# OUR OPEN AND PROGRESSIVE CITY

The City of Ryde is well led and managed, supported by ethical organisations that deliver projects and services to the community by listening, advocating and responding to their needs. Our community and residents are actively engaged in shaping the future of our City.

## PRIORITIES FOR THIS OUTCOME:

### PRIORITY 1

### ADVOCACY ON KEY ISSUES

**Achieving the best outcomes for the City of Ryde and its people**

- To build our City's future with stakeholders and community leaders, we will be strongly advocating on behalf of our community, especially on development matters and emerging social challenges.
- Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City's future.

### PRIORITY 2

### AN ENGAGED AND INFORMED COMMUNITY

**Residents trust Council and feel well informed, heard, valued and involved.**

- Actively engaging with our community on key issues.
- Focusing on how we collaborate and communicate with our community. We need residents and ratepayers to be well informed on all issues, including our progress.
- Using technology to support community engagement and program delivery.

Ryde Central survey kiosk

Operations staff hear from a speaker from Beyond Blue

PRIORITY 3

## WELL LED, FINANCIALLY SUSTAINABLE

### Transparent, responsible leadership and governance

- Responsible civic leadership focused on delivering the best outcomes for the City and Ryde and its community, supported by transparent, accountable decision making and comprehensive governance and accountability frameworks.
- Continually improving the things our residents care about and drive efficiencies in our service delivery to deliver value for money.
- Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard.
- Continually improving Council's performance in the delivery of our services, facilities and infrastructure to our community.

Staff raising money for NSW farmers

## QUARTER 4 RESULT FOR THIS OUTCOME

| ('000) | BUDGET | ACTUAL |
|---|---|---|
| Income | -80,093 | -85,491 |
| Expenditure | 36,690 | 46,250 |

**$1.18 billion**
**portfolio of assets and infrastructure**

**145**
**properties**
under management, including residential, retail, heritage, sporting, telecommunications, outdoor dining, children's services and community uses.

**$177 million**
**revenue from all sources**

**$87 million**
**revenue from non-rates sources**

We served over
**20,000**
**customers**
at the Customer Service Counter

We took almost
**80,000**
**phone calls**
at the Customer Service Call Centre

Strategic Planning team

People & Culture at Have Your Say Day

# Ensuring open and progressive leadership for the City of Ryde

Our future as a City is positive. Throughout the Fit for the Future and now-abandoned proposed merger process, the City of Ryde has repeatedly proved the strength of its financial management and governance. Following the election of the new Council on 9 September 2017 we 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 the City of Ryde is to operate in an open and transparent manner and to use an ethical basis for our decision-making. While some major planning decisions are out of Council's direct control, we are 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 for the Council over the next three years.

## How we monitor progress

- Stakeholder perceptions
- Community sentiment
- Council's operating result
- Compliance with relevant laws, and policy, planning and governance frameworks.

## Committees that support this outcome

- Ryde Central Committee
- Finance and Governance Committee
- Audit, Risk and Improvement Committee
- Ryde Youth Council

## 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

Paralympian Kahi Puru gave a talk to Operations Centre staff

Staff at BBQ where proceeds went to Buy a Bale

# Services

## HIGHLIGHTS

## PERFORMANCE

| CORPORATE INDICATOR RESULTS | TARGET | |
|---|---|---|
| Percentage of residents expressing satisfaction with Council performance | 84% | Note 1 |
| 93% of 41,112 customer requests actioned within 10 working days | 90% | ✓ |
| 90% of 32,214 items of inward correspondence actioned within 10 working days | 90% | ✓ |
| 9 of 19 tier one and two complaints (56%) resolved within agreed timeframes | 100% | Note 2 |
| 141 Compliments were received from residents expressing satisfaction with the performance of Council | | ✓ |
| Base budget income 1.4% over the approved budget | < -2% | ✓ |
| Base budget expenditure -4.1% under the approved budget | <= +2% | ✓ |
| 54 staff with greater than eight weeks annual leave balance | No staff with excess leave | Note 3 |
| 655 lost time injury days | Reduction from previous year | Note 4 |
| 91% of 46 audit recommendations implemented within the agreed timeframes. 100% of these were completed by 30 June 2019 | 100% | ✓ |
| 91% of projects completed their scheduled program of works within the year | 90% | ✓ |

Note 1. No result available for 2018/19. Community perceptions are surveyed bi-annually.

Note 2. Staff leave and complexity of complaints impacted resolution times during the year.

Note 3. We are actively working with individuals to ensure that they take their annual leave entitlements and reduce their excess leave balances.

Note 4. A significant increase in days lost has been recorded for the year, primarily as a result of two longstanding claims (55% of the total) which continued into the 2018/19 year. Nine new claims for 2018/19 resulted in 186 lost time days, a reduction from previous baselines.

Staff Have Your Say Day

Project Development staff celebrate the year's achievements

**KEY:** ● **Complete** ✓ **On track** ! **Delayed / Did not achieve target** ⊗ **Cancelled**

## CUSTOMER SERVICES

Providing high-quality customer services and managing day-to-day relationships and interactions between the City of Ryde and our customers. Customer service plays an important strategic role within Council by promoting improved engagement with our community and responsiveness to their needs, with part of our commitment to the community that we serve to be very responsive to customer requests.

This year we continued the extended trading hours that we commenced last year both at our Customer Service Centre at Top Ryde City, and through our online customer enquiry service to accommodate changing community work patterns.

The Customer Service Centre received almost 78,000 calls and more than 20,000 counter visits during the year. 88 percent of calls were resolved at first point of contact.

Of the 41,112 customer requests received by the City of Ryde during the year, 93 percent were completed within 10 working days. Ninety percent of the 32,214 pieces of inward correspondence were also completed within 10 working days. These results are consistent with our responses to requests and correspondence over the past five years.

We experienced issues with resolving our tier 1 and 2 complaints within target timeframes during the year (nine of 16 resolved on time). This was due to the complexity of some complaints and annual leave for key staff coinciding with receipt of complaints, which adversely impacted our ability to resolve some of these issues on time.

Customer Services

## MARKETING, COMMUNICATIONS AND COMMUNITY ENGAGEMENT

Delivering planned and effective communications for Council, utilising diverse digital and print media that are cost effective, innovative and wide reaching. We seek out opportunities to communicate the many services, events and initiatives that we provide to raise awareness across all stakeholder groups.

We also lead the City of Ryde's program of transparent and robust community consultation and engagement on relevant projects, plans, policies and documents to ensure all stakeholders are informed, and where appropriate, create meaningful opportunities for community feedback to be sought and considered as part of the decision-making process.

### PROJECTS

- **White Ribbon accreditation project**
  Building capacity for the City of Ryde to respond to violence against women in the workplace, community and home.
- **City-wide engagement**
  Implementing additional engagement activities to provide the community with the opportunity to raise issues and concerns, hear about upcoming major and/or local projects and provide input on these projects and services.
- **Intranet upgrade**
  Replacing the corporate intranet, currently hosted on a platform that is no longer supported and unstable. An interim intranet solution has been delivered while scoping is underway for a full upgrade.

## GOVERNANCE, AUDIT AND RISK

Providing specialist services to ensure Council operations are covered by robust and comprehensive corporate governance, risk management, insurance, and audit frameworks. These support effective organisational operations, compliance with legislative requirements and ethical decision-making and behaviour, and help the organisation manage significant risk exposures, including effectively managing work health and safety risks, injury management, return to work and injury claims management.

### PROJECTS

- **Provision of Councillor equipment**
  Provision of relevant IT equipment to Councillors following the conduct of the 2017 local government election.
- **Claims officer**
  Appointment of a temporary claims officer to assist in general claims management (public liability), investigations of claims, conducting proactive audits and identification of WHS risk areas.
- ✓ **Additional Safehold modules**
  Automation of incident and near miss reporting. The original scope of works for this project is complete. We are currently testing extended functionality for this application, with expected completion by end of October 2019.

## FINANCIAL MANAGEMENT

Providing a comprehensive range of financial services to Council and supporting the City of Ryde's longer-term financial sustainability. Services include management and financial accounting, rates and revenue generation, managing financial systems and other projects as required by the organisation.

### PROJECTS

- **Fit for the Future Action Plan implementation**
  Funds originally allocated for implementing the actions from the Fit for the Future Action Plan have been re-purposed for implementing Best Value Reviews within the organisation. Reviews are complete for 2018/19.

City of Ryde North Ryde Office

## TECHNOLOGY AND RECORDS MANAGEMENT

Providing the information, communication and technology (ICT) services that support Council operations, manage data and information flow through the organisation and ensure records are stored, maintained and archived as required by government legislation. The ICT portfolio has more than 100 systems and 1,000 end-user devices (PCs, tablets, notebooks, and mobile devices) as well as networks based on over 100 servers in active use.

### PROJECTS

- **Facility software upgrade**
  Implementing a common facilities booking and management system across relevant Council units.
- **Mobile field worker app – health and building compliance**
  Application developed for field health and building compliance inspections staff to use on site with full integration into Council systems. Additional modules will go live in late 2019. Functional integration with corporate systems has delayed completion of the project.
- **Information technology renewal**
  Scheduled program of works complete for 2018/19.
- **Information technology – expansion**
  Scheduled program of works on track.

Using technology in staff operations

## PEOPLE AND ORGANISATIONAL DEVELOPMENT

Providing generalist human resource and organisational development services for Council, including workforce planning, equal employment opportunity and diversity management, change management, capability development, leadership development, remuneration, recognition and rewards management, and employee and industrial relations.

### PROJECTS

- **HR advisor – projects**
  Appointment of a temporary project officer to scope and implement human resource projects. In 2018/19 we completed building the new learning management system, which is now ready for rollout.
- **Best Value Review – building compliance and certification**
  Reviewing the way the building compliance and certification team delivers required regulatory processes and certification systems. Findings have resulted in new workflows and significant restructuring of the department.
- **Best Value Review – traffic, transport and development**
  Identifying options for improving the effectiveness and efficiency of council's traffic, transport and development department

## LEGAL SERVICES

Provision of legal services to support Council operations including representing the City of Ryde in legal matters, providing input into the development of contracts and other legal instruments and advising on all matters pertaining to the law and Council's compliance with legislation.

## PROCUREMENT SERVICES

Supporting Council departments to manage tenders and contracts, purchasing and stores to the value of more than $80 million from more than 1,500 suppliers annually.

### PROJECTS

- **Procurement improvement**
  Designing and implementing changes in procurement policy, processes and templates. Following a delayed start to the project, planned completion is scheduled for late 2019.

## PROPERTY MANAGEMENT

Managing a portfolio of commercial, residential, community and operational properties for the City of Ryde worth more than $130 million, to ensure solid returns, a quality commercial offering and desirable, functional place of employment. All our commercial properties were occupied for the full year.

Concept image of Ryde Central

### PROJECTS

- **Operational building renewal**
  Renewal works across Council's operational buildings including the Operations Centre, SES headquarters and Porters Creek Weighbridge office.
- **Corporate buildings renewal**
  Providing renewal works for Council's corporate buildings, including the North Ryde office and the Ryde Planning and Business Centre.
- **741 Victoria Road**
  Stage 1 planning preliminaries and design for Council's properties at 741-747 Victoria Road.
- **33-35 Blaxland Road**
  Stage 1 planning preliminaries and design for 33-35 Blaxland Road, Ryde (the former Argyle Centre site).
- ✓ **Ryde Central**
  The Ryde Central redevelopment project is progressing as planned. A major milestone was achieved with Council approval of the concept for the Ryde Central redevelopment 'The New Heart of Ryde' for public consultation.
- **Commercial buildings renewal**
  Renewal of urgent works identified in Council's commercial buildings, including commercial, residential, retail and other income-producing buildings.

# CORPORATE SUPPORT

Providing direct corporate-level support services for the Council organisation.

## PROJECTS

- **Plant and fleet purchases**
  Purchase and disposal of passenger and light commercial vehicles and plant that support Council's operations. Capital expenditure for the year was $3.1 million, which optimises the useful life of our fleet and reduces whole-of-life costs to Council.
- **Office fitout – North Ryde office and Top Ryde office**
  Fitout of the Ryde Business and Planning Centre and the new North Ryde Office.

## The year in review

**Announcing the new Heart of Ryde**

Council endorsed new plans to commence consultation on an exciting redevelopment of the Ryde Civic Centre site. Described as 'The New Heart of Ryde', the redeveloped Ryde Civic Centre site will see a significant increase in community space and public facilities. See page 38.

**Winning our ninth consecutive Gold Annual Report Award**

The City of Ryde has won a ninth consecutive Gold Award for our 2017/18 Annual Report at the 2019 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 recognised as being a model for other organisations to follow.

Community consultation began for Ryde Central

Winner of the Gold Annual Report Award

### Completing projects

During the year we have been working to improve our project management practices and rationalise project documentation.

There were 136 capital and non-capital projects in our 2018/19 operational plan. By 30 June 2019, a total of 123 (91 percent) of these projects had completed their intended scope for the year. Work on 11 projects (8 percent) was not completed during the year, with nine of these projects carrying over funds into 2019/20 to support their completion. One project was deferred, pending the completion of work by State Government agencies, and one project was merged with another project.

In 2018/19 the budget for our capital works programs was approximately $44 million. Works involved undertaking surveys, developing concept plans, developing detailed designs and specifications, undertaking quantity assessments, developing costings, calling for quotations and tenders, procurement, contract administration, project management, quality assurance, handovers and many more.

Council achieved a record completion rate for our capital programs, completing 97 percent of the 176 individual capital projects that make up these programs during the year. This has been the result of collaboration across the organisation to drive forward planning by breaking the dependency of design and construction in the same year, designing and delivering projects in advance, and ongoing improvements in project management practices and rationalising documentation.

This year has seen the successful implementation of improved community notification to better engage with our residents and stakeholders using brochures, banners and a brand new City of Ryde 'project' section on our website.

Highlights from this year include recognition in three industry awards such as the National award for Safety around Schools Program and the National Climate Award for the solar PV system at Ryde Aquatic Leisure Centre.

Morshead Park playground upgrade

## PEOPLE AND CULTURE DEVELOPMENT

The City of Ryde's Executive team is led by the General Manager and comprises five directorates – Office of the General Manager, Corporate Services, City Planning and Development, City Works, and Customer and Community Services.

Within these directorates in 2018/19 there were 19 departments that delivered services and projects made up of 526.50 full-time equivalent (FTE) employees.

**Table 1. Total number of City of Ryde Council employees at 30 June**

**STAFF HEADCOUNT**

| | Permanent full time | Permanent part time | Temporary full time | Temporary part time | Casual | Total headcount | FTE |
|---|---|---|---|---|---|---|---|
| 30 June 19 | 438 | 60 | 34 | 9 | 264 | 805 | 526.50 |
| 30 June 18 | 421 | 59 | 27 | 5 | 269 | 781 | 514.53 |
| 30 June 17 | 410 | 60 | 18 | 6 | 266 | 760 | 514.04 |

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 continue 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.

Since the State Government ceased its reform agenda in July 2017 for the amalgamation of councils, the City of Ryde has undertaken and completed a significant program of recruitment to fill positions held vacant during the amalgamation period, including for senior staff roles. This program continued in 2018/19, responding to adjustments to the organisational structure that were made during the year, and to the outcomes of our program of Best Value Reviews.

**Staff turnover (%)**

| | |
|---|---|
| 14/15 | 13.76 |
| 15/16 | 15.73 |
| 16/17 | 13.01 |
| 17/18 | 12.71 |
| 18/19 | 10.84 |

**Learning and development**

Our investment in training exceeds $600,000 annually and supports the learning and development needs of our organisation, builds the capabilities of our workforce at all levels and improves the level and delivery of services we provide to our community. Our learning and development programs cover:

- Governance and administration: assisting staff to work efficiently, responsibly and productively within approved governance structures, including maintaining currency with our Code of Conduct and awareness training in protocols for acknowledging gifts and benefits.
- Work health and safety: including mandatory training and licensing required for specific roles such as awareness of powerlines, traffic control safety, operation of chainsaws, working in confined spaces, first aid and asbestos awareness training.
- Systems and technology: providing guidance on using systems and technology including cyber security, Windows 10 deployment, GIS upgrades and upgrades to our payroll system.
- Leadership development: focusing on building the leadership capability of our emerging and current leaders, including our Emerging Leaders mentoring program and Empowering Women programs
- Organisational and role-specific capability development: including role and non-role specific training to build capability at all levels of the organisation.

Emerging Leaders, Mentor Program

**Embracing equal employment opportunity (EEO)**

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

Our *Equal Employment Opportunity and Diversity Management Plan 2018–2021* 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. The Plan 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.

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. We have implemented new policy initiatives to support employees with disability in terms of adjustments in the workplace that enable them to continue to undertake work safely.

Across the organisation, the proportion of women in management positions is 23 percent overall, and 46 percent in senior positions (grade 10 and above). This is an increase from last year's reporting period, with supporting the development of women across the organisation continuing to be an area of focus for Council. Initiatives so far have included piloting our first targeted Women's Empowerment program in alignment with our *Equal Employment Opportunity and Diversity Management Plan 2018–2021.*

**Table 2. Workforce diversity across Council**

**STAFF HEADCOUNT BY GENDER**

| | Permanent | Temporary | Casual | Total |
|---|---|---|---|---|
| Female | 197 | 12 | 163 | 372 |
| Male | 301 | 31 | 101 | 433 |
| **Total workforce** | **498** | **43** | **264** | **805** |

**Table 3. Women in leadership**

**PERMANENT STAFF, HEADCOUNT BY GENDER AND GRADE**

| | Male | Female | % Men | % Women |
|---|---|---|---|---|
| Grades 1-4 | 88 | 33 | 73% | 27% |
| Grades 5-8 | 76 | 66 | 54% | 46% |
| Grades 9-14 | 109 | 90 | 55% | 45% |
| Senior management | 28 | 8 | 78% | 22% |
| **Total Permanent staff** | **301** | **197** | **60%** | **40%** |

**Table 4. Workforce diversity across Council**

| | Ryde LGA Community Profile % of LGA Population (ABS Census 2016) | % of Council Workforce 2017 | % of Council Workforce 2018 | % of Council Workforce 2019 |
|---|---|---|---|---|
| Aboriginal and Torres Strait Islanders | 0.4% | 0.8% | 3.5% | 2.3% |
| Women | 51.4% | 45.7% | 45.7% | 46.2% |
| People speak a language other than English | 48.0% | 8.1% | 33.3% | 21.2% |
| People with a disability | 4.6% | 4.1% | 3.7% | 4.2% |

In January 2019, we employed two trainees, one with disability and the other of Aboriginal or Torres Strait Islander descent. The trainees are engaged through a 12-month business administration traineeship, which gives them the opportunity to gain on-the-job work experience across different areas of our organisation while undertaking a formal TAFE qualification.

2018/19 also saw practical work experience provided for 17 students and people seeking work experience in 12 departments across the organisation. This year's program actively promoted more placements for people with disability and several individuals with disabilities undertook work experience in parts of the business that aligned with their interests.

We believe that an inclusive workforce builds the foundation for innovation and supports greater workplace diversity. We have expanded flexible working options available to employees including working from home, tele-commuting, working from alternate sites, variations to hours of work and purchase of additional annual leave arrangements.

Refer to page 227 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 the 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 of 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 a priority within the organisation.

The survey also identified areas of focus for improvement. One of these key areas was the capture of corporate knowledge with regard to Council processes. In response, throughout 2018/19 we conducted a pilot program to deploy an online process management tool, which combined integrated process mapping capability with the capacity to make processes visible to all staff via a web-based process repository. The outcome of the pilot project resulted in simplified business process and procedure creation, navigation and change management. Full implementation across Council will be undertaken during 2019/20.

**Health and wellbeing**

We provide staff with access to health and wellbeing programs. These include access to our Employee Assistance Program, skin cancer and audiometry screening, health assessments, flu shots and monthly fruit boxes. In 2018, we also offered Fitness Passport, a program that enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing. This offer has been taken up by approximately 140 employees.

**Industrial relations**

The City of Ryde operates in a stable industrial environment with a strong collaborative working relationship with relevant Union associations. The Consultative Committee met on eight occasions during the year to review and endorse workplace reform initiatives. Council has also advocated at an industry level for variations to the Local Government State Award that will improve operational efficiencies associated with the engagement of staff.

## PROACTIVE RISK MANAGEMENT

We continued to proactively manage risk throughout our business in 2018/19. We are committed to integrating the systematic and proactive management of risks and opportunities with the way we do business at all levels. We recognise and clearly communicate how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes. All of our employees and Councillors are responsible for managing risk.

Accordingly, our Governance function maintains the following six key functional areas:

- Corporate governance
- Internal audit
- Return to work management
- Risk and insurance
- Workers' compensation
- Work health and safety

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, building awareness, skills and knowledge across the organisation as we move towards a more risk-aware culture
- 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 to Council's risk-based internal audit plan

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 2018/19 included:

- Updating our Business Continuity Plan (BCP) with a scenario test scheduled in 2020
- 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 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 and business interruption profiling. This is part of our insurance renewal program, with all extensions and endorsements reviewed to reflect our insurable and business interruption risks
- Ongoing management and monitoring of Council's Retro Paid Loss Scheme – Worker's Compensation
- We were invited to participate in a Risk and Internal Audit Maturity Assessment (RAMA) during the year, where an independent consultant assessed the quality of our internal audit and risk management functions against Australian and international standards. The results of the review were favourable and underscored our commitment to maintaining high standards
- Conducting Enterprise Risk Management (ERM) Plan workshops with all Departments. These included a full review of the existing risk register and identified and rated emerging risks. This ongoing project is delivering risk management training and awareness across the enterprise
- The Executive Team and the Audit, Risk and Improvement Committee have developed risk appetite statements covering our tolerance for the risks associated with service delivery, work health and safety, people and culture, finance, corporate governance, environmental, ICT, stakeholder and political risk categories.

**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, review, training and communication of our ERM Plan.

During 2018/19 Council employed a temporary claims officer to manage our day-to-day claims and requests. Following the success of this trial, we will be seeking to make the claims officer role permanent during 2019/20.

**Improving procurement**

This year, the Procurement department supported the opening of 32 formal procurement processes made up of 19 Requests for Tender, seven Requests for Quotation, five Requests for Proposal and one Expression of Interest. The department has continued to use a risk-based approach to decision-making and procurement support to ensure that effort and expertise is applied where it is required most, or where Council can obtain the most value.

In addition, we undertook a range of initiatives to reinforce compliance with relevant legislation and regulations, promote competition and obtain greater value for money. These initiatives included a re-engineering of tender and quotation processes, revisions to frequently used procurement templates, and an update to Council's evaluation methodology.

## 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 2018/19, the Audit, Risk and Improvement Committee continued to oversee the execution of our risk-based Internal Audit Plan, which reviews compliance, operational, process and internal controls.

Our 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 internally and through external agencies and industry trends
- Operational oversight and analytical review.

In 2018/19, the Audit, Risk and Improvement Committee completed the following tasks:

- Restructured reporting, with Committee reports now being produced using Council's InfoCouncil agenda system
- Overseeing the City of Ryde's corporate governance initiatives including updating delegations, progress implementing policies including Code of Conduct and Thanks is enough (Gifts and Benefits), as well as internal reporting, disclosures and corporate governance training across the organisation
- A review of Council's long term Internal Audit Risk Universe to comply with the current inherent external risk environment
- Continued input and oversight into the review of procurement activities
- Overseeing items on internal audit plans, and reviewing audit reports arising from those reviews
- Overseeing Council's ongoing approach to Enterprise Risk Management, including reviewing and updating strategic and operational risks and the City of Ryde's Risk Appetite Statement
- Assessing and preparing for proposed expansion in responsibilities of the Audit, Risk and Improvement Committee, which will be adopted prior to the required date of March 2021.

Internal audit provides independent advice and assurance services to Council. Our internal audit function is governed by an Internal Audit Plan, which is endorsed by the Audit, Risk and Improvement Committee and combines operational, compliance and financial audits.

Audit findings and recommendations are communicated to the management of the areas audited, General Manager and members of the Executive Team and Audit, Risk and Improvement Committee. All audit recommendations for 2018/19 were completed.

During 2018/19 we conducted the following audits and reviews:

- Cab charges
- Councillor expenses
- Investment portfolio
- IT super user access controls
- Mobile phone procedures
- People and culture
- Procurement practices
- Ryde Aquatic Leisure Centre
- Special projects, investigations and complaints handling
- Targeted procurement
- Tender process reviews.

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

- KPI corporate reporting (quarterly)
- Observing Stores/Porters Creek physical stock-take (annually)
- Payroll checks (monthly)
- Petty cash and cash holdings count (six-monthly)
- Procurement checks (monthly)
- RMS Drives 24 (annually).

## EXTERNAL AUDIT

Our external auditors primarily provided assurance that our financial statements reflect our financial position at the end of the financial year.

## WORK HEALTH AND SAFETY (WHS)

### Our commitment

The City of Ryde is committed to providing a workplace that is safe and without risk to the health or 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.

### Staff consultation

To enhance our staff consultation on WHS matters we have a combination of Health and Safety Representatives (HSR) and the Health and Safety Committee (HSC).

The Health and Safety Committee (HSC) is our main consultative mechanism. It consists of 11 employee representatives, five of whom are HSRs, and four management representatives. We have an additional seven HSRs who are not direct HSC members. There are also four advisory staff assisting the HSC.

### StateCover annual self-assessment

We completed our annual 2018/19 WHS self-assessment in August 2019. StateCover Mutual provides councils with an annual WHS self-audit to assist in the evaluation and monitoring of their WHS management system.

Results indicate that Council's overall WHS performance, which considers the 14 key elements of a WHS management system, and how well Council manages 21 common hazards, is 74.2 percent, which is on par with other councils' performance.

Our continued focus on the prevention of injuries not only benefits staff safety but also ensures our StateCover premium does not escalate. Although we have moved to the Retro Paid Loss (RPL) scheme, the City of Ryde will receive a reimbursement of approximately $130,000 for 2018/19.

### WHS training

This year 463 staff participated in various aspects of WHS training or related seminars, a decrease from 1,326 staff in 2017/18. Funding invested in training was $51,267, a decrease from the $215,527 in 2017/18. This reduction is due to the 2017/18 focus on the prevention of bullying and harassment, with training sessions provided for all staff over a three-month period.

In 2018/19, 12 key staff were provided with Incident Cause Analyses Method (ICAM) incident investigation training. ICAM is a holistic systemic safety investigation and analysis approach. Our training program was initiated to improve the quality of reports and investigations among staff from high-risk areas, including Operations, Risk and Insurance and People and Culture.

In April 2019, over 90 key staff received training in our SafeHold electronic incident reporting system, which is used to report work-related hazards, near-misses, injuries and property damage.

### Electronic incident reporting upgrade

SafeHold, our electronic incident reporting system, has been fully integrated across Council since its introduction in 2015/16. An upgrade to the system was rolled out in April, and now includes a mobile app. The upgrade allows more convenient, self reporting of work-related hazards, near-misses, injuries and property damage. The app has been rolled out to a broader cross-section of council staff, who are now able to report events when and where they happen, including on weekends

### WHS promotion

Work health and safety (WHS) information is now published within the General Manager's weekly update and our monthly HUB publication, instead of specific monthly WHS newsletters. The change ensures that WHS news is reported alongside other regular news items to staff.

### External WHS meeting attendance

The City of Ryde is a member of Council Safe and the Sydney Metropolitan WHS Group (Metro Group), providing WHS liaison with councils throughout the state and with major external partners on safety matters affecting local councils. 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 is now one of rotating Chairs on Council Safe.

During 2018/19:

- Council's Alcohol and other Drugs Procedure was reviewed and endorsed by the Executive Team
- Fourteen employees and one family member accessed council's Employee Assistance Program (EAP) with an additional two persons continuing to receive support from the previous reporting period
- Eighty-four staff attended Council's voluntary skin cancer clinic for indoor and outdoor staff, promoting early detection and identifying the incidence of skin cancer for City of Ryde staff
- Three occupational therapy students from the Australian Catholic University joined our risk and insurance team to complete the mandatory work experience requirements of their course
- PErforM (Participative Ergonomics for Manual Tasks): We undertook 35 assessments, with 30 improvements made to manage hazardous manual tasks across Operations, Libraries and the Ryde Aquatic Leisure Centre as part of our ongoing collaboration with SafeWork NSW and their Ergonomics team.

### Workplace incident reporting

As shown in the chart below, the total number of incident reports in 2018/19 was 218, compared with 166 in 2017/18. There were 12 near-miss reports and seven hazard reports compared with a total of 23 near misses and seven hazards in 2017/18. The City of Ryde continues to view hazard and near-miss reporting as a positive means of identifying risks and preventing potential injuries.

We attribute the increase in reporting to growing awareness among staff, ease of use, and training of key staff in the SafeHold system.

### Injury management

There was a significant increase in lost time hours reported for 2018/19. This increase occurred as a result of an ongoing claim from 2016/17 whereby the employee remained unfit to work, and another from October 2017 for which the employee was certified unfit to work following surgery until September 2018. This employee has since upgraded to normal hours and duties. Combined, these claims accounted for 54 percent of lost time for 2018/19.

### 2014 – 2019 Incident and injury reports

| | |
|---|---|
| 14/15 | 145 |
| 15/16 | 184 |
| 16/17 | 161 |
| 17/18 | 166 |
| 18/19 | 218 |

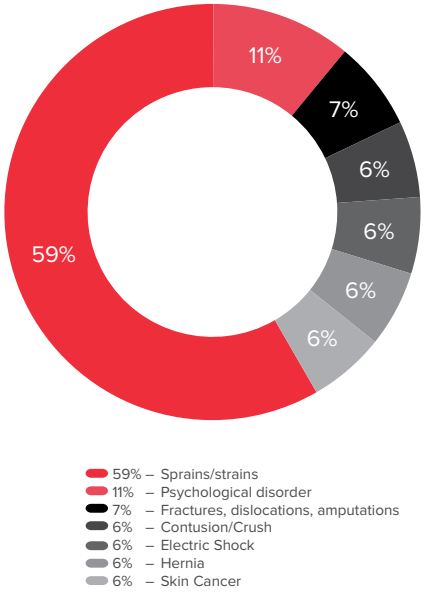
### 2014 – 2019 Lost time in hours due to injury

| | |
|---|---|
| 14/15 | 3,470 |
| 15/16 | 1,934 |
| 16/17 | 1,675 |
| 17/18 | 3,859 |
| 18/19 | 4,977 |

### 2014 – 2019 Number of claims

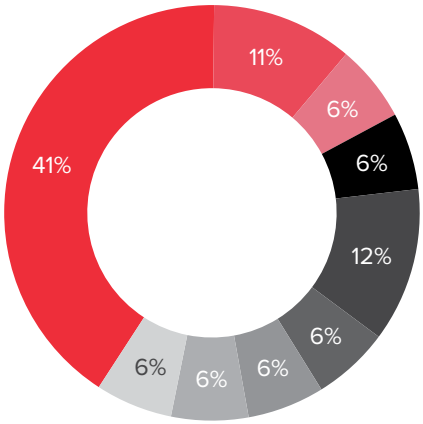
| | |
|---|---|
| 14/15 | 18 |
| 15/16 | 28 |
| 2016/17 | 18 |
| 17/18 | 14 |
| 18/19 | 17 |

### 2018/19 Nature of injury




- 59% – Sprains/strains
- 11% – Psychological disorder
- 7% – Fractures, dislocations, amputations
- 6% – Contusion/Crush
- 6% – Electric Shock
- 6% – Hernia
- 6% – Skin Cancer

### 2018/19 Mechanism of injury




- 41% – Muscular stress while handling objects other than lifting, carrying or putting down
- 11% – Muscular stress while lifting, carrying, or putting down objects
- 6% – Muscular stress with no objects being handled
- 6% – Falls, trips and slips of a person on the same level
- 12% – Mental stress
- 6% – Being hit by moving objects, being trapped between stationary and moving objects
- 6% – Being hit by moving objects
- 6% – Contact with electricity
- 6% – Contact with or exposure to biological factors of non-human origin

## Challenges

**Updating our technology infrastructure**

The City of Ryde maintains a significant investment in information, communication and technology infrastructure that supports Council's very broad scope of operations. The portfolio includes more than 100 applications and 1,000 end-user devices running on a network of over 100 servers in active use. With an ever-changing technology landscape, balancing our community's current and future interactions with Council remains a high priority. Over the years, our community's expectations of how council services and communication are delivered has shifted. In response, we have focused on continuous improvement of our core business processes, applications, and technology infrastructure across the organisation to meet this need.

Over the last year we have made significant inroads to meeting this challenge and taken key steps to support our evolution to a Smart-er City. This includes upgrading key corporate systems to facilitate a smoother customer online transaction experience, along with updating key data-sets that support mapping and planning across our urban and natural areas, and implementing mobile technology to enhance connectivity and usability of corporate applications for our mobile workers.

## The year ahead

With our City set to gain a new heart, thanks to widespread community approval of concepts for Ryde Central, during the next year we will be firmly focused on moving to the design stage of the project, while continuing to deliver the great services that our community expects.

To ensure that Ryde Central provides not only a new home for council, but also a brighter future for the City and our community, we will address key themes identified by the community, including availability of parking, traffic management, the inclusion of green space and a hall or performance space.

Within our organisation we will be implementing a program of continuous improvement across all council services and identifying opportunities to improve the aligment of our services with the changing needs of our business and expectations of our community.

**$161.6 million investment is planned for this outcome over the next four years.**

In 2019/20 we have the following projects planned:

**Catchment program**

- Renew expired TUFLOW flood modelling licence

**Community and Cultural program**

- White Ribbon accreditation

**Customer and Community Relations program**

- Citywide engagements

**Governance and Civic program**

- Research and policy officer

**Internal Corporate Services program**

- Asset data collection
- Asset management software
- iChris
- Information technology infrastructure expansion
- Information technology infrastructure renewal
- Information technology software expansion
- Information technology software renewal
- Plant and fleet purchases

**Organisational Development program**

- Electronic time and attendance
- Intranet upgrade

**Property Portfolio program**

- Ryde Central
- Commercial buildings expansion
- Commercial buildings renewal
- Corporate buildings renewals
- Operational buildings renewal

**Risk Management program**

- Claims officer
- Quality assurance and improvement program – internal audit

**Strategic City program**

- Ryde Resilience Plan