 22 events
- January – Game On with 34 events
- April – Spaced Out with 25 events.

Other programs included:

- English language classes at Ryde and West Ryde
- Historical talks for local schools
- Ryde Reads Challenge – reading advisory program
- Summer Reading club – reading challenge for kids
- Outdoor stories and songs Preschoolers Program
- National Simultaneous Storytime Outdoors Stories and Songs
- Curious kids club – let's have fun with science: 14 activities across the year
- Story box library launch
- Effective writing workshop for children
- Discover yourself in the local studies and family history section open morning
- Knitting groups at West Ryde, Ryde, Gladesville and Eastwood
- Book clubs and readers groups at North Ryde, Gladesville and West Ryde.



### Thanked our volunteers

Ryde Library Service has 27 regular volunteers who enrich and enhance the delivery of programs in our five libraries. They serve the community at Rhyme Time and Story Times, the Musical Morning Tea Program or as one of the Justices of the Peace who assist people with the verification of documents. We hosted our annual thank you afternoon tea in November. It became clear that our volunteers value the experience and that it is a positive activity for them. Meeting with other volunteers helps them to feel part of a bigger picture and reinforces the value of their gift to the community.

### Formed an inspiring partnership

Ryde Library Service entered into a new partnership with the Northern Sydney Science Hub (NSSH). This collaborative arrangement will link Ryde Library Service with Macquarie University, CSIRO, National Measurement Institute and other northern area councils. This new partnership will involve the development of programs, events and activities based on the Inspiring Australia initiative by the Australian Government. Membership with the NSSH will further enhance the opportunity to develop and deliver initiatives that showcase STEM disciplines and build cooperation between community, government, research bodies and industry through fun and educational events and activities.

### Supported seniors

Community cohesiveness and beautiful harmonies were evident at the Seniors' Musical Morning Tea held at Ryde Library in April. The Good Life Choir, an all-ability dementia friendly choir based in West Ryde, entertained visitors with familiar Gospel, Jazz and Show Tunes. It was thoroughly enjoyed by 90+ attendees.

The Seniors' Festival hosted by Ryde Library Service also included cultural and information talks at Ryde, West Ryde and Gladesville Libraries. This year presentations and workshops on pension entitlements, walking the Camino, volunteering for Council and a Seniors' Technology Class were all well attended and very well received.

A survey was distributed at each of the events and we received some very positive feedback:

*"I love what Ryde Library is doing! I don't think there is anything else like their musical morning teas."*

*"I found it [the events] very helpful to seniors, thank you."*

*"I appreciated all the wonderful services the library provides."*

Ryde  
Library  
Service

Has

**27**  
regular  
volunteers  
who  
**enrich**  
and enhance the delivery  
of programs in our

**5**

Libraries



### HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

| COMMUNITY & CULTURAL PROGRAM      | STATUS                             | COMMENTS   |
|-----------------------------------|------------------------------------|--|
| 2017 NSW Youth Council Conference | Completed                          |  |
| Art Project                       | Delayed, carried over into 2018/19 | Concept to be presented to the Arts Advisory Committee in early 2018/19.   |
| Ryde Remembers – ANZAC            | On Track                           | Last event will occur on 11 November 2018.   |
| Ryde Youth Theatre Group          | On Track                           | Project progressing as planned. A report to Council with the mid-term evaluation of the funding will be submitted in October 2019. The project is well on track and the performances are well attended. Background work is being done to seek additional funding from outside sources including the Youth Opportunities Grant program. |

### LAND USE PLANNING PROGRAM

|   |                                    |  |
|---|------------------------------------|--|
| Heritage Grants Scheme                      | Completed                          | In response to the fewer than anticipated applications under the program this year, Council will be expanding its promotion of the grants to include an event/information session where heritage property owners can hear more about how to access the grant, and also to foster the heritage owner community and to provide networking opportunities. |
| Macquaire Library and Creativity Hub Design | Delayed, carried over into 2018/19 | It is anticipated that the design for the cold shell space to be provided under the adopted brief will be finalised in Q1 of 2018/19.  |

### LIBRARY PROGRAM

|  |           |  |
|--|-----------|--|
| Library Books                              | Completed |  |
| Online Interactive Newspaper Reading Desks | Completed |  |

### MEASURING OUR PERFORMANCE

| MEASURE  | TARGET            | 2017/18 RESULT | STATUS                |
|--|-------------------|----------------|-----------------------|
| % community satisfaction with community events and festivals   | ≥ 73%             | 93%            | On track <sup>1</sup> |
| % of Community Buildings that are condition level 4 or better  | = Baseline Year % | 100%           | On track              |
| % community satisfaction with library services                 | ≥ 86%             | 84%            | On track              |
| % external customers satisfied with the quality of the service | ≥ 90%             | 97%            | On track              |
| Number of library loans per capita                             | ≥ 7.20            | 6.9            | On track              |
| Number of visits to the libraries annually                     | ≥ 960,000         | 1,025,597      | On track              |

Note 1. Biennial Measure – Community Perception Survey result – no longer reported on Customer satisfaction survey Results:  
93% participant satisfaction at targeted events – various events  
95% participant satisfaction at targeted events – Granny Smith Festival

# \$29.8<sup>m</sup>

## Investment is planned

for this outcome over the next

# 4 years

What's next...

### Our Diverse and Inclusive City

In 2018/19 this outcome – A City of Harmony and Culture – transitions into *Our Diverse and Inclusive City* in our new Community Strategic Plan, focusing on the following priorities:

- An engaged, connected community
  - people feeling connected within their community
- Accessible community facilities – easy access to diverse cultural spaces, places and opportunities
- Celebrating culture and heritage – a distinct local identity built on our city's character and rich cultural heritage

In 2018/19 we have the following projects planned:

#### Centres and Neighbourhood program

- Ryde Heritage Information Centre

#### Community and Cultural program

- Ryde Youth Theatre Group
- Art Project
- Ryde Hunters Hill Symphony Orchestra
- Munch and Music
- South Asian Film, Arts & Literature Festival (SAFAL)

#### Land Use Planning program

- Heritage Grants Scheme
- Macquarie Library and Creativity Hub Design

#### Library program

- Library Strategic Plan
- Library Books





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.



## Goal

Our City is well led and managed.

# 1

### 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.



City of Ryde Mentoring Program in action

**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.

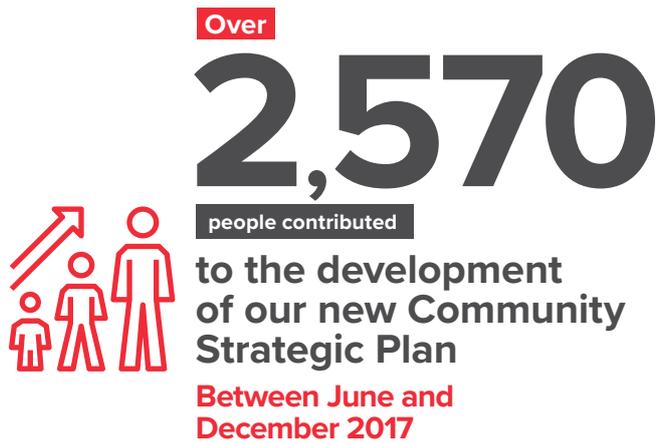
**Goal**

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.



### Ensuring Progressive Leadership for the City of Ryde

Our future as a City is positive. With the proposed merger abandoned by the State Government in July 2017, the City of Ryde continues as a local government authority. Throughout the Fit for the Future and proposed merger process, Council had repeatedly proved the strength of its financial management and governance. Following the election of the new Council on 9 September 2017, the City of Ryde commenced planning for an exciting and positive future.

Our community has indicated they want to be better informed and want more active engagement, involvement and transparency in Council’s decisions and in the long-term plans for our City.

A fundamental principle guiding Council is to operate in an open, transparent and ethical basis for its decision-making. While some of the major decisions in respect of planning approvals are out of Council’s direct control, the City of Ryde is committed to an active and comprehensive community engagement and consultation process for major decisions that impact the community.

The community has also indicated that they want Council to advocate on their behalf, especially on issues relating to increased development impacting the City. This is, and will continue to be, a major focus and priority of the Council over the next three years.

### Who is guiding our progress?

- Ryde Central Committee
- Finance and Governance Committee
- Audit, Risk and Improvement Committee
- Ryde Youth Council

### How we monitor progress

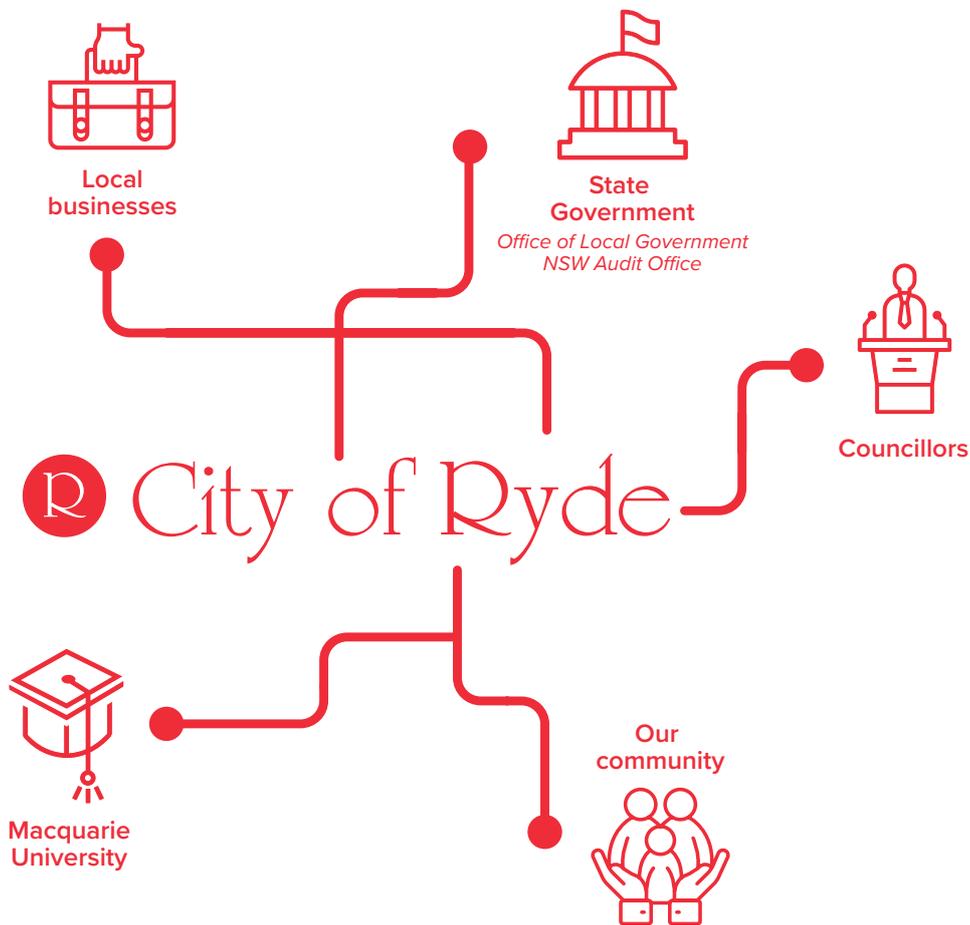
- Stakeholder perceptions of City of Ryde Council
- Community sentiment
- Council’s operating result
- Compliance with relevant laws, and policy, planning and governance frameworks.

### Programs that support this outcome

- Catchment Program
- Community and Cultural Program
- Customer and Community Relations Program
- Governance and Civic Program
- Internal Corporate Services Program
- Open Space, Sport and Recreation Program
- Organisational Development Program
- Property Portfolio Program
- Regulatory Program
- Risk Management Program
- Strategic City Program

| INVESTMENT IN THIS OUTCOME |                 |
|----------------------------|-----------------|
| BUDGET RESULT 2017/18      | \$'000          |
| Income                     | (79,109)        |
| Expenditure                | 33,034          |
| Reserve movements          | 29,186          |
| Total loan proceeds        | (1,019)         |
| <b>Actual</b>              | <b>(17,907)</b> |
| <b>Budget</b>              | <b>(22,627)</b> |
| <b>Variance</b>            | <b>(20.86%)</b> |

# Stakeholders & Partners



## Highlights

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83% customer satisfaction with the services we provide

---

Managed the City of Ryde's \$1.15 billion portfolio of assets and infrastructure

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145 Properties under management, including residential, retail, heritage, sporting, telecommunications, outdoor dining, children's services and community uses.

---

\$156 million revenue from all sources

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\$72 million revenue from non-rates sources

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# Highlights

| Corporate Indicators  | Target                       | Status                       |
|---|------------------------------|------------------------------|
| 86% of residents expressing satisfaction with the performance of Council                        | 84%                          | Action required              |
| 92% of 38,753 customer requests actioned within agreed standards (10 working days)              | 90%                          | Target Achieved              |
| 90% of 31,796 items of inward correspondence actioned within agreed standards (10 working days) | 90%                          | Target Achieved              |
| 12 of 15 tier one and two complaints (80%) resolved within agreed standards                     | 100%                         | Action required              |
| Base budget income 1% over the approved budget  | < -2%                        | Target Achieved              |
| Base budget expenditure 1% under the approved budget  | <= +2%                       | Target Achieved              |
| Women hold 43% of Council management positions  | > 35%                        | Target Achieved              |
| 213 Lost time injury days <sup>1</sup>  | Reduction from previous year | Action required <sup>1</sup> |
| 95% of 43 audit recommendations implemented within the agreed timeframes                        | 100%                         | Action required              |
| 91% of scheduled projects completed within the year (City Works projects)                       | 90%                          | Target Achieved              |

Note 1. The significant increase in lost time days reported for 2017/18 is due to two complicated open claims that accounted for 74% of the total lost time for 2017/18.



## What we did

### During 2017/18 we: Asked you about:

- The future of our city
- A youth strategy for Ryde
- Who you wanted to represent you at Council

### Hosted events that made our city progressive

- Local council elections

### Delivered an even brighter future for Ryde

In June, Council passed the Community Strategic Plan *Our Vision for Ryde 2028*, heralding an exciting new era of projects and activities that will benefit residents, local businesses, workers and community groups over the next 10 years.

This key strategic document sets out a roadmap for the City of Ryde's immediate and longer-term future. It also addresses the challenges of a growing population and resulting impacts on infrastructure and services, including roads and footpaths, recreational facilities and libraries.

The Community Strategic Plan was finalised following extensive consultation with all sectors of the community. It sets out a long-term vision for the City of Ryde focused on seven priority areas – as determined by the community – and addresses ways to ensure the City is more vibrant and liveable, active and healthy, natural and sustainable, smart and innovative, connected and accessible, diverse and inclusive, and open and progressive.

*Our Vision for Ryde 2028* sets the bar high for Council by providing a solid foundation for its 2018-2022 Delivery Plan with almost \$200 million in Capital works to be delivered over the next four years. Highlights include:

- \$156 million to be invested in better connections and access, representing a \$16 million increase over the last four years
- \$2.25 million for new books
- Almost \$1 million for upgrading local libraries
- \$6.5 million for passive space
- \$4 million for playgrounds
- \$2.5 million for sportsground amenities
- \$300,000 for Ryde Youth Theatre
- \$200,000 for Ryde Hunters Hill Symphony Orchestra.

### Announced the winners of 'My Ryde Vision 2028'

We recognise that involving young people in decisions over the future of their city is essential, so as part of the development of the Community Strategic Plan we held the 'My Ryde Vision' 2028 competitions, where entrants aged under 25 were asked to show what they wanted the City of Ryde to look like in 2028 through a video and drawing.

The winner of the youth video competition was 16-year-old Eastwood resident Anthony Lai, who produced a 30-second clip of his vision for the City of Ryde it included a diverse community with access to affordable housing and recreational facilities.

The winner of the drawing competition, which was open to students attending primary schools within the City of Ryde, was Lewis Mills, 8, from Gladesville Public School.

# 86%

of residents  
expressed  
satisfaction  
with Council performance





**Won our eighth consecutive Gold Annual Report Award**

The City of Ryde has won an eighth consecutive Gold Award for our 2016/17 Annual Report at the 2018 Australasian Reporting Awards.

The awards are the leading benchmark in government and corporate reporting, with judging determined by each entrant’s ability to achieve overall excellence in annual reporting, provide full disclosure of key aspects of its core business, address legislative and regulatory requirements and be a model for other peer reports. A report that achieves a Gold Award is of such a high standard as to be a model for other organisations to follow.

**Welcomed the abandonment of forced mergers**

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

We responded with a joint proposal for a formation of a joint ‘regional’ organisation, with the neighbouring councils of Hunter’s Hill and Lane Cove. This regional alignment would see the City of Ryde not only retain its identity, voice and history, but partner with neighbouring councils to our east in a way that would meet the State Government’s criteria of scale and strategic capacity and demonstrate that both the City of Ryde and the region under this model were sustainable and ‘fit for the future’.

A subsequent report from the Parliamentary Inquiry into Local Government in NSW focusing on the State Government’s ‘Fit for the Future’ reform packages, strongly supported City of Ryde, Hunter’s Hill and Lane Cove councils’ Joint Regional Authority (JRA) proposal. However, on 18 December 2015, the State Government announced a forced merger between the City of Ryde, Hunter’s Hill and Lane Cove councils.

This was in spite of the views of our communities, who in community surveys, had demonstrated 92 percent support for our JRA model.

In response, both Hunter’s Hill and Lane Cove councils challenged the forced merger in court.

On 26 July 2017, Premier Gladys Berejiklian announced the NSW state government would abandon the legal fight over its controversial council merger plan, stating that ‘Due to the protracted nature of current legal challenges and the uncertainty this is causing taxpayers, those council amalgamations currently before the courts will not proceed’.

The City of Ryde welcomed the State Government’s decision, which had been opposed by 80 percent of Ryde residents, they wanted to retain Ryde’s unique identity and believed that local representation on important issues would result in the best outcome for the City of Ryde and its community.

As a result, the City of Ryde continues to serve the community in its own right, with delayed local government elections held on 9 September, and senior members of staff permanently appointed to executive roles.



**\$2.5<sup>m</sup>**  
for sportsground  
**amenities**

**\$156<sup>m</sup>**

to be invested in better connections and access, representing a

**\$16<sup>m</sup>**

increase over the last

**4<sup>Years</sup>**



**Reassessed our climate change risk**

With our last climate change risk assessment completed in 2010, our insurer Statewide Mutual provided funding to undertake an independent and updated climate change risk assessment for the City of Ryde. The report utilises up-to-date climate and social data to assess risks to community, council assets and environmental impacts across the LGA and provides data and recommendations for adaptation and future strategic planning.

The scope of the updated risk assessment includes new projections for the region, summarises work that has been done since the last report in 2010, includes environmental, economic and social risks related to climate change, and is framed around resilience and links with strategic Council decision making, planning and resourcing.

**Celebrated customer service excellence**

Part of Council’s service to the community is to maintain a high response rate to customer requests. This year we extended trading hours at our Customer Service Centre at Top Ryde City and our online customer enquiry service to accommodate changing community work patterns.

A recent study revealed that Council’s overall customer satisfaction score has increased by 6 percent this year to 83 percent for all services provided by the City of Ryde.

The Customer Service Centre takes more than 80,000 calls a year and resolves 79 percent of calls at first point of contact. The call centre also has a 4.85/5 courtesy rating.

In recognition of our commitment to serving our community, the City of Ryde Customer Service Team was also awarded a ‘Highly Commended’ at the 2017 Australian Service Awards.

Of the 38,753 customer requests 92 percent were completed within 10 working days. Ninety percent of the 31,795 pieces of inward correspondence were also completed within 10 working days.

The percentage of complaints resolved within agreed timeframes remained high, with 80 percent, or 12 of 15 complaints resolved as agreed.

**RESPONSE TO CUSTOMER REQUESTS WITHIN AGREED TIMEFRAMES**

|                       |    |
|-----------------------|----|
| <b>13/14</b>          |    |
| Customer requests     | 92 |
| Inward correspondence | 89 |
| <b>14/15</b>          |    |
| Customer requests     | 93 |
| Inward correspondence | 94 |
| <b>15/16</b>          |    |
| Customer requests     | 93 |
| Inward correspondence | 90 |
| <b>16/17</b>          |    |
| Customer requests     | 89 |
| Inward correspondence | 91 |
| <b>17/18</b>          |    |
| Customer requests     | 92 |
| Inward correspondence | 90 |

**Experienced slightly reduced customer satisfaction**

We experienced a slight decline in Council’s mean customer satisfaction rating from 2013 to 2017 (from 3.58 to 3.38). Our satisfaction score now sits slightly below the NSW Metro benchmark of 3.45. There was also a decline in the percentage of respondents selecting the top two satisfaction ratings, from 59 percent in 2013 to 50 percent in 2017. We are working to improve customer satisfaction across all areas of Council.





# \$34<sup>m</sup>

Capital works budget included

# 183

projects and 76  
sub projects.

### Held local government elections

On Saturday 9 September we held Local Government elections. The new Council is made up of 12 Councillors who will stand for a three-year term. Details of the new councillors and their interests may be found on page 26.

### Invited residents to join advisory committees

Two new advisory committees – the Arts Advisory Committee and Renewable Energy Advisory Committee – were established following the election of the new Council, taking the total number of advisory committees to 16. The committees act as think-tanks to assist the Council in a wide range of functions and issues. We invited members of the community apply for positions and received many high-quality expressions of interest. Details of community members serving on advisory committees may be found on our website at [ryde.nsw.gov.au/advisorycommittees](http://ryde.nsw.gov.au/advisorycommittees).

### Completed projects

In 2017/18 our capital works program budget was approximately \$34 million and included 183 projects including carryovers and 76 sub projects. The project development team completed 91 percent of allocated projects. Works involved undertaking surveys, developing concept plans, detailed designs, specifications, undertaking quantity assessments, developing costings, calling for quotations and tenders, procurement, contract administration, project management, quality assurance, handovers and many more. We aim to achieve the best possible value for our internal stakeholders and the community.

### Were recognised as an Employer of Choice

We were recognised with the prestigious title of Employer of Choice in the Australian Business Awards 2017. The highly sought-after accreditation is recognised as a tick of approval for an organisation that is a leader in its field and provides an innovative workplace that looks after its people through career development, opportunity and work-life balance.

We place priority on continually improving employee conditions by supporting flexible hours, health and safety, employee development and engagement. This, coupled with a progressive work culture driven by our leaders and a dedicated People and Culture team, are what has led us to this point. In 2016 City of Ryde was awarded the Local Government Engineers' Association Employer of Choice.

### Strengthened Ryde

In September 2015, we adopted the Strengthening Ryde Program to support our long-term financial sustainability and to identify potential opportunities to provide ongoing income streams to the City, thereby reducing reliance on rate revenue. This year, management of Council's investments resulted in the receipt of approximately \$6 million in interest.

This year the Strengthening Ryde Program focused on three priority areas – laneways, our property strategy and outdoor advertising.

### Laneways

To support our long term financial sustainability, the potential divestment of a number of under-utilised laneways was identified. Five opportunities were identified as being suitable to offer to the market in the first instance: Callaghan Lane, Ryde; Forster Lane, West Ryde; Gaza Lane, West Ryde; Nook Lane, West Ryde; and part of Princes St, Ryde. Interest has been shown from some leaseholders and adjacent landholders and negotiations are underway.

A second tranche of 44 possible opportunities for divestment were also identified. However, given the complexities and limited market demand for the high-priority first tranche opportunities, it is unlikely that there will be any significant demand for these properties.





### Property strategy

Our property strategy identified a number of opportunities to generate additional income for the City of Ryde, while also helping to meet affordable housing and other targets. Significant progress has been made on a number of high priority precincts:

- Argyle Centre, Ryde – concept design plans have been completed
- Victoria Road, Ryde – concept design plans have been completed. Detailed design and costings are being progressed in preparation for submitting a development application
- Ryde Bowling Club – we are still working through options for the reuse of this site. In the interim, the lower bowling greens have been embellished for passive recreation purposes with works undertaken to provide a dog off leash area, scooter park facilities and minor works to render the building safe for use as a heritage information centre
- Denistone East Bowling Club – Council has endorsed the implementation of passive and active recreation open space initiatives for this site. Work on a masterplan for the site will commence in July 2018
- 12a-14 Epping Road and 86 Blenheim Road, North Ryde – this land has been rezoned and action has been initiated to acquire the properties through the compulsory acquisition process
- 6 Reserve Street, West Ryde – three townhouses that were designed and developed by Council are now fully leased
- 130 Talavera Road, Macquarie Park – negotiations with the Department of Planning and Environment regarding the divestment of this land parcel (in conjunction with the Department's adjoining parcel) have progressed.

Other initiatives include aligning Section 94 Plans with the Property Strategy to enable acquisitions, upgrades and new facilities to be planned in line with the Property Strategy; developing an accommodation strategy to guide the long-term solution for Council's office accommodation needs; developing general principles for the preservation and sale of air rights and stratum lots; revision and updating of outdated Plans of Management for Open Space to facilitate leasing and licensing activities; and reviewing transport and parking needs across key town centres within the City.

### Outdoor advertising

Public benefits associated with outdoor advertising include additional ongoing income to fund our services, site improvements to the immediate areas around signs and council access to some advertising space for community messaging for events and festivals. While a small number of potential sites are capable of *hosting outdoor advertising*, the Ryde Local Environmental Plan (LEP) 2014 currently prohibits signage in all zones with the only allowance being for business and/or building identification signs, depending on the zone.

A planning proposal has been prepared to amend the LEP to facilitate development of Outdoor Advertising. The planning proposal and amendments to the LEP are supported by a new policy (Outdoor Advertising Policy – Special Community Signs) which has been developed to establish key principles guiding outdoor advertising at Council-controlled sites.

### Developed our people

As discussed on page 38, the City of Ryde's Executive team is led by the 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 2017/18 there were 18 departments that delivered services and projects made up of 474.49 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 continually 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 our focus on leadership development, career development, training, coaching, e-learning and talent management
- Improve our recruitment strategies to attract the best talent
- Increase our focus on continuous improvement and innovation
- Increase capacity to adopt new technologies and methods
- Increase employee engagement as measured by our culture survey
- Enhance our image within the community through our Employer of Choice branding.



Cultural

# awareness training for frontline staff

### Organisational structure

In July 2017 the State Government ceased its reform agenda for the amalgamation of councils. As a result the City of Ryde has undertaken a significant program of recruitment to fill positions held vacant during the amalgamation period, including senior staff roles. In addition, a new organisational structure was approved and implemented by Council, ensuring that we have staff with the right skills in the right place in order to continue to respond to the changing needs of the community, in accordance with the outcomes identified in the Community Strategic Plan.

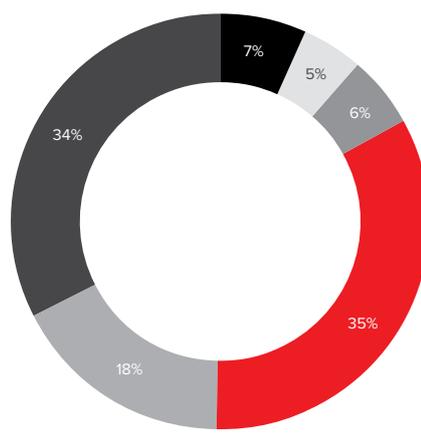
### Learning and development

Some highlights of our staff development programs for 2017/18 include:

- Cultural awareness training for frontline staff
- Mental health officer accreditation
- Recruitment – behavioural interview-based training
- Tertiary sponsorship studies contributing funds to employees wanting to undertake further study for professional development
- Team building workshops
- Dealing with customer aggression and workplace violence courses
- Mandatory operational licences
- Computer training for various applications
- Leadership team programs
- Mentoring program

In 2017/18, approximately 11,232 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.

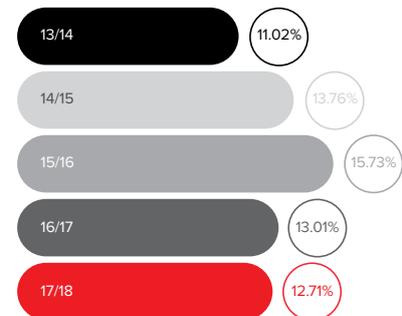
The following charts break down our investment in staff learning and development.



### Course Category

- 5% | Computers
- 6% | Management
- 7% | Seminars/Conferences
- 18% | Position-based compulsory training
- 34% | Other position-based training and development
- 35% | Work, Health & Safety

### Staff Turnover



### Embracing 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.

The EEO and Diversity 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. Our new Equal Employment Opportunity and Diversity Management Plan 2018-2021 was approved in June 2018 and includes new initiatives that provide additional employment opportunities for persons with disability and of Aboriginal or Torres Strait Islander background.



In   
**July**  
**2017**  
**the State Government**

ceased its reform agenda for the amalgamation of councils.

We are continuing to raise the level of staff awareness of, and participation in, Equal Employment Opportunity (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. New policy initiatives have been implemented to support employees with disability in terms of adjustments in the workplace that enable them to continue to undertake work safely.

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

Across the organisation, the proportion of women in management positions is 19 percent and overall in senior positions (grade 10 and above) is 41 percent. This measure continues to be an area of focus for Council and targeted opportunities in professional and personal development are provided in alignment with the EEO and Diversity Management Plan. Refer to page 239 for more information about our EEO activities for the year.

#### **Employee engagement – Have Your Say Day**

In May 2018, we conducted our fourth Have Your Say Day. This culture survey provided staff with the opportunity to give feedback about the quality of current work practices at City of Ryde. It also enabled the outcomes of passion and organisation progress to be measured. Research shows that more positive results on these outcome measures are associated with tangible outcomes such as reduced turnover and absenteeism, fewer safety incidents and better performance.

Survey results showed that staff have a strong understanding of what is required within their work role and understand how this contributes to the broader success of the City of Ryde. Furthermore, staff are satisfied with their co-workers, reporting that they are team-oriented as well as helpful and supportive. Staff are also aware of their work, health and safety responsibilities and report safety as being prioritised within the organisation.

#### **Health and wellbeing**

We continue to provide staff with access to health and wellbeing programs. Initiatives over the reporting period included access to the Employee Assistance Program, skin cancer and audiometry screening, health assessments, flu shots, monthly fruit box deliveries, yoga classes and discounted entry to Ryde Aquatic Leisure Centre. Fitness Passport was implemented as a new initiative that enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing.



**\$ 215,527** was  
invested in  
**training**

### Work experience placements

2017/18 saw the City of Ryde providing practical work experience across the organisation for 22 university and school students from a number of universities and local schools. This was offered to students in departments including Risk and Governance, People and Culture, Library, Project Development, Asset Systems, Community Services, IT, Finance, Fleet and City Strategy and 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.

### Managed risk proactively

We continued to proactively manage risk throughout our business in 2017/18. 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 is regularly reviewed and enhanced in line with continuous improvement and sustainability principles.

Accordingly, the following six key functional areas are maintained under the Governance function:

- Internal audit
- Risk and insurance
- Governance
- Work health and safety
- Workers' compensation
- Return to work management.

Ongoing reviews of our risk protocols are closely managed and are regularly reported to the Audit Risk Improvement Committee (ARIC) and the Executive Team.

Our activities in 2017/18 included:

- Consulting with departmental management as we work towards updating Council's operational risk register. This also included reviewing treatment plans and mitigation controls, and assessing the risk ratings of inherent risks for a number of departments
- Our Business Continuity Plan (BCP) was updated and scenario testing conducted. The City of Ryde was commended for participating in the Statewide Mutual Business Continuity Gap Analysis program. We were also commended for recognising the importance of having in place a practical, well-exercised Business Continuity Plan that will enable the organisation to confidently and effectively respond to a business interruption event with minimal disruption
- Insurable risk profiling/business interruption: This is part of our insurance renewal program and all extensions and endorsements have been reviewed to reflect our insurable and business interruption risks
- Climate Change Adaptation Plan: We conducted a series of workshops to identify the risks to our outdoor workforce that could result from the effects of climate change. See page 145 for more information
- Risk audit maturity assessment: This program will enable us to benchmark Council's internal auditing function against industry standards and the new legislative framework for internal audit.

Major initiatives relating to Work Health and Safety (WHS) continue with the update and review of WHS procedures and assorted WHS documentation.

The Safehold automated incident and near miss reporting system has been implemented throughout the organisation, with upgrades to include research into automated field reporting using mobile applications.

We conducted due diligence and implementation of a Retro Paid Loss Scheme, as an alternative to the conventional workers' compensation cover, resulting in significant savings to our premium.

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
- 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
- Enhancing compliance and sustainability in a complex legislative environment.



### 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
- Ongoing monitoring and review of our Enterprise Risk Management Plan.

### Improved procurement

During 2017/18, we instigated 83 formal procurement processes made up of 32 Requests for Quotations, 33 Requests for Tenders, 13 Requests for Fee Proposals and five 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.

At the start of 2018, we established a new Procurement Department under the Corporate Services Directorate by transferring our Tenders and Contracts and Purchasing and Stores teams from the City Works Directorate, and by creating a new Manager Procurement position. This restructure promotes single point accountability for procurement policy and processes across all directorates, in line with previous Ernst and Young recommendations on Council's procurement structure and practices).

Other initiatives undertaken in 2017/18 included:

- Recruitment of a procurement manager
- Initiation an annual supplier engagement program
- Preparation of a comprehensive annual procurement plan for 2018/19 (using a risk-based approach to decision-making and procurement support).

## Internal Audit

### Audit, Risk and Improvement Committee

Our Audit, Risk and Improvement Committee includes three external independent members, (one of whom is the chair), and two Councillor Representatives. The Committee provides independent assurance and assistance to our Internal Audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and legislative and regulatory compliance.

In 2017/18, the Audit, Risk and Improvement Committee continued to provide oversight in the execution of our risk-based Internal Audit Plan, which focuses on compliance, operational, process and internal control reviews. The Internal 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 and 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, Risk and Improvement 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, Risk and Improvement Committee.

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

During 2017/18, Internal Audit continued to develop its use of both data mining and analysis and the automation of working papers, which will continue during 2018/19. Internal Audit is aiming for a paperless environment and progress is continuing towards achieving this goal.

We conducted audits and reviews in the following key areas:

- Asset restorations
- Accounts Receivable
- City of Ryde grants
- Maintenance services
- Site inspections of properties to determine rates payable
- Debt recovery procedures relating to outstanding rates
- Corporate credit cards
- Working with Children checks (RALC)
- Special projects, investigations and complaints handling
- Procurement practices

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

- Tender process reviews
- Procurement checks (Monthly)
- Payroll checks (Monthly)
- KPI corporate reporting (Quarterly)
- RMS Drives 24 (Annually)
- Petty cash and cash holdings count (six-monthly) and
- Observing Stores /Porters Creek physical stock-take (Annually)



The 2018/19 Internal Audit Plan endorsed by the Audit, Risk and Improvement Committee includes audits and reviews in the following key areas:

- Work, Health and Safety
- Investment portfolio
- Ryde Aquatic Leisure Centre
- Voluntary Planning Agreements
- Targeted procurement
- Human resources
- IT access controls
- Credit card user compliance
- Councillor expenses

#### 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.

## 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.

### Staff consultation

We have a combination of Health and Safety Representatives (HSR) and the Health and Safety Committee (HSC) important part of our consultative processes with staff on WHS.

The Health and Safety Committee (HSC) is our main consultative mechanism. It consists of 11 employee representatives, four who are HSRs and four management representatives. We have an additional five HSRs who are not direct HSC members. There are also four advisory staff assisting the HSC.

### StateCover annual self-assessment

The annual 2017/18 WHS self-assessment was completed in August 2017. As we have now moved to the Retro Paid Loss (RPL) scheme, Council will not receive any reimbursement, however the RPL scheme can reduce the workers' compensation premium significantly. For 2017/18 Council saved \$1.2 million on our premium. As an organisation, we have a greater focus on WHS to prevent injuries with the direct benefit that the premium does not escalate.

### WHS training

This year 1,326 staff participated in various aspects of WHS training or related seminars, an increase from 408 staff in 2016/17. Funding invested in training was \$215,527, an increase from \$92,342 in 2016/17. There was a focus on the prevention of bullying and harassment for all staff over a three-month period. New training courses provided included Snake Bite, Working at Heights, Code of Conduct and Social Media and Mental Health First Aid. We also maintained a range of other WHS training for staff.

### WHS promotion

Newsletters specifically produced for indoor staff and outdoor staff continued to be provided to staff in 2017/18. 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'. The indoor newsletter is distributed electronically, while a hard copy version is provided to outdoor staff.

### Electronic incident reporting upgrade

Electronic incident reporting for health, safety and the environment was introduced in 2015/16 and is now fully integrated across Council, with an updated version rolled out in July 2017. This version introduced escalations for overdue investigation reports and actions. Version 5 is anticipated in October 2018 and is expected to include an app that can be used by outdoor staff.

### External WHS meeting attendance

The WHS Coordinator from the City of Ryde continues to attend 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, 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.

More recently, our WHS Coordinator is now one of three rotating Chairs on Council Safe.

The group is important as it liaises with councils throughout the state on WHS and with major external partners on safety matters affecting local councils across the state.

### WHS framework review

In July 2017 the WHS Policy was reviewed with some minor changes endorsed by the executive team. These highlighted changes in our consultative approach to WHS with a combination of worker HSRs and worker representatives on the Health and Safety Committee.

### Global Harmonised System introduction

The Global Harmonised System (GHS) for chemical labelling and classification become legal on 1 January 2017. After preparation for this change, including providing information to workers and managers who handle and purchase chemicals, the transition has been smooth. Beyond updating our hazardous chemical procedure, we have

- Updated safety data sheets
- Updated chemical signs to the GHS format where required.

### Employee Assistance Program

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 have possible adverse impacts on work performance. Our Employee Assistance Program (EAP) is available for employees and their immediate family. Over the year, 11 employees utilised our EAP. The previous year 16 staff used the resource. All contacts are confidential.

### Noise Conservation Program – Noise education and audiometric tests

For staff exposed to noise of 85dBA or more, compulsory audiometric tests were held during 2017/18. The tests are held onsite at the Operations Centre by provider who uses their own specially equipped van. Around 150 staff were tested.

Additionally, we held an education program for these staff on the effects of loud noise and measures to reduce the effects, including how to fit and use hearing protectors. The education program ran over four sessions across two days prior to the audiometric tests.

We have previously undertaken various noise tests of plant, with results provided to relevant managers.

### Occupational therapy work experience

During January and March 2018, we had two fourth-year occupational therapy students from the Australian Catholic University join our Risk and Insurance Team as part of work experience requirements for their course. The students worked with our injury management and WHS coordinators on various aspects that related to their course over their five and nine week placements respectively.

We were delighted to be able to assist the students and the University by providing the placements. The feedback from both the students and the University was very positive, while Council reciprocated in kind, with the students delivering on real and practical projects that both they and Council are able to utilise. We envisage the relationship will continue.

### Collaboration with SafeWork NSW

We undertook the following initiatives in collaboration with SafeWork NSW during the year.

#### *PERforM*

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).

This year, we expanded the program to involve the Operations Depot teams, the Events team and the Ryde Aquatic Leisure Centre team. This involved having a consultant assist in the training, and to compile results received from a discomfort survey provided to all workers. The discomfort survey provides a proactive approach to identifying and managing hazardous manual tasks before musculoskeletal injuries occur.

Since the initial program was launched we have undertaken 26 assessments, with 22 improvements made to manage hazardous manual tasks.

Since the program began, the cost of claims involving musculoskeletal disorders (MSD) and injuries appears to have decreased, as have the number of serious MSD injuries. More work is required to maintain this positive aspect over 2018/19.

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

- Improved job satisfaction and a safer workplace
- Workers empowered through their input on purchase of plant and other solutions
- Council has made some simple, but very important changes to work design through the use of plant and the work layout
- acknowledgement of staff for managing hazardous manual tasks
- Support from the City of Ryde's Leadership team and managers.

The WHS Coordinator has provided a number of presentations on Ryde's experience on the PErforM Program at a number of locations, supporting SafeWork NSW on the use of PErforM.

*Confined space training*

In March, we ran two half-day sessions for managers and supervisors who have staff or contractors entering confined spaces. We also had around 20 members of the Female Inspector Network from SafeWork NSW, participating in the training sessions alongside our staff.

*Workplace incident reporting*

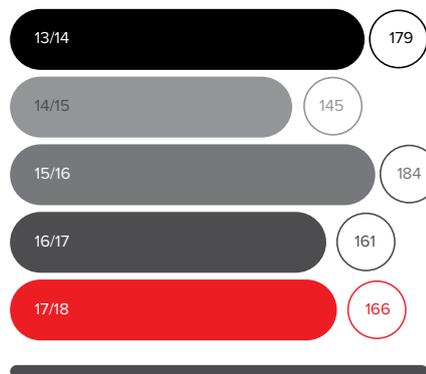
As shown in the adjacent chart, the total number of incident reports in 2017/18 was 166, compared with 161 in 2016/17. There were 23 near-miss reporting and seven hazard reports compared with a total of 23 near misses and 19 hazards the previous year. The City of Ryde continues to view hazard and near miss reporting as a positive means of preventing potential injuries.

We have recorded a significant jump in Lost Time in Hours due to injury this year. Lost Time in Hours includes any time lost from work, and includes claims from the current year and previous years, where claims remain open and any lost time is incurred.

The significant increase in lost time hours reported for 2017/18 is due to two complicated open claims.

The first was from an injury sustained in 2016/17 for which the employee remains unfit to work. The second arose from an injury sustained in October 2017 for which the employee was certified fully unfit to work until early September 2018 when he return to work on suitable duties and reduced hours. Combined these claims accounted for 74 percent of the lost time for 2017/18.

**Incident and injury reports 2013-2018**



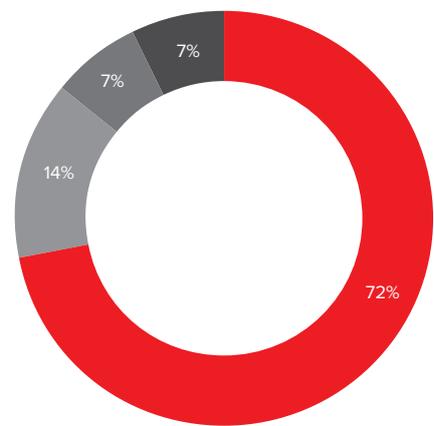
**Lost time in hours due to injury 2013-2018**



**Number of claims 2013-2018**

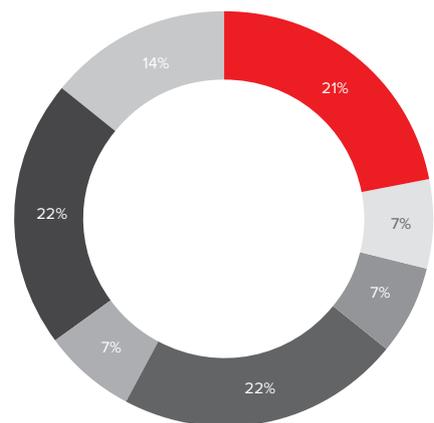


**Nature of injury 2017/18**



- 7% | Contusion/Crush
- 7% | Fractures, Dislocations, Amputations
- 14% | Open Wound/ Foreign Body
- 72% | Sprains/Strains

**Mechanism of injury 2017/18**



- 7% | Stepping, kneeling or sitting on objects
- 7% | Being hit by falling objects
- 7% | Muscular stress while lifting, carrying, or putting down objects
- 14% | Muscular stress with no objects being handled
- 21% | Muscular stress while handling objects other than lifting, carrying or putting down
- 22% | Being hit by moving objects
- 22% | Falls on the same level

## HOW OUR PLANNED PROJECTS PROGRESSED IN 2017/18

The table below highlights how each project in our One Year Operational Plan 2017/18 progressed throughout the year.

| <b>CUSTOMER AND COMMUNITY RELATIONS PROGRAM</b>       | <b>STATUS</b>                      | <b>COMMENTS</b>   |
|---|------------------------------------|---|
| Community forums                                      | Completed                          |   |
| Events Strategy                                       | On Track                           |   |
| <b>GOVERNANCE AND CIVIC PROGRAM</b>                   |                                    |   |
| Councillor induction                                  | Completed                          |   |
| Election 2017   | Completed                          |   |
| Provision of Councillor equipment                     | Funds carried over into 2018/19    | Project completed but some funds (\$20k) will be carried forward to fund changes to equipment requested by Councillors in accordance with the Policy for the Expenses and facilities for the Mayor and Councillors.   |
| <b>INTERNAL CORPORATE SERVICES PROGRAM</b>            |                                    |   |
| Financial systems review                              | Cancelled                          |   |
| Business management financial reporting               | Deferred                           | Annual Financial Statements in LG Solutions environment to be considered as part of the 2018/19 financial statements preparation.   |
| Fit for the Future action plan implementation         | On Track                           | Best value review for records management being finalised.   |
| Information technology renewals                       | Delayed, carried over into 2018/19 | Citrix pilot successful and will be used for rail shutdown; Citrix planning for cloud completed; Crystal reports upgrade completed server patching completed; Some projects carried over, including TRIM upgrade eBusiness: DA tracking and parking permits – delays in policy moved the target date to Q2 2018/19. |
| Office fitout – North Ryde office and Top Ryde office | Delayed, carried over into 2018/19 | Signage to be completed.  |
| Plant and fleet purchases                             | Completed                          |   |
| Strategic asset management capability                 | On Track                           | Review of asset management plans is complete.   |
| <b>OPEN SPACE, SPORT AND RECREATION PROGRAM</b>       |                                    |   |
| Facility software upgrade                             | Funds carried over into 2018/19    | Software 'go live' date achieved. Balance to be completed Q1 2018/19.   |



| MEASURE   | 2016/17 RESULT | TARGET   | 2017/18 RESULT | STATUS         |
|---|----------------|----------|----------------|----------------|
| <b>CUSTOMER AND COMMUNITY RELATIONS PROGRAM</b>   |                |          |                |                |
| % customer satisfaction with the service provided at the Customer Service Centre  | 93%            | ≥ 80.00% | 92%            | Annual Measure |
| % of calls to the Customer Call Centre resolved at the first point of contact   | 79%            | ≥ 85%    | 79%            | Off Track      |
| <b>GOVERNANCE AND CIVIC PROGRAM</b>   |                |          |                |                |
| % of Councillor requests responded to within agreed service standard  | 71%            | ≥ 85%    | 70%            | Off Track      |
| Number of known breaches of statutory / council policy requirements   | 0              | ≤ 0      | 0              | On Track       |
| % of Councillor satisfaction (Average or better response) with the quality of responses provided by the Help Desk                       | No Data        | ≥ 80.00% | No Data        | Annual Measure |
| <b>INTERNAL CORPORATE SERVICES PROGRAM</b>  |                |          |                |                |
| % of allocated annual capital works program completed (annually)  | –              | ≤ 85%    | 96%            | On Track       |
| % return on investment over the standard investment benchmark (i.e. Bank Bill Swap Reference Rate (Australian financial market) – BBSW) | 1.19%          | ≥ 0.85%  | 1%             | On Track       |
| <b>PROPERTY PORTFOLIO PROGRAM</b>   |                |          |                |                |
| Occupancy of commercial properties (income generating) over 12 months   | N/A            | > 75%    | 100%           | On Track       |

# \$184.7<sup>m</sup>

## Investment

over

# 4 years

### What's next...

## Our open and progressive city

In 2018/19 this outcome – A City of Progressive Leadership – transitions into *Our open and progressive city* in our new Community Strategic Plan, focusing on the following priorities:

- Advocacy on key issues – Achieving the best outcomes for the City of Ryde and its people
- An engaged and informed community – Residents trust Council and feel well informed, heard, valued and involved
- Well Led, Financially Sustainable – Transparent, responsible leadership and governance

The challenge to the future of the City of Ryde was finally put to rest with the abandonment of the proposed mergers by the State Government in July 2017. The City of Ryde is well positioned to meet future challenges.

Our future financial position continues to be strong. We are actively working to engage with our community to on issues that are important. 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.

In 2018/19 we have the following projects planned:

#### Community and Cultural Program

- White Ribbon Accreditation Project

#### Customer and Community Relations Program

- City-wide engagements
- Community perception study

#### Governance and Civic Program

- Procurement improvement

#### Internal Corporate Services Program

- Plant and fleet purchases
- Fit For The Future Action Plan Implementation
- Information technology renewals
- Information technology expansion

#### Organisational Development Program

- HR Advisor – Projects
- Intranet upgrade

#### Property Portfolio Program

- Ryde Central
- 741 Victoria Road
- 33-35 Blaxland Road
- Corporate buildings renewal
- Commercial buildings renewal
- Operational buildings renewal

#### Risk Management Program

- Claims officer







# Chief Financial Officer's Report

**In 2017/18, our operating result, after capital grants and contributions, was a surplus of \$32.2 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 \$28.4 million in capital income (including Developer Contributions), \$8.7 million in special rate revenue raised for asset renewal purposes, \$2.4 million in domestic waste service savings and \$2.7 million in additional development and compliance related income.

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 2017/18, our surplus before capital grants and contributions was \$3.8 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 2017/18 we spent \$42.6 million on our capital programs, which included \$26 million on renewing or building infrastructure assets.

Other features of the 2017/18 result include:

- An uncommitted Working capital balance of \$5.0 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- We received approximately 66 percent of our revenue (excluding capital) from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.89 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 3.06 to 1 (above the industry benchmark of 1.50 to 1), and
- Our level of internal reserves (funds put aside for specific projects) increased from \$83.4 million in 2016/17 to \$95.1 million in 2017/18.

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 2017/18, 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 \$8.7 million in additional rates revenue which funded \$5.17 million in road resurfacing and kerb renewal, \$1.44 million in stormwater replacement renewal, \$600,000 in footpath construction renewal, \$600,000 in playground equipment renewals, \$279,000 in sportsfield upgrades and renewals, and \$200,000 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 16 and Financial Statements from page 161.



## Chief Financial Officer's Report

continued

### Key features of the 2017/18 Result

We invested \$42.59 million in capital expenditure, with major funds spent in the following programs:

- Catchment program – \$3.88 million
- Centres and Neighbourhood program – \$1.61 million
- Community and Cultural program – \$0.40 million
- Environment Program – \$0.50 million
- Foreshore program – \$1.41 million
- Internal Corporate Services program (including Plant and Fleet) – \$4.22 million
- Library program – \$0.86 million
- Open Space, Sport & Recreation program – \$10.62 million
- Paths and Cycleways program – \$2.92 million
- Property Portfolio program – \$0.76 million
- Regulatory Program – \$0.1 million
- Roads program – \$11.15 million
- Traffic & Transport program – \$3.64 million
- Waste and Recycling program – \$0.51 million

### Key Performance Indicators

| Financial Management Indicators               | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|---------|
| Operating performance                         | 8.53%   | 8.13%   | 11.47%  | 12.99%  |
| Own source operating revenue                  | 71.44%  | 67.03%  | 75.83%  | 76.92%  |
| Unrestricted current ratio                    | 5.03x   | 4.29x   | 3.44x   | 3.06x   |
| Debt service cover ratio                      | 20.86x  | 12.00x  | 27.65x  | 33.21x  |
| Rates & annual charges outstanding percentage | 3.84%   | 3.59%   | 3.62%   | 3.89%   |
| Cash expense cover ratio (months)             | 15.68   | 15.72   | 15.92   | 17.50   |

| Special Schedule 7 Indicators           | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---------|---------|---------|---------|
| Building & infrastructure renewal ratio | 0.89    | 1.34    | 1.94    | 1.81    |
| Infrastructure backlog ratio (WDV)      | 3.4%    | 3.4%    | 2.7%    | 1.8%    |
| Infrastructure backlog ratio (GBV)      | 2.5%    | 2.5%    | 2.0%    | 1.3%    |
| Asset maintenance ratio                 | 1.08    | 0.88    | 0.93    | 0.93    |



# General Purpose Financial Statements

Year ended 30 June 2018

## CONTENTS

|  |     |
|--|-----|
| <b>Statement by Councillors and Management</b>   | 162 |
| Income Statement   | 163 |
| Statement of Comprehensive Income  | 164 |
| Statement of Financial Position  | 165 |
| Statement of Changes in Equity   | 166 |
| Statement of Cash Flows  | 167 |
| <b>Notes to the Financial Statements</b>   |     |
| Note 1. Basis of Preparation   | 168 |
| Note 2a. Functions or Activities   | 170 |
| Note 2b. Components of Functions or Activities   | 171 |
| Note 3. Income from Continuing Operations  | 172 |
| Note 4. Expenses from Continuing Operations  | 178 |
| Note 5. Gain or Loss from the Disposal of Assets   | 182 |
| Note 6a. Cash & cash Equivalents   | 183 |
| Note 6b. Investments   | 183 |
| Note 6c. Restricted Cash, Cash Equivalents and Investments   | 185 |
| Note 7. Receivables  | 186 |
| Note 8. Inventories and Other Assets   | 187 |
| Note 9. Infrastructure, Property, Plant and Equipment  | 188 |
| Note 10. Investment Properties   | 190 |
| Note 11. Payables and Borrowings   | 191 |
| Note 12. Provisions  | 193 |
| Note 13. Accumulated Surplus, Revaluation Reserves, Changes in Accounting Policies, Changes in Accounting Estimates and Errors | 194 |
| Note 14. Statement of Cash Flow Information  | 195 |
| Note 15. Commitments   | 195 |
| Note 16. Contingencies and Other Liabilities/Assets not Recognised   | 196 |
| Note 17. Financial Risk Management   | 198 |
| Note 18. Material Budget Variations  | 201 |
| Note 19. Fair Value Measurement  | 202 |
| Note 20. Related Party Disclosures   | 204 |
| Note 21. Statement of Developer Contributions  | 205 |
| Note 22. Statement of Performance Measures – Consolidated Results  | 205 |
| <b>Independent Auditor's Report</b>  | 206 |
| Report on the Conduct of the Audit   | 209 |

Council of the City of Ryde is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Council of the City of Ryde  
Level 1, Building 0  
Binary Centre  
3 Richardson Place  
North Ryde NSW 2113

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)



## Statement by Councillors and Management

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



Lifestyle and opportunity @ your doorstep

### Statement by Councillors and Management made pursuant to Section 413 (2c) 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 of the Australian Accounting Standards Board
- 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 30 October 2018.

Councillor Jerome Laxale

**Mayor**

30/10/2018

Councillor Simon Zhou

**Deputy Mayor**

30/10/2018

George Dedes

**General Manager**

30/10/18

Christine Joyce

**Responsible Accounting Officer**

30/10/18



## Income Statement

For the year ended 30 June 2018

| Original<br>unaudited<br>Budget 2018<br>(\$'000) |   | Notes  | Actual 2018<br>(\$'000) | Restated<br>Actual 2017<br>(\$'000) |
|--|---|--------|-------------------------|-------------------------------------|
| <b>Income from continuing operations</b>         |   |        |                         |                                     |
| 82,315   | Rates and annual charges  | 3(a)   | 83,790                  | 77,629                              |
| 16,571   | User charges and fees   | 3(b)   | 18,865                  | 17,183                              |
| 4,165  | Interest and investment revenue   | 3(c)   | 6,096                   | 5,625                               |
| 9,294  | Other revenues  | 3(d)   | 10,207                  | 8,690                               |
| 7,236  | Grants & contributions provided for operating purposes  | 3(e&f) | 7,244                   | 9,064                               |
| 20,414   | Grants & contributions provided for capital purposes  | 3(e&f) | 28,448                  | 25,720                              |
| <b>Other Income</b>                              |   |        |                         |                                     |
| –  | Fair value increment on investment properties   | 10     | 1,625                   | 2,375                               |
| <b>139,995</b>                                   | <b>Total income from continuing operations</b>  |        | <b>156,275</b>          | <b>146,286</b>                      |
| <b>Expenses From Continuing Operations</b>       |   |        |                         |                                     |
| 47,641   | Employee benefits and on-costs  | 4(a)   | 46,127                  | 43,945                              |
| 146  | Borrowing costs   | 4(b)   | 110                     | 139                                 |
| 30,621   | Materials and contracts   | 4(c)   | 31,632                  | 29,604                              |
| 16,295   | Depreciation and amortisation   | 4(d)   | 16,699                  | 15,121                              |
| 20,149   | Other expenses  | 4(e)   | 15,244                  | 16,877                              |
| –  | Net loss from the disposal of assets  | 5      | 14,231                  | 7,623                               |
| <b>114,852</b>                                   | <b>Total Expenses From Continuing Operations</b>  |        | <b>124,043</b>          | <b>113,309</b>                      |
| <b>25,143</b>                                    | <b>Operating Result From Continuing Operations</b>  |        | <b>32,232</b>           | <b>32,977</b>                       |
| <b>25,143</b>                                    | <b>Net Operating Result For The Year</b>  |        | <b>32,232</b>           | <b>32,977</b>                       |
| 25,143   | Net operating result for the year attributable to Council                                       |        | 32,232                  | 32,977                              |
| 4,729  | Net operating result for the year before grants and contributions provided for capital purposes |        | 3,784                   | 7,257                               |

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



## Statement of Comprehensive Income

For the year ended 30 June 2018

|  | Notes | 2018<br>(\$'000) | Restated<br>2017<br>(\$'000) |
|--|-------|------------------|------------------------------|
| <b>Net operating result for the year – from Income Statement</b>               |       | 32,232           | 32,977                       |
| <b>Other comprehensive income</b>  |       |                  |                              |
| <b>Amounts which will not be reclassified subsequently to operating result</b> |       |                  |                              |
| Gain (loss) on revaluation of infrastructure, property, plant and equipment    | 9     | (12,639)         | 73,681                       |
| <b>Total other comprehensive income for the year</b>                           |       | (12,639)         | 73,681                       |
| <b>Total comprehensive income for the year</b>                                 |       | <b>19,593</b>    | <b>106,658</b>               |
| Attributable to:   |       |                  |                              |
| – Council  |       | 19,593           | 106,658                      |

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



## Statement of Financial Position

As at 30 June 2018

|   | Notes | 2018<br>(\$'000) | Restated<br>2017<br>(\$'000) | Restated<br>1/07/2016<br>(\$'000) |
|---|-------|------------------|------------------------------|-----------------------------------|
| <b>Assets</b>                                 |       |                  |                              |                                   |
| <b>Current assets</b>                         |       |                  |                              |                                   |
| Cash & cash equivalents                       | 6(a)  | 7,539            | 6,823                        | 9,464                             |
| Investments                                   | 6(b)  | 94,712           | 89,250                       | 91,248                            |
| Receivables                                   | 7     | 12,228           | 11,125                       | 8,835                             |
| Inventories                                   | 8     | 828              | 894                          | 646                               |
| Other   | 8     | 2,478            | 2,795                        | 3,020                             |
| <b>Total current assets</b>                   |       | <b>117,785</b>   | <b>110,887</b>               | <b>113,213</b>                    |
| <b>Non-current assets</b>                     |       |                  |                              |                                   |
| Investments                                   | 6(b)  | 108,499          | 90,379                       | 77,331                            |
| Receivables                                   | 7     | 79               | 72                           | 936                               |
| Infrastructure, property, plant and equipment | 9     | 1,150,015        | 1,152,904                    | 1,058,929                         |
| Investment property                           | 10    | 117,165          | 115,540                      | 113,165                           |
| <b>Total non-current assets</b>               |       | <b>1,375,758</b> | <b>1,358,895</b>             | <b>1,250,361</b>                  |
| <b>Total Assets</b>                           |       | <b>1,493,543</b> | <b>1,469,782</b>             | <b>1,363,574</b>                  |
| <b>Liabilities</b>                            |       |                  |                              |                                   |
| <b>Current liabilities</b>                    |       |                  |                              |                                   |
| Payables                                      | 11    | 27,526           | 23,237                       | 23,937                            |
| Income received in advance                    | 11    | 1,500            | 1,477                        | 964                               |
| Borrowings                                    | 11    | 911              | 891                          | 873                               |
| Provisions                                    | 11    | 13,269           | 12,516                       | 11,897                            |
| <b>Total current liabilities</b>              |       | <b>43,206</b>    | <b>38,121</b>                | <b>37,671</b>                     |
| <b>Non-current liabilities</b>                |       |                  |                              |                                   |
| Borrowings                                    | 11    | 1,710            | 2,620                        | 3,503                             |
| Provisions                                    | 11    | 163              | 170                          | 187                               |
| <b>Total non-current liabilities</b>          |       | <b>1,873</b>     | <b>2,790</b>                 | <b>3,690</b>                      |
| <b>Total Liabilities</b>                      |       | <b>45,079</b>    | <b>40,911</b>                | <b>41,361</b>                     |
| <b>Net Assets</b>                             |       | <b>1,448,464</b> | <b>1,428,871</b>             | <b>1,322,213</b>                  |
| <b>Equity</b>                                 |       |                  |                              |                                   |
| Accumulated Surplus                           |       | 1,208,491        | 1,176,259                    | 1,143,282                         |
| Revaluation reserves                          |       | 239,973          | 252,612                      | 178,931                           |
| Council interest                              |       | 1,448,464        | 1,428,871                    | 1,322,213                         |
| <b>Total Equity</b>                           |       | <b>1,448,464</b> | <b>1,428,871</b>             | <b>1,322,213</b>                  |

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



## Statement of Changes in Equity

For the year ended 30 June 2018

|   | 2018<br>(\$'000)       |                                 |                               |                  | Restated 2017<br>(\$'000) |                                 |                               |                  |
|---|------------------------|---------------------------------|-------------------------------|------------------|---------------------------|---------------------------------|-------------------------------|------------------|
|   | Accumulated<br>Surplus | IPP&E<br>Revaluation<br>Reserve | Council<br>Equity<br>Interest | Total<br>Equity  | Accumulated<br>Surplus    | IPP&E<br>Revaluation<br>Reserve | Council<br>Equity<br>Interest | Total<br>Equity  |
| Opening balance   | 1,176,259              | 252,612                         | 1,428,871                     | 1,428,871        | 1,196,428                 | 125,785                         | 1,322,213                     | 1,322,213        |
| Correction of errors  | —                      | —                               | —                             | —                | (53,146)                  | 53,146                          | —                             | —                |
| Restated opening balance  | 1,176,259              | 252,612                         | 1,428,871                     | 1,428,871        | 1,143,282                 | 178,931                         | 1,322,213                     | 1,322,213        |
| Net operating result for the year   | 32,232                 |                                 | 32,232                        | 32,232           | 32,977                    |                                 | 32,977                        | 32,977           |
| Other comprehensive income  |                        |                                 |                               |                  |                           |                                 |                               |                  |
| Gain (loss) on revaluation of infrastructure, property, plant and equipment |                        | (12,639)                        | (12,639)                      | (12,639)         |                           | 73,681                          | 73,681                        | 73,681           |
| <b>Total comprehensive income</b>   | <b>32,232</b>          | <b>(12,639)</b>                 | <b>19,593</b>                 | <b>19,593</b>    | <b>32,977</b>             | <b>73,681</b>                   | <b>106,658</b>                | <b>106,658</b>   |
| Transfers between Equity Items  |                        |                                 |                               |                  |                           |                                 |                               |                  |
| <b>Closing balance</b>  | <b>1,208,491</b>       | <b>239,973</b>                  | <b>1,448,464</b>              | <b>1,448,464</b> | <b>1,176,259</b>          | <b>252,612</b>                  | <b>1,428,871</b>              | <b>1,428,871</b> |

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



## Statement of Cash Flows

For the year ended 30 June 2018

| Original<br>unaudited<br>Budget <sup>1</sup> 2018<br>(\$'000) |   | Notes        | Actual<br>2018<br>(\$'000) | Actual<br>2017<br>(\$'000) |
|---|---|--------------|----------------------------|----------------------------|
| <b>Cash Flows from Operating Activities</b>                   |   |              |                            |                            |
| <b>Receipts</b>   |   |              |                            |                            |
| 82,315  | Rates & annual charges  |              | 83,376                     | 77,400                     |
| 17,914  | User charges & fees   |              | 19,943                     | 18,604                     |
| 4,165   | Investment revenue and interest                                 |              | 5,878                      | 5,555                      |
| 7,741   | Grants and contributions  |              | 35,970                     | 34,214                     |
| —   | Deposits and retentions   |              | 4,331                      | 3,346                      |
| 9,705   | Other   |              | 8,347                      | 8,919                      |
| <b>Payments</b>   |   |              |                            |                            |
| (47,753)  | Employee benefits and on-costs                                  |              | (45,439)                   | (43,503)                   |
| (31,835)  | Materials and contracts   |              | (33,421)                   | (32,714)                   |
| (146)   | Borrowing costs   |              | (113)                      | (144)                      |
| —   | Deposits and retentions   |              | (1,782)                    | (3,579)                    |
| (21,828)  | Other   |              | (11,385)                   | (14,975)                   |
| <b>20,279</b>   | <b>Net cash provided from (or used) in operating activities</b> | <b>14(b)</b> | <b>65,705</b>              | <b>53,123</b>              |
| <b>Cash Flows from Investing Activities</b>                   |   |              |                            |                            |
| <b>Receipts</b>   |   |              |                            |                            |
| 89,250  | Sale of investments   |              | 71,694                     | 57,301                     |
| 1,100   | Sale of infrastructure, property, plant and equipment           |              | 1,633                      | 1,325                      |
| <b>Payments</b>   |   |              |                            |                            |
| (89,250)  | Purchase of investments   |              | (95,178)                   | (68,276)                   |
| (43,376)  | Purchase of property, plant and equipment                       |              | (42,248)                   | (45,249)                   |
| <b>(42,276)</b>   | <b>Net cash provided from (or used in) investing activities</b> |              | <b>(64,099)</b>            | <b>(54,899)</b>            |
| <b>Cash Flows from Financing Activities</b>                   |   |              |                            |                            |
| <b>Receipts</b>   |   |              |                            |                            |
| 350   | Borrowings and advances   |              | —                          | —                          |
| <b>Payments</b>   |   |              |                            |                            |
| (914)   | Borrowings and advances repaid                                  |              | (890)                      | (865)                      |
| <b>(564)</b>  | <b>Net cash provided from (or used in) financing activities</b> |              | <b>(890)</b>               | <b>(865)</b>               |
| (22,561)  | Net increase/(decrease) in Cash & cash equivalents              |              | 716                        | (2,641)                    |
| 6,823   | Cash & cash equivalents at beginning reporting period           |              | 6,823                      | 9,464                      |
| <b>(15,738)</b>   | <b>Cash &amp; cash Equivalents at end of Reporting Period</b>   | <b>14(a)</b> | <b>7,539</b>               | <b>6,823</b>               |

1. Original budget as approved by Council – Refer Note 18

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

## Notes to the Financial Statements

### Note 1. Basis of Preparation

These financial statements were authorised for issue by Council on 30/10/2018. Council has the power to amend and reissue these financial statements.

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.

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. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### i) New and amended standards adopted by Council

The following new standards and amendments were adopted during the year of which have no impact for the Council:

- AASB 2016 – 1 *Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses*
- AASB 2016 – 2 *Disclosure Initiative – Amendment 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 2017 – 2 *Amendments to Australian Accounting Standards – Further Annual Improvements 2014 – 2016 cycle*

#### ii) 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 infrastructure, property, plant and equipment and investment property.

#### iii) 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.

### 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 – refer Note 10
- ii) Estimated fair values of infrastructure, property, plant and equipment – refer Note 9
- iii) Estimated old landfill site/tip remediation provisions – refer Note 16
- iv) Employee benefit provisions – refer Note 12

### 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 who possess Tertiary qualifications in Engineering. Those staff are also responsible for estimating the cost of construction of new infrastructure works, especially for works done in-house. Using this expertise Council has revalued its infrastructure assets to the cost of replacing those assets in-house.

Those estimates are based on 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.

## Notes to the Financial Statements (continued)

### Note 1. Basis of Preparation (continued)

#### Monies and other assets received by Council

##### 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) The Trust Fund

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

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

#### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

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

#### 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.

The Council of the City of Ryde has not applied any pronouncements before their operative date in the annual reporting period beginning 1 July 2017.

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

AASB 9 Financial Instruments and Associated Amending Standards

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

AASB 16 Leases

AASB 15 *Revenue from Contracts with Customers, and associated amending standards*

AASB 1058 *Income of NFP Entities*

AASB 2017 – 1 *Amendments to Australian Accounting Standards*

– *Transfers of Investment Property 2014-2016 Cycle and Other Amendments (AASB 1, AASB 128, AASB 140)*

AASB 2018-1 *Amendments to Australian Accounting Standards – Annual Improvements Cycle 2015 – 2017 Cycle*

AASB 2017-7 *Amendments to Australian Accounting Standards – Long-term Interests in Associates and Joint Ventures*

#### Effective for annual reporting periods beginning on or after 1 January 2022

AASB2014-10 *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*. AASB2015-10 *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128*.

AASB 2017-5 *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*

The full impact of these standards has yet to be ascertained or quantified but will be assessed during the 2018/19 financial year.

#### Disclaimer

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

## Notes to the Financial Statements (continued)

## Note 2a. 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 from continuing operations |                               | Total assets held (current and non-current) |                      |
|--|-----------------------------------|-------------------------------|-------------------------------------|-------------------------------|--|-------------------------------|--|-------------------------------|---|----------------------|
|  | Actual 2018 (\$'000)              | Restated Actual 2017 (\$'000) | Actual 2018 (\$'000)                | Restated Actual 2017 (\$'000) | Actual 2018 (\$'000)                         | Restated Actual 2017 (\$'000) | Actual 2018 (\$'000)                                 | Restated Actual 2017 (\$'000) | Actual 2018 (\$'000)                        | Actual 2017 (\$'000) |
| <b>Programs</b>                          |                                   |                               |                                     |                               |  |                               |  |                               |   |                      |
| Catchment program                        | 1,096                             | 155                           | 3,877                               | 3,753                         | (2,781)                                      | (3,598)                       | —  | —                             | 200,909                                     | 202,870              |
| Centres and Neighbourhood program        | 387                               | 2,396                         | 3,980                               | 3,665                         | (3,593)                                      | (1,269)                       | 364  | 364                           | 10,230                                      | 10,112               |
| Community and Cultural program           | 1,974                             | 1,827                         | 5,333                               | 4,337                         | (3,359)                                      | (2,510)                       | 673  | 734                           | 230   | 230                  |
| Customer and Community Relations program | 13                                | 37                            | 2,944                               | 3,096                         | (2,931)                                      | (3,059)                       | —  | 3                             | —   | —                    |
| Economic Development program             | 6                                 | 9                             | 386                                 | 340                           | (380)  | (331)                         | 2  | 5                             | —   | —                    |
| Environmental program                    | 9                                 | 8                             | 547                                 | 556                           | (538)  | (548)                         | —  | —                             | —   | —                    |
| Foreshore program                        | 60                                | 18                            | 91                                  | 91                            | (31)   | (73)                          | 60   | 18                            | —   | —                    |
| Governance and Civic program             | 13                                | 6                             | 4,136                               | 3,464                         | (4,123)                                      | (3,458)                       | —  | —                             | —   | —                    |
| Internal Corporate Services program      | 8,191                             | 8,316                         | 12,506                              | 14,097                        | (4,315)                                      | (5,781)                       | 57   | 164                           | 536,456                                     | 514,241              |
| Land Use Planning program                | 24,779                            | 15,648                        | 1,469                               | 1,552                         | 23,310                                       | 14,096                        | —  | —                             | —   | —                    |
| Library program                          | 1,126                             | 1,110                         | 5,779                               | 5,640                         | (4,653)                                      | (4,530)                       | 295  | 291                           | 1,222                                       | 1,187                |
| Open Space, Sport & Recreation program   | 7,189                             | 12,201                        | 17,940                              | 16,704                        | (10,751)                                     | (4,503)                       | 80   | 5,095                         | 249,903                                     | 246,770              |
| Organisational Development program       | 10                                | 39                            | 253                                 | 286                           | (243)  | (247)                         | —  | —                             | —   | —                    |
| Paths and Cycleways program              | 765                               | 229                           | 2,182                               | 2,266                         | (1,417)                                      | (2,037)                       | 765  | 228                           | —   | —                    |
| Property Portfolio program               | 2,626                             | 2,302                         | 5,494                               | 6,555                         | (2,868)                                      | (4,253)                       | —  | —                             | 117,165                                     | 115,540              |
| Regulatory program                       | 12,252                            | 10,674                        | 7,947                               | 8,003                         | 4,305  | 2,671                         | —  | —                             | —   | —                    |
| Risk Management program                  | 140                               | 109                           | 3,608                               | 3,109                         | (3,468)                                      | (3,000)                       | —  | —                             | —   | —                    |
| Roads program                            | 2,500                             | 3,091                         | 24,394                              | 15,964                        | (21,894)                                     | (12,873)                      | 1,662  | 2,982                         | 376,202                                     | 377,712              |
| Strategic City program                   | —                                 | —                             | 296                                 | 188                           | (296)  | (188)                         | —  | —                             | —   | —                    |
| Traffic & Transport program              | 2,407                             | 2,003                         | 2,515                               | 2,205                         | (108)  | (202)                         | 1,186  | 1,080                         | —   | —                    |
| Waste and Recycling program              | 22,761                            | 21,809                        | 18,366                              | 17,438                        | 4,395  | 4,371                         | 236  | 217                           | 1,226                                       | 1,120                |
| <b>Total Functions &amp; Activities</b>  | <b>88,304</b>                     | <b>81,987</b>                 | <b>124,043</b>                      | <b>113,309</b>                | <b>(35,739)</b>                              | <b>(31,322)</b>               | <b>5,380</b>   | <b>11,181</b>                 | <b>1,493,543</b>                            | <b>1,469,782</b>     |
| <b>General Purpose Income</b>            | 67,971                            | 64,299                        |                                     |                               | 67,971                                       | 64,299                        | 2,878  | 3,998                         |   |                      |
| <b>Totals</b>                            | <b>156,275</b>                    | <b>146,286</b>                | <b>124,043</b>                      | <b>113,309</b>                | <b>32,232</b>                                | <b>32,977</b>                 | <b>8,258</b>   | <b>15,179</b>                 | <b>1,493,543</b>                            | <b>1,469,782</b>     |

## Notes to the Financial Statements (continued)

### Note 2b. Components of Functions or Activities

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

#### Catchment program

Managing, monitoring and maintaining water quality and reuse 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.

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>a) Rates and annual charges</b>   |                  |                  |
| <b>Ordinary rates</b>  |                  |                  |
| Residential  | 30,202           | 28,628           |
| Business   | 15,900           | 15,928           |
| Environmental management levy  | 7,126            | 6,845            |
| Less: Pensioner rebates (mandatory)  | (760)            | (792)            |
| Less: Pensioner rebates (council)  | (22)             | (25)             |
| <b>Total ordinary rates</b>  | <b>52,446</b>    | <b>50,584</b>    |
| <b>Special rates</b>   |                  |                  |
| Macquarie park   | 1,378            | 1,347            |
| Infrastructure special rate levy   | 8,692            | 5,157            |
| <b>Total special rates</b>   | <b>10,070</b>    | <b>6,504</b>     |
| <b>Annual charges (pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</b> |                  |                  |
| Domestic waste management services   | 20,341           | 19,556           |
| Non-rateable waste management charges  | 125              | 137              |
| Stormwater management service charge   | 1,044            | 1,029            |
| Section 611 charges  | 148              | 223              |
| Less: Pensioner rebates (mandatory)  | (372)            | (391)            |
| Less: Pensioner rebates (council)  | (12)             | (13)             |
| <b>Total annual charges</b>  | <b>21,274</b>    | <b>20,541</b>    |
| <b>Total rates and annual charges</b>  | <b>83,790</b>    | <b>77,629</b>    |

Council has used 2016 valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy for rates and annual charges

Rates and annual charges are recognised as revenues when the Council obtains control over the assets comprising these receipts.

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.

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations (continued)

|   | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|------------------|------------------|
| <b>b) User charges and fees</b>         |                  |                  |
| <b>User charges (pursuant to s.502)</b> |                  |                  |
| Aquatic centre                          | 5,656            | 5,850            |
| Sports facility rental                  | 880              | 709              |
| Hall hire                               | 478              | 430              |
| Road restorations                       | 904              | 767              |
| Gutter crossings                        | 65               | 81               |
| Commercial waste service                | 1,348            | 1,303            |
| Other                                   | 211              | 100              |
| <b>Total user charges</b>               | <b>9,542</b>     | <b>9,240</b>     |
| <b>Fees</b>                             |                  |                  |
| Regulatory/statutory fees               | 3,810            | 3,258            |
| s603 certificates                       | 160              | 169              |
| Discretionary                           |                  |                  |
| – Parking fees                          | 1,772            | 1,600            |
| – Environmental planning                | 2,839            | 2,212            |
| – Private works                         | 60               | 147              |
| – Home maintenance & modification       | 66               | 67               |
| – Other                                 | 616              | 490              |
| <b>Total fees</b>                       | <b>9,323</b>     | <b>7,943</b>     |
| <b>Total user charges and fees</b>      | <b>18,865</b>    | <b>17,183</b>    |

#### Accounting policy for 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.

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>c) Interest and investment revenue</b>    |                  |                  |
| Overdue rates & annual charges               | 206              | 197              |
| Cash, cash equivalents and investments:      |                  |                  |
| – Externally restricted                      | 1,979            | 1,922            |
| – Internally restricted                      | —                | —                |
| – Unrestricted                               | 3,888            | 3,484            |
| Amortisation of discounts and premiums:      |                  |                  |
| – Investments held to maturity               | 23               | 22               |
| <b>Total interest and investment revenue</b> | <b>6,096</b>     | <b>5,625</b>     |

#### Accounting policy for interest and investment revenue

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

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations (continued)

|   | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|------------------|------------------|
| <b>d) Other revenues</b>                |                  |                  |
| Rental income:                          |                  |                  |
| – Investment property                   | 700              | 568              |
| – Other property                        | 2,299            | 1,976            |
| Parking fines                           | 4,095            | 4,026            |
| Other fines                             | 44               | 63               |
| Ex gratia payments                      | 232              | 40               |
| Materials recycling                     | 891              | 272              |
| Lease – telecommunications              | 108              | 107              |
| Legal fees recoveries                   |                  |                  |
| – Rates                                 | 7                | 1                |
| – Other                                 | 72               | 72               |
| Insurance claims                        | 1                | 1                |
| Staff vehicle leases and other payments | 781              | 674              |
| Eastwood plaza                          | 7                | 43               |
| Sundry sales                            | 60               | 59               |
| Other                                   | 910              | 788              |
| <b>Total other revenue</b>              | <b>10,207</b>    | <b>8,690</b>     |

#### Accounting policy for other revenues

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:

Other revenues (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.

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

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

Lease income from operating leases where Council is a lessor is recognised as income on a straight-line basis over the lease term.

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations (continued)

|   | Operating        |                  | Capital          |                  |
|---|------------------|------------------|------------------|------------------|
|   | 2018<br>(\$'000) | 2017<br>(\$'000) | 2018<br>(\$'000) | 2017<br>(\$'000) |
| <b>e) Grants</b>                            |                  |                  |                  |                  |
| <b>General purpose (untied)</b>             |                  |                  |                  |                  |
| Financial assistance                        | 3,395            | 4,872            | —                | —                |
| Pensioner rebate subsidy – rates            | 398              | 443              | —                | —                |
| Total general purpose (untied)              | 3,793            | 5,315            | —                | —                |
| <b>Specific purpose</b>                     |                  |                  |                  |                  |
| Pensioner rebate subsidy – domestic waste   | 196              | 217              | —                | —                |
| Macquarie park construction                 | —                | —                | —                | 5,000            |
| Library                                     | 295              | 291              | —                | —                |
| Home maintenance & modification             | 368              | 410              | —                | —                |
| Apprentice rebate scheme                    | —                | 3                | —                | —                |
| Community staff funding                     | 271              | 267              | —                | —                |
| Street & traffic lighting                   | 364              | 364              | —                | —                |
| Roads To recovery                           | —                | —                | 749              | 1,365            |
| Transport                                   | —                | —                | 1,945            | 1,535            |
| Work Health & Safety incentive rebate       | 58               | 164              | —                | —                |
| Local infrastructure renewal scheme subsidy | 67               | 75               | —                | —                |
| Other                                       | 144              | 147              | 8                | 26               |
| Total specific purpose                      | 1,763            | 1,938            | 2,702            | 7,926            |
| <b>Total grants</b>                         | <b>5,556</b>     | <b>7,253</b>     | <b>2,702</b>     | <b>7,926</b>     |
| <b>Comprising:</b>                          |                  |                  |                  |                  |
| – Commonwealth funding                      | 3,690            | 5,163            | 749              | —                |
| – State funding                             | 1,866            | 2,090            | 1,953            | 7,926            |
|   | <b>5,556</b>     | <b>7,253</b>     | <b>2,702</b>     | <b>7,926</b>     |

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations (continued)

|   | Operating        |                  | Capital          |                  |
|---|------------------|------------------|------------------|------------------|
|   | 2018<br>(\$'000) | 2017<br>(\$'000) | 2018<br>(\$'000) | 2017<br>(\$'000) |
| <b>f) Contributions</b>                               |                  |                  |                  |                  |
| Developer contributions (s7.11)                       |                  |                  |                  |                  |
| – Open space  | —                | —                | 17,070           | 10,381           |
| – Drainage  | —                | —                | 889              | 444              |
| – Traffic facilities                                  | —                | —                | 1,865            | 1,515            |
| – Other   | —                | —                | 141              | 56               |
| – Community facilities                                | —                | —                | 4,731            | 2,778            |
| Voluntary planning agreements (s7.4)                  | —                | —                | —                | 2,021            |
| <b>Non-cash contributions</b>                         |                  |                  |                  |                  |
| s7.11 affordable housing                              | —                | —                | —                | 300              |
| <b>Total developer contributions</b>                  | <b>—</b>         | <b>—</b>         | <b>24,696</b>    | <b>17,495</b>    |
| <b>Other Contributions</b>                            |                  |                  |                  |                  |
| Other councils  | 722              | 706              | —                | —                |
| Community events                                      | 138              | 175              | —                | —                |
| Community Bus Service                                 | —                | 109              | —                | —                |
| North Ryde Office Fitout                              | —                | —                | —                | 50               |
| Other   | 80               | 7                | 1,048            | 181              |
| RMS contributions                                     |                  |                  |                  |                  |
| – Roads & bridges                                     | 392              | 386              | —                | —                |
| – Other   | 70               | 68               | —                | —                |
| Customer/resident contributions                       | —                | —                | 2                | 68               |
| LSL contributions from other councils                 | 142              | 100              | —                | —                |
| DWM better waste and recycling fund                   | 144              | 260              | —                | —                |
| <b>Total other contributions</b>                      | <b>1,688</b>     | <b>1,811</b>     | <b>1,050</b>     | <b>299</b>       |
| <b>Total contributions</b>                            | <b>1,688</b>     | <b>1,811</b>     | <b>25,746</b>    | <b>17,794</b>    |
| <b>Total grants &amp; contributions (e) &amp; (f)</b> | <b>7,244</b>     | <b>9,064</b>     | <b>28,448</b>    | <b>25,720</b>    |

#### Accounting policy for grants and contributions

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

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

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

## Notes to the Financial Statements (continued)

### Note 3. Income from Continuing Operations (continued)

|   | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|------------------|------------------|
| <b>g) Unspent grants and contributions</b>  |                  |                  |
| Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner: |                  |                  |
| <b>Operating Grants</b>   |                  |                  |
| Operating grants recognised in the current reporting period which have not been spent                               | 440              | 511              |
| Operating grants recognised in previous reporting periods which have been spent in the current reporting period     | (234)            | (314)            |
| <b>Capital Grants</b>   |                  |                  |
| Capital grants recognised in the current reporting period which have not been spent                                 | 11               | 4,862            |
| Capital grants recognised in previous reporting periods which have been spent in the current reporting period       | (2,380)          | (484)            |
| <b>Contributions</b>  |                  |                  |
| Contributions recognised in the current reporting period which have not been spent                                  | 26,675           | 19,117           |
| Contributions recognised in previous reporting periods which have been spent in the current reporting period        | (16,430)         | (16,609)         |

## Notes to the Financial Statements (continued)

### Note 4. Expenses from Continuing Operations

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>a) Employee benefits &amp; on costs</b> |                  |                  |
| Salaries and wages                         | 36,210           | 32,851           |
| Employee leave entitlements                | 9,668            | 8,721            |
| Superannuation                             | 4,700            | 4,307            |
| Workers' compensation insurance            | 576              | 1,603            |
| Fringe benefits tax (FBT)                  | 177              | 172              |
| Training costs (excluding salaries)        | 322              | 382              |
| Other                                      | 535              | 511              |
| Less: capitalised costs                    | (6,061)          | (4,602)          |
| <b>Total employee costs expensed</b>       | <b>46,127</b>    | <b>43,945</b>    |

#### Accounting policy for employee benefits & on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

#### 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 Superannuation 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. Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore 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. Further disclosures are in Contingencies and other liabilities/assets note recognised.

#### Defined Contribution Superannuation 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.

|                                       | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---------------------------------------|------------------|------------------|
| <b>b) Borrowing costs</b>             |                  |                  |
| Interest on loans                     | 110              | 139              |
| <b>Total borrowing costs expensed</b> | <b>110</b>       | <b>139</b>       |

#### Accounting policy for 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. Other borrowing costs are expensed.

## Notes to the Financial Statements (continued)

### Note 4. Expenses from Continuing Operations (continued)

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>C) Materials and Contracts</b>          |                  |                  |
| <b>Raw materials and consumables</b>       | 1,846            | 1,398            |
| Contractor Costs                           |                  |                  |
| – Roads and Footpaths Maintenance          | 1,754            | 1,921            |
| – Parks Maintenance                        | 1,747            | 1,602            |
| – Waste Disposal, Collection and Recycling | 13,506           | 11,476           |
| – Construction Recycling                   | 710              | 162              |
| – Building Cleaning & Maintenance          | 913              | 886              |
| – Temporary and Agency Staff               | 3,113            | 2,986            |
| – Repairs and Maintenance                  | 432              | 676              |
| – Electrical                               | 922              | 727              |
| – Events                                   | 451              | 343              |
| – Labour Hire                              | 263              | 348              |
| – Security                                 | 338              | 316              |
| – Project Design & Construction            | 13               | 330              |
| – Parking Meter                            | 140              | 290              |
| – Plant Hire External                      | 74               | 50               |
| Other Contractor Costs                     | 2,844            | 2,529            |
| Consultancy Costs                          |                  |                  |
| – Town Planning                            | 874              | 1,166            |
| – Ryde Civic Hub Design Competition        | —                | 516              |
| – Project Development Design               | 78               | 258              |
| – Property                                 | 37               | 109              |
| – Risk Management                          | 342              | 195              |
| Other Consultancy Costs                    | 1,010            | 1,011            |
| Remuneration of auditors                   | 96               | 75               |
| Legal Fees:                                |                  |                  |
| – Planning & Development                   | 163              | 14               |
| – Other                                    | 771              | 544              |
| Infringement Notice Contract (SEINS)       | 497              | 567              |
| Other                                      |                  |                  |
| – IT Licenses                              | 1,039            | 1,116            |
| Less: capitalised costs                    | (2,341)          | (2,007)          |
| <b>Total materials &amp; contracts</b>     | <b>31,632</b>    | <b>29,604</b>    |

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>Auditor's Remuneration</b>                                    |                  |                  |
| <b>Auditors of the City of Ryde: NSW Auditor-General</b>         |                  |                  |
| i) Audit and other assurance services                            |                  |                  |
| Audit and review of financial statements                         | 96               | 75               |
| Other assurance services   | —                | —                |
| <b>Total remuneration for audit and other assurance services</b> | <b>96</b>        | <b>75</b>        |
| <b>Total fees paid to or payable to the Auditor General</b>      | <b>96</b>        | <b>75</b>        |

## Notes to the Financial Statements (continued)

### Note 4. Expenses from Continuing Operations (continued)

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>d) Depreciation, amortisation and impairment</b>    |                  |                  |
| <b>Depreciation and amortisation</b>                   |                  |                  |
| Plant and equipment                                    | 2,230            | 2,249            |
| Office Equipment                                       | 710              | 863              |
| Furniture & fittings                                   | 76               | 220              |
| Land improvements (depreciable)                        | 517              | 517              |
| Buildings – specialised                                | 888              | 650              |
| – non-specialised                                      | 1,704            | 958              |
| Infrastructure:  |                  |                  |
| – Roads, Bridges and Footpaths, Other Road Assets      | 7,000            | 6,381            |
| – Stormwater Drainage                                  | 1,821            | 1,689            |
| – Open space/recreational assets                       | 1,219            | 953              |
| – Other Structures                                     | 161              | 353              |
| Other Assets:  |                  |                  |
| – Library Books  | 444              | 378              |
| Total depreciation costs                               | 16,770           | 15,211           |
| Less: Capitalised Costs                                | (71)             | (90)             |
| <b>Total depreciation, amortisation and impairment</b> | <b>16,699</b>    | <b>15,121</b>    |

#### Accounting policy for depreciation, amortisation and impairment expenses

##### Depreciation and amortisation

Council has transitioned from a consumption-based depreciation methodology to a straight-line depreciation methodology in the current financial period. Consistent with Australian Accounting Standards, Council has treated the transition prospectively (i.e. only changed depreciation in the current year). The change in depreciation method resulted in an increase in depreciation expense for the current year of \$692k. Useful lives are included in Note 9 for IPPE assets.

##### Impairment of non-financial 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.

##### Impairment of financial assets

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.

Council's assessment has indicated there is nothing requiring an impairment adjustment.

## Notes to the Financial Statements (continued)

### Note 4. Expenses from Continuing Operations (continued)

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>e) Other expenses</b>                               |                  |                  |
| Fair value adjustments on assets                       | —                | 1,056            |
| Bad & doubtful debts                                   | 6                | 1                |
| Mayoral fee  | 68               | 61               |
| Councillors' fees                                      | 296              | 255              |
| Councillors' (incl. Mayor) expenses                    | 89               | 45               |
| Election costs (excl. employee costs)                  | 473              | —                |
| Insurance  | 1,265            | 1,135            |
| Street lighting  | 1,835            | 1,881            |
| Communications costs                                   | 265              | 187              |
| Contribution to fire control                           | 1,653            | 1,598            |
| Contribution to Dept of Planning                       | 280              | 263              |
| Contributions & donations – community grants           | 671              | 978              |
| Waste development tax                                  | 2,397            | 4,153            |
| Membership fees  | 165              | 78               |
| Valuation fees   | 168              | 173              |
| Electricity & heating                                  | 1,254            | 1,134            |
| Water rates  | 448              | 388              |
| Bank fees & charges                                    | 272              | 224              |
| Property lease costs                                   | 2,259            | 2,219            |
| Postage & courier costs                                | 418              | 376              |
| Advertising  | 454              | 408              |
| Other expenses   | 513              | 272              |
| Less: capitalised costs                                | (5)              | (8)              |
| <b>Total other expenses from continuing operations</b> | <b>15,244</b>    | <b>16,877</b>    |

#### Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the council receives the goods or services.

## Notes to the Financial Statements (continued)

### Note 5. Gain or Loss from the Disposal of Assets Restated

|   | Notes | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|-------|------------------|------------------|
| <b>Gain (or loss) on disposal of community land</b>                       | 9     |                  |                  |
| Proceeds from disposal  |       | 259 <sup>1</sup> | —                |
| Less: Carrying amount of assets sold                                      |       | —                | —                |
| <b>Gain (or loss) on disposal</b>   |       | <b>259</b>       | <b>—</b>         |
| <b>Gain (or loss) on disposal of plant &amp; equipment</b>                | 9     |                  |                  |
| Proceeds from disposal  |       | 1,374            | 1,325            |
| Less: Carrying amount of assets sold                                      |       | (978)            | (793)            |
| <b>Gain (or loss) on disposal</b>   |       | <b>396</b>       | <b>532</b>       |
| <b>Gain (or loss) on disposal of office equipment</b>                     | 9     |                  |                  |
| Proceeds from disposal  |       | —                | —                |
| Less: Carrying amount of assets sold                                      |       | (15)             | —                |
| <b>Gain (or loss) on disposal</b>   |       | <b>(15)</b>      | <b>—</b>         |
| <b>Gain (or loss) on disposal of other structures – parks</b>             | 9     |                  |                  |
| Proceeds from disposal  |       | —                | —                |
| Less: Carrying amount of assets disposed                                  |       | —                | (1,388)          |
| <b>Gain (or loss) on disposal</b>   |       | <b>—</b>         | <b>(1,388)</b>   |
| <b>Gain (or loss) on disposal of RBF – roads, bridges &amp; footpaths</b> | 9     |                  |                  |
| Proceeds from disposal  |       | —                | —                |
| Less: Carrying amount of assets disposed                                  |       | (14,848)         | (6,603)          |
| <b>Gain (or loss) on disposal</b>   |       | <b>(14,848)</b>  | <b>(6,603)</b>   |
| <b>Gain (or loss) on disposal of works in progress</b>                    | 9     |                  |                  |
| Proceeds from disposal  |       | —                | —                |
| Less: Carrying value of Works in Progress                                 |       | (99)             | (217)            |
| <b>Gain (or loss) on disposal</b>   |       | <b>(99)</b>      | <b>(217)</b>     |
| <b>Gain (or loss) on disposal of financial assets</b>                     | 6     |                  |                  |
| Proceeds from disposal <sup>2</sup>                                       |       | 10,056           | 8,053            |
| Less: Carrying value of financial assets <sup>3</sup>                     |       | (9,980)          | (8,000)          |
| <b>Gain (or loss) on disposal</b>   |       | <b>76</b>        | <b>53</b>        |
| <b>Net Gain (or loss) on disposal of assets</b>                           |       | <b>(14,231)</b>  | <b>(7,623)</b>   |

1. This includes the sale of land under roads, which is Community Land.

2. This does not include investments that are rolled over, in full, with the same authorised deposit-taking institution.

|  | Notes |           |           |
|--|-------|-----------|-----------|
| <b>Gross amount including rolled over investments:</b> |       |           |           |
| Proceeds from disposal (Statement of cashflows)        | CF    | 71,694    | 57,301    |
| Less: Carrying value of financial assets               | 6     | (71,618)  | (57,248)  |
| <b>Gain (or loss) on disposal</b>                      |       | <b>76</b> | <b>53</b> |

3. This includes the settlement from legal action.

#### Accounting policy for disposal of assets

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

## Notes to the Financial Statements (continued)

### Note 6a. Cash and Cash Equivalents

| Notes                         | 2018<br>(\$'000) | 2017<br>(\$'000) |
|-------------------------------|------------------|------------------|
| Cash at bank and on hand      | 809              | 450              |
| Deposits at call <sup>1</sup> | 6,730            | 6,373            |
|                               | <b>7,539</b>     | <b>6,823</b>     |

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

#### Accounting policy for 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.

### Note 6b. Investments

The following financial assets are held as investments:

|                                     | 2018                |                         | 2017                |                         |
|-------------------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                     | Current<br>(\$'000) | Non-Current<br>(\$'000) | Current<br>(\$'000) | Non-Current<br>(\$'000) |
| Held to Maturity Investments        | 94,712              | 108,499                 | 89,250              | 90,379                  |
| <b>Total</b>                        | <b>94,712</b>       | <b>108,499</b>          | <b>89,250</b>       | <b>90,379</b>           |
| <b>Held to Maturity Investments</b> |                     |                         |                     |                         |
| <b>Comprising of:</b>               |                     |                         |                     |                         |
| – FRNs                              | 8,600               | 42,337                  | 7,000               | 41,414                  |
| – Fixed Bonds                       | —                   | 24,162                  | —                   | 10,965                  |
| – Term Deposit <sup>1</sup>         | 86,112              | 42,000                  | 82,250              | 38,000                  |
| <b>Total</b>                        | <b>94,712</b>       | <b>108,499</b>          | <b>89,250</b>       | <b>90,379</b>           |

1. Does not include term deposits with a term of less than 3 months

#### Investments and other financial assets

##### Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss, 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) 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.

##### iii) 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.

## Notes to the Financial Statements (continued)

### Note 6b. Investments (continued)

#### 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.

#### 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.

#### 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.

#### Impairment of available-for-sale investments

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.

## Notes to the Financial Statements (continued)

### Note 6c. Restricted Cash, Cash Equivalents and Investments

|   | 2018                |                         | 2017                |                         |
|---|---------------------|-------------------------|---------------------|-------------------------|
|   | Current<br>(\$'000) | Non-Current<br>(\$'000) | Current<br>(\$'000) | Non-Current<br>(\$'000) |
| <b>Total cash, cash equivalents and investments</b> | <b>102,251</b>      | <b>108,499</b>          | <b>96,073</b>       | <b>90,379</b>           |
| External restrictions (refer below)                 | 44,173              | 67,930                  | 37,779              | 62,735                  |
| Internal restrictions (refer below)                 | 54,575              | 40,569                  | 55,752              | 27,644                  |
| Unrestricted  | 3,503               | —                       | 2,542               | —                       |
| <b>Total</b>  | <b>102,251</b>      | <b>108,499</b>          | <b>96,073</b>       | <b>90,379</b>           |

#### Details of restrictions

|  | Opening<br>Balance to<br>30 June 2017<br>(\$'000) | Transfers to<br>Restriction<br>(\$'000) | Transfers from<br>Restriction<br>(\$'000) | Closing<br>Balance<br>30 June 2018<br>(\$'000) |
|--|---|---|---|--|
| <b>External restrictions</b>                           |   |   |   |  |
| Developer contributions (A)                            | 76,402  | 26,675                                  | (16,430)                                  | 86,647   |
| Specific purpose unexpended grants (B)                 | 11,203  | 451                                     | (2,614)                                   | 9,040  |
| Domestic waste management                              | 9,328   | 20,215                                  | (17,460)                                  | 12,083   |
| Stormwater management                                  | 1,174   | 1,047                                   | (996)                                     | 1,225  |
| Affordable housing contribution                        | 139   | —                                       | —   | 139  |
| Local Infrastructure Renewal Scheme (LIRS)             | 271   | —                                       | (271)                                     | —  |
| Macquarie Park special rate                            | 1,307   | 1,389                                   | (701)                                     | 1,995  |
| Infrastructure special rate reserve                    | 690   | 8,690                                   | (8,406)                                   | 974  |
| <b>Total external restrictions</b>                     | <b>100,514</b>                                    | <b>58,467</b>                           | <b>(46,878)</b>                           | <b>112,103</b>                                 |
| Total restricted grants and contributions (A + B only) | 87,605  | 27,126                                  | (19,044)                                  | 95,687   |
| <b>Internal restrictions</b>                           |   |   |   |  |
| Plant replacement reserve                              | 3,417   | 2,233                                   | (2,350)                                   | 3,300  |
| Employee leave entitlements                            | 3,822   | 2,443                                   | (1,513)                                   | 4,752  |
| Incomplete/carry over works and projects               | 169   | 50                                      | (169)                                     | 50   |
| Refundable deposits                                    | 12,839  | 2,695                                   | —   | 15,534   |
| Asset replacement reserve                              | 18,940  | 7,046                                   | (6,829)                                   | 19,157   |
| Ryde Aquatic Leisure Centre                            | 1,207   | 4,237                                   | (4,148)                                   | 1,296  |
| Investment property reserve                            | 20,033  | 2,107                                   | (575)                                     | 21,565   |
| Accommodation reserve                                  | 13,477  | —                                       | (2,293)                                   | 11,184   |
| Merger & transition reserve                            | 4,156   | —                                       | (3,857)                                   | 299  |
| Civic Centre precinct redevelopment reserve            | 898   | 12,192                                  | (325)                                     | 12,765   |
| Council Election Reserve                               | 660   | 150                                     | (693)                                     | 117  |
| Insurance fluctuation reserve                          | 809   | —                                       | (159)                                     | 650  |
| Risk rebate reserve                                    | 111   | —                                       | (111)                                     | —  |
| Workers Compensation                                   | —   | 500                                     | —   | 500  |
| Other  | 2,858   | 3,199                                   | (2,082)                                   | 3,975  |
| <b>Total internal restrictions</b>                     | <b>83,396</b>                                     | <b>36,852</b>                           | <b>(25,104)</b>                           | <b>95,144</b>                                  |
| <b>Total restrictions</b>                              | <b>183,910</b>                                    | <b>95,319</b>                           | <b>(71,982)</b>                           | <b>207,247</b>                                 |

## Notes to the Financial Statements (continued)

### Note 7. Receivables

| Purpose   | 2018                |                         | 2017                |                         |
|---|---------------------|-------------------------|---------------------|-------------------------|
|   | Current<br>(\$'000) | Non-Current<br>(\$'000) | Current<br>(\$'000) | Non-Current<br>(\$'000) |
| Rates and annual charges                                    | 3,010               | 52                      | 2,603               | 45                      |
| Rates interest & extra charges                              | 311                 | 5                       | 264                 | 5                       |
| User charges & fees   |                     |                         |                     |                         |
| Environmental & health                                      | 704                 | —                       | 558                 | —                       |
| Restorations  | 155                 | —                       | 190                 | —                       |
| Recreational facilities                                     | 199                 | —                       | 258                 | —                       |
| Property & infrastructure works                             | 299                 | —                       | 108                 | —                       |
| Advertising   | 122                 | —                       | —                   | —                       |
| Home modification service                                   | 22                  | —                       | 22                  | —                       |
| Ryde Aquatic Leisure Centre                                 | 94                  | —                       | 30                  | —                       |
| Interest on investments                                     | 1,936               | —                       | 1,741               | —                       |
| Contributions to works                                      | 6                   | —                       | 11                  | —                       |
| Government grants & subsidies                               | 2,447               | —                       | 2,094               | —                       |
| Commercial waste  | 569                 | —                       | 568                 | —                       |
| GST   | 1,857               | —                       | 1,929               | —                       |
| Asset sales   | 138                 | —                       | 203                 | —                       |
| Workers compensation  | 19                  | —                       | 19                  | —                       |
| Fines   | 391                 | —                       | 314                 | —                       |
| Other   | 402                 | 22                      | 665                 | 22                      |
| Total <sup>1</sup>  | 12,681              | 79                      | 11,577              | 72                      |
| Less: <b>provision for impairment</b>                       |                     |                         |                     |                         |
| – User charges and fees                                     | 453                 | —                       | 452                 | —                       |
|   | <b>12,228</b>       | <b>79</b>               | <b>11,125</b>       | <b>72</b>               |
| <b>Restricted/unrestricted receivables (included above)</b> |                     |                         |                     |                         |
| Unrestricted receivables                                    | 12,228              | 79                      | 11,125              | 72                      |
| <b>Total Receivables</b>                                    | <b>12,228</b>       | <b>79</b>               | <b>11,125</b>       | <b>72</b>               |

1. Total refers to Note 17

#### Notes on the above Debtors:

Rates and annual charges are secured by underlying properties.

User fees and charges are unsecured. A provision for impairment (doubtful debts) has already been provided.

#### Accounting policy for receivables

##### Recognition and measurement

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.

## Notes to the Financial Statements (continued)

### Note 7. Receivables (continued)

#### Impairment

##### 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.

Collectability of receivables is reviewed on an on-going basis. Debts that are known to be uncollectable 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. When a receivable for which an impairment allowance had been recognised becomes uncollectable 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.

### Note 8. Inventories and Other Assets

|   | 2018                |                         | 2017                |                         |
|---|---------------------|-------------------------|---------------------|-------------------------|
|   | Current<br>(\$'000) | Non-Current<br>(\$'000) | Current<br>(\$'000) | Non-Current<br>(\$'000) |
| <b>a) Inventories</b>   |                     |                         |                     |                         |
| Stores and materials  | 828                 | —                       | 894                 | —                       |
| <b>Total inventories</b>  | <b>828</b>          | <b>—</b>                | <b>894</b>          | <b>—</b>                |
| <b>b) Inventories not expected to be realised within the next 12 months<sup>1</sup></b> | <b>539</b>          | <b>—</b>                | <b>379</b>          | <b>—</b>                |
| <b>c) Other Assets</b>  |                     |                         |                     |                         |
| Prepayments   | 949                 | —                       | 1,370               | —                       |
| Prepayments – salaries and wages  | 789                 | —                       | 800                 | —                       |
| Prepayments – waste alliance  | 740                 | —                       | 625                 | —                       |
| <b>Total other assets</b>   | <b>2,478</b>        | <b>—</b>                | <b>2,795</b>        | <b>—</b>                |
| <b>Externally restricted inventories and other assets</b>                               |                     |                         |                     |                         |
| 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.

#### Accounting policy for inventories and other assets

##### 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.

##### Inventory held for distribution

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

## Notes to the Financial Statements (continued)

## Note 9. Infrastructure, Property, Plant and Equipment

| Asset Class                             | Movements during the year |                                       |                     |               |                    |                             |                           |                  |                                       |                       | At 30 June 2018                       |                     |
|---|---------------------------|---------------------------------------|---------------------|---------------|--------------------|-----------------------------|---------------------------|------------------|---------------------------------------|-----------------------|---------------------------------------|---------------------|
|   | At 30 June 2017           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
|   | Gross Carrying Amount     | Accumulated Depreciation & Impairment | Net Carrying Amount | New Assets    | Transfers From WIP | Carrying Value of Disposals | Depreciation & Impairment | Gross Book Value | Accumulated Depreciation & Impairment | Gross Carrying Amount | Accumulated Depreciation & Impairment | Net Carrying Amount |
| Plant and Equipment                     | 27,430                    | 16,879                                | 10,551              | 76            | 3,428              | 18                          | (978)                     | (2,230)          | —                                     | 28,312                | 17,447                                | 10,865              |
| Office Equipment                        | 9,168                     | 7,725                                 | 1,443               | 603           | 173                | 450                         | (15)                      | (710)            | 579                                   | 10,314                | 7,791                                 | 2,523               |
| Furniture and Fittings                  | 4,459                     | 3,811                                 | 648                 | 27            | 153                | 102                         | —                         | (76)             | 5                                     | 4,741                 | 3,882                                 | 859                 |
| Leased Plant & Equipment                | 163                       | 163                                   | —                   | —             | —                  | —                           | —                         | —                | —                                     | 163                   | 163                                   | —                   |
| Land                                    |                           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
| – Operational Land                      | 220,018                   | —                                     | 220,018             | —             | —                  | —                           | —                         | —                | —                                     | 220,018               | —                                     | 220,018             |
| – Community Land                        | 142,287                   | —                                     | 142,287             | —             | —                  | —                           | —                         | —                | —                                     | 142,287               | —                                     | 142,287             |
| – Land Improvements (non-depr'n)        | 9,073                     | —                                     | 9,073               | 53            | 142                | 26                          | —                         | —                | —                                     | 9,294                 | —                                     | 9,294               |
| – Land Improvements (depr'n)            | 14,521                    | 13,431                                | 1,090               | 157           | 104                | 359                         | —                         | (517)            | —                                     | 15,141                | 13,948                                | 1,193               |
| – Land Under Roads                      | 1,155                     | —                                     | 1,155               | —             | —                  | —                           | —                         | —                | —                                     | 1,155                 | —                                     | 1,155               |
| Buildings                               |                           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
| – Non-specialised                       | 125,934                   | 71,893                                | 54,041              | 290           | 143                | 5,822                       | —                         | (1,704)          | (6,255)                               | 125,934               | 73,597                                | 52,337              |
| Other Structures                        |                           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
| – Carparks                              | 11,590                    | 1,479                                 | 10,111              | 420           | —                  | —                           | —                         | (97)             | (196)                                 | 11,814                | 1,583                                 | 10,231              |
| – Foreshore Assets                      | 5,333                     | 1,102                                 | 4,231               | —             | 411                | —                           | —                         | (62)             | (410)                                 | 5,333                 | 1,174                                 | 4,159               |
| – Road Ancillary                        | 11,516                    | 3,473                                 | 8,043               | 319           | 1,232              | 1,824                       | —                         | (272)            | (2,915)                               | 11,976                | 3,678                                 | 8,298               |
| – Other                                 | 253                       | 2                                     | 251                 | —             | 7                  | —                           | —                         | (2)              | —                                     | 260                   | 4                                     | 256                 |
| Infrastructure                          |                           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
| – Road Pavement                         | 301,237                   | 78,856                                | 222,381             | 8,236         | —                  | 998                         | (4,956)                   | (5,312)          | —                                     | 301,237               | 79,890                                | 221,347             |
| – Road Ancillaries                      | 7,072                     | 3,707                                 | 3,365               | 180           | 311                | 303                         | (724)                     | (141)            | —                                     | 7,157                 | 3,863                                 | 3,294               |
| – Bridges                               | 4,129                     | 1,679                                 | 2,450               | 134           | —                  | 69                          | (203)                     | (45)             | —                                     | 4,129                 | 1,724                                 | 2,405               |
| – Footpaths and Cycleways               | 62,009                    | 10,510                                | 51,499              | 1,981         | 806                | 4,442                       | (6,705)                   | (545)            | —                                     | 62,479                | 11,001                                | 51,478              |
| – Kerb & Guttering                      | 102,792                   | 13,973                                | 88,819              | 1,775         | —                  | 576                         | (2,260)                   | (685)            | —                                     | 102,816               | 14,591                                | 88,225              |
| – Stormwater Drainage                   | 266,535                   | 63,707                                | 202,828             | 2,763         | 1                  | 1,910                       | —                         | (1,821)          | (4,459)                               | 266,750               | 65,888                                | 200,862             |
| – Aquatic Leisure Centre                | 53,168                    | 13,292                                | 39,876              | 135           | —                  | 117                         | —                         | (888)            | (252)                                 | 53,168                | 14,180                                | 38,988              |
| – Other Open Space/ Recreational assets | 65,293                    | 10,857                                | 54,436              | 665           | 346                | 2,224                       | —                         | (1,219)          | 814                                   | 69,342                | 11,315                                | 58,027              |
| Other Assets                            |                           |                                       |                     |               |                    |                             |                           |                  |                                       |                       |                                       |                     |
| – Heritage Collections                  | 229                       | —                                     | 229                 | —             | —                  | —                           | —                         | —                | —                                     | 229                   | —                                     | 229                 |
| – Library Books                         | 3,252                     | 2,067                                 | 1,185               | 480           | —                  | —                           | —                         | (444)            | —                                     | 3,285                 | 2,064                                 | 1,221               |
| Capital Works in Progress               | 22,894                    | —                                     | 22,894              | 7,221         | 10,106             | (19,658)                    | (99)                      | —                | —                                     | 20,464                | —                                     | 20,464              |
| <b>Totals</b>                           | <b>1,471,510</b>          | <b>318,606</b>                        | <b>1,152,904</b>    | <b>25,515</b> | <b>16,945</b>      | <b>—</b>                    | <b>(15,940)</b>           | <b>(16,770)</b>  | <b>(13,673)</b>                       | <b>1,477,798</b>      | <b>327,783</b>                        | <b>1,150,015</b>    |

## Notes to the Financial Statements (continued)

### Note 9. Infrastructure, Property, Plant and Equipment (continued)

#### Accounting policy for infrastructure, property, plant and equipment

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

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

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 (years) | Depreciation Rate |
|--|---------------------|-------------------|
| Drainage assets                            | 40 – 200            | 0.50% – 2.50%     |
| Land Improvements                          | 25 – 25             | 4.00% – 4.00%     |
| Other assets                               | 20 – 50             | 2.00% – 8.33%     |
| Other structures                           | 20 – 150            | 0.67% – 5.00%     |
| Road assets – roads, bridges and footpaths | 15 – 200            | 0.50% – 6.67%     |
| Plant & Equipment                          | 5 – 50              | 2.00% – 20.00%    |
| Buildings – Specialised/Non Specialised    | 5 – 99              | 0.50% – 1.50%     |

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.

#### 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.

## Notes to the Financial Statements (continued)

### Note 9. Infrastructure, Property, Plant and Equipment (continued)

#### Accounting policy for infrastructure, property, plant and equipment continued

##### 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.

##### Rural Fire Service assets

Under Section 119 of the Rural Fire Services Act 1997 (NSW), 'all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed'.

Councils has no control of any Rural Fire Services assets.

### Note 10. Investment Properties

|   | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|------------------|------------------|
| <b>At fair value</b>  |                  |                  |
| Opening balance at July 1 2017  | 115,540          | 113,165          |
| Net gain (loss) from fair value adjustment  | 1,625            | 2,375            |
| <b>Closing balance at 30 June 2018</b>  | <b>117,165</b>   | <b>115,540</b>   |
| <b>a) Amounts recognised in profit and loss for investment property</b>   |                  |                  |
| Rental income   | 700              | 568              |
| Net gain (loss) from fair value adjustment  | 1,625            | 2,375            |
| Direct operating expenses from property that generated rental income  | (399)            | (282)            |
| <b>Total</b>  | <b>1,926</b>     | <b>2,661</b>     |
| <b>b) Leasing arrangements – Council as lessor</b>  |                  |                  |
| The investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows. |                  |                  |
| Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:  |                  |                  |
| – Not later than one year   | – 312            | – 421            |
| – Later than one year and not later than 5 years  | – 951            | – 951            |
| – Later than 5 years  | – 308            | – 195            |
| <b>Total</b>  | <b>1,571</b>     | <b>1,567</b>     |

#### Accounting policy for 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.

## Notes to the Financial Statements (continued)

### Note 11. Payables and Borrowings

|   | 2018                 |                            | 2017                        |                                    |   |                      |
|---|----------------------|----------------------------|-----------------------------|------------------------------------|---|----------------------|
|   | Current<br>(\$'000)  | Non-Current<br>(\$'000)    | Current<br>(\$'000)         | Non-Current<br>(\$'000)            |   |                      |
| <b>Payables</b>   |                      |                            |                             |                                    |   |                      |
| Goods and services  | 9,067                | —                          | 7,569                       | —                                  |   |                      |
| Accrued expenses  | 2,661                | —                          | 2,636                       | —                                  |   |                      |
| Interest expenses   | 19                   | —                          | 22                          | —                                  |   |                      |
| Deposits and retentions   | 15,533               | —                          | 12,840                      | —                                  |   |                      |
| Deferred lease expense  | 220                  | —                          | 155                         | —                                  |   |                      |
| Other   | 26                   | —                          | 15                          | —                                  |   |                      |
| <b>Total payables</b>   | <b>27,526</b>        | <b>—</b>                   | <b>23,237</b>               | <b>—</b>                           |   |                      |
| <b>Income received in advance</b>   |                      |                            |                             |                                    |   |                      |
| Payments received in advance  | 788                  | —                          | 922                         | —                                  |   |                      |
| Payments received in advance – rates  | 712                  | —                          | 555                         | —                                  |   |                      |
|   | <b>1,500</b>         | <b>—</b>                   | <b>1,477</b>                | <b>—</b>                           |   |                      |
| <b>Borrowings</b>   |                      |                            |                             |                                    |   |                      |
| Loans – secured <sup>1</sup>  | 911                  | 1,710                      | 891                         | 2,620                              |   |                      |
| <b>Total borrowings</b>   | <b>911</b>           | <b>1,710</b>               | <b>891</b>                  | <b>2,620</b>                       |   |                      |
| <b>a) Restricted and Unrestricted liabilities</b>                               |                      |                            |                             |                                    |   |                      |
| Liabilities relating to unrestricted assets                                     | 29,937               | 1,710                      | 25,605                      | 2,620                              |   |                      |
| <b>Total</b>  | <b>29,937</b>        | <b>1,710</b>               | <b>25,605</b>               | <b>2,620</b>                       |   |                      |
| <b>b) Current payables not expected to be settled within the next 12 months</b> | <b>12,426</b>        | <b>—</b>                   | <b>10,272</b>               | <b>—</b>                           |   |                      |
| <b>c) Changes in liabilities arising from financial activities</b>              |                      |                            |                             |                                    |   |                      |
|   |                      |                            | Non Cash Changes            |                                    |   |                      |
|   |                      |                            |                             |                                    |   |                      |
| <b>Total Liabilities from financing activities</b>                              | <b>2017 (\$'000)</b> | <b>Cash Flows (\$'000)</b> | <b>Acquisition (\$'000)</b> | <b>Fair Value Changes (\$'000)</b> | <b>Other Non-Cash Investment (\$'000)</b> | <b>2018 (\$'000)</b> |
| Loans – secured   |                      |                            |                             |                                    |   |                      |
| Financial Institutions  | 3,511                | (890)                      |                             |                                    |   | 2,621                |
| <b>Total</b>  | <b>3,511</b>         | <b>(890)</b>               |                             |                                    |   | <b>2,621</b>         |

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

## Notes to the Financial Statements (continued)

### Note 11. Payables and Borrowings (continued)

#### d) Financing Arrangements

|  | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--|------------------|------------------|
| <b>Total facilities</b>  |                  |                  |
| The amount of total financing facilities available to councils at the reporting date is:   |                  |                  |
| Corporate credit cards   | 60               | 60               |
|  | <b>60</b>        | <b>60</b>        |
| <b>Drawn Facilities</b>  |                  |                  |
| The financing facilities drawn down at the reporting date is:                              |                  |                  |
| Corporate credit cards   | 11               | 8                |
|  | <b>11</b>        | <b>8</b>         |
| <b>Undrawn Facilities</b>  |                  |                  |
| The amount of undrawn financing facilities available to councils at the reporting date is: |                  |                  |
| Corporate credit cards   | 49               | 52               |
|  | <b>49</b>        | <b>52</b>        |

#### Accounting policy for payables and borrowings

##### 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 14 days of recognition.

##### 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 drawdown 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.

##### Finance Leases

Council has no current finance leases.

## Notes to the Financial Statements (continued)

### Note 12. Provisions

|  | 2018                |                         | 2017                |                         |
|--|---------------------|-------------------------|---------------------|-------------------------|
|  | Current<br>(\$'000) | Non-Current<br>(\$'000) | Current<br>(\$'000) | Non-Current<br>(\$'000) |
| Annual & other accrued leave   | 3,870               | —                       | 3,505               | —                       |
| Sick leave   | 193                 | —                       | 192                 | —                       |
| Long service leave   | 8,608               | 163                     | 8,297               | 170                     |
| Other employee provisions  | 598                 | —                       | 522                 | —                       |
| <b>Total provisions</b>  | <b>13,269</b>       | <b>163</b>              | <b>12,516</b>       | <b>170</b>              |
| <b>Current provisions not expected to be settled within the next 12 months</b> | <b>6,905</b>        | <b>—</b>                | <b>6,682</b>        | <b>—</b>                |

#### a) Description of and movements in provisions

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

| Class of Provision           | Opening Balance<br>(\$'000) | Increase in Provision<br>(\$'000) | Payments<br>(\$'000) | Re-Measurement<br>(\$'000) | Closing Balance<br>(\$'000) |
|------------------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|-----------------------------|
| Annual & Other Accrued Leave | 3,505                       | 3,244                             | 2,879                | —                          | 3,870                       |
| Sick Leave                   | 192                         | 1,396                             | 1,395                | —                          | 193                         |
| Long service leave           | 8,467                       | 1,440                             | 1,136                | —                          | 8,771                       |
| Other employee provisions    | 522                         | 1,857                             | 1,781                | —                          | 598                         |
| <b>Total</b>                 | <b>12,686</b>               | <b>7,937</b>                      | <b>7,191</b>         | <b>—</b>                   | <b>13,432</b>               |

#### Accounting policy for provisions

##### Provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

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

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

##### Employee benefits

###### 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.

###### 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.

###### Self-insurance

Council does not self-insure.

## Notes to the Financial Statements (continued)

### Note 13. Accumulated Surplus, Revaluation Reserves, Changes in Accounting Policies, Changes in Accounting Estimates and Errors

#### a) Nature and purpose of reserves

##### i) Revaluation reserve

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

##### ii) Available-for-sale investments revaluation reserve

Changes in fair value are taken to the available-for-sale investments revaluation reserve, amounts are recognised in profit and loss when the associated assets are sold or impaired.

#### b) Correction of errors in previous years

A review of the Revaluation Reserve register identified a positive revaluation reserve of \$59,749k for the Roads, Bridges and Footpaths Infrastructure asset class which is a result of downward revaluation in the past without sufficient reserves relating to that asset class.

The error identified in the above has been corrected by restating the balances in the year in which it occurred if it occurred before 1 July 2016 by adjusting the opening accumulated surplus at 1 July 2016. The impact on the financial statement line items are shown below.

#### Changes in the opening Statement of Financial Position at 1 July 2016

|  | Original<br>balance as at<br>1 July 2016<br>(\$'000) | Increase/<br>(decrease)<br>(\$'000) | Restated<br>balance at<br>1 July 2016<br>(\$'000) |
|--|--|-------------------------------------|---|
| <b>Statement of Financial Position</b> |  |                                     |   |
| Accumulated Surplus                    | 1,196,428  | (53,146)                            | 1,143,282   |
| Revaluation Reserve                    | 125,785  | 53,146                              | 178,931   |

#### Adjustments to the comparative figures for the year ended 30 June 2017

|  | Original<br>balance<br>(\$'000) | Increase/<br>(decrease)<br>(\$'000) | Restated<br>balance<br>(\$'000) |
|--|---------------------------------|-------------------------------------|---------------------------------|
| <b>Statement of Financial Position</b> |                                 |                                     |                                 |
| Accumulated Surplus                    | 1,236,008                       | (59,749)                            | 1,176,259                       |
| Revaluation Reserve                    | 192,863                         | 59,749                              | 252,612                         |

#### Changes to the Income Statement for the year ending 30 June 2017

|   | Original<br>balance<br>(\$'000) | Increase/<br>(decrease)<br>(\$'000) | Restated<br>balance<br>(\$'000) |
|---|---------------------------------|-------------------------------------|---------------------------------|
| <b>Income Statement</b>   |                                 |                                     |                                 |
| <b>Total Income from Continuing Operations</b>  | <b>146,286</b>                  | —                                   | <b>146,286</b>                  |
| Expenses as per Note 4  | (43,945)                        | —                                   | (43,945)                        |
| Net loss from the disposal of assets  | (1,020)                         | (6,603)                             | (7,623)                         |
| <b>Total Expenses from Continuing Operations</b>  | <b>(44,965)</b>                 | <b>(6,603)</b>                      | <b>(51,568)</b>                 |
| <b>Net Operating Result for the Year</b>  | <b>101,321</b>                  | <b>(6,603)</b>                      | <b>94,718</b>                   |
| Net operating result for the year before grants and contributions for capital purposes. | 13,860                          | (6,603)                             | 7,257                           |

#### c) Changes in Accounting Estimates

Council has transitioned from a consumption-based depreciation methodology to a straight-line depreciation methodology in 2017/2018. Consistent with Australian Accounting Standards, Council has treated the transition prospectively (i.e. only changed depreciation in the current year). The change in depreciation methods resulted in an increase in depreciation expense for the year of \$692k.

## Notes to the Financial Statements (continued)

### Note 14 Statement of Cash Flow Information

|   | Notes | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|-------|------------------|------------------|
| <b>a) Reconciliation of Cash Assets</b>   |       |                  |                  |
| Total cash and cash equivalents   | 6(a)  | 7,539            | 6,823            |
| <b>Less:</b> bank overdraft   | 11    | —                | —                |
| Balances as per statement of cash flow  |       | <b>7,539</b>     | <b>6,823</b>     |
| <b>b) Reconciliation of net operating result to cash provided from operating activities</b> |       |                  |                  |
| Net operating result from income statement  |       | 32,232           | 32,977           |
| Add: Depreciation and impairment  | 3     | 16,699           | 15,121           |
| Loss/(gain) on sale of assets   | 5     | 14,231           | 7,623            |
| Amortisation of discounts & premiums recognised   | 3,4   | (23)             | (22)             |
| Fair value (gains)/losses to investment property  | 10    | (1,625)          | (1,319)          |
| Increase/(decrease) in provision for doubtful debts   | 7     | 1                | 46               |
| Increase/(decrease) in provision for leave entitlements                                     | 11    | 746              | 602              |
| (Increase)/decrease in receivables  | 7     | (1,111)          | (1,472)          |
| (Increase)/decrease in inventories  | 8     | 66               | (248)            |
| (Increase)/decrease in other current assets   | 8     | 317              | 225              |
| Increase/(decrease) in payables   | 11    | 1,249            | (136)            |
| Increase/(decrease) in accrued interest payable   | 11    | (3)              | (5)              |
| Increase/(decrease) in other current liabilities  | 11    | 2,926            | 31               |
| Non cash capital grants & contributions   | 3     | —                | (300)            |
| <b>Net cash provided by (used in) operating activities</b>                                  |       | <b>65,705</b>    | <b>53,123</b>    |
| <b>c) Non-Cash Financing and Investing Activities</b>                                       |       |                  |                  |
| s7.11 contributions in kind   |       | —                | 300              |
|   |       | —                | 300              |

### Note 15. Commitments

|   | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---|------------------|------------------|
| <b>a) Capital commitments (exclusive of GST)</b>  |                  |                  |
| Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:                   |                  |                  |
| Plant & Equipment   | 115              | 450              |
| Office Equipment  | 182              | —                |
| Land  | 99               | 2,250            |
| Buildings   | 434              | —                |
| Other Structures  | 565              | 22               |
| Infrastructure  | 3,041            | 1,692            |
| <b>Total</b>  | <b>4,437</b>     | <b>4,414</b>     |
| <i>Major commitments include the design and construction of a new recreational space, and the construction of a cycleway.</i>             |                  |                  |
| <b>b) Non-cancellable operating lease commitments</b>   |                  |                  |
| Commitments under non-cancellable operating leases at 30 June 2018 but not recognised in the financial statements are payable as follows: |                  |                  |
| – Not later than one year   | 2,170            | 2,192            |
| – Later than one year and not later than 5 years  | 3,830            | 6,211            |
| – Later than 5 years  | —                | —                |
| <b>Total<sup>1</sup></b>  | <b>5,999</b>     | <b>8,403</b>     |

1. This represents the leased premises at the North Ryde office which comprise of:  
 1 x 5 year lease commencing 1 May 2016, with 3 options of 5 years,  
 1 x 4 years and 9 months lease commencing 1 August 2016, with 3 options of 5 years.

## Notes to the Financial Statements (continued)

### Note 16. Contingencies and Other Liabilities/Assets not Recognised

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:

#### Contingent liabilities

##### 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.

Member councils are treated as Pooled Employers for the purposes of AASB119. Pooled Employers are required to pay standard employer contributions and additional lump sum contributions to the Fund.

|            |                                   |
|------------|-----------------------------------|
| Division B | 1.9 times employee contributions  |
| Division C | 2.5% salaries                     |
| Division D | 1.64 times employee contributions |

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40.0 million per annum from 1 July 2017 for 4 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2017. These additional lump sum contributions are used to fund the deficit of assets to accrued liabilities as 30 June 2017.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses. However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for the allocation of any surplus which may be present at the date of withdrawal of an employer.

The plan is a defined benefit plan. However, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is not sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

The amount of Council employer contributions to the defined benefit section of the Fund and recognised as an expense and disclosed as part of superannuation expenses at Note 4 (a) for the year ending 30 June 2018 was \$92,092.

Council's expected contributions to the Fund for the next annual reporting period is \$85,000.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2018 is:

| Employer reserves only <sup>1</sup> | \$ millions | Asset coverage |
|-------------------------------------|-------------|----------------|
| Assets                              | 1,817.8     |                |
| Past Service Liabilities            | 1,787.5     | 101.7%         |
| Vested Benefits                     | 1,778.0     | 102.2%         |

1. Excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

|                               |                |
|-------------------------------|----------------|
| Investment return             | 6.0% per annum |
| Salary inflation <sup>1</sup> | 3.5% per annum |
| Increase in CPI               | 2.5% per annum |

1. Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program, however any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation and once all the relevant information has been received by the Funds Actuary, the 2018 triennial review will be completed around December 2018.

## Notes to the Financial Statements (continued)

### Note 16. Contingencies and Other Liabilities/Assets not Recognised (continued)

Council's additional lump sum contribution is around 0.23% of the total additional lump sum contributions for all Pooled Employers (of \$40m each year from 1 July 2017 to 30 June 2021) provides an indication of the level of participation of Council compared with other employers in the Pooled Employer sub-group.

#### ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government. Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years. The future realisation and finalisation of claims incurred but not reported to 30 June 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

During the year, Council moved its workers compensation insurance with StateCover to their Loss Prevention and Recovery (LPR) model which aligns the premiums to the Council's experience and success in implementing injury prevention, management and return to work strategies. Council has a contingent liability where caps on claims may be greater and premium adjustments are based on claim costs.

#### 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) s711 Plans (formerly s94)

Council levies s711 plans (formerly 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 receiving 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.

#### Contingent Assets

##### 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.

This represents a contingent asset that will become Council's assets at the end of the lease.

## Notes to the Financial Statements (continued)

### Note 17. 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       |                    |
|------------------------------|------------------|------------------|------------------|--------------------|
|                              | 2018<br>(\$'000) | 2017<br>(\$'000) | 2018<br>(\$'000) | 2017<br>(\$'000)   |
| <b>Financial assets</b>      |                  |                  |                  |                    |
| Cash and cash equivalents    | 7,539            | 6,823            | 7,539            | 6,823              |
| Receivables                  | 10,450           | 9,268            | 10,450           | 9,268              |
| Held-to-maturity investments | 203,211          | 179,629          | 203,527          | 180,009            |
|                              | <b>221,200</b>   | <b>195,720</b>   | <b>221,516</b>   | <b>196,100</b>     |
| <b>Financial liabilities</b> |                  |                  |                  |                    |
| Payables                     | 27,526           | 23,237           | 27,526           | 23,237             |
| Borrowings                   | 2,621            | 3,511            | 4,470            | 5,811 <sup>1</sup> |
|                              | <b>30,147</b>    | <b>26,748</b>    | <b>31,996</b>    | <b>29,048</b>      |

Note: Refer to Note 19 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 Ministerial Investment Order 625. 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 as required by local government regulations.

The risk associated with investments held are:

- Price risk – the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or factors affecting similar instruments traded in a market.
- Interest rate risk – the risk that movements in interest rates could affect returns.
- Credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

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

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

The 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.

|  | 30/06/2018<br>(\$'000) | 30/06/2017<br>(\$'000) |
|--|------------------------|------------------------|
| Estimated impact of a 10% <sup>1</sup> 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   | 2,108                  | 1,865                  |
| – Income statement   | 2,108                  | 1,865                  |

1. 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.

## Notes to the Financial Statements (continued)

### Note 17. Financial Risk Management (continued)

#### b) Credit risk

Council's major receivables comprise rates and annual charges and user charges and fees. Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery policies.

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

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date was:

| Percentage of rates and annual charges | 2018<br>% | 2017<br>% |
|--|-----------|-----------|
| – Current                              | 64%       | 65%       |
| – Overdue debts                        | 36%       | 35%       |

| Analysis of overdue debts | Notes | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---------------------------|-------|------------------|------------------|
| Less than 1 year          |       | 2,170            | 1,901            |
| 1 to 2 years              |       | 625              | 534              |
| 2 to 5 years              |       | 538              | 464              |
| Greater than 5 years      |       | 45               | 18               |
|                           | 7     | <b>3,378</b>     | <b>2,917</b>     |

| Percentage of other Receivables | 2018<br>% | 2017<br>% |
|---------------------------------|-----------|-----------|
| – Current                       | 87%       | 86%       |
| – Overdue debts                 | 13%       | 14%       |

| Analysis of overdue debts | Notes | 2018<br>(\$'000) | 2017<br>(\$'000) |
|---------------------------|-------|------------------|------------------|
| 0 – 30 days overdue       |       | 8,120            | 7,503            |
| 31 – 60 days overdue      |       | 279              | 200              |
| 61 – 90 days overdue      |       | 47               | 108              |
| >91 days overdue          |       | 936              | 921              |
|                           | 7     | <b>9,382</b>     | <b>8,732</b>     |

#### Movement in provision for impairment for receivables

|  |            |            |
|--|------------|------------|
| Balance at the beginning of the year             | 452        | 406        |
| Plus: New provisions recognised during the year  | 4          | 1          |
| Less: Amounts already provided for & written off | (3)        | 45         |
| <b>Balance at the end of the year</b>            | <b>453</b> | <b>452</b> |

## Notes to the Financial Statements (continued)

### Note 17. 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.

| 2018<br>(\$'000)  | Weighted<br>Average<br>Interest rate<br>% | Due Within<br>1 Year | Due Between<br>1 and 5 Years | Due After<br>5 Years | Total<br>Contractual<br>CashFlows | Carrying<br>Values |
|-------------------|---|----------------------|------------------------------|----------------------|-----------------------------------|--------------------|
| <b>Payables</b>   |   | 27,526               | —                            | —                    | 27,526                            | 27,526             |
| <b>Borrowings</b> | 3.15%                                     | 1,003                | 1,415                        | 420                  | 2,838 <sup>3</sup>                | 2,621              |
|                   |   | <b>28,529</b>        | <b>1,415</b>                 | <b>420</b>           | <b>30,364</b>                     | <b>30,147</b>      |

| 2017<br>(\$'000)  | Weighted<br>Average<br>Interest rate<br>% | Due Within<br>1 Year | Due Between<br>1 and 5 Years | Due After<br>5 Years | Total<br>Contractual<br>CashFlows | Carrying<br>Values |
|-------------------|---|----------------------|------------------------------|----------------------|-----------------------------------|--------------------|
| <b>Payables</b>   |   | 23,237               | —                            | —                    | 23,237                            | 23,237             |
| <b>Borrowings</b> | 3.58%                                     | 986                  | 2,022                        | 784                  | 3,792 <sup>1</sup>                | 3,511              |
|                   |   | <b>24,223</b>        | <b>2,022</b>                 | <b>784</b>           | <b>27,029</b>                     | <b>26,748</b>      |

1. 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.

## Notes to the Financial Statements (continued)

### Note 18. Material Budget Variations

Council's Original Budget was incorporated as part of the 2017-2021 Delivery Plan adopted by the Council on 27 June 2017, and is not required to be audited.

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 2017/18 financial year and, where appropriate, have been incorporated into the 2018/19 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](http://www.ryde.nsw.gov.au)

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

#### Revenues

##### User charges and fees \$2,294K (14%) (F)

Council received user charges and fees revenue of \$18,865k which was above the original budget by \$2,294k (14%).

The additional income received was predominantly related to development related income amounting to an additional \$2.7 million above the Original Budget. This is a reflection of the level of activity in the current local development market. Macquarie Park Parking Scheme income exceeded budgeted expectations by \$0.3 million. Road Restoration income was \$0.7 million below the Original Budget (note: a corresponding Road Restorations expenditure saving has been realised to offset this reduced income).

##### Interest and investment revenue \$1,931K (46%) (F)

Council received interest revenue of \$6,096k which was above the original budget by \$1,931k (46%).

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 7.11 contributions and other Internal Reserves. It should be noted that these Section 7.11 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 7.11 plan they were collected under.

##### Other revenues \$913K (10%) (F)

Council received other revenues of \$10,207k which was above the original budget by \$913k (10%).

Additional income derived from the sale of recycled construction materials amounted to \$0.5 million. An additional \$0.4 million in rental income also contributed to this favourable variation.

##### Grants & contributions provided for capital purposes \$8,034K (39%) (F)

Council received capital income of \$28,448k which was above the original budget by \$8,034k (39%).

Council received \$5.7 million in Section 7.11 Developer Contributions over and above its Original Budget estimate of \$20 million. In addition, Council received an RMS Grant of \$1.95 million which was not included in the Original Budget.

#### Expenses

##### Borrowing costs -\$36K (-25%) (F)

Council incurred borrowing costs of \$110k which was below the original budget by -\$36k (-25%).

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

##### Other expenses -\$4,905K (-24%) (F)

Council paid other expenses of \$15,244k which was below the original budget by -\$4,905k (-24%).

The majority of expenditure savings, when compared to the Original Budget, relate to a reduction in the Waste Development Tax as a result of increased processed material being diverted from landfill (\$2.4 million), street lighting charges (\$0.5 million) and utilities – power (\$0.2 million). The balance of expenditure savings in this area is the sum of minor savings across a wide variety of expenses throughout the organisation.

##### Net loss from the disposal of assets \$14,231K (100%) (U)

Whilst Council received a net gain on the disposal of assets, being a total of \$617k favourable. Council had to charge \$14,848k to the Income Statement following the disposal of assets relating to Roads, Bridges and Footpaths in which the revaluation reserve was zero within this Infrastructure asset class.

## Notes to the Financial Statements (continued)

### Note 19. Fair Value Measurement

Council measures the following assets and liabilities at fair value on a recurring basis:

- Infrastructure, property plant and equipment
- Investment property

#### Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

*Level 1* – Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

*Level 2* – Inputs other than quoted prices included 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 table below shows the assigned level for each asset and liability held at fair value by the Council:

| 30 June 2018                                  | Note | Level 2<br>Significant<br>observable<br>inputs<br>(\$'000) | Level 3<br>Significant<br>unobservable<br>inputs<br>(\$'000) | Total<br>(\$'000) |
|---|------|--|--|-------------------|
| Investment properties                         | 10   | 117,165  | —  | 117,165           |
| 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) |      | —  | 91,325   | 91,325            |
| – Roads, Bridges, Footpaths                   |      | —  | 366,749  | 366,749           |
| – Stormwater drainage                         |      | —  | 200,862  | 200,862           |
| <b>Subtotal I,PP &amp; E</b>                  |      |  | <b>802,378</b>   | <b>1,022,396</b>  |
| <b>Totals</b>                                 |      | <b>337,183</b>   | <b>802,378</b>   | <b>1,139,561</b>  |

| 30 June 2017                                  | Note | Level 2<br>Significant<br>observable<br>inputs<br>(\$'000) | Level 3<br>Significant<br>unobservable<br>inputs<br>(\$'000) | Total<br>(\$'000) |
|---|------|--|--|-------------------|
| Investment properties                         | 10   | 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           |
| <b>Subtotal I,PP &amp; E</b>                  |      |  | <b>808,701</b>   | <b>1,028,719</b>  |
| <b>Totals</b>                                 |      | <b>335,558</b>   | <b>808,701</b>   | <b>1,144,259</b>  |

The Council does not have any liabilities which are fair valued.

#### Valuation Techniques

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 9.

## Notes to the Financial Statements (continued)

### Note 19. Fair Value Measurement (continued)

#### 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 2018, 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 as determined by Scott Fullarton Valuations Pty Ltd.

#### 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.

With the exception of the Civic Centre which is impaired and currently under review, the 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 recognise Land Under Roads (LUR) acquired before 1 July 2008.

The key unobservable input to the valuation is a discount rate of 90% (englobo method) on the council/municipal average value.

##### 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.

#### 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  | 2018<br>(\$)   | 2017<br>(\$)   |
|--|----------------|----------------|
| Balance at 1 July  | 808,701        | 770,926        |
| Recognised in other comprehensive income – revaluation surplus | (11,325)       | 27,454         |
| Other movements  | (11,141)       | (9,428)        |
| Purchases  | 30,992         | 19,749         |
| <b>Balance at 30 June</b>                                      | <b>802,378</b> | <b>808,701</b> |

A reconciliation of the movements in recurring fair value measurements allocated to Level 2 of the hierarchy is provided below:

| Level 2                              | 2018<br>(\$)   | 2017<br>(\$)   |
|--------------------------------------|----------------|----------------|
| Balance at 1 July                    | 335,558        | 333,183        |
| Total gains or losses for the period | 1,625          | 2,375          |
| <b>Balance at 30 June</b>            | <b>337,183</b> | <b>335,558</b> |

#### 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.

## Notes to the Financial Statements (continued)

### Note 20. 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             | 2018<br>(\$'000) | 2017<br>(\$'000) |
|--------------------------|------------------|------------------|
| Short-term benefits      | 1,893            | 1,719            |
| Post-employment benefits | 98               | 96               |
| Other long-term benefits | 54               | 47               |
| <b>Total</b>             | <b>2,044</b>     | <b>1,861</b>     |

#### Other transactions with KMP and their related entities

Council has determined that transactions at arms lengths between KMP and Council as part of KMP using Council services (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) | 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 |
|---------------------------|---|---|--|---|---|
| <b>2018</b>               |   |   |  |   |   |
| —                         | —   | —   | —  | —   | —   |
| <b>2017</b>               |   |   |  |   |   |
| Grant Funding             | 70  | —   | KMP is a Board member where a Grant was provided as part of funding for FY2016 & FY2017 paid by Council. | —   | —   |

#### Other Related Parties

| Type of related party: subsidiary/ associate/ joint venture/ 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 |
|--|----------------------------|--|---|----------------------|---|---|
| <b>2018</b>  |                            |  |   |                      |   |   |
| Nil  |                            |  |   |                      |   |   |
| <b>2017</b>  |                            |  |   |                      |   |   |
| Nil  |                            |  |   |                      |   |   |

## Notes to the Financial Statements (continued)

### Note 21. Statement of Developer Contributions

| Purpose                             | Opening Balance (\$'000) | Contributions Received During Year <sup>1</sup> |                   | Interest & Investment Income earned during year (\$'000) | Expended during year (\$'000) | Internal Borrowings (To/From) <sup>3</sup> (\$'000) | Held as restricted asset <sup>2,4</sup> (\$'000) |
|-------------------------------------|--------------------------|---|-------------------|--|-------------------------------|---|--|
|                                     |                          | Cash (\$'000)                                   | Non-cash (\$'000) |  |                               |   |  |
| Community & Culture                 | 11,414                   | 4,731   | —                 | 350  | 1,004                         | —   | 15,491   |
| Open Space & Public Domain          | 46,505                   | 17,070  | —                 | 1,412  | 7,685                         | (88)  | 57,214   |
| Roads, Traffic, Carpark & Cycleways | 1,800                    | 1,865   | —                 | 52   | 3,805                         | 88  | —  |
| Stormwater Management               | 5,302                    | 889   | —                 | 159  | 2,551                         | —   | 3,799  |
| Administration                      | 93                       | 141   | —                 | 6  | 211                           | —   | 29   |
| <b>Total Under Plan 7.11</b>        | <b>65,114</b>            | <b>24,696</b>                                   | <b>—</b>          | <b>1,979</b>   | <b>15,256</b>                 | <b>—</b>  | <b>76,533</b>                                    |
| Planning agreements                 | 11,288                   | —   | —                 | —  | 1,174                         | —   | 10,114   |
| <b>Total Contributions</b>          | <b>76,402</b>            | <b>24,696</b>                                   | <b>—</b>          | <b>1,979</b>   | <b>16,430</b>                 | <b>—</b>  | <b>86,647</b>                                    |

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 22. Statement of Performance Measures – Consolidated Results

|  | Amounts (\$'000) | Indicators |        |        |           |
|--|------------------|------------|--------|--------|-----------|
|  |                  | 2018       | 2017   | 2016   | Benchmark |
| <b>1. Operating performance</b>  |                  |            |        |        |           |
| Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions – operating expenses    | 16,390           | 12.99%     | 11.47% | 8.13%  | > 0%      |
| Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions                         | 126,202          |            |        |        |           |
| <b>2. Own source operating revenue</b>   |                  |            |        |        |           |
| Total continuing operating revenue <sup>1</sup> excluding all grants and contributions                             | 118,958          | 76.92%     | 75.83% | 67.03% | > 60%     |
| Total continuing operating revenue <sup>1</sup> inclusive of all grants and contributions                          | 154,650          |            |        |        |           |
| <b>3. Unrestricted current ratio</b>   |                  |            |        |        |           |
| Current assets less all external restrictions  | 73,073           | 3.06x      | 3.44x  | 4.29x  | > 1.5x    |
| Current liabilities less specific purpose liabilities  | 23,875           |            |        |        |           |
| <b>4. Debt service cover ratio</b>   |                  |            |        |        |           |
| Operating results <sup>1</sup> before capital excluding interest and depreciation/impairment/amortisation (EBITDA) | 33,199           | 33.2x      | 27.65x | 12.00x | > 2x      |
| Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)     | 1,000            |            |        |        |           |
| <b>5. Rates and annual charges outstanding percentage</b>  |                  |            |        |        |           |
| Rates and annual charges outstanding   | 3,378            | 3.89%      | 3.63%  | 3.59%  | < 5%      |
| Rates and annual charges collectible   | 86,920           |            |        |        |           |
| <b>6. Cash expense cover ratio</b>   |                  |            |        |        |           |
| Current year's cash, cash equivalents + Term Deposits x 12   | 135,651 x        | 17.50      | 15.92  | 15.72  | > 3       |
| Payments from cash flow of operating and financing activities  | 93,030           | months     | 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

## Independent Auditor's Report



### INDEPENDENT AUDITOR'S REPORT

#### Report on the general purpose financial report

#### Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

#### Opinion

I have audited the accompanying financial report of the Council of the City of Ryde (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the 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 report:
  - has been presented, in all material respects, in accordance with the requirements of this Division
  - is consistent with the Council's accounting records
  - presents fairly, in all material respects, the financial position of the Council as at 30 June 2018, 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 report 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 Report' 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.

## Independent Auditor's Report (continued)

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 Information

Other information comprises the information included in the Council's annual report for the year ended 30 June 2018, other than the financial report and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial report does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule 2 - Permissible income for general rates.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Financial Report

The Councillors are responsible for the preparation and fair presentation of the financial report 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 report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

### Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to:

- obtain reasonable assurance about whether the financial report 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 the financial report.

A description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

## Independent Auditor's 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, and Note 18 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule 2 - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial report on any website where it may be presented
- about any other information which may have been hyperlinked to/from the financial report.



Somaiya Ahmed  
Director, Financial Audit Services

31 October 2018  
SYDNEY

## Report on the Conduct of the Audit



Cr Jerome Laxale  
Mayor  
Council of the City of Ryde  
1 Pope Street  
RYDE NSW 2112

Contact: Somaiya Ahmed  
Phone no: 02 9275 7424  
Our ref: D1862252/1783

31 October 2018

Dear Mayor

### Report on the Conduct of the Audit for the year ended 30 June 2018 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 2018 as required by section 415 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 2018 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

#### INCOME STATEMENT

##### Operating result

|   | 2018 | 2017 | Variance |
|---|------|------|----------|
|   | \$m  | \$m  | %        |
| Rates and annual charges revenue            | 83.8 | 77.6 | ↑ 8.0    |
| Grants and contributions revenue            | 35.7 | 34.8 | ↑ 2.6    |
| Operating result for the year               | 32.2 | 33.0 | ↓ 2.4    |
| Net operating result before capital amounts | 3.8  | 7.3  | ↓ 47.9   |

## Report on the Conduct of the Audit (continued)

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Council's operating result (\$32.2 million including the effect of depreciation and amortisation expense of \$16.7 million) remained relatively stable in comparison to 2016–17, at \$745,000 lower than the 2016–17 result.

The net operating result before capital grants and contributions (\$3.8 million) was \$3.5 million lower than the 2016–17 result. This was mainly due to:

- increase in rates and annual charges by \$6.2 million in 2017–18
- offset by \$10.7 million increase in operating expenses.

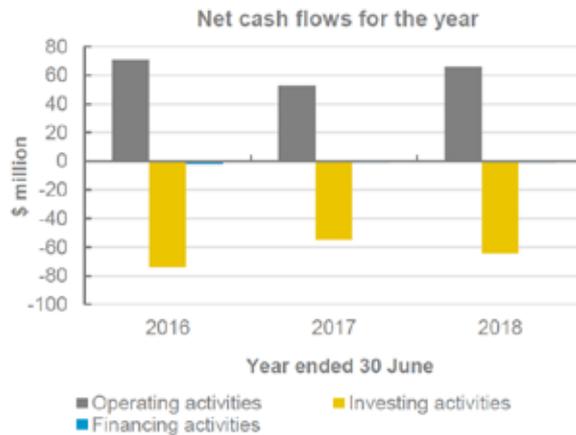
Rates and annual charges revenue (\$83.8 million) increased by \$6.2 million (8.0 per cent) in 2017–2018. The increase is primarily due to an increase of general rates revenue through an approved multi-year Special Rate Variation of 7.0 per cent.

Grants and contributions revenue (\$35.7 million) increased by \$908,000 (2.5 per cent) in 2017–2018 due to:

- a decrease in grants for operating purposes by \$1.8 million
- offset by \$2.7 million increase in grants for capital purposes.

### STATEMENT OF CASH FLOWS

- Cash flows from operating activities increased in line with the increase in rates and annual charges
- Increased investing activities outflows are due to purchases of investments in 2017–18.



### FINANCIAL POSITION

#### Cash and Investments

| Cash and Investments        | 2018         | 2017         | Commentary   |
|-----------------------------|--------------|--------------|--|
|                             | \$m          | \$m          |  |
| External restrictions       | 112.1        | 100.5        | • Cash and investments increased by \$24.3 million due in part to increase in rates and annual charges of \$6.2 million and investment income of \$6.1 million.  |
| Internal restrictions       | 95.1         | 83.4         |  |
| Unrestricted                | 3.5          | 2.5          |  |
| <b>Cash and investments</b> | <b>210.7</b> | <b>186.4</b> | <ul style="list-style-type: none"> <li>• Significant externally restricted funds include \$86.6 million in developer contributions and \$12.1 million in domestic waste management.</li> <li>• Significant internally restricted funds include \$21.6 million in investment property reserve and \$19.2 million in asset replacement reserve.</li> </ul> |

## Report on the Conduct of the Audit (continued)

Our insights inform and challenge government to improve outcomes for citizens



### PERFORMANCE RATIOS

The definition of each ratio analysed below (except for the 'building and infrastructure renewals ratio') is included in Note 22 of the Council's audited general purpose financial statements. The 'building and infrastructure renewals ratio' is defined in Council's Special Schedule 7 which has not been audited.

#### Operating performance ratio

- Council continues to meet the benchmark of greater than zero per cent
- The ratio has increased primarily due to increase in rates and annual charges of \$6.2 million.

The 'operating performance 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 continues to meet the benchmark of greater than 60 per cent in 2017-18.

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.



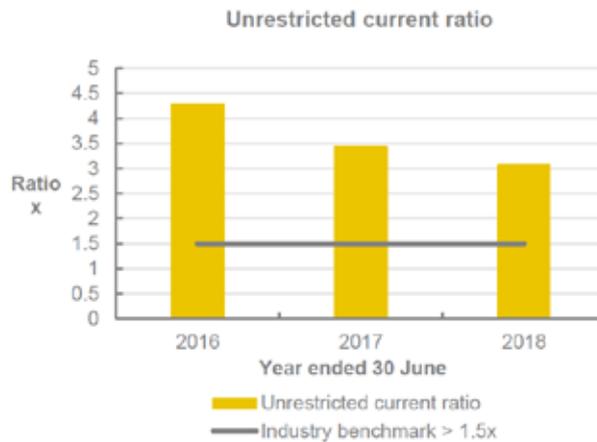
## Report on the Conduct of the Audit (continued)

Our insights inform and challenge government to improve outcomes for citizens

### Unrestricted current ratio

- Council continues to exceed the benchmark due to high cash and investment balances.
- Council has sufficient liquid assets to meet its creditors payments as and when they fall due
- The decrease in 2017–18 was due to current liabilities increasing at a faster rate (\$2.7 million increase in deposits and retentions) compared to unrestricted current assets.

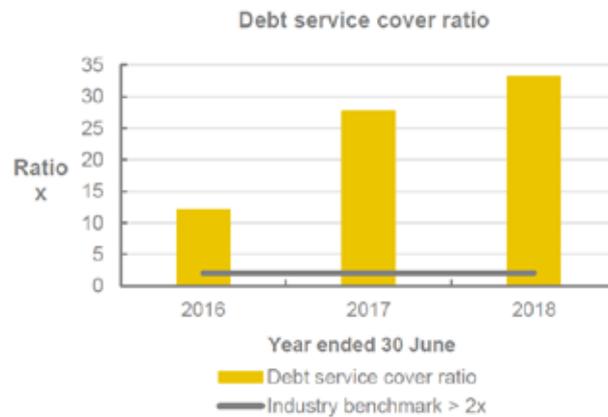
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



### Debt service cover ratio

- Council exceeded the benchmark of greater than two times in 2017–18.
- The ratio increased from previous year mainly due to the increase in rates and annual charges.

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.



## Report on the Conduct of the Audit (continued)

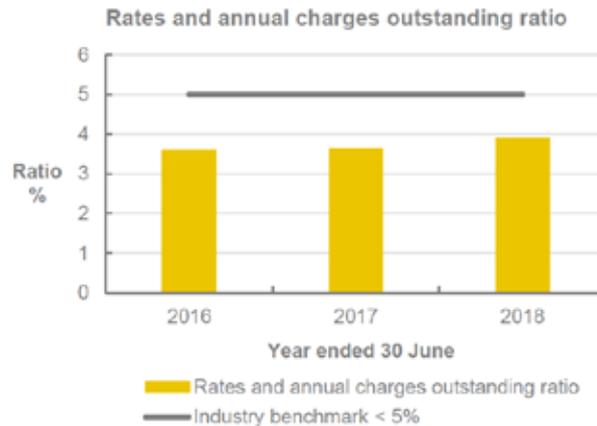
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### Rates and annual charges outstanding ratio

Council continues to achieve the benchmark for outstanding rates and annual charges.

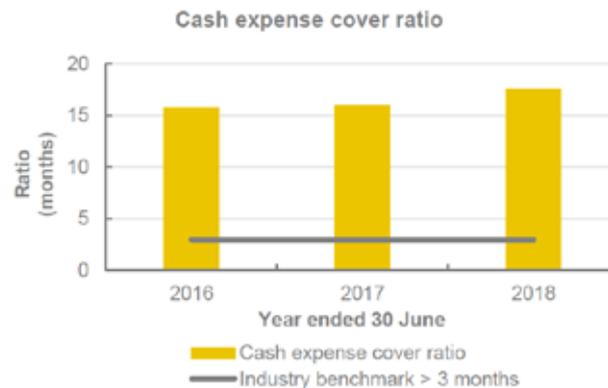
The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.



### Cash expense cover ratio

- Council exceeded the benchmark of greater than three months.
- This has increased slightly from prior year due to higher levels of cash from operations.

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.

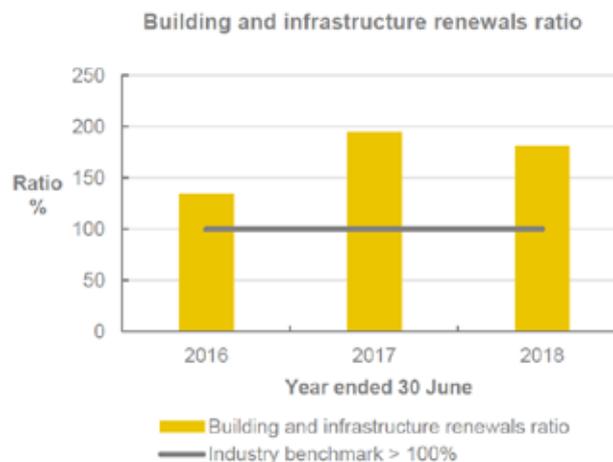


### Building and infrastructure renewals ratio (unaudited)

Council's building and infrastructure renewals ratio continues to exceed the benchmark.

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 council's Special Schedule 7 which has not been audited.



## Report on the Conduct of the Audit (continued)

Our insights inform and challenge government to improve outcomes for citizens



### OTHER MATTERS

#### New accounting standards implemented

##### AASB 2016-2 'Disclosure Initiative – Amendments to AASB 107'

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

This Standard requires entities to provide disclosures that enable users of financial statements to evaluate changes (both cash flows and non-cash changes) in liabilities arising from financing activities.

Council's disclosure of the changes in their liabilities arising from financing activities is disclosed in Note 11.

#### 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.

Somaiya Ahmed  
Director, Financial Audit Services



## Special Purpose Financial Statements

Year ended 30 June 2018

### CONTENTS

|  |     |
|--|-----|
| <b>Statement by Councillors and Management</b>       | 216 |
| <b>Income Statement of Other Business Activities</b> | 217 |
| Notes to the Special Purpose Financial Statements    |     |
| Note 1. Significant Accounting Policies              | 219 |
| Independent Auditor's Report                         | 221 |



## Statement by Councillors and Management

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



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

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 30 October 2018.

Councillor Jerome Laxale

Mayor

30/10/2018

Councillor Simon Zhou

Deputy Mayor

30/10/2018

George Dedes

General Manager

30/10/18

Christine Joyce

Responsible Accounting Officer

30/10/18



## Income Statement of Other Business Activities

For the year ended 30 June 2018

|  | Ryde Aquatic Leisure Centre |                  | Commercial Waste Management |                  |
|--|-----------------------------|------------------|-----------------------------|------------------|
|  | (Category 1)                |                  | (Category 2)                |                  |
|  | 2018<br>(\$'000)            | 2017<br>(\$'000) | 2018<br>(\$'000)            | 2017<br>(\$'000) |
| <b>Income from continuing operations</b>   |                             |                  |                             |                  |
| Annual Charges   | —                           | —                | —                           | —                |
| User Charges   | 5,558                       | 5,754            | 1,473                       | 1,440            |
| Other income   | 19                          | 18               | —                           | —                |
| <b>Total Income from Continuing Operations</b>   | <b>5,577</b>                | <b>5,772</b>     | <b>1,473</b>                | <b>1,440</b>     |
| <b>Expenses from Continuing Operations</b>   |                             |                  |                             |                  |
| Employee benefits and on costs   | 3,480                       | 3,368            | 55                          | —                |
| Materials and Contracts  | 548                         | 597              | 344                         | 387              |
| Depreciation, amortisation and impairment  | 1,088                       | 849              | —                           | —                |
| Calculated Taxation Equivalents  | 190                         | 184              | —                           | —                |
| Other expenses   | 81                          | 71               | 254                         | 273              |
| <b>Total Expenses from Continuing Operations</b>                                       | <b>5,387</b>                | <b>5,069</b>     | <b>653</b>                  | <b>660</b>       |
| <b>Surplus (Deficit) from Continuing Operations before capital amounts</b>             | <b>190</b>                  | <b>703</b>       | <b>820</b>                  | <b>780</b>       |
| <b>Surplus (Deficit) from Continuing Operations after capital amounts</b>              | <b>190</b>                  | <b>703</b>       | <b>820</b>                  | <b>780</b>       |
| <b>Surplus (Deficit) from all Operations before tax</b>                                | <b>190</b>                  | <b>703</b>       | <b>820</b>                  | <b>780</b>       |
| Less Corporate Taxation Equivalent (30%)<br>[based on Operating result before capital] | 57                          | 211              | 246                         | 234              |
| <b>Surplus (Deficit) after tax</b>   | <b>133</b>                  | <b>492</b>       | <b>574</b>                  | <b>546</b>       |
| <b>Opening Retained profits</b>  | <b>33,551</b>               | <b>32,664</b>    | <b>200</b>                  | <b>200</b>       |
| Adjustments for Amounts Unpaid:-   |                             |                  |                             |                  |
| Taxation Equivalent Payments   | 190                         | 184              | —                           | —                |
| Corporate Taxation Equivalent  | 57                          | 211              | 246                         | 234              |
| Less: TER Dividend payment (non restricted activities)                                 | —                           | —                | (246)                       | (234)            |
| Less: Surplus Dividend payment (non restricted activities)                             | —                           | —                | (574)                       | (546)            |
| <b>Closing Retained Profits</b>  | <b>33,931</b>               | <b>33,551</b>    | <b>200</b>                  | <b>200</b>       |
| <b>Return on capital (%)</b>   | <b>0.57%</b>                | <b>2.03%</b>     | <b>0.00%</b>                | <b>0.00%</b>     |
| <b>Required return on capital (%)</b>  | <b>5.17%</b>                | <b>5.61%</b>     | <b>0.00%</b>                | <b>0.00%</b>     |
| <b>Subsidy from Council</b>  | <b>1,549</b>                | <b>1,240</b>     | <b>—</b>                    | <b>—</b>         |
| <b>Calculation of Dividend Payable</b>   |                             |                  |                             |                  |
| Surplus (Deficit) after tax  | 133                         | 492              | 574                         | 546              |
| Less: Capital grants & contributions   | —                           | —                | —                           | —                |
| Surplus for dividend calculation purposes  | 133                         | 492              | 574                         | 546              |
| <b>Dividend calculated from surplus</b>  | <b>133</b>                  | <b>492</b>       | <b>574</b>                  | <b>546</b>       |



## Financial Position of Other Business Activities

For the year ended 30 June 2018

|   | Ryde Aquatic Leisure Centre |                  | Commercial Waste Management |                  |
|---|-----------------------------|------------------|-----------------------------|------------------|
|   | (Category 1)                |                  | (Category 2)                |                  |
|   | 2018<br>(\$'000)            | 2017<br>(\$'000) | 2018<br>(\$'000)            | 2017<br>(\$'000) |
| <b>Current Assets</b>                       |                             |                  |                             |                  |
| Cash Asset and cash equivalents             | 1,296                       | 1,207            | —                           | —                |
| Receivables                                 | 94                          | 30               | 522                         | 516              |
| Inventories                                 | 12                          | 12               | —                           | —                |
| Other                                       | 6,521                       | 5,567            | —                           | —                |
| <b>Total current Assets</b>                 | <b>7,923</b>                | <b>6,816</b>     | <b>522</b>                  | <b>516</b>       |
| <b>Non-current Assets</b>                   |                             |                  |                             |                  |
| Infrastructure, Property, Plant & Equipment | 33,646                      | 34,639           | —                           | —                |
| <b>Total non-current Assets</b>             | <b>33,646</b>               | <b>34,639</b>    | <b>—</b>                    | <b>—</b>         |
| <b>Total Assets</b>                         | <b>41,569</b>               | <b>41,455</b>    | <b>522</b>                  | <b>516</b>       |
| <b>Current Liabilities</b>                  |                             |                  |                             |                  |
| Payables                                    | 320                         | 344              | 50                          | 77               |
| Income received in advance                  | 363                         | 335              | —                           | —                |
| Interest Bearing Liabilities                | 300                         | 285              | 211                         | 190              |
| Provisions                                  | 885                         | 868              | 14                          | —                |
| <b>Total current Liabilities</b>            | <b>1,869</b>                | <b>1,832</b>     | <b>275</b>                  | <b>267</b>       |
| <b>Non-current Liabilities</b>              |                             |                  |                             |                  |
| Interest Bearing Liabilities                | 650                         | 951              | —                           | —                |
| Provisions                                  | 11                          | 12               | 47                          | 49               |
| <b>Total non-current Liabilities</b>        | <b>660</b>                  | <b>963</b>       | <b>47</b>                   | <b>49</b>        |
| <b>Net Assets</b>                           | <b>39,040</b>               | <b>38,660</b>    | <b>200</b>                  | <b>200</b>       |
| <b>Equity</b>                               |                             |                  |                             |                  |
| Retained Earnings                           | 33,931                      | 33,551           | 200                         | 200              |
| Revaluation Reserves                        | 5,109                       | 5,109            | —                           | —                |
| <b>Total Equity</b>                         | <b>39,040</b>               | <b>38,660</b>    | <b>200</b>                  | <b>200</b>       |

## Notes to the Financial Statements

### 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 special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in the special purpose financial statements have been prepared in accordance with the Local Government Act 1993 (NSW), the Local Government (General) Regulation 2005, 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.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

#### 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 dollars and are rounded to the nearest thousand dollars.

#### Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just 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 special purpose financial statements. 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 (this does not include Council's non-business activities):

| Tax                | Notional Rate Applied %   |
|--------------------|---|
| Corporate Tax Rate | 30%   |
| Land Tax           | 1.6% of the value in excess of \$629,000 but less than \$3,846,000.<br>2% of the value in excess of \$3,846,000 |
| 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.  |

## Notes to the Financial Statements (continued)

### Note 1. Significant Accounting Policies (continued)

#### Income Tax

An income tax equivalent has been applied on the profits of the business activities. 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 SPFS. 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 NCP 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. The rate of return is disclosed for each of Council’s business activities on the Income Statement.

#### 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 Auditor's Report



### INDEPENDENT AUDITOR'S REPORT

#### Report on the special purpose financial report

#### 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 report (the financial report) of the Council of the City of Ryde's (the Council) Declared Business Activities, which comprise the Income Statement of each Declared Business Activity for the year ended 30 June 2018, the Statement of Financial Position of each Declared Business Activity as at 30 June 2018, 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 report presents fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2018, and its 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 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 Report' 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 the 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 Auditor's Report (continued)

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial report may not be suitable for another purpose.

### Other Information

Other information comprises the information included in the Council's annual report for the year ended 30 June 2018, other than the financial report and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial report does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 2 - Permissible income for general rates.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Financial Report

The Councillors are responsible for the preparation and fair presentation of the financial report and for determining that the accounting policies, described in Note 1 to the financial report, 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 report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

### Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to:

- obtain reasonable assurance about whether the financial report 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 the financial report.

A description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

## Independent Auditor's Report (continued)

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 report on any website where it may be presented
- about any other information which may have been hyperlinked to/from the financial report.



Somaiya Ahmed  
Director, Financial Audit Services

31 October 2018  
SYDNEY

# Special Schedules

## CONTENTS

|  |     |
|--|-----|
| Special Schedule 1. Net Cost of Services                 | 225 |
| Special Schedule 2. Permissible income for general rates | 227 |
| Special Schedule 2. Auditors Report                      | 228 |
| Special Schedule 7. Report on Infrastructure Assets      | 231 |

## Special Schedule 1. Net Cost of Services

| Function or Activity                                   | Expenses from continuing operations (\$'000) | Income from continuing operations (non-capital) (\$'000) | Income from continuing operations (capital) (\$'000) | Net cost of services (\$'000) |
|--|--|--|--|-------------------------------|
| <b>Governance</b>                                      | <b>3,751</b>                                 | <b>27</b>  |  | <b>(3,724)</b>                |
| <b>Administration</b>                                  | <b>20,845</b>                                | <b>2,737</b>   | <b>10</b>  | <b>(18,098)</b>               |
| <b>Public Order &amp; Safety</b>                       |  |  |  |                               |
| Fire Service Levy, Fire Protection, Emergency Services | 2,433  | 23   |  | (2,410)                       |
| Animal Control   | 323  | 92   |  | (231)                         |
| Enforcement of Local Govt Regs                         | 968  | 4,164  |  | 3,196                         |
| Other Public Order & Safety                            | 1,946  | 4,251  |  | 2,305                         |
| <b>Total Public Order &amp; Safety</b>                 | <b>5,670</b>                                 | <b>8,530</b>   |  | <b>2,860</b>                  |
| <b>Health</b>  | <b>745</b>                                   | <b>429</b>   |  | <b>(316)</b>                  |
| <b>Environment</b>                                     |  |  |  |                               |
| Noxious Plants and Insect/Vermin Control               | 118  |  |  | (118)                         |
| Other Environment Protection                           | 552  | 9  |  | (543)                         |
| Solid Waste Management                                 | 18,673                                       | 22,813   |  | 4,140                         |
| Stormwater Management                                  | 3,844  | 1,141  | 1,002  | (1,701)                       |
| <b>Total Environment</b>                               | <b>23,187</b>                                | <b>23,963</b>  | <b>1,002</b>   | <b>1,778</b>                  |
| <b>Community Services &amp; Education</b>              |  |  |  |                               |
| Administration & Education                             | 804  | 43   |  | (761)                         |
| Social Protection (Welfare)                            | 2,217  | 798  |  | (1,419)                       |
| Aged Persons and Disabled                              | 428  | 493  |  | 65                            |
| Children's Services                                    | 334  | 47   |  | (287)                         |
| <b>Total Community Services &amp; Education</b>        | <b>3,783</b>                                 | <b>1,381</b>   |  | <b>(2,402)</b>                |
| <b>Housing &amp; Community Amenities</b>               |  |  |  |                               |
| Public Conveniences                                    | 1,140  | 260  |  | (880)                         |
| Street Lighting  | 2,221  | 383  |  | (1,838)                       |
| Town Planning  | 7,433  | 13,438   | 15   | 6,020                         |
| Other Community Amenities                              | 13   | 268  |  | 255                           |
| <b>Total Housing &amp; Community Amenities</b>         | <b>10,807</b>                                | <b>14,349</b>  | <b>15</b>  | <b>3,557</b>                  |
| <b>Recreation &amp; Culture</b>                        |  |  |  |                               |
| Public Libraries                                       | 5,919  | 1,126  |  | (4,793)                       |
| Community Centres and Halls                            | 1,398  | 310  |  | (1,088)                       |
| Other Cultural Services                                | 650  | 235  |  | (415)                         |
| Sporting Grounds and Venues                            | 736  | 875  | 48   | 187                           |
| Swimming Pools   | 6,561  | 5,835  |  | (726)                         |
| Parks & Gardens (Lakes)                                | 8,947  | 8  |  | (8,939)                       |
| Other Sport & Recreation                               | 212  | 80   |  | (132)                         |
| <b>Total Recreation &amp; Culture</b>                  | <b>24,423</b>                                | <b>8,469</b>   | <b>48</b>  | <b>(15,906)</b>               |

**Special Schedule 1. Net Cost of Services** (continued)

| Function or Activity  | Expenses from continuing operations (\$'000) | Income from continuing operations (non-capital) (\$'000) | Income from continuing operations (capital) (\$'000) | Net cost of services (\$'000) |
|---|--|--|--|-------------------------------|
| <b>Mining, Manufacturing &amp; Construction</b>   |  |  |  |                               |
| Building Control  | 598  | 177  |  | (421)                         |
| <b>Total Mining, Manufacturing &amp; Construction</b>                                     | <b>598</b>                                   | <b>177</b>   |  | <b>(421)</b>                  |
| <b>Transport &amp; Communication</b>  |  |  |  |                               |
| Urban Roads : Local   | 26,693                                       | 3,940  | 27,313   | 4,560                         |
| Bridges on Urban Roads : Local  | 64   |  |  | (64)                          |
| Footpaths   | 1,718  |  |  | (1,718)                       |
| Parking Areas   | 227  |  |  | (227)                         |
| Other   | 300  | 205  | 60   | (35)                          |
| <b>Total Transport &amp; Communication</b>  | <b>29,002</b>                                | <b>4,145</b>   | <b>27,373</b>  | <b>2,516</b>                  |
| <b>Economic Affairs</b>   |  |  |  |                               |
| Other Economic Affairs  | 1,232  | 2,125  |  | 893                           |
| <b>Total Economic Affairs</b>   | <b>1,232</b>                                 | <b>2,125</b>   |  | <b>893</b>                    |
| <b>Totals – Functions</b>   | <b>124,043</b>                               | <b>66,332</b>  | <b>28,448</b>  | <b>(29,263)</b>               |
| <b>General Purpose Revenues</b> <sup>1</sup>  |  | 61,495   |  | 61,495                        |
| <b>Surplus/(Deficit) from Ordinary Activities before Extraordinary Items</b> <sup>2</sup> | <b>124,043</b>                               | <b>127,827</b>   | <b>28,448</b>  | <b>32,232</b>                 |
| <b>Surplus/(Deficit) From All Activities</b> <sup>2</sup>                                 | <b>124,043</b>                               | <b>127,827</b>   | <b>28,448</b>  | <b>32,232</b>                 |

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. Permissible Income for General Rates

|   | 2017/2018<br>Calculation<br>(\$'000) | 2018/2019<br>Calculation<br>(\$'000) |
|---|--------------------------------------|--------------------------------------|
| <b>Notional General Income Calculation<sup>1</sup></b>            |                                      |                                      |
| Last Year Notional General Income Yield                           | 57,941                               | 63,151                               |
| Plus or minus Adjustments <sup>2</sup>                            | 1,358                                | 560                                  |
| <b>Notional General Income</b>                                    | <b>59,299</b>                        | <b>63,711</b>                        |
| <b>Permissible Income Calculation</b>                             |                                      |                                      |
| Special variation percentage <sup>3</sup>                         | 7.00%                                | 7.29%                                |
| OR Rate peg percentage  | 1.50%                                | 2.30%                                |
| OR Crown land adjustment incl. rate peg percentage                | —                                    | —                                    |
| Less expiring special variation amount                            | —                                    | —                                    |
| Plus special variation amount                                     | 4,151                                | 4,645                                |
| OR Plus rate peg amount   | —                                    | —                                    |
| OR Plus crown land adjustment and rate peg amount                 | —                                    | —                                    |
| <b>Sub-total</b>  | <b>63,450</b>                        | <b>68,355</b>                        |
| Plus or minus last year's Carry Forward Total                     | 3                                    | 331                                  |
| Less Valuation Objections claimed in the previous year            | —                                    | 33                                   |
| <b>Sub-total</b>  | <b>298</b>                           | <b>298</b>                           |
| <b>Total Permissible income</b>                                   | <b>63,449</b>                        | <b>68,653</b>                        |
| Less Notional General Income Yield                                | 63,151                               | 68,467                               |
| <b>Catch-up or (excess) result</b>                                | <b>298</b>                           | <b>187</b>                           |
| Plus Income lost due to valuation objections claimed <sup>4</sup> | 33                                   | —                                    |
| Less Unused catch-up <sup>5</sup>                                 | —                                    | —                                    |
| <b>Carry forward to next year</b>                                 | <b>331</b>                           | <b>187</b>                           |

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



### INDEPENDENT AUDITOR'S REPORT

#### Special Schedule 2 - Permissible Income for general rates

#### Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

#### Opinion

I have audited the accompanying Special Schedule 2 – Permissible Income for general rates (the Schedule) of the Council of the City of Ryde (the Council) for the year ending 30 June 2019.

In my opinion, the Schedule of the Council for the year ending 30 June 2019 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 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 Schedule' 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 that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Independent Auditor's Report (continued)

### Emphasis of Matter – Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule had been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

### Other Information

Other information comprises the information included in the Council's annual report for the year ended 30 June 2018, other than the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and the Special Schedules excluding Special Schedule 2 (the other Schedules).

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule 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 the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

### Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule 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 the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

## Independent Auditor's Report (continued)

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 Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Somaiya Ahmed  
Director, Financial Audit Services

31 October 2018  
SYDNEY

## 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            |       |  |
| <b>Buildings</b>                       | Council Offices/ Administration Centres | —  | 3,156  | 2,767                               | —                            | 17,774                                | 100.00%  |               |               |              |              |       |  |
|  | Council Works Depot                     | —  | 382  | 359                                 | 2,118                        | 9,141                                 | 19.70%   | 80.30%        |               |              |              |       |  |
|  | Council Public Halls                    | —  | —  | —                                   | 807                          | 9,904                                 | 0.00%  | 12.20%        | 87.80%        |              |              |       |  |
|  | Libraries                               | —  | 714  | 595                                 | 4,934                        | 9,280                                 | 100.00%  |               |               |              |              |       |  |
|  | Cultural Facilities                     | —  | 826  | 868                                 | 8,027                        | 19,819                                | 35.24%   | 50.04%        | 14.71%        |              |              |       |  |
|  | Amenities/Toilets                       | 61   | 457  | 486                                 | 10,133                       | 20,094                                | 12.55%   | 62.16%        | 20.61%        | 4.37%        | 0.30%        |       |  |
|  | Other Buildings                         | 0  | 1,537  | 1,477                               | 26,318                       | 39,922                                | 65.14%   | 11.90%        | 2.29%         | 13.11%       | 7.55%        |       |  |
|  | Specialised Buildings                   | —  | —  | —                                   | 38,988                       | 53,168                                | 100.00%  |               |               |              |              |       |  |
|  | <b>Sub total</b>                        |  | <b>61</b>                                    | <b>7,072</b>                        | <b>6,551</b>                 | <b>91,325</b>                         | <b>179,102</b>                                       |               |               |              |              |       |  |
|  | <b>Other Structures</b>                 |  | 2,585  | 6,797                               | 6,058                        | 80,714                                | 98,464   | 31.09%        | 26.42%        | 30.20%       | 9.66%        | 2.63% |  |
|  | <b>Sub total</b>                        | <b>2,585</b>   | <b>6,797</b>                                 | <b>6,058</b>                        | <b>80,714</b>                | <b>98,464</b>                         |  |               |               |              |              |       |  |
| <b>Roads</b>                           | Sealed Roads Surface                    | 8,098  | 373  | 330                                 | 221,347                      | 301,237                               | 26.44%   | 49.79%        | 15.20%        | 5.88%        | 2.69%        |       |  |
|  | Bridges                                 | 0  | 52   | 20                                  | 2,405                        | 4,129                                 | 12.72%   | 59.31%        | 27.98%        | 0.00%        | 0.00%        |       |  |
|  | Footpaths                               | 97   | 1,340  | 1,173                               | 51,478                       | 62,479                                | 10.97%   | 79.26%        | 6.97%         | 2.65%        | 0.15%        |       |  |
|  | Cycle ways                              | —  | 80   | 112                                 | —                            | —                                     | —  |               |               |              |              |       |  |
|  | Kerb and Gutter                         | 49   | 1,415  | 1,385                               | 88,225                       | 102,816                               | 1.76%  | 81.89%        | 14.20%        | 2.10%        | 0.05%        |       |  |
|  | Other Road Assets                       | 1,392  | 1,804  | 1,905                               | 3,295                        | 7,157                                 | 9.43%  | 32.22%        | 19.33%        | 19.57%       | 19.45%       |       |  |
|  | <b>Sub total</b>                        | <b>9,635</b>   | <b>5,065</b>                                 | <b>4,925</b>                        | <b>366,749</b>               | <b>477,818</b>                        |  |               |               |              |              |       |  |
|  | <b>Stormwater Drainage</b>              |  | 0  | —                                   | 932                          | 1,064                                 | 1,064  | 9.57%         | 90.43%        | 0.00%        | 0.00%        | 0.00% |  |
|  | Stormwater Conduits                     | 817  | 187  | 175                                 | 146,267                      | 183,974                               | 7.88%  | 72.28%        | 16.04%        | 3.35%        | 0.44%        |       |  |
|  | Inlet and Junction Pits                 | 103  | —  | —                                   | 45,164                       | 66,917                                | 6.98%  | 50.84%        | 38.27%        | 3.76%        | 0.15%        |       |  |
| Other                                  | 0                                       | —  | —  | 8,499                               | 14,795                       | 13.55%                                | 24.65%   | 45.24%        | 16.56%        | 0.00%        |              |       |  |
| <b>Sub total</b>                       | <b>920</b>                              | <b>187</b>   | <b>175</b>                                   | <b>200,862</b>                      | <b>266,750</b>               |                                       |  |               |               |              |              |       |  |
| <b>Open Space/ Recreational Assets</b> |   | —  | 1,517  | 1,483                               | —                            | —                                     |  |               |               |              |              |       |  |
| Swimming Pools                         | —                                       | 1,517  | 1,483  | —                                   | —                            | —                                     |  |               |               |              |              |       |  |
| Other Open Space/ Recreational Assets  | —                                       | —  | —  | —                                   | —                            | —                                     |  |               |               |              |              |       |  |
| <b>Sub total</b>                       | <b>—</b>                                | <b>1,517</b>   | <b>1,483</b>                                 | <b>—</b>                            | <b>—</b>                     | <b>—</b>                              |  |               |               |              |              |       |  |
| <b>Other Infrastructure Assets</b>     |   | —  | —  | —                                   | —                            | —                                     |  |               |               |              |              |       |  |
| Sub total                              | —                                       | —  | —  | —                                   | —                            | —                                     |  |               |               |              |              |       |  |
| <b>Total classes</b>                   |   | <b>13,201</b>  | <b>20,638</b>                                | <b>19,191</b>                       | <b>739,651</b>               | <b>1,022,135</b>                      | <b>17.48%</b>  | <b>57.16%</b> | <b>18.91%</b> | <b>4.86%</b> | <b>1.59%</b> |       |  |

## Special Schedule 7. Report on Infrastructure Assets (continued)

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.

| Infrastructure Asset Performance Indicators – Consolidated  | Amounts (\$'000) | Current year indicators | 2017 | 2016 | 2015 | Benchmark |
|---|------------------|-------------------------|------|------|------|-----------|
| <b>Buildings Infrastructure Renewals Ratio</b>  |                  |                         |      |      |      |           |
| Asset Renewals (building, infrastructure & other structures)  | \$23,545         | 181%                    | 194% | 134% | 89%  | >100%     |
| Depreciation, amortisation and impairment   | \$13,024         |                         |      |      |      |           |
| <b>Infrastructure backlog ratio (WDV)</b>   |                  |                         |      |      |      |           |
| Estimated cost to bring assets to a satisfactory condition(overdue renewals)                            | \$13,201         | 1.8%                    | 2.7% | 3.4% | 3%   | < 2%      |
| Net carrying amount of infrastructure assets  | \$739,651        |                         |      |      |      |           |
| <b>Asset maintenance ratio</b>  |                  |                         |      |      |      |           |
| Actual asset maintenance  | \$19,191         | 93%                     | 93%  | 88%  | 108% | >100%     |
| Required asset maintenance  | \$20,638         |                         |      |      |      |           |
| <b>Cost to bring assets to agreed service level</b>   |                  |                         |      |      |      |           |
| Estimated cost to bring assets to a satisfactory condition(overdue renewals)                            | \$13,201         | 1.3%                    | 2.0% | 2.5% | 3%   | < 2%      |
| Total value of infrastructure, building, other structures and depreciable land improvement assets (GBV) | \$1,022,135      |                         |      |      |      |           |







# Statutory Reporting

The 2017/18 Annual Report was completed before 30 November 2018 and was given to the Minister for Local Government on that date. Printed copies of the report are available at the Ryde Customer Service Centre and an electronic version is available at the following link: [ryde.nsw.gov.au/Council/Plans-and-Publications/Annual-Report](http://ryde.nsw.gov.au/Council/Plans-and-Publications/Annual-Report)

## 1. Council's achievements in implementing the delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed – s428(1)

A report on council performance for 2017/18 using outcomes from the City of Ryde's Four Year Delivery Plan 2017–2021 is presented in 'Our performance against the Delivery Plan' from page 44.

## 2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

*The City of Ryde Community Strategic Plan – Ryde 2025, was adopted by the Council in 2013.*

We published our End of Term report for the outgoing council in the 2016/17 Annual Report (from page 262). This fulfilled the Integrated Planning and Reporting requirements under the Local Government Act 1993, which required us to document our previous four years' achievements implementing the Community Strategic Plan in the annual report of the year in which an ordinary election of councillors is held.

## 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 2017/18 financial year are presented from page 161 (See General Purpose Financial Statements and Special Purpose Financial Statements).

## 4. Amount of rates and charges written off during 2017/18 – cl 132

Rates and charges written off in respect to interest raised in error, category changes and properties becoming non-rateable = \$39,743.47

Statutory and voluntary pensioner rebates = \$1,164,873.78

Total = \$1,204,617.25

## 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.<br>This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy. | \$ 68,367.34         |
| cl 217(1)(a1)(i) & (ii)        | Communication expenses and facilities.   | \$ 44,695.86         |
| cl 217(1)(a1)(iii)             | Attendance of councillors at conferences and seminars, including registration, accommodation, transport etc.   | \$ 17,836.91         |
| cl 217(1)(a1)(iv)              | Training of councillors and provision of skill development.  | \$ 26,183.26         |
| 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.  | \$ 8,115.28          |
|                                | Councillor fees, including Joint Regional Planning Panel participation.  | Nil <sup>1</sup>     |
|                                | <b>Total</b>   | <b>\$ 165,198.65</b> |

1. Council resolved to cease payment of this allowance on 26 April 2017.



## Statutory Reporting (continued)

### 7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

| Name of Contractor                  | Total amount payable | Nature of goods or services supplied   |
|-------------------------------------|----------------------|--|
| MSB Electrical Services             | \$1,150,000.00       | Provision of electrical (programmed and reactive) maintenance, service and installation works to all City of Ryde buildings and infrastructure |
| Raven Electrical                    | \$1,150,000.00       | Provision of electrical (programmed and reactive) maintenance, service and installation works to all City of Ryde buildings and infrastructure |
| Highco Electrics Pty Ltd            | \$1,150,000.00       | Provision of electrical (programmed and reactive) maintenance, service and installation works to all City of Ryde buildings and infrastructure |
| National Trust of Australia (NSW)   | \$500,000.00         | Bush regeneration services   |
| Terra Australis Regeneration        | \$500,000.00         | Bush regeneration services   |
| Toolijooa Pty Ltd                   | \$500,000.00         | Bush regeneration services   |
| Bush-it Pty Ltd                     | \$500,000.00         | Bush regeneration services   |
| Dragonfly Environmental Pty Ltd     | \$500,000.00         | Bush regeneration services   |
| Group GSA Pty Ltd                   | \$577,000.00         | COR-RFP-03/17 Development of Argyle Centre 33-35 Blaxland Road Ryde  |
| Steelworks Engineering Pty Ltd      | \$158,759.19         | COR-RFT-16/16 Construction of footbridge at Burnett Walk, Darvall Park, Denistone  |
| Solgen Energy Pty Ltd               | \$474,937.93         | Cor-RFT-03/17 Ryde Aquatic Leisure Centre solar PV system  |
| GPM Constructions Pty Ltd           | \$1,179,855.60       | COR-RFT-14/16 Morrison Bay Seawall remedial works separable portion 1 – construction of Morrison Bay Seawall                                   |
| GPM Constructions Pty Ltd           | \$676,249.20         | COR-RFT-14/16 Morrison Bay Seawall remedial work separable portion 2 – supply and delivery of sandstone  |
| Michael Davies Architecture Pty Ltd | \$196,040.00         | COR-RFT-15/16 Olympic Park Strategic Plan and Master Plan – development of a strategic and master plan for the Olympic Park Precinct           |
| EzyPave Pty Ltd                     | \$327,144.97         | COR-RFT-12/17 156-170 Victoria Rd Gladesville streetscape upgrade  |
| Kelbon Project Services Pty Ltd     | \$173,179.60         | COR-RFT-19/17 Morrison Road: Mitchell Street to Charles Street – kerb renewal works  |
| Complete Urban Pty Ltd              | \$227,678.00         | COR-RFP-07/17 Re-advertised design consultancy Shrimptons Creek Precinct Activation  |
| Downer EDi Works Pty Ltd            | \$409,600.08         | COR-RFT-14/17 Signalisation of Constitution Rd at Railway Road, Meadowbank and associated works  |
| Haskoning Australia Pty Ltd         | \$138,428.40         | COR-RFP-02/18 Design development of Ann Thorn Park drainage improvement; LGP1208-2   |
| EBS Global Pty Ltd                  | \$264,264.00         | COR-RFT-11/17 Provision of bus operators for the Shop Ryder community bus service for the period up to 30 June 2020                            |
| Cardno (NSW/ACT) Pty Ltd            | \$164,560.00         | COR-RFP-03/18 Eastwood Traffic and Parking Study   |
| Links Modular Solutions Pty Ltd     | \$148,382.00         | COR-RFT-09/17 Community, Recreation, Leisure & Facility Management Software (CRLAF)  |
| Kelbon Project Services Pty Ltd     | \$244,674.00         | COR-RFT-04/18 Kerb renewal works – Terry Road, Denistone (Blaxland Road to Inkerman Road)  |
| Ally Property Services Pty Ltd      | \$135,419.80         | COR-RFT-04/18 Kerb Renewal Works – William Street. Ryde (Blaxland Road to Gowrie Street)   |
| Ally Property Services Pty Ltd      | \$395,865.30         | COR-RFT-03/18 Tuckwell Park pathway amenity and outdoor court renewal  |
| Convic Pty Ltd                      | \$2,461,338.00       | COR-RFT-18/17 Design & construction – Ryde Outdoor Youth and Family Recreation Space   |
| Draincorp Pty Ltd                   | \$196,627.34         | COR-RFT-10/17 Sydney water main relocation, Pittwater Road, Gladesville  |
| Open Office                         | \$214,390.00         | Open Office – Health Manager and Building App; Local Government Procurement Contract IT&C products, Services and Consulting (LGP115)           |
| Christie Civil Pty Ltd              | \$1,003,833.60       | COR-RFT-20/17 Epping Road Cycleway – construction and line marking   |
| Fleetwood Urban Pty Ltd             | \$282,312.80         | COR-RFT-22/17 Terrys Creek Walking Trail hardscape structures  |
| Storm International Pty Ltd         | \$183,048.00         | COR-RFT-13/17 Provision of cleaning services and caretaking services for Council halls and meeting rooms                                       |
| Graffiti Clean Pty Ltd              | \$455,328.00         | COR-RFT-21/17 Graffiti management services   |



## Statutory Reporting (continued)

### 8. Summary of the amounts incurred by council in relation to legal proceedings – cl 217 (1) (a3)

During 2017/18, expenses incurred by the City of Ryde in relation to legal proceedings were as follows:

| Name of Proceedings   | Nature of Proceedings  | Status     | Costs Paid | Funds Received |
|---|--|------------|------------|----------------|
| <i>Manor Property Trust v Council of the City of Ryde</i>                 | Class 1 Appeal Land and Environment Court No. 368649 of 2016.  | Finalised  | \$18,842   | \$3,000        |
| <i>Mawad Investments Pty Ltd v Council of the City of Ryde</i>            | Class 1 Appeal Land and Environment Court No. 369547 of 2016.  | Finalised  | \$12,263   |                |
| <i>Gold Emporium Pty Ltd v Council of the City of Ryde</i>                | Class 1 Appeal Land and Environment Court No. 83284 of 2017.   | Finalised  | \$15,950   |                |
| <i>Hae Sook Sung &amp; Yeoun IL Sung v Council of the City of Ryde</i>    | Class 1 Appeal Land and Environment Court No. 72301 of 2017.   | Finalised  | \$19,024   |                |
| <i>Parker Logan Property Pty Ltd v Council of the City of Ryde</i>        | Class 1 Appeal Land and Environment Court No. 135386 of 2017.  | Finalised  | \$39,187   | \$8,683        |
| <i>Elip Pty Ltd v Council of the City of Ryde</i>                         | Class 1 Appeal Land and Environment Court No. 81878 of 2017.<br>Class 1 Appeal Land and Environment Court No.115879 of 2017.<br>Class 1 Appeal Land and Environment Court No.115902 of 2017. | Finalised  | \$12,950   |                |
| <i>West Ryde Child Care Centre Pty Ltd v Council of the City of Ryde</i>  | Class 1 Appeal Land and Environment Court No. 75104 of 2017.   | Finalised  | \$19,913   |                |
| <i>Nader v Council of the City of Ryde</i>                                | Class 1 Appeal Land and Environment Court No. 187220 of 2017.  | Finalised  | \$4,000    |                |
| <i>Kuang Zuo v Council of the City of Ryde</i>                            | Class 1 Appeal Land and Environment Court No. 192103 of 2017   | Finalised  | \$5,077    |                |
| <i>Saiman Abou &amp; Kay Ishak v Council of the City of Ryde</i>          | Class 1 Appeal Land and Environment Court No. 165218 of 2017<br>Class 4 enforcement proceedings  | Proceeding | \$45,273   | \$13,397.91    |
| <i>Graham Watts &amp; Mona Watts v Council of the City of Ryde</i>        | Class 1 Appeal Land and Environment Court No. 304232 of 2017.  | Proceeding | \$14,246   |                |
| <i>Women's Housing Company Limited v Council of the City of Ryde</i>      | Class 1 Appeal Land and Environment Court No. 216726 of 2017   | Finalised  | \$28,175   |                |
| <i>Prescott Architects Pty Ltd v Council of the City of Ryde</i>          | Class 1 Appeal Land and Environment Court No. 209342 of 2017   | Finalised  | \$4,125    | \$3,000        |
| <i>Christopher Sasha Jakovljevic v Council of the City of Ryde</i>        | Class 1 Appeal Land and Environment Court No. 245179 of 2017.  | Finalised  | \$7,131    |                |
| <i>Principal Healthcare Finance Pty Ltd v Council of the City of Ryde</i> | Class 1 Appeal Land and Environment Court No. 00152633 of 2016   | Finalised  | \$142,207  |                |
| <i>Alkayal v Council of the City of Ryde</i>                              | Class 1 Appeal Land and Environment Court No. 272188 of 2017   | Finalised  | \$4,064    |                |
| <i>Legge and Legge Architects Pty Ltd v Council of the City of Ryde</i>   | Class 1 Appeal Land and Environment Court No. 263930 of 2017   | Finalised  | \$15,504   |                |
| <i>Raffi Yessaeian v Council of the City of Ryde</i>                      | Class 1 Appeal Land and Environment Court No. 273915 of 2017   | Finalised  | \$8,085    |                |
| <i>Y and S El Masri Pty Ltd v Council of the City of Ryde</i>             | Class 1 Appeal Land and Environment Court No. 382049 of 2017   | Finalised  |            |                |
| <i>Chen and Huang v Council of the City of Ryde</i>                       | Class 1 Appeal Land and Environment Court No. 54819 of 2018  | Finalised  | \$2,655    |                |
| <i>Robert Carbone v Council of the City of Ryde</i>                       | Class 1 Appeal Land and Environment Court No. 320911 of 2017   | Finalised  | \$11,838   |                |
| <i>Moss v Council of the City of Ryde</i>                                 | Class 1 Appeal Land and Environment Court No. 324365 of 2017   | Finalised  | \$19,540   |                |
| <i>Bureau SRH Architecture v Council of the City of Ryde</i>              | Class 1 Appeal Land and Environment Court No. 384741 of 2017   | Finalised  |            |                |



## Statutory Reporting (continued)

| Name of Proceedings   | Nature of Proceedings  | Status     | Costs Paid | Funds Received |
|---|--|------------|------------|----------------|
| <i>N F Billyard Pty Ltd v Council of the City of Ryde</i>             | Class 1 Appeal Land and Environment Court No. No.39590 of 2018 | Finalised  |            |                |
| <i>Golf Course Developments Pty Ltd v Council of the City of Ryde</i> | Class 1 Appeal Land and Environment Court No. 99501 of 2018    | Proceeding |            |                |
| <i>Bella Ikea Ryde Pty Ltd v Council of the City of Ryde</i>          | Class 1 Appeal Land and Environment Court No. 93347 of 2018.   | Proceeding | \$7,131    |                |
| <i>Jomasa v Council of the City of Ryde</i>                           | Class 1 Appeal Land and Environment Court No 272543 of 2017    | Finalised  | \$51,950   |                |
| <i>GSA Australia Pty Ltd v Council of the City of Ryde</i>            | Class 1 Appeal Land and Environment Court No 44419 of 2018     | Proceeding | \$1,500    |                |
| <i>Simon Ku as CYX</i>  | NSW Civil and Administrative Tribunal No 201754750             | Finalised  | \$11,026   |                |
| <i>Haddad v Council of the City of Ryde</i>                           | Supreme Court (Court of Appeal) Proceedings 217081 of 2017     | Finalised  | \$51,015   | \$80,000       |

### 9. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)

Ancillary works were undertaken by Council on private property at 102 Moncrieff Drive, North Ryde as part of the Stormwater Improvement Works Renewal program. Based on recommendations made in the Buffalo and Kitty's Creek Floodplain Management Study prepared in 2013, the project involved upgrading a highly dilapidated stormwater pipeline, using a Section 94 contribution (Stormwater Management funds). Works included upgrading 35 metres of stormwater pipeline situated in a Council drainage easement at 102 Moncrieff Drive. The pipeline had reached an unserviceability stage, with multiple joint displacements and severe cracking causing flooding to adjacent properties, and it was deemed vital for Council to intervene to prevent further damage to the surrounding landscape. To complete the stormwater works, Council was required to reinstate the disturbed land to existing conditions; ancillary works completed on private property included soft landscaping and driveway reconstruction, with total cost of \$6,000 covered by the City of Ryde.

### 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 \$322,393 in community grants funding to eligible groups in 2017/18. This funding was provided under the following grant categories:

- Sport and Recreation: \$ 27,826
- Community Grants: \$169,827
- Small grants: \$6,781

A Social Support Grant (Community Aid) has been incorporated into the Community Grants category. This includes the historical grants (with funding totalling \$80,000 allocated to the following organisations: Christian Community Aid, Sydney Community Services and North Ryde Community Aid) and an additional Social Support category for other community groups. The total funding provided in this category in 2017/18 was \$117,959. More information about our grants program may be found on page 129.

### 11. Statement of all external bodies that exercised functions delegated by Council.

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.

The City of Ryde administers a Joint Library Service with Hunter's Hill Council with respect to the Gladesville Library. This service provides Hunter's Hill residents with full access to City of Ryde Library Services, including branches at Eastwood, North Ryde, Gladesville, West Ryde and the main library at Ryde.

### 13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

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 2028 Community Strategic Plan.
- The Macquarie Park Innovation District (MPID) – a membership-based group of large corporates, Macquarie University and the City of Ryde in Macquarie Park. The aim of this group is to work collaboratively to advance Macquarie Park as a globally-recognised innovation district. The City of Ryde sits on the MPID CEO Steering Committee 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.



## Statutory Reporting (continued)

### 14. Statement of activities undertaken to implement Council's EEO management plan.

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.

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, ongoing training to ensure best practice is achieved and the collection and recording of appropriate information for future initiatives.

Our new EEO and Diversity Management Plan 2018 – 2021 was approved in June 2018 and included a number of new initiatives to support women, persons with disability and persons of Aboriginal and Torres Strait Islander background.

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.

Refer to Page 148 for further detail of activities and Council's achievements 2017/18.

### 15. Statement of the total remuneration comprised in the remuneration package of the general manager.

The total remuneration comprised in the remuneration package of the General Manager and senior staff are as follows:

|  |             |
|--|-------------|
| General Manager                              | \$360,395   |
| Senior Staff (excluding the General Manager) | \$1,391,908 |

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. The General Manager role and a number of senior staff positions were held by staff acting in these roles through the year.

### 16. A statement detailing the stormwater management services provided (if levied) – 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 implemented a number of stormwater projects to help alleviate flooding across parts of the LGA that were previously at high risk of flooding.

Using Section 94 (Stormwater Management funds) contributions, the Stormwater Improvement Works Renewal program delivered a number of significant projects at Wattle Lane, West Ryde; Moncrieff Drive, North Ryde; Beswick Avenue, North Ryde; and Shepherds Bay outlets, Meadowbank.

The Parramatta River – Ryde Sub-catchments Flood Study revealed that the stormwater network in Wattle Lane, West Ryde was under capacity and recommended that works be completed in this area to capture overland sheet flow in order to reduce inundation of adjacent properties. Council completed the upgrade of Wattle Lane from Goodwin Street to Parkes Street. This not only helped manage flooding in the area, but also mitigated the deterioration of Council-managed civil infrastructure that was previously impacted by sheet flow.

Moncrieff Drive, North Ryde was an area of focus of the Buffalo and Kitty's Creek Catchment Flood Study completed in 2013. The Study identified Moncrieff Drive as being located in a medium hazard flood risk area, meaning that ensuring the optimal hydraulic and structural capacity of the stormwater network in this area is vital for reducing risk to property and infrastructure. We upgraded a pipeline located at the downstream end of the Buffalo Creek catchment to improve the hydraulic functions of the stormwater network.

Beswick Avenue, North Ryde is located within the Shrimptons Creek catchment. Properties located adjacent to Hawks Pathway have been inundated during major storm events due to the lack of stormwater infrastructure in the surrounding area, with investigations finding properties surrounding Hawks Pathway are susceptible to sheet flow, especially those located along the lower reaches of the overland flow path. We upgraded the Hawks Pathway to more effectively manage the overland flow path and reduce inundation of properties on Beswick Avenue and Parklands Road.

The Shepherds Bay outlets are responsible for carrying and discharging water into Parramatta River. Strategic planning undertaken by Council recognised the indispensable requirement for the upgrade of three outlets located on Bay Drive, Rothesay Avenue and Belmore Street, Meadowbank. The project successfully updated these outlets and improved the hydraulic functionality of the upstream stormwater network while reducing of discharge of pollutants and sedimentation into Parramatta River.



## Statutory Reporting (continued)

### 17. A statement detailing the coastal protection services provided (if levied).

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 health and condition of the Parramatta River and its tributaries, by improving the environment and environmental management of the Parramatta River, with the objective of making it swimmable by 2025. Through the implementation of various improvement measures and in increasing the number of sites that may be potentially swimmable by the general public. Ryde will be delivering one of the three nominated sites activating Putney Beach by 2020.

The City of Ryde actively participated in the creation and implementation of the river master plan released in 2018 and will deliver on a suite of land and water based measures with 11 other river councils.

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. The project was funded by Section 94 levy funding. The Morrison Bay Seawall is now complete (late August 2018) with ongoing monitoring of the wall and the saltmarsh pilot. Final cost of the project was \$2.032 million including consultants and contractor costs.

The Bill Mitchell Stormwater Harvesting Project was an efficiency and water quality improvement project initially derived from the Parramatta River Estuary Coastal Zone Management Plan. The Plan identified the area as a location to install a water quality device to treat stormwater before it entered the river. The Stormwater and Environment departments collaborated to design a multi-staged integrated project that not only would treat water from a 41Ha area, but capture gross pollutants, provide irrigation to improve a sportsfield for community and also generate recycled water for use in town centre maintenance.

Completed in May 2018, the project included connecting a new automated irrigation system into the harvesting system to improve the grade of the sportsfield for future community use. The harvesting system is capable of capturing over 50,000 litres of stormwater daily and providing 100% recycled water to the park and for Council street cleaner trucks to clean town centres. Tanker top up alone is saving council over \$2,000 per month in potable water use.

In 2013 Ryde lobbied the State Government to recognise the impacts of the Rivercat on our foreshore along the Parramatta River. In 2017 Council commenced collaboration with the Roads and Maritime Services (RMS) to initiate a grant funded investigation towards delivering an in-river seawall project. Pending the outcome of the final design in 2018, the RMS will begin construction works to protect our foreshores.

Bennelong Groyne project consultation, surveys and reporting are now concluded with design works being undertaken towards the construction of a foreshore protection groyne by RMS. This project will assist community and the Concord Ryde Sailing Club to safely access the area and in launching watercraft.

Subsidence investigation for design commencement works began at Banjo Patterson Park. A slip failure had been observed in mid 2016 for a soil slope in the southwestern edge of the Park. The site is located in Bedlam Point in Gladesville. Council engaged geotechnical consultants to provide a detailed design for the slip zone which is approximately 20m length. Council is providing the landscape design to complement the geotechnical solution for the 20m slope stabilisation. The total estimated project cost is \$250,000.

### 18. The annual report of a council in the year in which an ordinary election of councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan.

Councils that held elections in 2017 have been granted an exemption from the requirement to include a State of the Environment report under s.428A of the Act.

### 19. Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406.

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. 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 2017/18 financial year. Further details of Council's SRV expenditure are included in the Managing the Money Section on Page 16.

#### a. The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows:

- \$5.2 million road program
- \$1.4 million stormwater program
- \$600,000 footpath program
- \$600,000 playground upgrades/renewal
- \$279,000 sports field upgrades/renewal
- \$120,000 bus stop upgrades/renewal

A further \$200,000 of SRV funds was spent on maintenance work across buildings, passive parks, street trees, town centres and public domain.

#### 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 2017/18 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 the pavements are reduced as damage to the underlying road structure is not exacerbated by continued traffic loads or water ingress through failed road pavement left in service. The accelerated renewal programs for 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.



## Statutory Reporting (continued)

### d. The Council 's actual revenues, expenses and operating balance.

|  |               |
|--|---------------|
| Revenue including capital grants and contributions)                                  | \$156,275,000 |
| Expenses   | \$124,043,000 |
| Operating result from continuing operations  | \$32,232,000  |
| Net operating result (before grants and contributions provided for capital purposes) | \$3,784,000   |

### e. Any significant differences between the Council's actual revenues, expenses 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 2017/18 exceeded budget by \$7 million. This result was primarily influenced by the additional receipt of \$8 million in capital income relating to developer contributions and grants, along with additional income across other revenue streams, expenditure savings in salaries and wages and further savings across other operating expenses resulted in a positive outcome of \$21 million over the original forecast. A net loss for the disposal of assets of \$14.2 million was not included in the original budget and was a result of the disposal of assets relating to Roads, Bridges and Footpaths in which the revaluation reserve was zero within the infrastructure asset class.

An explanation of variations between Council's original budget and actual results is disclosed in Note 18 of the General Purpose Financial Reports, please refer to page 201 for further details.

### f. any corrective action taken or to be taken to address any differences reported under clause 2.11.e).

The 2018/19 September Budget Review will be used to revisit the 2017/18 actual financial results and ensure they are reflected in a more accurate forecast of the 2018/19 actual result. The 2017/18 actual financial result will also be used for framing the 2019/20 Original Budget.

### 21. Report on capital works projects.

Details of capital works projects are included in Special Schedule 7 contained within the 2017/18 Financial Report on page 231.

Reports on the progress in implementing these projects are included in the relevant outcomes sections from page 48.

### 22. Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) f

#### Companion Animals Guidelines Reports – 16.2

- a) During the past financial year Council impounded 50 companion animals, which was a decline from the 62 recorded in the previous financial year. Of the 50 animals impounded 31 were taken to Blacktown Pound. During this period Council released 19 dogs to their rightful owners prior to them being transported to the pound. Blacktown Pound released eight dogs to their rightful owners, sold three cats and eight dogs and released three cats and eight dogs to organisations for rehoming. Out of the 18 cats seized only three were sold, nine rehomed, four died and two were euthanised as these cats were either sick, feral or infant felines unable to be rehomed. Fewer cats were seized this last financial year as a result of the cat virus which spread throughout Sydney in February 2018.
- b) There were 54 reported dog attacks during 2017/18, which is an increase of five from the previous year.

c) The combined expenditure budget for Companion Animal Management for 2017/18 was \$357,610, 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). One of our vets provides a reduced fee for desexing animals, an initiative that was brought about by Council working closely with our local vets to reduce unplanned animal pregnancies.

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. Blacktown Pound, Council's contractor, works with various not-for-profit organisations that provide a rehoming service.

g) Council maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our website. See pages 55, 70 and 147 for other initiatives associated with the expansion of leash-free areas across the LGA.

#### 16.5 Section 85 (1A)

During the last financial year Council used the money received from the fund for the management and control of companion animals in the following ways;

- purchasing of new equipment for officers involved in the management of animals
- help to offset pound fee charges incurred through the impounding of animals
- officers' wages, especially when involved in local events, to help promote and educate residents about responsible pet ownership.



## Statutory Reporting (continued)

### 23. Information included on GIPA activity – s125(1) cl 7 Schedule 2.

#### 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.

During the reporting period we reviewed this program by examining the information currently available on the City of Ryde website, in public areas at Council offices, in local newspapers and provided in response to requests from the public. The website continues to be the primary source for providing information to the public and provides timely and detailed reporting on current matters relating to council.

We have considered how public access to our Open Access information is facilitated with the view to providing more on 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 development application plans and certain associated supporting documents are made available on our website for major developments. The City of Ryde otherwise meets its Open Access obligations for the release of development application information by providing viewing access at our offices free of charge, or by return email where possible (subject to copyright or public interest considerations). We have previously identified that not all development application records are available on our website and this continues to present itself as an opportunity to improve the scope of information proactively released.

The City of Ryde’s social media continues to grow as an effective mechanism to disseminate information to the public.

An assessment of information that has been released informally has revealed that there have been no new opportunities to proactively disclose information during the reporting period, as information requested informally did not include anything that would be of interest to a broader audience.

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 according 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 City of Ryde during the reporting year (including withdrawn applications but not including invalid applications).

| Total number of applications received |
|---------------------------------------|
| 36                                    |

#### 3. Number of refused applications for Schedule 1 information – Clause 7(c)

The total number of access applications received by City of Ryde during the reporting year that City of Ryde 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   | Partly |
| 4  | 1      |



## Statutory Reporting (continued)

### 4. Statistical information about access applications – Clause 7(d) and Schedule 2

**Table A: Number of applications by type of applicant and outcome<sup>1</sup>**

|   | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Media   | 0                      | 0                      | 1                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Members of Parliament                                       | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Private sector business                                     | 13                     | 2                      | 1                      | 2                    | 0                             | 0                               | 0  | 0                     |
| Not for profit organisations or community groups            | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Members of the public (application by legal representative) | 2                      | 5                      | 0                      | 5                    | 0                             | 0                               | 0  | 0                     |
| Members of the public (other)                               | 8                      | 0                      | 2                      | 1                    | 0                             | 0                               | 0  | 2                     |

1. More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome**

|  | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Personal information applications <sup>1</sup>   | 1                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0  | 0                     |
| Access applications (other than personal information applications)                     | 22                     | 3                      | 3                      | 6                    | 0                             | 0                               | 0  | 2                     |
| Access applications that are partly personal information applications and partly other | 0                      | 4                      | 1                      | 2                    | 0                             | 0                               | 0  | 0                     |

1. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

| Reason for invalidity   | Number of applications |
|---|------------------------|
| Application does not comply with formal requirements (section 41 of the Act)  | 3                      |
| Application is for excluded information of the agency (section 43 of the Act) | 0                      |
| Application contravenes restraint order (section 110 of the Act)              | 0                      |
| Total number of invalid applications received                                 | 3                      |
| Invalid applications that subsequently became valid applications              | 2                      |



## Statutory Reporting (continued)

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act**

|   | Number of times<br>consideration used <sup>1</sup> |
|---|--|
| 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  |

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

|  | Number of occasions when<br>application not successful |
|--|--|
| Responsible and effective government                                 | 0  |
| Law enforcement and security   | 0  |
| Individual rights, judicial processes and natural justice            | 4  |
| Business interests of agencies and other persons                     | 1  |
| Environment, culture, economy and general matters                    | 0  |
| Secrecy provisions   | 0  |
| Exempt documents under interstate Freedom of Information legislation | 0  |



## Statutory Reporting (continued)

**Table F: Timeliness**

|  | Number of applications |
|--|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 37                     |
| Decided after 35 days (by agreement with applicant)                  | 0                      |
| Not decided within time (deemed refusal)                             | 0                      |
| <b>Total</b>   | <b>37</b>              |

**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                               | 1               | 0               | 0        |
| Internal review following recommendation under section 93 of Act | 0               | 0               | 0        |
| Review by ADT  | 0               | 0               | 0        |
| <b>Total</b>   | <b>1</b>        | <b>0</b>        | <b>0</b> |

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

|   | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants   | 1                                 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0                                 |

**Table I: Applications transferred to other agencies under Division 2 of part 4 of the Act (by type of transfer)**

|                               | Number of applications transferred |
|-------------------------------|------------------------------------|
| Agency-initiated transfers    | 0                                  |
| Applicant-initiated transfers | 0                                  |



## Statutory Reporting (continued)

### 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 2017/18   |
|-------------------------------------|--|---|--|
| 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"> <li>– Plaza works – Including paving, stairs, landscaping, furniture and accessible lift and toilets.</li> <li>– Street Works – Delivery of Pearson Lane, including new kerb and gutter, drainage, road pavement, lighting and subbase</li> <li>– Public access easement – Easement over plaza area in favour of Public</li> </ul>  | <p>Following public benefits under defects liability period:</p> <ul style="list-style-type: none"> <li>– Plaza works – Including paving, stairs, landscaping, furniture and accessible lift and toilets.</li> <li>– Street Works – Delivery of Pearson Lane, including lighting, new kerb and gutter, drainage and road pavement.</li> <li>– Public access easement – Easement over plaza area in favour of Public</li> </ul>                         |
| 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"> <li>– Plaza works – Including paving, stairs, landscaping, furniture</li> <li>– Street works – Delivery of new lane, including new kerb and gutter, drainage, lighting and road pavement, between Pearson Street and Wharf Road.</li> <li>– Public access easement – Easement over plaza area in favour of Public</li> </ul>  | <p>Following public benefits under defects liability period:</p> <ul style="list-style-type: none"> <li>– Plaza works – Including paving, stairs, landscaping, furniture</li> <li>– Street works – Delivery of new lane, including new kerb and gutter, drainage, lighting and road pavement, between Meriton Street and Pearson Street.</li> <li>– Public access easement – Easement over plaza area in favour of Public</li> </ul>                   |
| 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"> <li>– Construction and dedication of road in favour of Council</li> <li>– Granting of a Right of Way in favour of Council for a pedestrian link</li> </ul>  | <p>Following public benefits under defects liability period:</p> <ul style="list-style-type: none"> <li>– New public road including street lighting, street tree planting and footpath paving to public domain standards for Macquarie Park precinct</li> <li>– Right of way – Pedestrian link including lighting and landscaping</li> </ul>   |
| North Ryde M2 Site (Lachlan's 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"> <li>– Community facility to value of \$7.8M on Lot 104 in Stratum</li> <li>– Central Park land and embellishment</li> <li>– Linear Park land and Embellishment</li> <li>– Lot 101 – Bushland reserve</li> <li>– Lot 103 – Community/civic plaza</li> <li>– Lot 108 – Land for open space</li> <li>– Shared pathways</li> <li>– Public roads</li> <li>– Stormwater assets</li> <li>– Public art</li> </ul> | <p>Following public benefits under Maintenance Period:</p> <ul style="list-style-type: none"> <li>– Lot 108 – Open Space</li> <li>– Public Roads, including street lighting, street tree planting and footway paving to public domain standard for Macquarie Park Precinct</li> <li>– Central Park</li> <li>– Linear Park</li> <li>– Lot 101 bushland reserve</li> <li>– Shared pathways</li> <li>– Stormwater assets</li> <li>– Public art</li> </ul> |
| 21-24 Railway Street, Meadowbank    | DEP Shepherds Bay Pty Limited  | <p>The Planning Agreement was entered into July 2015 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>– Construction and dedication of road widening</li> <li>– Affordable housing unit</li> </ul>  | <p>Following public benefits under Defects liability period:</p> <ul style="list-style-type: none"> <li>– Road widening along Faraday Lane including upgraded street lighting and footpath paving to public domain standards for Shepherds Bay Precinct.</li> <li>– Affordable housing apartment required defects to be rectified prior to transfer to Council.</li> </ul>   |



## Statutory Reporting (continued)

| Planning Agreement                         | Party (other than Council)   | Effect of Agreement  | Compliance 2017/18  |
|--|--|--|---|
| 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"> <li>– Payment of monetary Contribution of \$125,000 toward public purposes</li> <li>– Transfer to Council of an affordable housing unit and disabled car space</li> </ul>   | Affordable housing apartment required defects to be rectified prior to transfer to Council. |
| 101 Waterloo Road, Macquarie Park          | JQZ Eleven Pty Limited   | The Agreement was entered on 28 September 2017 and proposed the following public benefits: <ul style="list-style-type: none"> <li>– 21 affordable housing apartments</li> <li>– Pedestrian link from the Public Plaza into Macquarie Centre</li> <li>– Public domain works fronting Waterloo Road</li> <li>– Construction and dedication of new road as part of Macquarie Park Access Network</li> </ul> | Development under construction. Securities over public benefits have been submitted.        |
| 25-27 Epping Road, Macquarie Park NSW 2113 | Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited | The Agreement was entered into on 29 November 2017 and proposed the following public benefit: <ul style="list-style-type: none"> <li>– \$900,000 worth of additional fitout to the community facility being provided under North Ryde M2 Site (Lachlan's Line) VPA.</li> </ul>   | Development under construction. Securities over public benefits have been submitted.        |

### 25. Public Interest Disclosure Act 1994 and Regulation

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 communications
- discussion of PIDs in induction sessions and at staff meetings
- attendance by various officers at NSW Ombudsman training.

In addition, the policy and accompanying procedures are currently undergoing revision and updating. This includes updating our procedures and contact points and investigating the establishment of an externally-hosted reporting hotline.

Council will also be undertaking relevant training for all staff that will include reference to the Internal reporting policy. Code of Conduct training for all staff and Councillors is scheduled for November and December 2018 and this will refer to the PID. Council is also planning to issue 'one pagers' information sheets for use in team meetings.

During 2017/18 the City of Ryde did not receive any PID matters. One matter bought forward from the previous period was finalised during the year.

### 26. Capital Expenditure Reviews

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2017/18 year.

### 27. Compliance with the CARERS RECOGNITION ACT 2010

Council does not provide services directed at carers and/or people being cared for by carers.



## Statutory Reporting (continued)

### 28. Disability Inclusion Act 2014

The City of Ryde worked together with Hunter’s Hill and Lane Cove Councils to create a Disability Inclusion Action Plan (DIAP) with a regional focus. The DIAP is a commitment from Council that people with disability are welcomed, accepted and respected in our community.

The DIAP is guided by the Disability Inclusion Act 2014 (NSW) and the NSW Disability Inclusion Action Planning Guidelines produced by Local Government NSW.

In developing our DIAP, City of Ryde, Hunter’s Hill and Lane Cove Councils made a strong commitment to consult with people with disability. Consultation provided community and staff with an opportunity to identify and address local barriers and opportunities to inclusion.

A draft of the DIAP was on public exhibition between 17 July – 13 August 2017 which allowed a formal process for comment from our community.

The DIAP was then adopted by City of Ryde on 22nd August 2017.

### Progress council has made in the four focus areas during 2017-18

| Action  | Outcome   |
|---|---|
| <b>i. Building positive attitudes</b>   |   |
| 1b. Advocate for a new award category for excellence in disability inclusion for the Ryde Local Business Awards   | A new Northern Districts Local Business Inclusion Award was established in conjunction with Hunters Hill and Lane Cove Councils. There were a total of 16 entries with the award presented to a Ryde business.  |
| 1g. Review and update events held for International Day of People with Disability to better reflect the diversity of experience and age of people with disability   | Supported Royal Rehab with the ‘All Abilities Disco on Ice’ that was held on International Day of People with Disability.   |
| 3b. Facilitate the provision of disability support services and activities by community organisations through discounted venue hire fees and council's properties   | City of Ryde’s Community Halls and Meeting Rooms policy provides discounted hire rates for not-for-profit groups that support people with a disability.   |
| 3d. Establish "Inclusion Category" as part of the criteria to access Council’s community funding grants   | The City of Ryde’s Community Grants Program incorporates a social inclusion category to provide funding for local not-for-profit groups and small businesses to increase accessible services.   |
| 3e. Provide a copy of DIAP to newly elected Councillors   | All Councillors received a copy of the DIAP.  |
| 5b. Provide disability awareness and inclusion training to all Council staff including human rights and anti-discrimination legislation. <ul style="list-style-type: none"> <li>– Prioritise training and education to frontline staff about the inclusion people with disability</li> <li>– Require training to be repeated every four years</li> <li>– Training program could include opportunities for learning experiences for Council staff</li> </ul> | Training was provided to Council staff from Customer Service, Libraries, Community Services and Rangers including: <ul style="list-style-type: none"> <li>– Mental Health – Risk Assessment &amp; De-escalation Workshops</li> <li>– Mental Health First Aid</li> <li>– Disability Confidence training</li> </ul> |
| 5c. Ensure that all relevant staff have knowledge of accessibility features of venues and buildings.  | Relevant staff is aware of accessibility features of venues and buildings and this information is promoted on the City of Ryde website.   |
| <b>ii. Creating liveable communities</b>  |   |
| 1g. Playing a more active role in supporting community transport organisations that service the area, such as through grants, subsidised parking, or advertising for volunteers   | Local organisations have been supported to apply for Council’s community grants.<br><br>Volunteer opportunities at Community Transport are advertised through Council’s volunteer referral system.  |
| 1i. Review Ranger resources to improve enforcement of fines for cars parked on the footpath and inappropriate use of accessible parking spaces  | Council Rangers patrol the LGA daily and respond to customer complaints where vehicles are parked on footpaths and nature strips to ensure clear pedestrian access.<br><br>Rangers patrol accessible parking spaces regularly and also conduct checks to ensure the person using the space is the permit holder.  |



## Statutory Reporting (continued)

| Action  | Outcome  |
|---|--|
| <b>iii. Supporting access to meaningful employment</b>  |  |
| 1a. Review the Equal Employment Opportunity Policy to facilitate Council being a more inclusive employer, including recruiting, retaining and supporting employees with a disability  | Review of the Equal Employment Opportunity Policy and Diversity Plan.<br>City of Ryde has developed and implemented a Reasonable Adjustments Policy.   |
| 1b. Promote Council's EEO policy and code of conduct internally and externally  | The EEO policy has been mapped to the EEO and Diversity Management Plan (2018 – 2021).<br>The EEO policy and Code of Conduct has been promoted internally via City of Ryde's Intranet.   |
| 1d. Identify and implement services and systems that support people with disability being retained within the workforce   | City of Ryde has developed a Reasonable Adjustments Policy to support people with disability at the City of Ryde.  |
| 1e. Review and revise position descriptions and recruitment to be more welcoming and inclusive of disability for example encouraging people with disability to apply and indicating support is available to undertake the job | A review of position descriptions and recruitment procedures to support the inclusion of people with disability.<br>All job advertisements encourage people with disability to apply and applicants are advised of the Reasonable Adjustments Policy and provided with an opportunity for adjustments during the recruitment process.                |
| 2c. Promote our Diversity Social Inclusion Checklist for organisations to employ people with disability.  | Promoted to businesses at events held during Social Inclusion Week and local Chambers of Commerce.   |
| <b>iv. Accessible systems, information or processes</b>   |  |
| 1c. Review the accessibility of Council's website to ensure WCAG 2.0 AA compliance  | Compliance has been reviewed and added to the City of Ryde website.  |
| 1e – Review staff training for handling customers with special needs at call centre   | <ul style="list-style-type: none"> <li>– Mental Health – Risk Assessment &amp; De-escalation Workshops for Customer Service and frontline staff</li> <li>– Mental Health First Aid training</li> <li>– Disability Confidence training</li> <li>– Staff promote the National Relay Service (NRS) and Translator Interpreter Service (TIS).</li> </ul> |
| 1f. Ensure there are direct links and a portal on Council's website to identify available services for people with disability   | A services directory has been included on Council's website under the Help and Support page for people with disability.  |
| 2e. Consider change of name of the Access Committee to reflect broader focus on inclusion   | Council's Access Committee is now referred to as the Social Inclusion Advisory Committee.  |
| 3b. Train council customer service officers on how to assist people with disability and to know where to access information on disability services.   | Customer service officers attended the Disability Confidence training and are aware of the location of accessible information on Council's website and external directories.   |
| 4e. Review and promote assisted Waste Collection Service for people with disability living independently  | Council's website has been updated and a flyer produced and distributed with all rates notices.  |
| 4h. Continue to work together on a regional basis to implement and report on progress made against the Disability Inclusion Action Plan   | The Ryde, Hunters Hill and Lane Cove Councils working party meet quarterly to discuss the DIAP and implementation of actions.  |



## Statutory Reporting (continued)

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### 1. How have you determined that you're meeting the needs of people with disability?

- All DIAP actions that require the input of people with disability are presented to the Social Inclusion Advisory Committee and ongoing engagement conducted.
- The Terms of Reference for the Social Inclusion Advisory Committee has been updated to ensure the Committee is consulted on a broader range of areas that affect people with disability in the community.

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### 2. Describe your challenges and successes in delivering on your parts of the DIAP

City of Ryde has adopted the DIAP and each department is committed to implementing their action items. The Community Project Officer Social Inclusion meets regularly with the various departments to support the implementation of the DIPA actions.

An internal Social Inclusion Working Group has been established to provide strategic advice and feedback on the following activities:

1. Socially Responsible Council – review of internal systems and processes
2. Social Inclusion page on the Council's website
3. Social Inclusion Week activities
4. Business/Corporate Partnerships: Communication and Engagement Strategy
5. Internal and external training needs including:
  - Social Inclusion – What it is and Why is it important?
  - Mental Health First Aid Training
  - Welcoming Customers with Disability Training
  - Disability Confidence Training for Human Resources

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### 3. Is there anything else you're doing or planning for the future to contribute to greater outcomes for people with disability?

NB: Include new actions that your area will be undertaking and should be added to the FACS DIAP

In order to contribute to greater outcomes for people with disability, the City of Ryde is developing various plans and strategies including:

- Social and Cultural Plans
- Community Safety Strategy
- Plans of Management for Parks

The DIAP's actionable items will be incorporated into these documents to ensure that people with disability have better outcomes in the community and are consulted with future planning.

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### 29. Fisheries Management Act 1994

No recovery and threat abatement plans are known to have been completed by Council in this period.



## Statutory Reporting (continued)

# 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   |
|---|-------------------------------------|---|
| <b>Strategy and Analysis</b>                                |                                     |   |
| G4-1 CEO statement  | Section 1<br>Year In Review         | Year In Review                                  |
| G4-2 Risk and Opportunities                                 | Section 3                           | Corporate Governance<br>Progressive Leadership  |
| <b>Organisational Profile</b>                               |                                     |   |
| G4-3 Name of the organisation                               | Cover                               |   |
| G4-4 Primary brands, products, and/or services.             | Year in Review<br>Section 3         | Vision and Highlights<br>Outcomes               |
| G4-5 Location of operational headquarters                   | Year in Review<br>Inside back cover | Who we are<br>Contact Us – In person            |
| G4-6 Jurisdiction or areas in which the council operates    | Year in Review                      |   |
| G4-7 Legal form of the council                              | Section 2                           | Civic Leadership                                |
| G4-8 The main target customers of the council's activities  | Year in Review                      | Who are we?<br>Our Stakeholders                 |
| G4-9 Scale of the council                                   | Year in Review                      |   |
| – number of employees                                       | Section 2                           |   |
| – net revenues  | Section 4                           |   |
| – total assets  | Section 4                           |   |
| G4-10 Size and compilation of the workforce                 | Section 3                           | Progressive Leadership:<br>Developed our People |
| G4-11 Workforce covered by collective bargaining agreements | Section 3                           | Progressive Leadership:<br>Developed our People |



## Statutory Reporting (continued)

| General Standard Disclosures  | Section                     | Comment  |
|---|-----------------------------|--|
| <b>Organisational Profile</b>   |                             |  |
| G4-12 Council's supply chain  | Section 5                   | Statutory Information:<br>Contracts awarded  |
| G4-13 Significant changes to the council during the reporting period  | Year in Review              | Year in Review   |
|   | Section 2                   | Civic Leadership   |
|   | Section 4                   | Financials   |
| G4-15 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses | Year in Review<br>Section 3 | About this Report<br>Environmental Sensitivity   |
| G4-16 Association memberships and national/international advocacy organisations in which the organisation has positions   | Section 3                   | Civic Leadership   |
|   | Section 3                   | Outcomes   |
|   | Section 4                   | Financials   |
| <b>Identified material aspects and boundaries</b>   |                             |  |
| G4-17 Entities included in the Council's financial statements   | Section 5                   | Financials   |
| G4-20 Aspect boundary and limitations within the organisation   | Year in Review<br>Section 4 | About this report<br>Financials  |
| G4-21 Aspect boundary and limitations outside the organisation  | Year in Review<br>Section 4 | About this report<br>Financials  |
| G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report   |                             | No significant changes   |
| <b>Stakeholder engagement</b>   |                             |  |
| G4-24 List of stakeholder groups engaged by the organisation  | Year in Review<br>Section 3 | Stakeholder Map<br>Outcomes  |
| G4-25 Basis for identification and selection of stakeholders with whom to engage  | Year in Review              | Stakeholder Map  |
| G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group  | Year in Review              | Stakeholder Map  |
| G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded  | Section 3                   | All Outcomes   |
| <b>Report File</b>  |                             |  |
| G4-28 Reporting period for information provided   | Year in Review              | About this report<br>Year in Review  |
| G4-29 Date of most recent previous report   |                             | City of Ryde's Annual Report 2016/17 was published in November 2017 and is available on <a href="http://www.ryde.nsw.gov.au">www.ryde.nsw.gov.au</a> |
| G4-30 Reporting cycle   | Year in Review              | 1 July 2017 to 30 June 2018  |
| G4-31 Contact point   | Inside back cover           | Contact us   |
| G4-32 GRI Content Index for Standard disclosures  | Section 5                   |  |
| G4-33 Policy and current practice with regard to seeking external assurance for the report  | Year in Review              |  |



## Statutory Reporting (continued)

| General Standard Disclosures   | Section                     | Comment  |
|--|-----------------------------|--|
| <b>Governance</b>  |                             |  |
| G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks                    | Section 2                   | Civic Leadership<br>Organisation Leadership  |
| G4-37 The process for consultation between stakeholders and highest governance body  | Year in Review<br>Section 2 | Civic Leadership   |
| G4-38 The composition of the highest governance body and committees  | Section 2                   | Civic Leadership   |
| G4-39 Indicate whether the chair of the highest governance body is also an executive officer.  | Section 2                   | Civic Leadership   |
| G4-40 The selection process for the highest governance body  | Section 2                   | Civic Leadership   |
| G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided   | Section 2                   | Civic Leadership   |
| G4-44 Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance | Year in Review<br>Section 3 | Managing the money<br>Our Performance  |
| G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts                    | Section 2                   | Civic Leadership   |
| G4-51 Remuneration policies for the highest governance body and senior executives  | Section 5                   | Statutory Information  |
| G4-52 The process for determining remuneration   | Section 5                   | Statutory Information  |
| G4-56 The values, principles and code of conduct   | Section 2                   | Civic Leadership<br>How do we govern our city?   |
| <b>Economic performance indicators</b>   |                             |  |
| G4-EC1 Economic value generated and distributed  | Year in Review<br>Section 4 | Managing our Money<br>Financial Statements   |
| G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change                                   | Section 3                   | Environmental Sensitivity  |
| G4-EC4 Financial assistance received from government   | Section 4                   | Financial Statements   |
| G4-EC7 Development and Impact of Infrastructure Investments and Services supported   | Section 3<br>Section 4      | Outcomes<br>Financial Statements   |
| G4-EC8 Significant Indirect Economic Impacts   | Section 3<br>Section 4      | Environmental Sensitivity<br>Financial Statements  |
| <b>Environmental performance indicators</b>  |                             |  |
| G4-EN2 Percentage of materials used that are recycled input materials  | Section 3                   | Environmental Sensitivity 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 3                   | Environmental Sensitivity  |
| G4-EN6 Reduction of Energy Consumption   | Section 3                   | Environmental Sensitivity  |
| G4-EN13 Habitats protected or restored   | Section 3                   | Environmental Sensitivity  |
| G4-EN16/17 Indirect greenhouse gas emissions   | Section 3                   | Environmental Sensitivity  |
| G4-EN19 Reduction of greenhouse gas emissions  | Section 3                   | Environmental Sensitivity  |
| G4-EN23 Total weight of waste by type and disposal method  | Section 3                   | Environmental Sensitivity  |



## Statutory Reporting (continued)

| General Standard Disclosures  | Section                | Comment                                    |
|---|------------------------|--|
| <b>Social performance indicators</b>  |                        |  |
| G4-LA1 Total number and rates of new employee hires and employee turnover                                       | Section 3              | Progressive Leadership                     |
| G4-LA5 Percentage of workforce represented in health and safety committees                                      | Section 3              | Progressive Leadership                     |
| G4-LA6 Rates of injury and lost days  | Section 3              | Progressive Leadership                     |
| G4-LA9 Hours of training per year   | Section 3              | Progressive Leadership                     |
| G4-LA11 Employees receiving regular performance and career development reviews                                  | Section 3              | Progressive Leadership                     |
| <b>Society performance indicators</b>   |                        |  |
| G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs | Section 3              | Progressive Leadership                     |
| G4-SO3 Business units assessed for risks related to corruption  | Section 3              | Progressive Leadership                     |
| G4-SO4 Communication and Training on anti-corruption policies and procedures                                    | Section 5              | Statutory Information                      |
| G4-SO5 Confirmed incidents of corruption and actions taken  | Section 3<br>Section 3 | Civic Leadership<br>Progressive Leadership |
| <b>Product responsibility performance indicators</b>  |                        |  |
| G4-PR2 Incidents of non-compliance – health and safety  | Section 3              | Progressive Leadership – WHS               |
| G4-PR5 Results of surveys measuring customer satisfaction   | Section 3              | Progressive Leadership                     |



Gladesville Public School students get a visit from Ocean Action Pod

# 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:**

The City of Ryde's Executive Team is led by the General Manager and comprises four Directorates – Corporate and Organisational Support Services, City Planning and Development, City Works and Infrastructure and Customer and Community Services

## **FINANCIAL YEAR:**

The financial year we are reporting on in this annual report is the period from 1 July 2017 to 30 June 2018

## **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 proposed the merger of 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

## Glossary (continued)

### **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

# Index

100 Resilient Cities Partnership 98

## A

Access 115, 120, 130, 143, 148, 239  
 Advisory Committees 12, 13, 36, 146  
 Affordable Housing 56, 147, 176, 185, 246, 247  
 Animal Management 171, 241  
 Assets 16, 17, 18, 20, 152, 159, 165  
 Audit and Audit Committee 36, 151  
 Audited Statements 161  
 Awards 24, 248

## B

Bill Mitchell Stormwater Harvesting Project 93, 239  
 Biodiversity 36, 91, 93, 97  
 BizSafe Forum 82  
 Building compliance 100  
 Bush regeneration 93  
 Bushcare 93, 97, 101, 102  
 Bushfire Mapping 96  
 Bushfire Mapping 96  
 Business Bootcamp 80, 81  
 Bus Shelters 113, 118

## C

Capital Works 143, 146, 240  
 Carparking in Eastwood 55, 112  
 Centenary of ANZAC 129  
 Chief Financial Officer's Report 159  
 Cities Power Partnership 98  
 Citizenship Ceremonies 128, 132  
 City of Connections 106  
 City of Environmental Sensitivity 86  
 City of Harmony and Culture 122  
 City of Liveable Neighbourhoods 48  
 City of Progressive Leadership 138  
 City of Prosperity 74  
 City of Wellbeing 60  
 Civic Leadership 26  
 Commercial dog user procedure 70  
 Community Consultation 52, 66, 80, 92, 112, 128, 143  
 Community Events 22, 37, 52, 66, 80, 92, 128, 134, 136, 143  
 Community Grants Program 129, 238  
 Community Strategic Plan: Our Vision for Ryde 2028 42, 44, 235, 238  
 Complaints Management 142, 145  
 Connect Macquarie Park + North Ryde 97, 114  
 Council Committees 36  
 Councillors 26  
 Creeks 93  
 Culturally and Linguistically Diverse (CALD) Communities 126  
 Customer Service 130  
 Cycleways 117, 160, 189

## D

Debt/Debtors 186  
 Development and Assessment 54

## E

Eastwood Park 55  
 Economic Development 78, 80, 83  
 Elouera Reserve 66  
 Emissions 92  
 Environment, see City of Environmental Sensitivity 148, 239  
 Employer of Choice award 146  
 Equal Employment Opportunity (EEO) 148, 239  
 Events, see Community events  
 Executive Team 38  
 External Auditor 152

## F

Feral Animals 94  
 Field of Mars 4, 93, 97, 120  
 Financial Performance, see Chief Financial Officer's Report 159  
 Fit for the Future 21, 140, 144  
 Flood Management 101, 238  
 Food Safety 54  
 Footpaths 108, 111, 120, 143

## G

General Manager's Review 9  
 Get Connected 80  
 GIPA Requests 241  
 Global Harmonised System 153  
 Grants, see Community grant 129, 238  
 Global Reporting Initiative (GRI) 251  
 Greater Sydney Commission 40, 57, 98

## H

Habitat, The 95, 101  
 Heritage 126, 132  
 Historic monuments 132  
 Honour boards 129  
 Human Resources 147

## I

Immunisation Program 65, 68  
 Indigenous 128  
 Injury Management 153  
 Incident Reporting 152, 154  
 Integrated transport strategy 116  
 IT Sector Forum 81, 83  
 Integrated Planning and Reporting Framework 40

## L

Learning and Development 46, 64, 154  
 Library Services 238, 133  
 Local Environment Plan Review 47, 53, 98  
 Local Government Elections 146  
 Local Heritage 132  
 Local Planning Panel 36, 52

## Index (continued)

### M

|                                       |                |
|---------------------------------------|----------------|
| Macquarie Park Corridor               | 18             |
| Make Parramatta River Swimmable Again | 69             |
| Markets                               | 128            |
| Mayor's Message                       | 7              |
| Meadowbank Park                       | 55, 67, 69, 92 |
| Medium Density Code exemption         | 52             |
| Mission                               | 11             |

### N

|                                    |                 |
|------------------------------------|-----------------|
| Natural Areas                      | 18, 50, 90, 93  |
| Neighbourhood Centre Upgrades      | 56              |
| Night Time Economy (NTE)           | 47, 80, 81, 128 |
| Northern Sydney Region of Councils | 98              |

### O

|                        |                  |
|------------------------|------------------|
| Off Leash Dog Parks    | 55, 70, 147, 241 |
| Open Space             | 90, 110, 112     |
| Organisation Structure | 38               |

### P

|   |                        |
|---|------------------------|
| Park and Open Space Masterplans               | 68                     |
| Parking restrictions                          | 115, 116               |
| Parramatta River Catchment Group              | 97, 98                 |
| Parramatta River Parklands Plan of Management | 68                     |
| Partnerships                                  | 98, 238                |
| Pedestrians                                   | 55, 115, 117           |
| PERforM                                       | 153                    |
| Performance Snapshot                          | 14                     |
| Planning                                      | 36, 38, 39, 40, 47, 52 |
| Playground upgrades                           | 69                     |
| Population                                    | 42                     |
| Procurement                                   | 151                    |
| Public transport                              | 108, 110, 113, 114     |
| Putney Park Beach                             | 69, 98                 |

### R

|  |                    |
|--|--------------------|
| Rates  | 151, 159, 160, 235 |
| Refugee Week                                     | 131                |
| Residential Sustainability                       | 97                 |
| Risk Management                                  | 150, 198           |
| Road Safety                                      | 112                |
| Roads, Footpaths and Public Domain               | 106                |
| Ryde 2025 Community Strategic Plan               | 4                  |
| Ryde Aquatic Leisure Centre                      | 67, 92             |
| Ryde Bowling Club Site                           | 55, 147            |
| Ryde Environmental Education Network (REEN)      | 96                 |
| Ryde Lights                                      | 55, 81, 128        |
| Ryde Olympic Park Strategic Plan and Master Plan | 67                 |

### S

|   |                                   |
|---|-----------------------------------|
| Schools                                     | 91, 96, 112, 132, 134             |
| Secure, Independent and Ready Women's Forum | 83                                |
| Senior Citizens                             | 70                                |
| Share Bikes                                 | 115                               |
| Shop Ryder Bus                              | 113                               |
| Shop Shapers                                | 81, 83                            |
| Skate Park                                  | 55                                |
| Small Biz Bus                               | 81                                |
| Social Inclusion                            | 37, 46, 83, 129, 131              |
| Special Rating Variation (SRV)              | 159, 240                          |
| Special Schedules                           | 224                               |
| Sportsfield upgrades                        | 69, 159                           |
| Spring Garden Competition                   | 101                               |
| Stakeholders                                | 12, 51, 65, 79, 91, 111, 127, 141 |
| Statutory Information                       | 235                               |
| Stormwater                                  | 239, 244                          |
| Street Libraries                            | 68                                |
| Street Lighting                             | 99                                |
| Street Trees                                | 50, 240                           |
| Strengthening Ryde Property Strategy        | 146                               |
| Sustainable Waste2Art Prize                 | 95, 100                           |
| Synthetic Sportfields                       | 69                                |

### T

|                            |    |
|----------------------------|----|
| Terrys Creek Walking Trail | 94 |
| Tree planting              | 96 |

### V

|              |                 |
|--------------|-----------------|
| Values       | 11              |
| Venture Café | 81, 82          |
| Vision       | 11              |
| Volunteers   | 66, 93, 94, 135 |

### W

|                                     |               |
|-------------------------------------|---------------|
| Waste Management                    | 94            |
| Water Quality Monitoring            | 69, 97        |
| Women's Empowerment Bootcamp Series | 83            |
| Work Experience Placements          | 150           |
| Workers Compensation                | 150, 152      |
| Workplace Health and Safety (WHS)   | 148, 150, 152 |
| World Cup Live Site                 | 129           |

### Y

|                |          |
|----------------|----------|
| Youth          | 131, 132 |
| Year in Review | 6        |

# 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 Ryde +1 Pope Street (في Top Ryde Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي. أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفهية 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 չէք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն ֆաղաքային 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 مندرجات این نامه را درک کنید، به نشانی Ryde +1 Pope Street (در Top Ryde Shopping Centre) در Ryde مراجعه کنید تا با استفاده از یک مترجم دراین باره با 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 통역사 서비스를 주선할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화하셔서 통역사가 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](http://ryde.nsw.gov.au)

## Telephone

Call (61 2) 9952 8222  
between 8.30am and 5.00pm,  
Monday to Friday

## Post

Write to us at:  
City of Ryde  
Locked Bag 2069  
North Ryde NSW 1670

## Fax

Send us a fax on (61 2) 9952 8070

## Email

Send us an email at  
[cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

## Mayor and Councillors

Contact details for the Mayor and Councillors are available on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) or contact the Customer Service Centre on (61 2) 9952 8222.

## In Person

You can visit our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

## Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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Staff and community photographers

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Service Centre**

**1 Pope Street,  
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[ryde.nsw.gov.au](http://ryde.nsw.gov.au)**

 **City of Ryde**

Cinema in the Park