# THINKING B C

City of Ryde

ANNUAL PEPOPT 2018/19

# THINKING City of Ryde ANNUAL REPORT 2018/19

This year's Annual Report centres on the theme **THINKING BIG**.

It reflects a year spent planning how, so we can make our City even greater in the future. We are reviewing our Local Environment Plan and have developed our 10 year draft Local Strategic Planning Statement. This plan will be guiding our City's development for the next 20 years. We completed reviews of our Integrated Open Space and Children's Play Implementation Plans and finalised master plans for ELS Hall Park, Gannan Park, Meadowbank Park and Blenheim Park. Our first Resilience Plan is also under development. Our Social Plan and Creativity Strategy were developed through extensive research and consultation with community members and stakeholders and we started our biggest infrastructure project for our community, Ryde Central, and our plans are progressing from concept to design stages.

# ABOUT THIS REPORT



The report focuses on the financial and operational performance of the City of Ryde in 2018/19, documenting our performance against the 2018/19 budget, and our progress against our Four-Year Delivery Plan 2018 – 2022. It 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.

This report also includes a snapshot of our performance 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 and report on progress against our Disability Inclusion Action Plan are also included in the Statutory Information section of this report.

When writing this report, we took a quadruple bottom line approach to social, economic, environmental and governance outcomes impacting our community. It contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, with the GRI index on page 241 listing the location of relevant indicators within the Annual Report. We have also discussed the sustainability initiatives we have undertaken both in our community and in our organisation in our Natural and Sustainable City and Vibrant and Liveable City outcomes

# Acknowledgement

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

# Welcome to the **City of Ryde Annual Report** for 2018/19



**OUR CITY** 

Our City 4

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# **OUTCOMES** 2018/19

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# **Our story**

The traditional owners of the area were the Wallumedegal clan of the Darug Nation, whose name derived from wallumai, the snapper fish, combined with matta, a word often used to describe a water place. They lived for generations as fisher-hunter-gatherers in a rich environment of river flats, mangrove swamps and creeks. Evidence of their presence can be found in rock carvings and middens along our rivers.

Following European settlement, the first land grants in the area were in January 1792, in the modern day area of Melrose Park. However, for most of the 19th century, the area comprising what is now the City of Ryde was dominated by substantial estates with pockets of residential and commercial development at Ryde and Gladesville. Arching across the northern part was the Field of Mars Common, a large area of public land set aside in 1804 for use by local inhabitants.

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, derived from the seaside town of Ryde on the Isle of Wight.

On 12 November 1870, the Municipal district of Ryde was officially proclaimed with the first elections taking place in 1871. In 1894 the residents of the north-west third seceded and created their own municipality, the Municipality of Marsfield, later re-named the

### **POPULATION**

# 0

127,466

estimated residents



18,964 (16%)



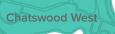
Young people 15,737

(14%)



Older people 16,593

**HOUSEHOLDS** 



North Ryde

**ARD** 

yde.



43,020



21,542 (50%)



Couples without children 10,156

(24%)



Single person 9,576

(22%)

# **HOUSING CHOICE**



### **CULTURALLY DIVERSE**



countries of origin



72 languages



of residents born overseas



More than 61,000

(48%)of our residents speak

a language other than English at home

### **POWERHOUSE ECONOMY**





12,867 local businesses



103.854 local jobs

# A PROSPEROUS AREA





21,310



9,175



High density 15,244



average household income



49.2% of all residents work in paid employment



**61.7**% of resident workers residents require have a teriary qualification



assistance with activities due to disability

Data sources: ABS ERP 2018, NIEIR 2018, ABS 2018, ABS Census of Population and Housing 2016

Municipality of Eastwood. Its population was too small to be viable long term and on 1 January 1949, as part of Sydney-wide municipal amalgamations, the municipalities of Ryde and Eastwood merged. Ryde gained city status in 1992.

Two significant events at the end of the 19th century directed subsequent development of the area. The main northern railway line (the Homebush-Waratah railway) was opened in 1886, resulting in subdivision of land along its route and the eventual creation of suburbs at Meadowbank,

West Ryde and Eastwood. At the same time, the subdivision of the Common during the 1880s, generally into acreages, resulted in that land being used as poultry farms, market gardens and orchards, with many parts of the local government area retaining an agricultural aspect until well after the Second World War.

During the 20th century, industry, including shipbuilding, flourished along the banks of the Parramatta River. The decision in March 1963 to build a university at North Ryde and the

subsequent rezoning of surrounding land for residential and industrial use resulted in the development of a North Ryde industrial area, which would become the economic powerhouse we now call Macquarie Park.

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









It is with great pleasure that I present the City of Ryde's 2018/19 Annual Report.

This report provides an extensive overview of the big agenda that Council is embarking on to deliver vital programs, services and initiatives for the benefit of the entire City of Ryde community.

As you will read, the Council has achieved a great deal. Some of the highlights include:

- Improving our open spaces. We completed construction of Meadowbank Skate Park as well as long awaited upgrades to Wilga Park, ELS Hall Park and Morrison Bay Park. Eight playgrounds were also upgraded, taking the total number of playgrounds upgraded since 2012 to 40.
- Protecting our environment. We became one of the first councils to declare a Climate Emergency and introduce a policy to phase out single-use plastics, while also joining with the Parramatta River Catchment Group to make Parramatta River swimmable again by 2025.

- Maintaining our City's character. We continued to advocate against planning policies putting undue pressure on our existing infrastructure and local amenity. This includes obtaining a deferral on the implementation of the State Government's Medium Density Housing Code. We also joined thousands of local residents to successfully advocate for a review of plans to demolish the Macquarie Centre ice rink.
- Supporting our economic development. We worked with local business leaders to build on the success of Macquarie Park as one of Australia's economic powerhouses. This includes staging a range of business-focused programs, joining the NSW Government's Easy To Do Business program and launching Venture Café Sydney.
- Connecting our City. We secured funding for new cycleways and shared user paths across our City while also enhancing pedestrian access in Macquarie Park and other town centres. Progress was also made on improving parking and congestion in Eastwood with a traffic and parking study completed and a new shopper car park slated for construction in 2020 in Rowe Street East.

- Bringing our community together. We were lucky to stage some incredible events in 2018/19. This included the biggest Lunar New Year celebration yet, which paid homage to our multiculturalism as well as the Granny Smith Festival, which celebrated our unique history.

Despite all that Council has achieved, we still have so much to do as part of our commitment to work for all residents.

**CIr Jerome Laxale** 

Lernfærde

City of Ryde Mayor



The Executive Team at the Staff Have Your Say Day





The City of Ryde's 2018/19 Annual Report details how Council continues to deliver the services and infrastructure required to support local residents, businesses and the wider community.

This period represented the first full year that the City of Ryde's Community Strategic Plan – *Our Vision for Ryde 2028* – has been put into effect. The Community Strategic Plan sets out a road map for the City of Ryde's immediate and long-term future based on extensive community consultation.

During 2018/19, Council invested more than \$123 million to provide services that directly align to the Community Strategic Plan over a program of 136 projects. These key projects included the upgrade of West Ryde Plaza and the new Meadowbank Skate Park.

Meanwhile, the demand for our parks, sportsgrounds, recreation and community facilities remain stronger than ever, with more than 2.2 million visits recorded throughout the year by people participating in active sports, and utilising our libraries, parks and recreation facilities. This ongoing demand underpins Council's continuing emphasis on upgrades and maintenance of our community assets.

In the 12-month reporting period, Council invested \$11 million on roads and \$18.6 million on parks and sportsfields.

Crucially, Council has been able to undertake all of these achievements while maintaining a strong and responsible financial position, having exceeded key financial and infrastructure performance indicators. This puts Council in a favourable position to cope with the infrastructure and service requirements expected in the future as the population of the City of Ryde continues to grow.

# Small steps to a big future

As part of this future planning, the City of Ryde developed the Local Strategic Planning Statement (LSPS) and placed it on public exhibition in June 2019 for community feedback. The LSPS is a blueprint for the future of the City of Ryde, detailing our 20-year vision for a liveable, prosperous and connected City supported by appropriate infrastructure.

In addition, Council continues to take steps to tackle climate change and reduce its emissions. Our Solar PV project at the Ryde Aquatic Leisure Centre (RALC) includes a solar harvesting power station that is the largest of its kind in North West Sydney.

The solar harvesting power station includes 846 solar panels, generating more than 300 kilowatts or approximately 12 percent of RALC's electricity usage. It is estimated to save more than 315 tonnes of greenhouse gas emissions and save more than 366 mWh of energy each year.

And to address the growing demand for community facilities, Council endorsed new plans to commence consultation on an exciting redevelopment of the Ryde Civic Centre site. The new Ryde Central will be recognised as 'The New Heart of Ryde' and will deliver a four-fold increase in community space while retaining 100 percent public ownership of the site.

I look forward to continuing our work in delivering a greater City of Ryde.

Leebs

**George Dedes** General Manager



Cork & Fork by the Riverside





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

Our vision arose from the development of our Ryde 2021 Community Strategic Plan and feedback we received from the community about their hopes and concerns for the future of our City.



To work with our community and partners to provide strategic leadership, effective projects and quality customer services



# **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.



Cork & Fork by the Riverside



At the City of Ryde we have a diverse group of stakeholders and engage with them in many ways, depending on their needs, and respond to them on the issues that matter most. 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:















values, engagement and feedback about our services and the issues that matter to them.

Provide guidance, Provide funding for local services and infrastructure, provide guidance, values, engagement and feedback.

Provide us with feedback and utilise our services and products.

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.

# WE ARE IMPORTANT TO THEM BECAUSE WE:

THEY ARE IMPORTANT TO US BECAUSE THEY:

Provide civic leadership representation, services and facilities.

Generate sustainable growth and returns to the community.

Provide products and services of good value and quality.

Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation.

Provide support and partnerships. Provide local strategies, partnerships and networks.

# WE ENGAGE WITH THIS GROUP VIA:

Public meetings and community forums, community consultation and feedback sessions, events, publications, our website, social media and our Annual Report.

Rates notices, community meetings, surveys, publications, our website and our Annual Report.

Our Customer service Centre. customer experience and satisfaction measurements, customer care and follow up, our website, media, social media channels, face-toface interactions, events, publications and fact sheets.

Contract management, Advisory account management committees and relationships, networking meetings and regular engagement through site visits.

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.



Macquarie Park Innovation District showcase

# **Memberships and partnerships**

Council works with many organisations to deliver our services. Some of the organisations we have formal or informal partnership arrangements with or are members of include:

- Bushcare planting partnerships with Tzu Chi, Enviropacific, CA Technologies, SAP Concur and Morling Theological College
- Cities Power Partnership
- Connect Macquarie Park + North Ryde
- **CSIRO**
- Keep Australia Beautiful
- Macquarie Park Innovation District
- Macquarie-Ryde Futures Partnership
- Meadowbank TAFE
- Macquarie University
- Parramatta River Catchment Group
- Link Housing
- Northern Sydney Regional Organisation of Councils (NSROC)
- NSW Police Force/Ryde Local Area Command
- Resilient Sydney
- South Asian Film, Arts & Literature Festival (SAFAL)
- Street Library Australia
- Transport for NSW and Roads and Maritime Services
- Venture Café
- White Ribbon Australia











Build capacity, create vibrancy and drive our City's economy.

Central to the success of our business, they provide valuable knowledae. experience, skills and labour.

Provide economic benefit by visiting, shopping and studying, generate employment opportunities and invigorate our City.

THEY ARE IMPORTANT TO US BECAUSE THEY: Provide good value and quality products and services.

Build and protect reputation and raise awareness of our events, services and facilities.

# WE ARE IMPORTANT TO THEM BECAUSE WE:

Provide opportunities for business and undertake activities to enhance the business landscape in our City.

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.

Provide trend data as well as social, environmental, economic and governance information.

### WE ENGAGE WITH THIS GROUP VIA:

Our business development and advisory committees, economic development team, 1:1 meetings, focus groups, events and workshops, our website and social media.

Staff newsletters and other internal publications, staff briefings and on-site meetings, cultural surveys, interviews, and performance reviews.

Events, our website: www.ryde.nsw.gov.au, social media and other published information.

Contract management, account management relationships, regular engagement through site visits.

Press releases, media briefings, 1:1 interviews and social media.

OUR
PERFORMANCE
SNAPSHOT



# \$702 million

of approved development



More than

22,000

development related enquiries were received

691

development applications

880

approved new dwellings

97 days

the average number of days to determine each development application

Over

# 400 trees

were planted on the City's streets and in parks

Our new Local Strategic Planning Statement was placed on public exhibition, identifying land use and planning priorities for the City's future





Replaced and restored

176,522 m<sup>2</sup>

of road pavements and 7,000 m<sup>2</sup>

of footpaths and cycleways

More than

48,700

passenger trips on our Shop Ryder community bus service



Bush regeneration works undertaken in

47

parks and reserves totalling over 92 hectares

over **4,300** 

volunteer hours helped to restore and manage bushland across 23 sites

Almost 16% reduction in electricity use compared to 2003/04 baseline

43.5%

domestic waste recycled

102,474

tonnes of construction materials recycled





We hosted over

163,000

people at community events

We allocated over

\$215,000

to more than 35 local community organisations

\$53,600

awarded in event grants

Almost **520,000** 

participants in organised sport using Council's active open space areas

More than **731,000** 

visitors to the Ryde Aquatic Leisure Centre

over 985,800

visits to our 5 libraries

1,961

library programs and events attended

by over

59,300

people





We engaged

200

local small businesses in

Get Connected – Smart Ideas for

Small Business

Helped over

60

participants get their businesses off the ground in the Ryde Business Bootcamp

> Launch of Venture Café Sydney in Macquarie Park, part of globally-recognised innovation community



of 78,000 calls taken by the
Customer Service Centre resolved at
first point of contact

93%

of 41,112 Customer requests actioned within 10 working days

90%

of 32,241 items of inward correspondence actioned within 10 working days



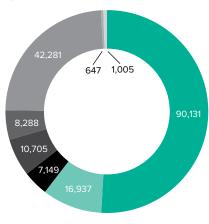


The City of Ryde has spent \$123 million this year to provide services to the community aligned with the seven outcomes within City of Ryde's Community Strategic Plan (CSP). In addition, \$52 million has been spent on capital works across the CSP outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

# Where did our money come from?

The City of Ryde has many sources of revenue to ensure that it is not dependent on one stream of revenue. The main source of income, other than rates, was from capital grants and contributions of \$42 million or 24 percent. Income from rates and annual charges contributed \$90 million or 51 percent of total revenue. 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.

# 2018/19 Total income from continuing operations \$177 million



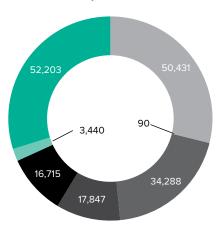
### \$'000

- \$90,131 Rates and annual charges
- == \$16,937 User charges and fees
- \$7,149 Interest and investment revenue
- \$10,705 Other revenues
  \$8,288 Grants & contributions provided for operating purposes
- \$42,281 Grants & contributions provided for capital purposes
   \$647 Net gain from disposal of assets
- \$1,005 Fair value increment on investment properties

# Where was the money spent?

In delivering the CSP outcomes, the City of Ryde has spent a combined \$175 million on both operating and capital works and services during the year. The two main types of expenses incurred during the year relate to employee costs and materials and contracts. The City of Ryde has continued itss focus on reducing its infrastructure renewal backlog to ensure assets are serviceable.

### 2018/19 Total expenses \$175 million



### \$'000

- \$52,203 Total capital expenditure
- \$3,440 Revaluation decrement \$16,715 Other expenses
- \$17,847 Depreciation and amortisation
- \$34,288 Materials and contracts
- \$90 Borrowing costs
- \$50,431 Employee benefits and on-costs

# Council's financial position

To ensure delivering the Community Strategic Plan outcomes are delivered in a financially sustainable manner, the City of Ryde needs to ensure its assets and liabilities are managed prudently. Our current financial position shows \$1.18 billion of net assets predominately made up of infrastructure assets. Cash reserves are maintained to ensure that the City of Ryde renews or upgrades its assets (through its capital works program) to ensure community expectations are met.

# 2018/19 Statement of financial position

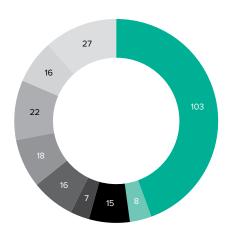
ASSETS	(\$'000)
Current assets	127,902
Non-current assets	1,424,640
Total assets	1,552,542

47,755
1,670
49,425

Total equity	1,503,117

As part of collecting certain revenue, the City of Ryde is obligated (by legislation or Council resolution) to restrict certain revenue into cash reserves. A summary of these reserves are as below:

### 2018/19 Reserve \$232 million



### \$ million



Council levied \$12.2 million in Special Rate Variation (SRV) funds for the 2018/19 financial year of which \$3 million remain unspent and restricted at the end of the financial year. A total of \$9.9 million was spent on SRV related projects during the 2018/19 financial year in accordance with the purpose outlined in the application determined by IPART. Any unspent funds have been rolled into the following year's budget and appropriately allocated in Council's Long Term Financial Plan with no significant variations.

# How does our financial performance compare against benchmark indicators?

The Key Financial Performance indicators are outlined in the Code of Accounting Practice. The indicators allow for inter-council comparisons to be made across the NSW local government sector. The indicators are as follows:

# Operating performance ratio

This ratio measures the City of Ryde's capacity to contain operating expenditure within operating revenue. It is important to note that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded. Our operating performance ratio was 10.39 percent which is above the benchmark of zero.

# Operating performance ratio (%) 2018/19



# **Unrestricted current ratio**

This indicator measures the City of Ryde's financial liquidity and how these assets are used to meet short-term liabilities as they fall due. Our Unrestricted Current ratio is above the benchmark of 1.5. This benchmark will be used in the development in Council's Long Term Financial Plan to ensure that the City of Ryde is financially sustainable and able to meet its ongoing short term financial obligations (payroll and creditors).

# Unrestricted current ratio 2018/19



# Rates and annual charges outstanding percentage

This ratio is the percentage of outstanding rates as a proportion of the total amount of rates and charges levied for the financial year. Our Outstanding Rates and Annual Charges ratio is approaching the benchmark of 5 percent. We have recently adopted a revised debt recovery policy and have commenced debt recovery in the 2019/20 financial year (noting that no debt recovery action is taken against eligible pensioners).

# Rates and annual charges outstanding (%) 2018/19



# 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. The City of Ryde's Own Source Operating Revenue ratio is above the benchmark of 60 percent which means that it has a relatively low reliance on grants to fund operating expenditure. This indicator assists when developing the budget to ensure that ongoing operations are funded from reliable and sustainable funding sources.

# Own source operating revenue (%) 2018/19



# Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. Our Debt Service ratio is above the benchmark of 2. We are capable of servicing our existing loan obligations as they are secured against rates income and factored into the budget. City of Ryde's total debt is considered extremely low at \$1.7 million.

# Debt service cover ratio 2018/19



# Cash expense ratio

This liquidity ratio indicates the number of months the City of Ryde can continue paying for its immediate expenses without additional cash inflow. Our Cash Expense Cover ratio is above the benchmark of three months. This will begin to diminish in the next financial year as cash reserves are used to fund large capital projects.

# Cash expense ratio (months) 2018/19



# How does our infrastructure spending and conditions compare against benchmark indicators?

The City of Ryde currently has a net value of infrastructure assets totalling \$1.18 billion. These infrastructure assets include 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, deteriorate (depreciate) over time and require ongoing maintenance, renewal or replacement.

A summary of the indicators show that Council is exceeding the benchmarks in all asset-related categories. Council is spending more on its renewals than it is depreciating but still has a backlog of approximately \$12 million that needs to be addressed. Funds have been allocated in the current Four-Year Delivery Program to address this backlog.

The age of our assets, and their regular and growing use, means we need to invest in renewal programs to ensure our assets continue to meet community needs and expectations. Our infrastructure asset indicators are a summary of Council's infrastructure conditions for the financial year and are as follows:

# 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 (%) 2018/19



# Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance. The benchmark is greater than 100 percent. The minor underfunding in asset maintenance is more than offset by the additional funding allocated towards infrastructure asset renewal (ratio of 102.0 percent exceeds the benchmark of 100 percent). This ensures that Council's backlog will continue to decline over time.

# Asset maintenance ratio (%) 2018/19



# Infrastructure backlog ratio

This ratio shows the proportion of backlog against the total value of a Council's infrastructure. A benchmark of 2 percent has been set. A separate ratio to determine the Infrastructure backlog in accordance with the City of Ryde's service level for each asset class has also been disclosed.

# Infrastructure backlog ratio (written down value) 2018/19



# Infrastructure backlog ratio (cost to bring assets to agreed service level) 2018/19





It was another year of celebrations that brought our community together.

# The Granny Smith Festival

The famous Granny Smith Festival returned to Eastwood once more with stalls, community events, live entertainment, and rides. One of Sydney's largest street festivals, it is supported by local businesses, service organisations, schools and the wider community. More than 90,000 attended this year's event.

# Remembrance Day & ANZAC Day

On Sunday 11 November, the Ryde community gathered to commemorate the Centenary of Armistice. 2018 marked the hundredth anniversary of the end of World War I with the fallen commemorated at a heartfelt ceremony at Memorial Park.

# **Australia Day**

On Australia Day, we come together as a nation to celebrate our diverse society and landscape, our remarkable achievements and our bright future. Celebrations included the 2019 Citizen of the Year Awards, a special citizenship ceremony, Battle of the Bands competition and concert in the park.

# Eastwood Lunar New Year Festival

We celebrated the 2019 Eastwood Lunar New Year on 16 February, with festivities moving to Eastwood Oval for the 2019 celebration. A partnership between the City of Ryde and local Chinese and Korean communities organised the event. 20,000 people celebrated the Year of the Pig.

# City of Ryde Park series

Owing to popular demand, this year our series of park events included an Orchestra in the Park Series at Brush Farm House and an Outdoor Cinema series at North Ryde Park and Yamble Reserve. 1,300 people attended the events.

# West Ryde Easter Parade and Fair

The West Ryde Easter Parade and Fair featured market stalls, international foods and an Easter bonnet competition, a best decorated wheels competition, and a singing star contest. Approximately 5,000 people attended this year's event.

# **Harmony Day**

In March this year we again celebrated our diverse community and culture at the Harmony Day Community Information Expo in Eastwood Plaza, as well at Harmony Day Storytime at Eastwood Library.

# Cork & Fork by the Riverside

More than 8,000 people gathered at picturesque Kissing Point Park by the Parramatta River on 19 May to indulge in gourmet food and wine, while listening to some great musical entertainment.

More than

163,000 people

were hosted at community events

92% participant satisfaction at our events

\$53,600 awarded in event grants

2,950 attended citizenship ceremonies

250 attended our volunteer awards

90,000 celebrated the Granny Smith Festival

**1,000**joined us for our
Remembrance Day &
ANZAC Day services

**6,500**welcomed Christmas at our Community Christmas celebrations

350
applauded our
Citizen of the Year Awards

20,000 welcomed the Lunar New Year

**5,000** attended the West Ryde Easter Parade and Fair

1,500 celebrated Harmony Day

1,300 attended our Park Series

**8,000** indulged in gourmet food and wine at Cork & Fork by the Riverside





We received the following awards and commendations during 2018/19.

AWARD	ASSOCIATION	RECEIVED FOR
Gold Award	Australasian Reporting Awards	2017/18 Annual Report
Finalist	Parks and Leisure Australia NSW/ACT Awards of Excellence	Meadowbank Park Outdoor Youth and Family Recreation Space
Highly commended	National Awards for Local Government	Excellence in Road Safety - Safety Around Schools program
Highly commended	NSW Local Government Youth Week Awards	Youth Week Events program
Outstanding Youth Participation award nominee	NSW Youth Work Awards	Emerging Civic Leaders program
Finalist, National Climate Awards	The Cities Power Partnership	Ryde Aquatic Leisure Centre Solar PV system



Highly commended, National Awards for Local Government for Excellence in Road Safety -Safety Around Schools program



# **Community awards**

We awarded the following prizes to members of our community in 2018/19.

2019 Citizen of the year

Hassib Elias

2019 Young citizen of the year

Tasnia Ahmad

2019 City of Ryde Australia Day Ambassador

Peter Wynn

# Volunteers of the year

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

### 2019 Volunteer of the Year

Winner: Joey Chan – Eastwood Chinese Senior Citizens Club

Special Commendation: Philip Brown – Neighbourhood Watch

# 2019 Young Volunteer of the Year

Winner: Isabella Wilks - Sydney Community Services

# 2019 Volunteer group of the year

Winner: North Ryde Community Aid Linen Group

Special Commendation: Stryder Volunteer Drivers



Volunteer Awards



Council was elected on 9 September 2017.

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward. The community normally elects Councillors for a four-year term. The current council term is three years, as a result of the State Government's Council amalgamation process leading to delayed Council elections in 2017. The Councillors elect the Mayor every two years. Together, the Councillors make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future.

OUR
COUNCILLORS
West Ward



**CLR JEROME LAXALE - Mayor** 

PO Box 4187
Denistone East NSW 2112
Mobile: 0426 273 289

Email: JLaxale@ryde.nsw.gov.au

First elected to the City of Ryde council in 2012, Councillor Laxale has a background in business administration and is currently a company director and a business consultant. Having a family firmly planted in Ryde means that he wants the City to be the best that it can be, with the best schools, the best environment, and a fair and affordable housing mix across the City.

Councillor Laxale was elected as the youngest Mayor in Ryde's history, and only its second-ever Labor Mayor, serving as Mayor from 2015-2016 and currently for the 2017-2020 term.

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 and 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. More recently he has pushed for divestment of fossil fuels, banning single use plastic in Council operations and events, further investment in solar power in Ryde and investigating a renewal energy target for the Council.

In 2018/19, Councillor Laxale, was Chair of the Centenary of ANZAC and World War I Committee. He was also a member (Ex-Officio) of the Finance and Governance, Ryde Central and Works and Community Committees.

Councillor Laxale has also served as the Chair of the Parramatta River Catchment Group and Chair of the Macquarie Park Forum.



**CLR TRENTON BROWN** 

PO Box 3615 Marsfield NSW 2122 Mobile: 0435 652 272 Email: TBrown@ryde.nsw.gov.au

Elected in September 2017, Councillor 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, Councillor Brown is passionate about preserving the early heritage homes of our local area from the colonial era through to the Federation style of early 20th Century architecture.

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

In 2018/19, Councillor Brown was a member of the Audit, Risk and Improvement Committee.



**CLR DR PETER KIM** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0417 068 518 Email: PKim@ryde.nsw.gov.au

Elected in September 2017, Councillor Dr Kim is a general practitioner and cosmetic doctor. He is passionate about serving the community. As a Councillor of the

City of Ryde, he is working to achieve a Council that operates with fairness, equality, common sense and natural justice

In 2018/19, Councillor Dr Kim was a member of the Finance and Governance and Ryde Central Committees and was an alternate member of the Audit, Risk and Improvement Committee.



**CLR SHUO (SIMON) ZHOU - Deputy Mayor** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0481 906 429

Email: SZhou@ryde.nsw.gov.au

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

In 2018/19, Councillor Zhou was a member of the Finance and Governance, Ryde Central and Works and Community Committees. He was Chair of the Festival and Events and the Multicultural Advisory Committees, Deputy Chair of the Social Inclusion Advisory Committee and a member of the Arts Advisory Committee.

Councillor Zhou was elected Deputy Mayor at an Extraordinary Council Meeting held on 11 September 2018.





**CLR EDWINA CLIFTON** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0435 966 589

Email: EClifton@ryde.nsw.gov.au

Elected in September 2017, Councillor 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 2018/19, Councillor Clifton was Chair of the Finance and Governance Committee and the Economic Development Advisory Committee. She was Deputy Chair of the Ryde Central Committee, Heritage, Renewable Energy and Status of Women Advisory Committees and a member of the Bushland and Environment and the Festival and Events Advisory Committees and Macquarie Park Forum.



**CLR CHRISTOPHER MOUJALLI** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0466 014 885

Email: CMoujalli@ryde.nsw.gov.au

Elected in September 2017, Councillor Moujalli is a lifelong resident of Ryde. Councillor 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, Councillor 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 2018/19, Councillor Moujalli was a member of the Ryde Central, Works and Community and Finance and Governance Committees. Councillor Moujalli was the Deputy Chair of the Sport and Recreation and Wheeled Sports Advisory Committee and was also a member of the Bicycle, Economic Development, Macquarie Park Forum and Multicultural Advisory Committees and a member of the Ryde Youth Council Advisory Committee. Councillor Moujalli was the alternate member of the Audit, Risk and Improvement Committee.



**CLR BERNARD PURCELL** 

PO Box 4305
Denistone East NSW 2112
Mobile: 0435 696 963
Email: BPurcell@ryde.nsw.gov.au

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

In 2018/19, Councillor Purcell was the Deputy Chair of the Works and Community and Finance and Governance Committees and a member of the Ryde Central Committee. He was also Chair of the Bicycle Advisory Committee, Macquarie Park Forum and the Sport and Recreation and Wheeled Sports Advisory Committee and a member of the Economic Development and Multicultural Advisory Committees.

He has represented the City of Ryde on the Sydney North Planning Panel, which is the overarching mechanism for larger developments in the region. While not always able to curtail overdevelopment, he has given a local voice to the panel.



**CLR SARKIS YEDELIAN OAM** 

PO Box 631 Gladesville NSW 2111 Mobile: 0412 048 330

Email: SYedelian@ryde.nsw.gov.au

Councillor 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 former Harmony Advisory Committee and chaired it 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 2018/19, Councillor Yedelian OAM was a member of the Ryde Central Committee and Multicultural Advisory Committee.





**CLR CHRISTOPHER GORDON** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0466 026 265

 ${\bf Email: CGordon@ryde.nsw.gov.au}$ 

Councillor Gordon was elected in September 2017 and served as Deputy Mayor from September 2017 to September 2018. A composer specialising in orchestral music, Councillor 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 2018/19, Councillor Gordon was Chair of the Ryde Central Committee, Arts, Heritage, and Ryde Hunters Hill Joint Library Service Advisory Committees. He was Deputy Chair of the Bushland and Environment Advisory Committee and also a member of the Finance and Governance Committee, Works and Community Committee and Renewable Energy Advisory Committee.



**CLR JORDAN LANE** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0466 135 359

Email: JLane@ryde.nsw.gov.au

Councillor 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 2018/19, Councillor Lane served as Deputy Chair of the Bicycle and Economic Development Advisory Committees. He was also a member of the Ryde Hunters Hill Joint Library Services Committee, Ryde Youth Council Advisory Committee and the Audit, Risk and Improvement Committee.



**CLR ROY MAGGIO** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0418 299 347

Email: RMaggio@ryde.nsw.gov.au

Councillor Maggio was first elected to the City of Ryde Council in 2008. Born and raised in the City of Ryde and the father of four children, Councillor Maggio is a passionate advocate of sport and other community-based activities. He is a strong advocate ensuring council continues supporting local organisations and providing venues, facilities, funding and opportunities that promote all forms of recreational activities as the foundations for health, wellbeing and a sense of belonging to the community.

As a sole trader in the trades services sector, Councillor Maggio is a strong believer in fiscal responsibility and financial sustainability through the responsible expenditure of ratepayer funds, and prides himself on being a custodian of the community's assets and a front-line representative of Council services. Since first being elected to serve the people of Ryde, he has also been a firm advocate for adherence to the principles of transparency, accountability and openness to scrutiny, while prioritising engagement with the community and ensuring people are always kept informed.

In 2018/19, Councillor Maggio was a member of the Festivals and Events Advisory Committee.



**CLR PENELOPE (PENNY) PEDERSEN** 

Locked Bag 2069 North Ryde NSW 1670 Mobile: 0435 697 314

Email: PPedersen@ryde.nsw.gov.au

Elected in September 2017, Councillor Pedersen is a radio presenter, performer and producer who has worked in film, television, theatre and education. She is a current board member for Northside Radio 99.3FM and past member of the board at Griffin Theatre Company. She is passionate about her local community, the environment, social inclusion, women's issues and the arts. As a Councillor of the City of Ryde, 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 2018/19, Councillor Pedersen was Chair of the Works and Community Committee, the Bushland and Environment, Renewable Energy, Social Inclusion and Status of Women Advisory Committees. She was Deputy Chair of the Arts Advisory Committee and also a member of the Finance and Governance Committee, the Ryde Central Committee and the Festivals and Events Advisory Committee and the Ryde Youth Council Advisory Committee.

Councillor Pedersen is also Council's alternate delegate to the Northern Sydney Regional Organisation of Councils (NSROC), is a member of the Gladesville Mainstreet committee (Hunter's Hill Council), and is the Vice Chair of the Parramatta River Catchment Group.



The City of Ryde exists as a body politic under the *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.

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 the:

- Council
- General Manager
- 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.

The Councillors elect the Mayor every 2 years, while the General Manager is responsible for administration of the Council.

Together, the Councillors, as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the *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. 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 32 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 over 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 2018/19, there were two Code of Conduct complaints that involved Councillors. The complaints received were handled in accordance with the City of Ryde Code of Conduct – Complaints Procedure.

Both complaints were referred to an external conduct reviewer and were finalised in the period in accordance with the aforementioned procedure.

# Have 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, LinkedIn and Instagram
- 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, or participate in a survey or focus group on a specific project.

Our Communications & Engagement Strategy 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 *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 Policy on Expenses and Facilities for the Mayor and other Councillors. Information relating to these expenses in 2018/19, can be found in Statutory Information on page 223.

The Mayor's Fee for 2018/19 was \$66,860 plus a Councillor Fee of \$25,160

The Councillor's Fee for 2018/19 was \$25,160 for each Councillor.

### **Delegating decision-making**

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

# Councillor attendance at meetings and workshops

Sixteen Council meetings were held from 1 July 2018 to 30 June 2019. The statutory meeting, including election of the Deputy Mayor, was held on 11 September 2018. The table below lists only meetings and workshops attended during the period 1 July 2018 to 30 June 2019. 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 is not required to attend Committee meetings.

Councillor attendance at meetings and workshops for the period 1 July 2018 to 30 June 2019 is detailed below.

COUNCIL

	WORKSHOPS ATTENDED		COMMITTEE MEETINGS ATTENDED		COUNCIL MEETINGS ATTENDED	
	Number	%	Number	%	Number	%
Councillor Jerome Laxale - Mayor	22/27	81%	0/241	0%	16/16	100%
Councillor Simon Zhou – Deputy Mayor	14/27	52%	11/24	46%	13/16	81%
Councillor Trenton Brown	5/27	19%	1/2	50%	15/16	94%
Councillor Edwina Clifton	17/27	63%	18/24	75%	15/16	94%
Councillor Christopher Gordon	27/27	100%	24/24	100%	16/16	100%
Councillor Dr Peter Kim	22/27	81%	12/13	92%	15/16	94%
Councillor Jordan Lane	1/27	4%	2/2	100%	16/16	100%
Councillor Roy Maggio	0/27	0%	0/02	0%	13/16	81%
Councillor Christopher Moujalli	8/27	30%	2/24	8%	13/16	81%
Councillor Penny Pedersen	26/27	96%	24/24	100%	16/16	100%
Councillor Bernard Purcell	24/27	89%	24/24	100%	16/16	100%
Councillor Sarkis Yedelian OAM	8/27	30%	1/8	13%	11/16	69%

- 1 The Mayor, Councillor Jerome Laxale Ex-Officio for 24 Council Committee Meetings.
- Councillor Roy Maggio did not elect to sit on any Council Committees.



# **Ryde Central Committee**

Chair: Councillor Christopher Gordon

Deputy Chair: Councillor Edwina Clifton

Members: Councillor Christopher Moujalli, Councillor Penny Pedersen, Councillor Bernard Purcell, Councillor Sarkis Yedelian OAM and Councillor Simon Zhou

**Ex-Officio:** The 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: Councillor Edwina Clifton

Deputy Chair: Councillor Bernard Purcell

Members: Councillor Christopher Gordon, Councillor Dr Peter Kim, Councillor Christopher Moujalli, Councillor Penny Pedersen and Councillor Simon Zhou

Ex-Officio: The 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.

# **Works and Community Committee**

Chair: Councillor Penny Pedersen

Deputy Chair: Councillor Bernard Purcell

Members: Councillor Edwina Clifton, Councillor Christopher Gordon, Councillor Dr Peter Kim, Councillor Christopher Moujalli, and Councillor Simon Zhou

Ex-Officio: The 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.

# **Local Planning Panel**

**Chairs:** Ms Abigail Goldberg, Ms Marcia Doheny Mr Stephen O'Connor

**Expert panel members:** Jennifer Bautovich, Eugene Sarich, Ian Stapleton, Michael Leavey, Jane Fielding, Eric Armstrong

Community representatives: Bec Ho, Rob Senior, Peter Graham OAM, Donna Gaskill

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.

# **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 2018/19, 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**

**Chairperson:** Councillor Christopher Gordon

**Deputy Chairperson:** 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

**Chairperson:** 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 Dr 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. It ensures and supports the independence of the Internal Audit function.

### **Bicycle Advisory Committee**

**Chairperson:** Councillor Bernard Purcell **Deputy Chairperson:** Councillor Jordan Lane

**Councillor Representatives:** 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 Advisory Committee**

Chairperson: Councillor Penny Pedersen

**Deputy Chairperson:** Councillor Christopher Gordon

**Councillor Representatives:** Councillor Edwina Clifton

The Bushland and Environment Committee provides advice 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.

# **Economic Development Advisory Committee**

**Chairperson:** Councillor Edwina Clifton **Deputy Chairperson:** Councillor Jordan Lane

Councillor Representatives: Councillor Christopher Moujalli, Councillor Bernard Purcell and Councillor Sarkis Yedelian OAM

The Economic Development 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

Chairperson: Councillor Simon Zhou

**Councillor Representatives:** Councillor Edwina Clifton, Councillor Roy Maggio and Councillor Penny Pedersen

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**

**Chairperson:** Councillor Christopher Gordon

**Deputy Chairperson:** 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**

**Chairperson:** Councillor Bernard Purcell

**Councillor Representatives:** Councillor Edwina Clifton and Councillor Christopher Moujalli

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

# **Multicultural Advisory Committee**

Chairperson: Councillor Simon Zhou

Councillor Representatives: Councillor Christopher Moujalli, Councillor Bernard Purcell and Councillor Sarkis Yedelian OAM

Formerly known as the Community Harmony Reference Group, the Multicultural Advisory Committee advises and provides feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the Ryde Community.

### **Renewable Energy Advisory Committee**

**Chairperson:** Councillor Penny Pedersen **Deputy Chairperson:** 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 within the Ryde LGA
and to influence regional initiatives.

### Ryde Hunters Hill Joint Library Service Advisory Committee

**Chairperson:** 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 Advisory Committee

Chairperson: Ryde Youth Member

**Councillor Representatives:** Councillor Jordan Lane, Councillor Christopher Moujalli and Councillor Penny Pedersen

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 and provides advice 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**

Chairperson: Councillor Penny Pedersen

Deputy Chairperson: Councillor Simon
Zhou

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

**Chairperson:** Councillor Bernard Purcell **Deputy Chairperson:** 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 impact 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**

**Chairperson:** Councillor Penny Pedersen **Deputy Chairperson:** Councillor Edwina Clifton

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 Technical Advisory Committee**

This is a Technical Advisory Committee with no formal Councillor representatives. The Traffic Committee advises Council on all traffic-related matters. In addition to Council's Manager Transport, the committee includes representatives from Roads and Maritime Services (RMS), the Police Service and the Local Member of Parliament or their nominee.



The City of Ryde Council is responsible for strategy, planning, policy, regulation, and service delivery for the City of Ryde local government area. During 2019 – 2023 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 high quality services for residents and the community.

The Council is led by the General Manager. Council services are delivered through 20 departments that support the General Manager, and make up four Directorates and the Office of the General Manager. Our organisation has many skilled and professional people who are passionate about our City, its future and delivering better value services. At 30 June 2019, Council had 526.50 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** & Building

City Works

**Operations** 

**Parks** 

Civil Infrastructure & Integration

**Business Infrastructure** 

**Project Development** 

Traffic Transport & Development

Customer and Community Services

Communications and Engagement

Community and Ranger Services

Ryde Aquatic Leisure Centre

**Library Services** 

Corporate Services

People and Culture

**Corporate Governance** 

**Financial Services** 

Technology

**Procurement** 

Provides the long-term policy and planning framework for the growth and ongoing liveability of 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.

Delivers a diverse range of services, maintenance and improvements for all Council 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.

Leads the planning, design and delivery of all customer and community services for the City of Ryde. 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 multi-disciplinary teams in complex and dynamic political environments to deliver essential services for the community.

He has extensive experience in leading cultural and organisational change, and undertaking significant improvements spanning council 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.

The breadth of experience that George brings to Council allows for the implementation of significant complex projects whilst strengthening the commercial and customer focus across the Council, improving services for the residents of Ryde.

His current key focus includes the development of the City's Local Strategic Planning Statement, a major part of the City's Local Environment Plan, delivering the City's new heart, Ryde Central, and ensuring that Council delivers the most effective and efficient services that it can for the community through an ongoing program of Best Value Reviews and continuous improvement across the council organisation.



LIZ COAD

**Director City Planning and Environment** 

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

Appointed: 2018 (Acting 2016-2017)

Liz has 31 years' of experience working in local government, including Randwick and Ku-ring-gai Councils before joining the City of Ryde.

Liz brings to her current role 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 the City of Ryde. Most recently she has overseen the portfolios of Development Assessment, Urban Strategy and Environment, Health & Building.



**WAYNE RYLANDS Director City Works** 

Qualifications: MBA (Technology Management), Grad Dip Business, BE (Civil)

Appointed: 2018

Wayne has over 25 years' experience in local government. He recently completed three years as the Director, City Delivery at Campbelltown City Council where he oversaw the provision of the Council's infrastructure, asset management, open space, city safety and security, and operations functions. Prior to that, he was the Executive Manager (Director) Open Space and Urban Services at Lane Cove Council for 10 years. Prior to moving into senior management roles, Wayne was extensively involved for more than 15 years in traffic and transport functions at Lane Cove, Woollahra and Botany Councils.

The management experience Wayne brings to his role enables him to fit seamlessly into the City of Ryde senior management team to work closely with them in delivering the vision and objectives of the Community Strategic Plan and Council's extensive capital works program that is contained within the Delivery Plan.



**STEVE KLUDASS Director Corporate Services** 

Qualifications: B. Commerce, MBA (General Management)

Appointed: 2018

Steve has extensive experience delivering services to Council and our community. He is a long-term member and advocate for NSW Local Government Professionals, Chair of the Project Control Group for the redevelopment of the Ryde Central site and Project Sponsor of Council's e-Business Program.

Steve is passionate about helping staff realise their potential through coaching and leadership development and is a mentor on the City of Ryde Staff Mentoring Program. He enjoys working with, and leading, a diverse range of employees to achieve strategic outcomes and has a strong interest in planning and reporting.



**ANGELA JONES-BLAYNEY** 

**Director Customer and Community Services** 

Qualifications: B. App. Sci (Environmental Health), Dip. Project Management Appointed: 2018 (Acting 2015-2018)

Throughout Angela's extensive 29-year career in local government she has a proven track record of fostering a culture in which excellence in service is pursued by all staff and is front of mind when dealing with our customers.

Angela is responsible for the implementation of communication and community engagement strategies and strategic customer service programs to support and improve the interface between the City of Ryde and its customer base. She is also responsible for managing internal and external media communications for the Council. Her recent achievements include undertaking the comprehensive, community engagement program underpinning development of 'The New Heart of Ryde', Ryde Central.



Our seven outcomes from our 10-year Community Strategic Plan provides 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.

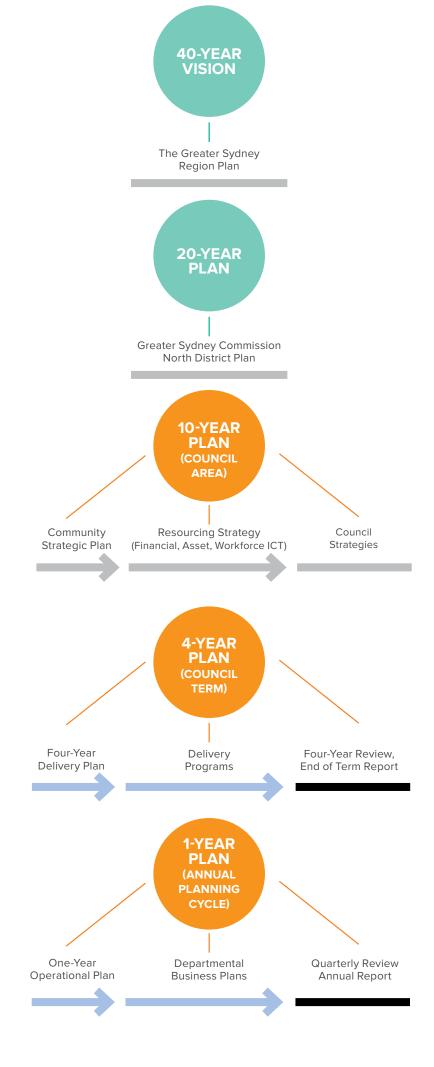
We use the Integrated Planning and Reporting Framework introduced by the Office of Local Government on 1 October 2009.

#### **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 reports**

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.



#### **KEY**

NSW GOVERNMENT

CITY OF RYDE

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.







Multi-purpose space with plaza, retail, meeting rooms and 700 seat hall

In May 2019, Council resolved to commence community consultation with the masterplan concept for the exciting redevelopment of the Ryde Civic Centre site.

Known as 'The New Heart of Ryde', the proposal offers a bold new vision for a redeveloped Ryde Civic Centre site.

Crucially, 'The New Heart of Ryde' will resolve the chronic shortage of community space that the City of Ryde currently faces by delivering a four-fold increase in community facilities without the introduction of any residential development on the site.

It will also activate the current site by housing public meeting rooms, offices, childcare facilities, commercial and retail facilities, a plaza and open space, on-site parking and Council Chambers. It will also be home to a dedicated, flexibly designed cultural and community space.

The City of Ryde has committed to completing 'The New Heart of Ryde' without increasing rates or reducing services for this project, while also retaining complete public ownership of the site.

Extensive formal consultation on 'The New Heart of Ryde' commenced on 24 June 2019, with the City of Ryde undertaking a wide range of communication activities during the formal consultation period including a community roadshow and displays at local shopping centres.

The community will be able to provide their feedback on 'The New Heart of Ryde' until 25 August 2019 through an online survey or by completing a submission. Initial feedback to the formal consultation has been overwhelmingly supportive of the proposal.

All feedback received during the formal consultation will help shape the final design and tender report that is due to be submitted to Council in March 2020.



#### Proposed timeline for 'The New Heart of Ryde'

May 2019

Council resolves to proceed with the masterplan concept

June 2019

Formal consultation begins

October 2019

Development Application submitted and Expressions of Interest open

November 2019

Requests for tender open

March 2020

Final design and tender results reported to Council

2021

Construction expected to commence

2023

Ryde Central delivered to our City



#### **History of the Ryde Civic Centre site**

#### 190

The City of Ryde's first purpose-built Town Hall is opened at the corner of Tucker Street and Blaxland Road.

#### 1922

Town Hall is expanded with an additional building constructed beside it.

#### 1964

The new Ryde Civic Centre on the 'Island Block' is opened.

### 1970

The current hall facilities are inadequate for our community. Subsequently the Civic Hall is opened. This includes the Ryde Centenary Library.

#### 2015

SafeWork NSW deem the Ryde Civic Centre to be unsafe and Council administration moves to its current location in North Ryde.

## 2016 – 2017

City of Ryde launches an International Design Competition to undertake a creative re-imagining of the site. The winning design was ultimately not supported by the community and was found to be not financially feasible.

#### 2019

After looking at a number of options, Council develops 'The New Heart of Ryde' proposal.



1964 Ryde Civic Centre opens



1970 Civic Hall opens



# Our performance against the Four-Year Delivery Plan 2018-2022

#### **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 developed from the Community Strategic Plan 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 our Community Strategic Plan – *Our Vision for Ryde 2028* that took effect in July 2018.

#### How did we perform in 2018/19?

Our services and programs are identified and planned in the annual operational plan contained within the Four-Year Delivery Plan 2018-2022. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets and the final results are presented in this Annual Report.

#### Overall project performance summary

During 2018/19, we undertook a total of 136 capital and non-capital projects. The 136 projects were made up of our 2018/19 Operational Plan projects, new projects added throughout the year by Council resolution and projects carried over into this year from 2017/18.

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.

#### **Measuring our progress**

The following pages address the key strategic activities we planned for completion in 2018/19 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 2018-2022 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.

## **Council in the Spotlight**

The City of Ryde received significant media attention in 2018/19, with over 700 media mentions. Forty-four percent of these were positive, 54 percent neutral and 15 percent negative. Some of the top issues attracting the most coverage were:

#### **Save our Streets**

Following an announcement by the NSW State Government that it was intending to implement its Medium Density Housing Code, the City of Ryde launched a campaign to be granted an exemption from the Code. The Save Our Streets campaign lobbied against the changes brought about by the new code and its impacts on the local community and existing infrastructure.

Council argued that the code's implementation could result in an additional 60,000 residents in low density neighbourhoods by allowing private certifiers to approve more kinds of homes by lowering the bar for development approval.

In a further bid to halt the implementation of the Housing Code, Council launched legal action against the State Government in July 2018, with local and national media covering this.

The NSW Government subsequently agreed to defer the implementation of the Medium Density Housing Code for the City of Ryde until 1 July 2020.

#### **NSW State Election**

The NSW State Election was held on 23 March 2019.

Coverage was focused on perceived overdevelopment in the City of Ryde and there was significant confusion from the community around which level of government is responsible for approving developments.

Elections also highlight the challenges faced by an organisation when working in a politically-charged environment.

#### Heritage

Heritage is a hot topic in the City of Ryde, with Council placing Interim Heritage Orders (IHOs) on three houses in a bid to protect homes of heritage significance being potentially demolished. Local press was generally positive, however, they did highlight some concerns that IHOs were creating uncertainty around the planning process.

To help alleviate this uncertainty, Council embarked on a City-wide heritage review to identify proposed new heritage listings and heritage conservation areas.

#### **Council events and programs**

Council organises hundreds of events throughout the year to cater to our diverse community. In 2018/19, many of these received significant attention by local media. In particular, the Granny Smith Festival, Cork & Fork by the Riverside, Eastwood Lunar New Year Festival, Sustainable Waste 2 Art Prize and Spring Garden Competition featured in online and printed publications, highlighting the importance of these events to our community.

#### **New facilities**

The opening of Council's new skate and scooter park in Meadowbank received much acclaim, with significant positive coverage by local and national media. The park offers new recreational opportunities, particularly for our youth, and skating publications including Basement Skate and Skateboard.com.au provided positive coverage of the facility.

This has been important in raising the profile of the skate park and increasing its popularity.

# 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.



### Our seven key challenges and opportunities are:

- Managing the needs of a growing population
- 2 Addressing the needs of a changing population
- Offering suitable housing options while maintaining the characteristics of our suburbs
- Creating a strong economy and employment closer to home
- 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.

#### Social sustainability

To be socially sustainable, we develop processes and infrastructure that meet the current needs of our community and those of future generations. 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 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.

Our Community Social Wellbeing Plan guides community development and capacity building throughout the City, and supports community service organisations in their fundraising, grant writing and advocacy work. Our Creativity Strategy outlines a shared vision and strategic roadmap to support and develop creativity and culture in the City of Ryde as our communities and places grow and change.

Each year, Harmony Day is celebrated in March and Social Inclusion Week in November, to encourage communities to reconnect and be inclusive of all cultures, age groups, nationalities and the disadvantaged. Find out more about how we are building a safe, inclusive and equitable community in Our Diverse and Inclusive City outcome from page 108.

Our Disability Inclusion Action Plan (DIAP) is a commitment from Council that people with disability are welcomed, accepted and respected in our community. A number of initiatives help support and encourage people with disability in our community including finding meaningful work, recognising and supporting businesses that welcome people of all backgrounds and improving our open spaces, recreational facilities and sporting opportunities to make them more inclusive. More about our work can be found in our Statutory Reporting Section on page 225.

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 131 has more information.

#### **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 helping our community live more sustainably and reduce our environmental impact.

Our Biodiversity Plan provides a comprehensive framework to assist in the management, enhancement and protection of natural areas and biodiversity across Ryde. Our updated Waste Management Strategy targets a 20 percent per capita reduction in waste sent to landfill and we have introduced a Council policy to ban single use plastics. We have a wide range of programs aimed at helping our community live more sustainably, from our Ryde Environmental Education Network to our Home Waste and Sustainability Advisory (HWSA) service.

As well as actively working to reduce power and water consumption across all of our services and facilities, 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. Our Ryde Resilience 2030 Plan is in development and will further strengthen our ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses.

Find out more about how we are working to build the health and long-term sustainability of our natural and built environment in the City of Ryde in Our Natural and Sustainable City outcome from page 80, and in many other parts of this Annual Report.

#### **Economic sustainability**

To ensure our local economy remains vibrant and sustainable for the long term, we are consistently working towards building a healthy and resilient local economy across our centres and neighbourhoods. Our initiatives include revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants as well as 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. Our **Economic Development Program** supports micro, small, medium and large enterprises, with continuous and regular events, programs, and initiatives that will help drive job creation.

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, Local Strategic Planning Statement and Local Environment Plan. They encompass issues of sustainable growth, land use and planning priorities, 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. Find out more about how we are working to build a prosperous and thriving local economy in Our Smart and Innovative City outcome from page 72, and in other areas of this Annual Report.





Ryde is a city of welcoming and vibrant neighbourhoods – a range of well-planned, clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place.

They are places with character that support sustainable growth and demographic change.



## PRIORITIES FOR THIS OUTCOME:



# GREAT PLACES, VIBRANT NEIGHBOURHOODS

Centres are the focus of vibrant communities

### Places are designed for people

- Protecting the local amenity of neighbourhoods and ensuring they are well maintained, regulated, accessible, and safe.
- Creating active places and spaces in town and neighbourhood centres and well-connected open spaces that encourage active lifestyles and social interaction.



# COLLABORATIVE DEVELOPMENT

# People are at the heart of planning and influence how the City grows and changes

- Actively advocating to the State Government and the Greater Sydney Commission for future developments that are appropriately considered and well-planned to ensure that the character and liveability of their immediate neighbourhoods are maintained.
- Actively consulting with the community on all major developments in and bordering the City.



PRIORITY 3

## **SUSTAINABLE DESIGN**

Meadowbank Skate Park opening

Neighbourhoods support sustainable growth

# Developments add to the character of their neighbourhoods

- Planning and designing our City to uphold and protect its unique character and encourage sustainable development, while also delivering diversity and housing chaice
- Ensuring the City of Ryde maintains leadership in the application of best-practice planning and sustainable urban development.



Karaoke Plaza



## **Building a vibrant and** liveable city

As the City of Ryde continues to be a desirable place to live and work, it will be crucial to ensure our growing community has access to diverse housing and employment opportunities as well as vital services. With projected population increases calling for an extra 17,000 homes by 2031, considerable pressure will be placed on our local character and heritage, and on our natural and urban environment over the coming decade.

Our residents expect Council to control development to ensure that growth brings with it urban renewal and vibrancy to areas of need. Our residents also want to see our tree canopy, natural areas and open spaces protected and increased, as well as have access to efficient transport options that connect them to places locally and across the wider Sydney area.

In planning for the future, it is important to consider what infrastructure, facilities and services are required to support growth. This will include ensuring that the City's current town and neighbourhood centres are well placed to serve the local community in the long term through continued investment in upgrades and renewal; providing sufficient open space, and diversifying and increasing recreation opportunities to support a growing, active and healthy community; monitoring and managing our natural areas and environmentally sensitive lands to ensure they are not compromised by future growth; providing new infrastructure that matches the pace of development and growth; and exploring additional transport connections to meet the future requirements of a population that is projected to grow by more than a third over the next decade.

Achieving the best future for the City of Ryde requires Council to continue to advocate across government, guiding development to diversify housing supply while protecting and maintaining the character and liveability of our City, and securing investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities

116,298

residents in 2016

160,750

residents in 2031

projected change

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

## QUARTER 4 RESULT FOR THIS OUTCOME:

('000')	BUDGET	ACTUAL
Income	-5,979	-5,140
Expenditure	12,477	12,246



43,020

households in 2016

62,000

households in 2031

**= 44%** 

projected change



46,149

dwellings in 2016

66,000

dwellings in 2031

43%

projected change

48,519 rateable properties

## Council programs that support this outcome

- Centres and Neighbourhoods program
- Community and Cultural program
- Customer and Community Relations program
- Environmental program
- Land Use Planning program
- Open Space, Sport and Recreation program
- Regulatory program
- Strategic City program

## Who is guiding our progress?

- Local Planning Panel
- Heritage Advisory Committee

## How we monitor progress

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

## In 2018/19, we asked you about:

- Changes to parking controls Gladesville, Ryde, Marsfield and Macquarie Park
- Graffiti vandalism in the City of Ryde
- · Litter perception in Laurel Park
- · Parking changes in Gladesville
- Future improvements to parking in Eastwood
- Pedestrian crossing points West Ryde
- Planning proposals 112 Talavera Road, Macquarie Park, Dunbar Park Estate, Marsfield
- Re-establishing alcohol-free zones
- Ryde Central
- Traffic and parking around schools
- · Wilga Park public art
- Improvements at Avon Road shops
- Future upgrades to Eastwood Plaza

## **Services**

#### **HIGHLIGHTS**

## Reviewing our Local Environment Plan and developing our draft Local Strategic Planning Statement

We reached a major milestone with the Draft Local Strategic Planning Statement being placed on public exhibition. This statement is an important document for the City of Ryde, translating our Community Strategic Plan (CSP) to land use and planning priorities and setting the direction for the Local Environment Plan (LEP) and other Council planning instruments. See page 52 for a detailed story on this achievement.

#### Completing open space masterplans

The ELS Hall Park Masterplan was adopted by Council. The Gannan Park and Meadowbank masterplans were finalised and scheduled to be presented to Council in Quarter 1 (Q1) 2019/20. Our Children's Play Implementation Plan was finalised and will be reported to Council in Q1 2019/20. We completed an internal review of our Integrated Open Space Plan with peer review of our findings scheduled for Q1 2019/20.

### Installing street libraries

An additional 10 street libraries were installed throughout the City, joining five existing libraries. These are highly valued by the community, and provide opportunities for community members to meet, connect and socialise while enlivening and activating public spaces.

#### Planning for Denistone East Bowling Club's future use

We undertook a consultation program to determine the community's preferred uses for the former bowling club site. The outcome of this consultation will form the basis for guiding the future use of the property – including the tender process.

#### Installing the "Illuminatrope" sculpture

An eye-catching new sculpture was installed at Banjo Paterson Park in Gladesville. Known as 'The Illuminatrope', the artwork was donated to the City of Ryde by local artists Gabrielle Bates and David Hashimoto and is designed to reflect the theme 'Shared values and shared future'.

### Retaining Macquarie Centre's ice rink

The City of Ryde, along with thousands of local residents, successfully advocated for a review of the proposed demolition of the Olympic sized ice skating rink at Macquarie Centre following a development application by AMP Capital. See page 53.





Boronia Park Street Library



Illuminatrope sculpture, Banjo Paterson Park



### **CITY STRATEGIC PLANNING**

Delivering land use planning activities including the development of statutory land use plans and development control plans that support the delivery of vibrant, livable, productive, and sustainable neighbourhoods and centres. Assessing planning proposals, providing land use planning certificates and strategic planning and urban design advice.

> 2,808 of 3,462 (81%) Section 10.7 certificates issued within 3 days.

> > 99.7% of

10.7 certificates

were processed

within

10 days.



**Putney Hill** 



## **NEIGHBOURHOOD ACTIVATION**

Promoting the City's neighbourhoods and town centres and working with local businesses and the community to deliver upgrades, activities and improvements to ensure that they continue to be vibrant and productive places within our City.

Gladesville.

Neighbourhood centre renewal Upgrades and improvements completed for West Ryde Plaza, Avon Road, North Ryde neighbourhood centre and Coulter Street,

#### Night-time economy implementation (Stage 1)

We hosted a series of creative lighting installations and events in town centres and the public domain to progress the objectives identified in the Night-Time Economy Study.

#### **Denistone East Bowling Club** future use

Public consultation was held to determine the community's preferred uses for the site. The concept design for the Kings Park site was finalised.

Street tree planting program 400 street trees were planted to shade streets and footpaths, help mitigate the urban heat island effect and improve the amenity of our City.



Avon Road construction complete



Gladesville creative lighting installation

## **PROJECTS**

#### LEP Review project

Year one of two complete. The City of Ryde's Local Strategic Planning Statement (LSPS) was developed following extensive public consultation. Placed on public exhibition in June 2019.

#### Purchase aerial photography for LGA

We now have access to updated aerial photography for Council's mapping system.

#### Open space master plans

To undertake open space master plans for level 1 and 2 parks in line with the actions outlined in the Sport and Recreation Strategy (2016-2026).





## **HERITAGE MANAGEMENT**

Providing heritage management advice to identify and then guide the retention and restoration of items of local heritage significance.

#### **PROJECTS**

- Ryde Heritage Study update
   Citywide study completed. Consultation on proposed LEP changes arising from the study is scheduled for 2019/20.
- Ryde Heritage Information Centre
   Ryde Heritage Information Centre upgrade complete.
- WWI house names Ryde and Eastwood Publication of a book documenting houses in Ryde and Eastwood that were named after World War I battles, troop transport ships and individuals, and to tell their stories.
- Heritage Grants Scheme
   \$20,000 allocated in grants for maintenance and conservation works to heritage items throughout the City of Ryde.





grandstand



## **DEVELOPMENT ASSESSMENT SERVICES**

Assessment of Development Applications, including applications for alterations and additions to dwellings, new dwellings and dual occupancies, waterfront dwellings, multi-dwelling developments and subdivisions. Also includes assessment of more complex applications involving public submissions, and larger scale developments that are required to be reported to either the Sydney North Planning Panel or the Local Planning Panel.

The Building and Development Advisory Service offers a pre-lodgement service providing free and personalised advice on planning, building and engineering aspects of development applications to all members of the community.

#### **PERFORMANCE**

	2018/19	2017/18
Amount of approved new commercial floor space	39,918.7 m <sup>2</sup>	35,940.1m <sup>2</sup>
Number of approved new dwellings	880	3,430
Number of commercial, retail, office DAs	73	69
Number of residential DAs	133	166
Number of single new dwelling DAs	131	161
Total number of DAs received	691	796

✓ Mean gross assessment time	97 days	93 days
Mean gross determination time:		
O Commercial, retail, office (target <= 91)	107	83
✓ Residential alts and adds (target <= 77)	64	58
✓ Single new dwellings (target <=105)	98	82

## Dwelling and commercial premises assessment and determination

Value of development applications determined

14/15	\$544.4 million
15/16	\$1.5 billion
16/17	\$1.6 billion
17/18	\$1.5 billion
18/19	\$702.4 million

#### **Number of applications determined**

14/15	799
15/16	839
16/17	836
17/18	796
18/19	691

## Number of DA-related enquiries received

14/15	22,100
15/16	23,074
16/17	20,068
17/18	20,757
18/19	22,032

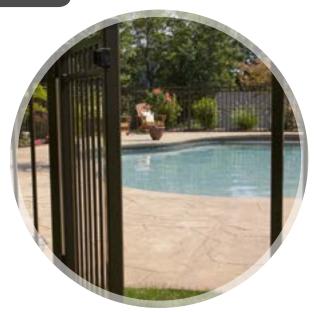




## **BUILDING CERTIFICATION AND COMPLIANCE**

Providing building approvals, certification processes and compliance services to ensure compliance with building legislation and industry standards. This includes regular monitoring to help ensure public safety through fire safety investigations and compliance and swimming pool barrier audits.

PERFORMANCE	2018/19	2017/18
	2010/19	2017/10
Number of private swimming pool     ■	501	225
barrier fence audits conducted,		
annually (Target >= 450)		



Swimming pool barrier fence audits





## **RANGER SERVICES**

Providing compliance rangers to reduce illegal dumping and littering, investigate abandoned vehicles, implement the *Companion Animal Act*, investigate footpath and road obstructions and enforce heavy vehicle regulations.

### **PERFORMANCE**

<ul><li>✓ Rate of dogs returned to owner (Target &gt;= 80%)</li><li>89%</li></ul>	2018/19	2017/18
	93%	89%

## Illegal dumping



## **COMMUNITY AND ENVIRONMENTAL HEALTH AND SAFETY**

Providing regular monitoring and compliance services across regulated premises to help prevent the spread of infectious disease and manage public health risks from cooling towers, public swimming pools, food retail businesses and other registered premises.

### **PERFORMANCE**

	2018/19	2017/18
Number of food premises/businesses routinely inspected, annually (Target >= 850)	812	904

## The year in review

#### West Ryde Plaza embellishment

The much-anticipated upgrade to West Ryde Plaza was completed during the year. Improvements include a new play area for kids, additional seating and trees as well as an open paved area for other activities, such as market stalls or live performances. Free public WiFi has also been installed, as well as CCTV and additional feature lighting. Another highlight is a new, eye-catching leaf-shaped shade structure, which will provide the area with shade during the warmer months.

#### **Transformation of Eastwood**

While vibrant and popular, Eastwood Town Centre is beset by chronic traffic and parking problems that negatively impact the

West Ryde Plaza shade installation



West Ryde Plaza play area

local economy, we are considering a range of proposals to improve traffic and parking in Eastwood Town Centre, while also creating new and modern open spaces for the community.

A new multi-storey car park will be built on the current Rowe Street East car park site to help address chronic parking shortages for shoppers in the area. The car park will have up to 150 parking spots and will feature charging stations for electric vehicles. At the time of finalising this report, the development application for this carpark was approved by the Sydney North Planning Panel in October 2019.

We have consulted with the community to gauge their support for relocating the Glen Street car park to the nearby Shaftsbury Road Precinct. The former car park site will then be transformed into a public plaza, creating a more vibrant open space for the community.



Aerial view of the Parramatta River

#### **Development of our Draft Local Strategic Planning Statement**

All councils in NSW are required to prepare a Local Strategic Planning Statement (LSPS) to guide land use planning within the local area over the next 20 years. The LSPS brings into effect the Greater Sydney Commission's Metropolitan and Region plans by implementing their directions at the local level. However, it also identifies the special characteristics that contribute to local identity, the shared community values that need to be maintained and enhanced across the life of the plan and how growth and change will be managed into the future.

The LSPS is a high-level strategic land use planning document that translates the Community Strategic Plan (CSP) to land use and planning priorities and sets the direction for the Local Environment Plan (LEP) and other Council Planning Instruments.

The City of Ryde's draft LSPS was developed during the year and contains a number of key ideas and actions including an overall structure for future open space, transport linkages and environmentally sensitive lands. It sets the scene for amendments to our LEP and includes a range of options to meet diverse housing needs, supports different housing character areas by ensuring high density housing is co-located with transport nodes, and identifies opportunities for appropriate medium density development.

This strategy proposes a linear park along Waterloo Road to improve the amenity in this area, and recommends the revitalisation of West Ryde to build a unique identity based on the area's heritage and strong community interest in well maintained open spaces, and more movement choices, such as active transport and general accessibility rather than the need for more car infrastructure.

In addition, the LSPS identifies a number of key studies required to build a stronger evidence base for future planning. These include a developer contributions plan, housing strategy, resilience plan, active transport strategy, economic development plan, heritage study and creative enterprise strategy.

Public comment on the LSPS will be invited from July 2019.

#### **Macquarie Centre Ice Rink retention**

In a huge win for the Ryde community, the owner of Macquarie Centre – AMP Capital – has confirmed that any future redevelopment of the shopping centre will include an Olympic-sized ice rink. The announcement came shortly after the City of Ryde held an extraordinary Council meeting expressing opposition to the proposed closure of the Macquarie Ice Rink and advocating for any redevelopment to retain an Olympic-sized ice rink.



Macquarie Centre Ice Rink

## Challenges

## State Planning legislation affecting Ryde (Medium Density Housing Code)

In 2017, the State Government announced changes to the NSW Housing Code that meant additional sites would be eligible for medium density development.

Developments would only be required to satisfy the standards defined in the NSW Government's Policy (known as the 'Codes SEPP') and allow developers to circumvent Council's assessment against local requirements and conditions.

The City of Ryde strongly objected to the proposed changes because of the negative impact they would have on the City's environment and infrastructure.

Council then commenced proceedings in the Land and Environment Court on behalf of residents, alleging the government failed to consider certain environmental issues it was legally required to undertake before implementing the code.

In May 2019, the Land and Environment Court dismissed the claim and ruled that the Medium Density Housing Code was valid. While Council accepted the judgement, it is continuing to advocate for an exemption from the Medium Density Housing Code. It is also seeking support to continue to its program of delivering a diverse and affordable housing supply for the community.

Council's review of the Ryde Local Environment Plan is due to be completed by 1 July 2020. The Implementation of the Code in the City of Ryde has been deferred to allow Council to progress its review of the Ryde Local Environment Plan. There is also a pause on planning proposals that would increase the amount of residential development permissible in Ryde to allow Council to complete relevant strategic and infrastructure planning.

The City of Ryde sent a clear signal with respect to the need for a pause in the rate of development to allow the completion of necessary strategic and infrastructure planning and for infrastructure provision to match the pace of growth.

Council is now collaborating with the Greater Sydney Commission and other State Government agencies to finalise its Local Strategic Planning Statement.

#### **Heritage Review 2019**

Preserving our heritage is an important part of creating a vibrant and liveable City. Balancing community sentiment and the desire to preserve heritage with matters such as ownership, heritage and development is always a complex undertaking, and accounts for sometimes multiple competing interests

Government legislation conserving heritage properties prioritises the 'public good' over the rights of the individual. As the community, government departments, property owners, purchasers and developers try to reconcile differences in opinion as to the value of conserving different types of properties, the major challenge for Council is to strike a balance between the rights of owners to develop their properties and protecting the City's heritage precincts and items of heritage value throughout the our City.

In response to growing concerns by the community over the loss of local heritage, a comprehensive heritage review was commissioned by the City of Ryde.

Ryde's last heritage study was undertaken in 2010, leaving properties identified without protection. About 20 percent of properties identified in this review have since been demolished or significantly altered, thereby losing their heritage significance.

The review recommended amending the Ryde LEP to create six new heritage conservation areas and add 44 new heritage items across the City. The former Squire's Brewery and Halvorsen's Boat Yard in Putney and the Glades Bay Baths in Gladesville would also be listed as archaeological sites.

In addition, the review recommended allocating an additional \$500,000 to Council's Local Heritage Assistance Fund and an increase in the size of individual grants available from the fund from \$5,000 to \$15,000 to help with the cost associated with repairing and conserving privately-owned heritage-listed items.

At the time of finalising this report Council was yet to vote on the outcome of this review.

#### Advocacy for changes to the private certification system

Since a number of examples of poor performance by private certifiers emerged in 2018, the City of Ryde has been a leading advocate for change in the building sector and has sought to reform the private certification system in NSW.

Our actions include lobbying against private certifiers being able to approve sensitive medium density developments, and instead making those approvals the responsibility of Council certifiers.

We have also warned about the consequences of allowing certain sensitive classes of development to be considered as complying development as this would lead to a proliferation of medium density housing in unsuitable residential zones certified by lax or conflicted private certifiers.

We have now called on the State Government to review the process of accrediting private certifiers and the sanctions that are applied to private certifiers found to have acted inappropriately, and drawn attention to private certification reforms outlined in NSW Government legislation and their limitations in protecting landowners.

## The year ahead

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. Completing Council's Local Strategic Planning Statement will be of particular importance in 2020, as this document will set the vision for the shape and form of the City, and match growth with infrastructure.

In 2019/20, we have the following projects planned:

#### Centres and Neighbourhood program

- · Gateway signage
- Neighbourhood centre renewal
- Night time economy implementation

#### **Community and Cultural program**

• Updating of heritage conservation management plans

## **Customer and Community Relations** program

• Rowe Street East – smart pole banners

#### **Environmental program**

• Solar My Schools

#### Land Use Planning program

- Local Strategic Planning Statement
- LEP Review project
- Ryde Heritage Study update

## Open Space, Sport and Recreation program

- Open space master plans
- Street tree planting program

#### Regulatory program

• Trapeze - to allow faster assessment of development applications

#### Strategic City program

• Street art

\$55.1 million in investment is planned for this outcome over the next four years.



# OUR ACTIVE AND HEALTHY CITY

The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds. People can easily gather in public spaces or at community events that bring residents together, helping everyone to feel part of the Ryde community.





# ENHANCED RECREATIONAL SPACES

Providing opportunities and choice for recreation and active learning and living

- Planning for expanded sport, recreation, leisure and library facilities to provide a range of choices for our community to achieve active and healthy lifestyles.
- Maintaining and promoting Ryde's great public spaces, parks, community venues, libraries, sporting facilities and clubs and ensuring they are easy to access and safe, and provide diverse opportunities for everyone to meet, play, learn and connect.



## **WELL TARGETED SERVICES**

Strengthening community life, connectedness and wellbeing

- Actively connecting with the community to promote activities and services that are available throughout the City of Ryde.
- Continuing to build and enhance services, including those supporting our residents at different stages of their lives.
- Working with our partners to encourage healthy, active lifestyles and social connections.





Knitting group in our libraries

## QUARTER 4 RESULT FOR THIS OUTCOME:

('000)	BUDGET	ACTUAL
Income	-11,270	-11,258
Expenditure	36,278	35,215

People visited
City of Ryde
sportsgrounds,
facilities and
libraries on more
than 2,237,000
occasions 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%
+08	5,329	8,950	68%
	116,298	160,800	38%



Have your say on the Meadowbank Park Masterplan

### Family profile

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

5,347 people with disability (4.6% of the population) need assistance with core activities.

# Building an Active and Healthy 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 as 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.

# Council programs that support this outcome

- Community and Cultural program
- Foreshore program
- Governance and Civic program
- · Library program
- Open Space, Sport and Recreation program
- Regulatory program

# 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
- Bicycle 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

# In 2018/19, we asked you about:

- Wilga Park public art
- Meadowbank Park and Memorial Park Masterplan and Plan of Management
- · Lease of Cleves Park, Putney
- Lease of part of Darvall Park, West Ryde
- Tuckwell Park sportsfield lighting
- Kotara Park playground upgrade
- Morrison Bay Park improvements



#### **Services**

#### **HIGHLIGHTS**

#### Planning for the future of our sportsgrounds, parks and open spaces

- Plans of Management were completed for Gannan Park and McCauley Park, including reconfiguring playing fields, flood lighting, and synthetic playing surfaces to increase the hours of use available.
- The Olympic Park Strategic Plan and long-term Master Plan for the Olympic Park precinct were substantially completed.
- We adopted the Parramatta River Parkland Generic Plan of Management with the City of Ryde confirmed as Council Crown Land Manager for devolved lands.
- Our review of our Children's Play Implementation Plan was completed.

#### Upgrading our parks and sportsfields

- · Construction of the Meadowbank Skate Park was completed, opening to rave reviews from the local community and nomination as a finalist for the Parks and Leisure Association excellence award.
- The Wilga Park upgrade was completed, creating a vibrant new outdoor space for the local community to enjoy.
- · New lighting and pathways were added at ELS Hall and Morrison Bay parks, making it easier for the community to access and enjoy these spaces more often.
- · Marsfield Park and Gladesville's Monash Park received floodlighting upgrades to bring them up to the standards required for their relevant sporting codes.
- Our new park booking system (LINKS) was implemented, streamlining the park booking and asset management processes.

#### Delivering comprehensive library services

- Great Libraries Great Communities: Ryde Library Service Strategic Plan 2019 - 2024 was completed and placed on public display in May 2019.
- A Voluntary Planning Agreement was executed between the City of Ryde and AMP Capital to provide 5,000m<sup>2</sup> of space for a new library and creative hub for Macquarie Park. This facility will be built as part of the planned Macquarie Centre development.







### CITY SPORTSGROUNDS AND FACILITIES

Managing, maintaining and operating the City of Ryde's sportsgrounds and recreation facilities (sportsgrounds, community buildings and recreation facilities) so that residents continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities into the foreseeable future. Council also directly supports sports and leisure sector development within the City of Ryde. These include the Ryde Community and Sports Centre (ELS Hall Park) facility, open space amenity buildings and facilities (including change rooms, toilets, canteens, and grandstands) and the Ryde, Putney and Denistone East Bowling Club buildings.

**56** individual sportsfields

519,885

### participants

in organised sport using Council's active open space areas

42

buildings and other structures in parks and sportsgrounds

54 clubs and associations utilising our open spaces, sportsgrounds and parks

83% of sportsfields have lighting capacity that is at or higher than the Australian Standard

**39%** capacity for parks and sportsfields bookings

63% of sportsfields booked for 30 hours or less

64% satisfaction with our sportsfields and parks booking service

\$13,500 given in Sports and Recreation Community Grants



**PROJECTS** 

 Shrimptons Creek Corridor embellishment

Enhancing and activating the Open Space area along Shrimpton's Creek Corridor between Waterloo and Epping Roads.

① Sportsfield renewal and upgrade

Ensuring the ongoing provision of safe and sustainable playing surfaces within the City of Ryde, including catering for increased future utilisation and sporting opportunities.

Seven of the eight projects within the program completed; ELS Hall Park Baseball Works scheduled to be completed in Q1 2019/20.

 Sportsground amenities upgrades renewal

Upgrading and renewing aged, non-functional sporting amenities to meet the needs of current and future users.

Synthetic playing surfaces expansion

Constructing synthetic playing surfaces throughout the City of Ryde.

- Sportsfield floodlighting renewal Upgrading existing lighting on sportsgrounds to meet the required lighting levels for relevant sporting

Sportsground upgrades – Meadowbank 10 Field and Lights



Sportsground upgrades – Morrison Bay Park Field 3



## **CITY PARKS AND OPEN SPACES**

Managing, maintaining and operating the City of Ryde's parks, reserves and other open spaces (parks, park and open space amenity buildings and facilities including playgrounds, community buildings, toilets, canteens, grandstands) so that residents continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities into the foreseeable future. We're also responsible for the completion of master plans and plans of management for the City of Ryde's parks and ensuring that trees across the City are managed as effectively as possible within the available budget.

**217** parks

**97** playgrounds

We gained grant funds of in excess of

# \$5 million

to support the delivery of capital works projects and improving facilities in parks

> We planted over 400 trees in parks and along streets across our City.

Seven
playgrounds
were upgraded
this year - 36
playgrounds
upgraded since
2012.

#### **PROJECTS**

#### ( Playground renewal and upgra

Replacing playground equipment available in City parks to maintain the recreational opportunities available throughout the City.

Eight of nine playground projects within the annual program completed. Additional consultation for Anzac Park is complete as per Council Resolution.

#### Passive parks expansion and improvement

Ongoing improvements to our passive parks, providing for a greater range of uses and making them better and more appealing for our community. Four of six projects in the annual program completed. ELS Hall Park upgrade and Morrison Bay Park projects scheduled to be completed in Q1 2019/20.

#### Construction of skate facilities within the City of Ryde

Delivering skate parks to address the current lack of facilities for youth within the City of Ryde.

#### Development of parks plans of management

The development of Council's plans of management to guide the way in which we will manage and operate our parks into the future.

#### **⊘** Macquarie Park, Waterloo Road

Purchase of land and embellishment to provide a passive open space area for office workers and nearby residents of the Macquarie Park Precinct.

Negotiations are ongoing in relation to delivery of the park. Concept design completed and to be reported to Council in Q1 2019/20.

#### Plans of management for parks Budget consolidated into development of parks plans of management.





RYDE AQUATIC LEISURE CENTRE

Management and operation of the Ryde Aquatic Leisure Centre (RALC) (including pools, water features, sports facilities, activities, and recreational and sporting programs).

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

14/15 728,481 15/16 731,471 16/17 788,748 17/18 737,957 18/19 731,342

176,144

visitors from hire groups and direct programs

**58.3**%

stadium occupancy



Staff at the Ryde Aquatic Leisure Centre

### **PERFORMANCE**

100%

### **PROJECTS**

#### RALC asset renewal

Ongoing replacement and renewal of RALC assets as required.

#### Development of the Olympic Park Strategic Plan and Master Plan

Developing a long-term (20-year) masterplan for the Olympic Park precinct that incorporates the Ryde Aquatic Leisure Centre, Next Generation, the tennis courts, and open space to ensure facilities in the precinct will meet the future needs of the community. Continuing in 2019/20.





Provision of high quality, contemporary library services and accessible public spaces for the City of Ryde. As well as being spaces for people to access information and ideas, the City of Ryde's libraries support social inclusion, help bridge the digital divide, encourage lifelong learning and act as meeting places for a range of activities for our wider community. There are five libraries providing access to significant physical and online collections, and delivering targeted services, programs and events to the community including children's and youth services, literacy programs, home library services, multicultural services, community information, local studies and family history.

Total number of visitors at all libraries

14/15 981,794 15/16 939,246 16/17 1,017,085 17/18 1,025,597 18/19 985,860

The temporary closure of Eastwood Library for refurbishment and of North Ryde Library due to flooding led to lower than expected library visits during 2018/19.

Launch of the Eastwood Library upgrade



In 2018/19, there were:

**71,759** active library members

172,022 items

in the physical library collection across all libraries

25,411 items in the online library collection

171,739 visits to the library website

973,052 library loans

183,302

electronic items borrowed

**57,039** hours of public PC use at all libraries

233,109 WiFi logins at all libraries

1,961 events held at libraries

**59,353** attendees at library events

19,751 children attending storytime and baby rhymetime

#### **PROJECTS**

Library books
 Ongoing renewal of library collections to maintain their currency

and interest to a broad cross-section of the community.

Library Strategic Plan
Updating the Library Strategic Plan
to guide future library development
in an environment of rapidly
changing service needs and
community expectations.

 Macquarie Library and Creativity Hub Design

Architectural design for construction of the Macquarie Library and Creativity Hub.

Digital enhancement for libraries
 Providing our libraries with the capacity to add multimedia items and services in emergent formats to respond to rapidly evolving

expectations for library services.

Community buildings renewals – libraries

Completing a schedule of works for the renewal of our library buildings.

Library public multimedia lab
 Establish a hub for creative and industry standard software for design, 3D modelling, web and app development and image, audio and video editing.

Libraries public PC renewal
 Ongoing program of replacing obsolete public access computers, booking stations and catalogue computers as part of a four-year upgrade cycle.

Toy Library at North Ryde Library



## The year in review

Demand for our parks, sportsgrounds, recreation and community facilities remains stronger than ever, with more than 2.24 million visits recorded throughout the year by people participating in active sports, and utilising our libraries, parks and recreation facilities. This ongoing demand underpins our continuing emphasis on upgrades and maintenance of our community assets.

#### **OUR LIBRARIES**

#### Planning for the future with Great Libraries Great Communities

Great Libraries Great Communities: Ryde Library Service Strategic Plan 2019 – 2024 provides direction for the development of our libraries, their services and the programs we offer.

The strategic plan identifies goals for the development of library services and provides short- and long-term strategies to implement those goals. It also provides a Library Service Delivery Model that outlines the expected future capacity requirements of City of Ryde's libraries, both in terms of the size of the populations they serve, and the services that will be required of them in the future.

#### Supporting our diverse community

There were loans of 59,000 items from our library community language collections this year. The Chinese and Korean collections include books, newspapers and magazines. The Ryde Library Service also hosted regular bi-lingual story times and activities for the multicultural community and partnered with Telstra to deliver Tech Savvy Seniors programs in Mandarin and Korean. Our community has access to books in 42 languages through the Multicultural Bulk Loan Service from the State Library of NSW. The Home Library Service, which is a free home delivery service for residents of City of Ryde and Hunter's Hill Council, provided 13,000 loans to residents unable to attend a library due to illness or disability.

## Hosting vibrant community programs and events

Our five libraries offer diverse programs and activities that appeal to a broad sector of our community. Staff hosted 1,900 programs and events for almost 60,000 event attendees at events including Storytime, author's talks, musical morning teas and our annual knit-in. Highlights of the event program included the Northern Sydney Science Hub Science and Tech Expo, Comic Culture Festival Day, Sydney Writers' Festival and National Simultaneous Storytime pantomime.

## Total attendance at events at all libraries

14/15	52,136
15/16	57,306
16/17	63,388
17/18	64,585
18/19	59.353

The temporary closure of Eastwood Library for refurbishment and of North Ryde Library due to flooding led to lower than expected library visits during 2018/19.

#### Making science fun

More than 1,800 people attended Science and Tech Expo Day, a National Science Week event hosted at Ryde Library in partnership with the Northern Sydney Science Hub. The expo included electric cars, VR experiences, a green screen, robotics workshops, the Big Science Fun show, and talks by innovators. Stallholders on the day included the CSIRO, National Measurement Institute and Macquarie University.

### **Promoting STEM skills with robotics**

Our community's passion for STEM learning was given a boost with two new robotics programs developed and delivered by Ryde Library Service: Cubetto coding workshops cater for four-to-seven-year-olds, and the Edison Robotics club for seven-to-12-year-olds.

#### **Boosting early literacy**

We are leading efforts to encourage children to read 1000 Books Before School. The project, undertaken in partnership with Hornsby, Northern Beaches, Ku-ring-Gai, Mosman, Lane Cove and North Sydney Councils promotes reading to parents and children to help prepare them for a lifetime of learning and a love of reading.

## Reducing the digital divide with public technology

To reduce the digital divide, all of our libraries received new public PCs and multi-function printing devices with direct scanning capabilities. The public technology services at our libraries – including free WiFi – improve digital inclusion for our community and provide opportunities for community members to improve IT skills and access government and employment services.



Science and Tech Expo Day

#### Hours of computer use at our libraries

14/15	47,726
15/16	49,371
16/17	51,255
17/18	64,346
18/19	57,039

#### WiFi logins at the libraries

14/15	294,865
15/16	273,359
16/17	297,544
17/18	274,877
18/19	233,109

#### Serving our creative community with The Hive Digital Media Lab (DML) at West Ryde Library

Students, hobbyists, small businesses, job seekers and creative enthusiasts welcomed the launch of The Hive Digital Media Lab, which gives the community access to creative software to bring their projects to life. Free to library members, The Hive offers creative and industry standard software for design, 3D modelling, web and app development and image, audio and video editing software.

#### Thanking our community volunteers

Our 30 regular volunteers enrich and enhance the delivery of programs in our five libraries. They serve the community at rhyme time and storytimes, the Musical Morning Tea program or as one of the Justices of the Peace assisting people with the verification of documents.

#### Success of the Renew our Libraries campaign

In response to the Local Government NSW and NSW Public Libraries Association Renew Our Libraries campaign, the NSW Government committed an additional \$60 million in funding for public libraries over four years from 2019/20. For 2019/20, the City of Ryde will receive an additional \$77,459 in State Government subsidy funding to a total of \$369,454. Further annual per capita increases to the library subsidy are committed up to 2022/23.



Knit-4-Possums — an event that knitted pouches for orphaned possums



Author's Platform as part of the Sydney Writers' Festival



#### **OUR PARKS AND SPORTSFIELDS**

## Masterplanning Gannan Park and McCauley Park

As our population continues to grow in coming decades, there will be increasing pressure of our passive parks and sportsfields as they try to accommodate the recreational needs of different sectors of our community.

Preparation of a Masterplan for Gannan Park (including McCauley Park) was prioritised in our Sport and Recreation Strategy 2016 – 2026, with three rounds of community consultation held between 2017 and 2019.

The masterplans 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. In response to concerns raised by residents around traffic, noise and access to the park for informal use, the Masterplan was amended to include one senior and one junior-sized rectangular sports fields, a reduced number of lights, additional fencing and native garden beds.

## Committing to making Christie Park a leading facility

We reaffirmed our commitment to making Christie Park one of the leading sporting facilities in Sydney. Stage 1 upgrades are complete and feature two new FIFA-accredited synthetic fields and a new tiered seating section for 500 spectators. Stage 2 of the Christie Park expansion will include a new amenities building, as well as additional futsal courts. Stage 3 will see a third synthetic field being installed with a new car park underneath.

#### Making children's play fun for everyone

Our Children's Play Implementation Plan (the Plan) has been guiding the provision of safe, accessible and sustainable high-quality playgrounds across our City since 2013. In mid-2018, we undertook a five-year review of the Plan, which coincided with the release of the NSW Department of Planning and Environment Everyone Can Play Guideline (ECPG).

The ECPG aims to ensure that as many people as possible, irrespective of age, ability or cultural background, feel invited and challenged by playgrounds in their community. It is based on three principles: Can I get there? Can I play? and Can I stay?, which help ensure that all new play spaces are inclusive to all members of the community.

Following our review, we made a number of adjustments to the Plan: making inclusion a priority and revising the design framework to ensure that all regional playgrounds are fully inclusive and district playgrounds have inclusive elements; ensuring that all new playgrounds have 50 percent shade over the playground area; and fencing for playgrounds that are in close proximity to roads.

In 2019, the City had 97 playgrounds. The updated plan will add two new playgrounds, totalling 99 playgrounds, although eight of these will not be upgraded or replaced once they have reached the end of their functional life.

Council also resolved to investigate the feasibility of a new water play park within the City of Ryde. Putney Park has been identified for a future major refurbishment, with water play components being considered as part of the detailed design. Water play elements will also be investigated at Meadowbank Park Regional playground.

The proposed upgrade of Anzac Park was delayed as we were asked to undertake further community consultation on its location. At the time of this report, consultation has concluded and the upgrade is scheduled



Consultation on Gannan Park Masterplan



## Adopting the Parramatta River Parkland Plan of Management

During the year, the City of Ryde was confirmed as Council Crown Land Manager for devolved lands along the Parramatta River. We exhibited our Parramatta River Parkland Plan of Management (PRPPoM), which applies to 17 parks and seven road reserves along the Parramatta River foreshore. It will guide the future development and management of these parks in response to the needs and values of the local community and the users of these parks.

During the consultation period, our community indicated their support for recent improvements to facilities provided in many of these foreshore parks, improved access and pathways to and along the foreshore for recreational activities and connections between these parks along the foreshore. Concerns raised included recognition of the biodiversity values and emphasised the importance of the fauna and flora corridor linkages provided by these parks and improving boardwalk and other pathway connections between parks along the foreshore.

## Winning accolades for Meadowbank skate and scooter park

The Meadowbank Park Outdoor Youth and Family Recreation Space opened to rave reviews from the local community. The new facility features a range of components that cater for people of all ages and skill levels.

Key features of the new scooter and skate park include a three-metre deep Olympic-standard competition bowl and a dual spine flow bowl as well as obstacles such as a euro gap, kickers, rails, kerb banks, and a streetscape skate park area. The skate bowls are surrounded by a beginners' asphalt track as well as barbecues, a climbing wall, water refill station, landscaping and controlled lighting, playground equipment, a climbing net tunnel, a parkour and bouldering area and a tabletennis court. The area is monitored by CCTV and is lit until 8.00pm from Monday to Saturday, and until 7.00pm on Sunday.

The completion of the new skate and scooter park has significantly increased the outdoor recreational spaces available to the community.

The facility was also a finalist at the Parks and Leisure Australia NSW/ACT Awards of Excellence. The award recognises playspaces that involve a range of stakeholders, create a 'sense of place' for their local communities and aid childhood development.

## Unveiling new amenities at Pidding Park

We are upgrading and replacing sporting amenities that are ageing and not functional to ensure facilities are safe and meet the needs of current and future users. This year, we completed a new amenities building at Pidding Park that will cater to the needs of current and future user groups. Works included two multipurpose change rooms, new male and female public toilets, a new canteen facility, storage space for user groups and landscaping.

#### **Planting trees**

Guided by our Street Tree Master Plan, progress towards increasing the amenity and liveability of our City continued with over 400 trees planted on nature strips or in road reserves across our City.

#### Planning for a seamless Ryde River Walk

The acclaimed Ryde River Walk will become more accessible with plans to complete one of the final missing links moving ahead.

A section at Tennyson Point diverts from the foreshore and instead forces people up a steep stairway and into local streets. The stairway has proved to be an impediment for some people while also depriving others of accessing a major part of the foreshore. Council supports the completion of the section between Bill Mitchell Park and Ross Street at Tennyson Point and will work with the community to bridge the gap in the popular walk.

#### Supporting fire-ravaged sports clubs

In the wake of a fire that caused extensive damage to the canteen and storage sheds at ELS Hall Park, we made donations to the three sporting organisations most impacted – the North Ryde AFL Dockers Club, the North Ryde Hawks Junior Rugby League Club and the Northern District Cricket Association.

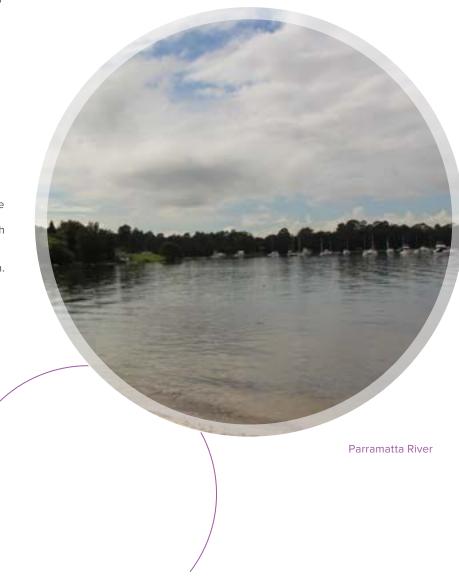
#### Transforming Wilga Park

Wilga Park has been transformed into a dynamic outdoor space with recently completed upgrades providing a place for people to relax and connect with nature.

The upgrades were made as part of the Shrimptons Creek Activation project, which is connecting parkland and open space along the Shrimptons Creek Corridor and creating diverse public recreation spaces.

The upgrades include amphitheatre terracing, a new amenities building, improved path lighting and new access paths, entries to the park that provide a direct connection to Quandong Reserve, a picnic area and landscaped boundary and public artworks.

The amphitheatre terracing and new lighting will enable the venue to host night-time events, which will play a part in boosting the area's night-time economy and provide the community with more 'after 5' activities to enjoy.



#### Challenges

## Creating libraries that meet our changing community's needs

The current configuration of libraries best serves the southern part of the City of Ryde.

Strategically, and as opportunities arise, libraries will need to be built or redeveloped in the northern part of the City, especially around Macquarie Park, North Ryde and Eastwood, due to increasing population growth.

The number of older people, young adults and children is predicted to sharply increase in the City of Ryde over the next 20 years. To meet their growing needs, our libraries are exploring innovative service delivery, marketing and programs to remain relevant and continue to meaningfully engage with

Higher density living will place extra demand on our libraries as residents seek quiet study spaces and places to gather to engage in creative pursuits.

We also anticipate increasing demands for assistance with public technology services as government services and employment opportunities increasingly require online access and we will need to ensure our public technology keeps pace with our community's needs.

#### The year ahead

The City of Ryde is a highly desirable place to live and work. Our green spaces and parks, and the extensive range of recreational facilities, sports amenities, services and programs that are available across our City are highly valued by our community.

In coming years, Council will be continuing our work to plan and build the facilities and services that support the entire community and give people the opportunity to participate and get involved as the city grows and changes.

\$142 million investment is planned for this outcome over the next four years.

In 2019/20, we have the following projects planned:

#### Community and Cultural program

- Community buildings renewal
- Heritage buildings renewal

#### Library program

- Digital enhancement our libraries
- Community buildings renewal libraries

## Open Space, Sport and Recreation program

- · Parks plans of management
- Passive parks expansion and improvement
- Playground renewal and upgrade
- Ryde Aquatic Leisure Centre asset renewal
- Sportsfield floodlighting renewal and expansion
- · Sportsfield renewal and upgrade
- Sportsground amenities renewal and upgrade
- Synthetic playing surfaces expansion
- Toilet blocks renewal excluding sportsfields





The City of Ryde is designed and planned to encourage new investment, thriving local businesses, local jobs and business opportunities.

Community and businesses flourish in a climate of innovation, progression and economic growth.



#### PRIORITIES FOR THIS OUTCOME:



# BUSINESS OPPORTUNITY AND INVESTMENT

# Businesses benefit from a prosperous local economy

 Using urban design controls and continued collaboration to manage Ryde's growth and attract a diversity of business opportunities and jobs. This includes identifying ways to strengthen town and neighbourhood centres, build the night time economy, and promote and support small businesses.



# STRENGTHENING BUSINESS NETWORKS

# Partnerships shape business growth, investment and development

- Working with businesses, the community, non-government organisations, State agencies and neighbouring councils to implement our Economic Development Plan to support existing businesses and guide business growth, investment and development.
- Working with partners to develop and promote Ryde's business brand and credentials and provide facilities, services and support to local businesses.



Aerial view looking south down Herring Road from the M2 and Macquarie Park business area



#### **MACQUARIE PARK**

Macquarie Park expands its role as a leading commercial centre and innovation district

- Continuing our work with the NSW Government, Macquarie University and business partners to enhance Macquarie Park as a major commercial centre and innovation district.
- Creating a night-time economy in targeted areas within Macquarie Park.



Supporting small business



\$17 billion

**Gross Regional Produc** 



Over

12,250

local businesses



101,844

local jobs



Over

65,250

employed residents



**Almost** 

30%

live and work in the area



\$151,220

average household income

#### **MACQUARIE PARK**

\$9.5 billion

economic value

More than **1,900** 

businesses

Almost

9,000

residents in Macquarie Park

Over

62,000

jobs in Macquarie Park

10

of the world's top 100 companies have Australian headquarters in Macquarie Park

**Macquarie Centre:** 

The largest shopping centre in NSW

130,000m<sup>2</sup>

floor space

390

stores

4,900

car spaces

**Macquarie University:** 

Over:

40,000

students

3,200

academic and professional staff

300

companies in the University precinct

There are over 12,250 businesses and over 101,000 jobs located in the City of Ryde.

Almost
30% of resident
workers are
employed in the
area. Over
35,300 (62%) of
resident workers
have a tertiary
qualification.

#### **QUARTER 4 RESULT FOR THIS OUTCOME:**

('000)	BUDGET	ACTUAL
Income	-17	-888
Expenditure	6,799	6,073



# Building a Smart and Innovative 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 establish Macquarie Park as 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 to our community and beyond.

The community wants more support for local businesses, an emphasis on renewing places to attract investment, an established night-time economy, and more shops, cafés, 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, cafés and restaurants.

# How we monitor progress

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

# Who is guiding our progress?

- Economic Development Advisory Committee
- · Macquarie Park Forum

# Programs that support this outcome

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

# In 2018/19, we asked you about:

- 'Dine Out in Ryde' trial program
- Eastwood Short Stay Car Park
- New markets
- · Wilga Park public art

# Services HIGHLIGHTS

## Supporting economic development across our City. We:

- Hosted a range of initiatives, including the Ryde Business Bootcamp program, Get Connected, Chinese trade delegations and the popular Shop Shapers program.
- Ran the Business Mastermind Program to support the continued growth of our medium-sized business sector.
- Delivered the Hospitality Industry Sector Forum in partnership with TAFE Ryde School of Hospitality.
- Supported a gin distillery pop-up bar by Buffalo Vale distillery as part of our Macquarie Park placemaking program. More than 300 people enjoyed the food, live music and refreshments.
- Joined the NSW Government's Easy to Do Business Program to help fast-track business owners' progress through government processes.
- Launched Venture Café Sydney on 21 February 2019. The City of Ryde is a founding partner.

## Driving night-time activity in Macquarie Park. We:

 Worked with local businesses in Macquarie Park as well as the live music industry to promote the area as an entertainment and recreation precinct.

#### Getting behind our community. We:

- Hosted the Get that Job Day: Youth Jobs and Skills Expo, an all-inclusive event for the youth of Ryde.
- Ran the Skilled Migrant Program, which is designed to assist new and settled migrants integrate into the Australian lifestyle and culture. Twenty-four people attended a series of free workshops.
- Delivered the Women in Business Community of Practice each month, in partnership with CSIRO. We hosted a group of business women from the City of Ryde and beyond to share, learn and support each other.
- Celebrated International Women's Day with two events: the Women in Business Forum and the International Women's Day Forum.



#### **BUSINESS CAPACITY BUILDING**



NEIGHBOURHOOD ACTIVATION

Promoting the City's neighbourhood and town centres and working with local businesses and the community to deliver upgrades, activities and improvements to ensure that they continue to be vibrant and productive places within our City.

#### **PROJECTS**

- West Ryde Plaza
  - We re-located existing public art and embellished the West Ryde Plaza space through improvements to shade cover, tree planting, landscaping and place activation.
- Placemaking Macquarie Park
  We developed an Action Plan to
  support activation in Macquarie Park
  including events and engagement
  activities, and three years funding for a
  Venture Café.
- Pedestrian accessibility around
  Macquarie Park was further enhanced
  with a footpath upgrade along the
  eastern side of Khartoum Road.
- Town centre upgrade implementation
   renewal
  - Ongoing program of town centre upgrades and renewal. For 2018/19, upgrade works in Gladesville Town Centre and design and planning for upgrades in West Ryde completed.
- Lachlan's Line community facility
  We designed the community space/
  facility provided as part of the
  Lachlan's Line development Voluntary
  Planning Agreement.
- Public art embellishment in Macquarie Park

We delivered public art as part of the upgrade to the Shrimptons Creek Corridor. Wilga Park public art component installed.

## Transport and pedestrian initiativesMacquarie Park

We worked in partnership with Connect to deliver transport and pedestrian initiatives in Macquarie Park. Feasibility analysis for an on-demand bus service determined the service will not be feasible with current funding and anticipated demand.

#### Wireless services and smart technologies implementation in Macquarie Park

Our rollout of wireless services in Macquarie Park continued with free WiFi installed at Wilga Park.

## Planting embellishment programMacquarie Park

Plantings were embellished across Macquarie Park to provide a quality public domain that supports Macquarie Park's growth as a strategic employment centre.

Business sector and economic development to support local businesses and a stronger local economy.

#### **PROJECTS**

Transport Management Association (TMA) for Macquarie Park

Council's contribution to the Connect Macquarie Park Transport Management Association (jointly funded in partnership with the State Government and the business community).

Macquarie-Ryde Futures –
 PhD in social inclusion

Part funding for PhD project examining the effectiveness of recent social inclusion projects.

- Implementation of marketing plan Review and update of the Macquarie Park Marketing Plan. See page 79 for more about this project.
- Economic Development Plan implementation

Implementing the actions from Council's Economic Development Plan, including developing an online directory and websites, business awards, conducting business surveys and implementing small business development programs.

 Macquarie-Ryde Futures-PhD-Urban planning

Part funding of a PhD project investigating urban planning, housing and community development in Macquarie Park.

NSW Small Business

Conducting business events for local startups and SMEs.



West Ryde Plaza upgrade



Upskilling your business for the future workshop



The
Macquarie Park
precinct is fast evolving
as Australia's premier
innovation district with
the formation of the
Macquarie Park
Innovation District
(MPID) Strategy.

#### The year in review

#### Launching Venture Café

Local entrepreneurs received a big boost with the launch of Venture Café Sydney in Macquarie Park. This marks the arrival of the globally-recognised innovation community in Australia, and is part of our Macquarie Park placemaking program. The City of Ryde is a founding partner in Venture Café Sydney, which aims to build an innovation ecosystem in the area by promoting innovation and collaboration between start-ups, entrepreneurs, corporates, investors and other organisations through weekly programs and events.



## Hosting the Community of Practice – Women in Business

Local businesswomen have a new place to learn, support each other and grow. Each month the City of Ryde, in partnership with CSIRO, hosts our 'Community of Practice - Women in Business Group'. This popular new program grew out of the City of Ryde's Women's Empowerment Bootcamp Series (WEBS) funded by Investing in Women NSW in 2017/18. Members have reported new business opportunities that have come about from being part of the group. They have also told us that the topics discussed provide relevant and practical information they can implement into their businesses.

#### Supporting economic development

Our Economic Development Program targets micro, small, medium and large enterprises. A key aim is to provide continuous and regular events, programs, and initiatives that will help drive job creation. This year the program included our Ryde Business Bootcamp program, Chinese trade delegations at Macquarie Park, the popular Shop Shapers program and monthly workshops on a range of topics for SMEs including marketing, digital media, cash flow management, and Single Touch Payroll (STP). We host Get Connected - Big Ideas for Small Business each year, which provides SMEs with new connections, information, education and inspiration.

#### Celebrating International Women's Day

To celebrate International Women's Day, we hosted two events: the Women in Business Forum and the International Women's Day Forum.

The International Women's Day Forum was a celebration of women's empowerment. This inclusive and diverse event was attended by 150 women and featured high-profile women and entertainment that focused on the theme #BalanceForBetter.

A series of Women's Business Workshops were also held as part of the City of Ryde's Women's Empowerment Bootcamp project. Workshops covered a range of issues relevant to entrepreneurial women, including starting up a business, moving from a home-based business to the next level and marketing for growth.

#### Helping young people get that job

Get that Job Day: Youth Jobs and Skills Expo was an all-inclusive event for the youth of Ryde. As well as presenting 100 real job opportunities to young people seeking employment, the event also provided professional LinkedIn headshots, information stalls and workshops. Speakers offered a step-by-step guide to job seekers on getting the job they really want, provided insights into the power of first impressions and introduced business etiquette. They also discussed the importance of volunteering and actively participating in the community, and (particularly relevant for migrant youth) advice on navigating Australian culture.

Approximately 200 people attended the event.



Get that Job Day: Youth Jobs and Skills Expo



Community of Practice – Women in Business Group





## **Encouraging prospective business** masterminds

To support the continued growth of our medium business sector (which employs 50+ employees and has a turnover of more than \$2 million) we delivered a Business Mastermind Program between February and June 2019. The five-session program provided practical advice methodologies and processes with proven outcomes for business growth, peer-to-peer support plus opportunities for personal and professional development.

Fifteen businesses completed the Business Mastermind Program.

## Helping small business generate big ideas

Each year, we hold Get Connected – Smart Ideas for Small Business in partnership with Optus for more than 200 local SMEs. Designed to provide relevant, practical information that participants can immediately apply to their businesses, it also provides an extraordinary networking opportunity and the chance for businesses to connect with new prospects, suppliers and support agencies.

#### Supporting new business owners

To help new businesses get off the ground, we deliver the Ryde Business Bootcamp in partnership with Ryde TAFE. This eight-week course covers all aspects of opening and running a business and is exceptionally popular, with over 60 participants completing the program.

#### Supporting the hospitality sector

With people increasingly shunning the kitchen in favour of eating out locally, during the year we delivered a Hospitality Industry Sector Forum in March 2019 in partnership with Ryde TAFE School of Hospitality. The forum included practical marketing strategies, staffing tips and training to support our local restaurant owners and operators to help them to thrive – not just survive.

Sixty local restaurant businesses attended the Hospitality Industry Sector Forum.

#### Shortlisting sites for event activation

With markets known to bring communities together and inject life into neighbourhoods, during the year, two sites were identified for regular markets or events. West Ryde Plaza and Anderson Park in Meadowbank were recognised as having suitable amenities, access to power and parking. The community was then consulted to gauge their input into the types of activities they would like to see at these locations. Following consultation, West Ryde Plaza was identified as the preferred location.

## Installing vibrant public art in Macquarie Park

The upgrade of Wilga Park includes three vibrant artworks: Mandala, an elevated circular mosaic; Burst, a vibrant orange-hued installation that is an expression of movement and energy; and Sabretooth seats, modular precast forms that inspire curiosity among passers-by and park visitors. The artworks were commissioned as part of the Shrimptons Creek Corridor upgrade and make a substantial contribution to the City of Ryde's growing public art collection

Wilga Park public art

#### **Challenges**

#### **Developing Macquarie Park as an entertainment and recreation precinct**

Macquarie Park is experiencing an unprecedented residential boom, however, the development of social, community and other recreational activities and events to support the rapidly expanding business and residential population is lagging behind. To support this growth, we are committed to the continued development of Macquarie Park's entertainment and recreation precinct. We are partnering with businesses, the live music industry, entertainment venues and other stakeholders to develop strategies to promote local events and activities.

A promotional package that provides local employees with an overview of the recreational and entertainment options available is being developed. In addition, we are identifying ways that current planning controls can be altered to enable and encourage night-time economic activity and entertainment. These will form part of the review of our Local Environment Plan which is due to be completed in 2020.

#### Marketing Macquarie Park

As Sydney continues to grow and change and residential apartments increase in Macquarie Park, some businesses have relocated from the business precinct. During the year, we reviewed and updated the Macquarie Park Marketing Plan to ensure that we are showcasing the precinct's features and opportunities and continue to attract and retain world-leading businesses.

The review identified opportunities to better promote the area and attract more businesses and start-ups (particularly in the technology sector). In response, our revised marketing plan recommends improvements to the pedestrian accessibility of the area and outlines strategies to showcase local success stories across social media and publications with wide readership. It also supports leveraging momentum generated through publicity around the Macquarie Park Innovation District; recommends promoting Macquarie Park internationally through Federal and State agencies such as Austrade; engages the not-for-profit and community sector; and encourages the promotion of the many social enterprises and good news stories generated through the co-location of innovation, market leading retail spaces and the university.

#### The year ahead

We are focused on ensuring the City of Ryde is developed in a way that creates business opportunities in vibrant urban centres. We are continuing to upgrade our public domain, and are facilitating business moving to, and thriving in, the City of Ryde – both day and night. Efforts are ongoing 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 a globally-recognised education and corporate and technology hub.

In 2019/20, we have the following projects planned:

#### Centres and Neighbourhood program

- Placemaking Macquarie Park
- Transport Management Association for Macquarie Park
- · Town centre upgrade renewal

#### Community and Cultural program

 Macquarie-Ryde Futures - PhD -Social inclusion

#### **Economic Development program**

- Economic Development Plan implementation
- Marketing plan implementation

#### Land Use Planning program

 Macquarie-Ryde Futures - PhD -Urban planning (Macquarie Park)

#### Strategic City program

- · Giffnock Avenue footpath upgrade
- Planting embellishment program Macquarie Park
- Wireless services and smart technologies implementation in Macquarie Park

#### **Traffic and Transport program**

Ryde electric vehicle innovation

\$16.8 million investment is planned for this outcome over the next four years.

# OUR NATURAL AND SUSTAINABLE CITY

The City of Ryde's open spaces and natural areas provide breathing spaces. People can easily access protected catchments and waterways. The built environment retains local character and heritage while providing contemporary energy and resource savings and sensible waste solutions.



#### PRIORITIES FOR THIS OUTCOME:



#### **SUSTAINABLE PLANNING**

Reducing our environmental footprint and protecting our natural and built environments

- Being active environment leaders in all that we do and leaders in ecologically sustainable development.
- Using planning controls to encourage developments that use less water and energy and maximise recycling.
- Innovating our waste and recycling services to achieve the highest level of resource recovery.

PRIORITY 2

# PROTECTING NATURAL AREAS

Reducing our impact on our natural systems and strengthening the health of our natural corridors

- Continuing investment in programs that protect and enhance the City of Ryde's natural areas including our bushlands, waterways and ecosystems.
- Collaborating with volunteers, businesses and the community to care for and enhance our natural areas.





# RESILIENT INFRASTRUCTURE

# Managing infrastructure to reduce risk and impacts

- Building the City's resilience to natural hazards and working to reduce long term and immediate climate related risks and impacts.
- Upgrading and managing stormwater, drainage and seawall infrastructure to improve service levels and reduce risks to the environment and the community.



Gardeners hard at work for Our Common Ground Sustainable Food Program

#### QUARTER 4 RESULT FOR THIS OUTCOME

('000)	BUDGET	ACTUAL
Income	-24,298	-24,121
Expenditure	32,848	30,458

Every year, the City of Ryde residents generate over 46,000 tonnes of waste and recycling of which we send 56.5% to landfill.



205 ha

of natural areas distributed over 71 parks and reserves



main creeks/waterways monitored for water quality and ecosystem health



22

different vegetation communities have been mapped, with over

570
species of native plants
recorded in Ryde bushland

5 regional

7

local biodiversity corridors connecting to major rivers

40

reserves that contain threatened ecological communities



Anti-littering mural in Gladesville



Problem Waste Drop-off Recycling Stations located throughout the City of Ryde

# Building our Natural and Sustainable 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 growing and changing City requires considered urban renewal that enhances natural assets and encourages sustainable living that reduces water and energy use, and waste.

Our community has told us that the City's natural environment, green open spaces and parks are things they love the most. People want us to show leadership in environmental and sustainable 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.

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

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.

# Programs that support this outcome

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

# Committees that support this outcome

- Bushland and Environment Committee
- Renewable Energy Advisory Committee

# How 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

# In 2018/19, we asked you about:

- Meadowbank Park and Memorial Park Masterplan and Plan of Management
- Plans of management for parks and sportsgrounds
- Morrison Bay Park improvements
- Your waste services for input into the Waste Management Strategy
- Natural Areas Generic Plan of Management
- Draft Local Strategic Planning Statement
- Wildlife Protection Areas
- Tree Management applications
- Parramatta River Parklands
   Plan of Management



#### **Services**

#### **HIGHLIGHTS**

## Protecting our natural areas, waterways and local biodiversity

- We completed our Flora and Fauna Studies 2018 report that covered 42 parks and reserves along the Parramatta River, Shrimptons Creek, northern and western reserves.
   See page 89.
- We launched the 11-council Parramatta River Masterplan which will see parts of the Parramatta River swimmable again by 2025. Towards improving water quality and reuse, we completed projects rectifying stormwater harvesting systems at Meadowbank Park and started works at Ryde Park to improve capture and use.
- We undertook bush regeneration works in 47 parks and reserves across Ryde, totaling over 92 hectares.
- Our Bushcare program saw over 4,300 volunteer hours contributing to increasing biodiversity through planting partnerships with Tzu Chi, Enviropacific, CA Technologies, SAP Concur and Morling Theological College, across 23 sites, and helped to restore and manage 11 hectares of bushland.
- 195 volunteers helped plant 900 native plants to create a wildlife corridor along Buffalo Creek during National Tree Day activities at Laurel Park, with additional corridor plantings across the City. See page 89.

#### Keeping our energy use in check

- We lowered our City's greenhouse gas emissions by 6.8 percent through efficiency programs reducing our energy consumption and renewable energy including our continuing solar photovoltaic (PV) installation program. In 2018/19, we used 54,058GJ of energy during 2018/19, which is only marginally higher than our baseline usage in 2003/04.
- Overall, Council used 15.9 percent less electricity used this year compared with estimated usage in baseline year 2003/04, despite organisation growth.
- We now have 376kW of solar PV system capacity across four City of Ryde facilities, generating a total of 270,500kWh of renewable energy this year.

#### Reducing our water consumption

• During the year, 132,616KL water was consumed by Council, a substantial 16.6 percent decrease on 2017/18 levels and a small increase (3.8 percent) over the estimated 2003/04 baseline usage of 127,796KL. This was a significant achievement during prolonged drought conditions and helped by remote monitoring of water meters and responsive leak detection.

#### Cutting waste, recycling more

- We updated our Waste Management Strategy, with an ambitious target for reduction in waste sent to landfill from our City, to be adopted in 2019/20.
- We introduced a Council policy to reduce single-use plastics.
- We collected more than 34 tonnes of hazardous materials at the annual Household Chemical CleanOut, held in conjunction with the EPA. In addition, residents dropped off a further 42.4 tonnes of problem waste to the Community Recycling Centre (CRC) in Artarmon. Both these facilities contributed to reducing hazardous waste from landfill.
- The ninth year of the Sustainable Waste to Art Prize (SWAP) attracted around 160 entries, with over 400 visitors attending the awards night and exhibition.



Parramatta River Masterplan



Household Chemical CleanOut



Solar My School Program



#### **ENVIRONMENTAL PLANNING AND MANAGEMENT**

Policy development, planning, management and reporting of the City of Ryde's natural and urban environment to protect and enhance the City's natural areas, including our bushlands, waterways and ecosystems, and to improve the overall environmental performance of our built environment. Our work includes improving our corporate and community-based environmental reporting practices and ensuring that we remain a responsible corporate leader in ecologically sustainable development and managing climate change risk, adaptation and resilience measures in partnership with the corporate and community sectors.

<b>PERFORMANCE</b>
--------------------

	2018/19	2017/18
% increase in organisation energy usage each year since 2003/04 (Target <= 5% increase)	0%	+2.6%
① % increase in organisation potable water usage on 2003/04 usage (target <= 2% increase)	+3.8%	+27%

Achieving potable water reductions continues to be difficult given hot and dry conditions and the need for additional irrigation with a number of subsurface water leaks.



 West Ryde Community Centre solar project

Installation of a 26kw solar system on the West Ryde Community Centre to reduce running costs and reduce GHG emissions.

- Sustainable Waste 2 Art Prize This award targets youth (aged 12-25) with participants creating works made from repurposed waste material. Now in its ninth year, community interest in this award remains high with 160 entries received.
- RALC Multi-Purpose Centre solar 846 panels were installed to create a 300kW solar generation plant.
   12 percent of total RALC site electricity is now generated by solar.
- Ryde Biodiversity Plan implementation

Annual program of work focusing on high priority actions identified in the Ryde Biodiversity Plan.





85



#### **NATURAL AREA MANAGEMENT**

Protecting and enhancing the City of Ryde's natural areas including bushland, waterways, catchments and ecosystems. Includes protection and conservation of natural areas and biodiversity, weed control and pest management, as well as environmental monitoring and reporting, collaborating with volunteers, businesses and the community to care for and enhance the City's natural areas. We also maintain asset protection zones and manage extreme fire risk in bushland across the City of Ryde.

During the year, we undertook work in 47 of our parks and reserves across Ryde, totalling over 92 hectares. We maintained more than four kilometres of asset protection zones (firebreaks) across our City to minimise risk to private properties and major assets in fire conditions.

#### **PROJECTS**

#### Terrys Creek walking trail

We upgraded parts of the existing Terrys Creek walking trail connection delivering the second stage of the 2km stretch of project between Parramatta Council and Ryde natural areas and Browns Waterhole to address significant erosion issues along the existing bushland walk. Year three of the four year project is now completed, second year of boardwalk installation completed of the trail from Wood Street to Epping Road now complete.

#### Parks and open space tree planting program

Planting additional trees in parks, usually around playgrounds to provide additional shade and amenity for park users.





#### **CATCHMENTS & STORMWATER**

Managing, upgrading and maintaining water catchments, stormwater drainage networks and foreshore infrastructure and assets, including local creeks and works, through the development process. This also includes floodplain management, reducing risks to the environment and community from flooding, working to improve water quality in local waterways, and reducing the use of water and energy through stormwater harvesting and reuse.

2,032 metres of stormwater pipelines laid

146 stormwater pits

Water quality monitored across

5 major waterways



Terrys Creek walking trail

#### **PERFORMANCE**

	2018/19	2017/18
% of stormwater assets that are condition level 4 or better (Target >= 95%)	98.2%	99%

#### **PROJECTS**

① 146 Bowden Street trunk drainage
Works related to the developer
contribution towards stormwater
works at 146 Bowden Street.
Negotiations on the Deed of
Agreement are ongoing.

( ) Shepherds Bay outlet

Increasing the functional capacity of the stormwater outlet, installing new infrastructure and water quality devices, and outlet protection works at the Parramatta River seawall. Design to be finalised. Construction works have been delayed, to be completed in concurrence with the 146 Bowden Street trunk drainage works.

() Smalls Road and Lavarack Street drainage expansion

Construction of a new stormwater pipeline within the Smalls Road school site. Negotiations ongoing.

- Ann Thorn Park catchment works Management of high flood risks around Ann Thorn Park and Richard Johnson Crescent as part of proposed development works taking place in and around the Meadowbank employment area.
- Stormwater asset replacement renewal

Ongoing program to restore and improve stormwater drainage infrastructure, including construction of missing links in locations where road drainage is inadequate, creek rehabilitation and renewal of water quality devices.

- Eastwood town centre flood study Investigating options to reduce inundation of Eastwood town centre following heavy rainfall events and identifying a preferred option for managing flooding risk.
- Stormwater improvement works renewal
  Ongoing program of stormwater improvement projects to alleviate flooding risk and impacts and improve water quality.

 Field of Mars Visitor Centre road and stormwater disposal works
 A group of projects to improve road access and stormwater disposal at the visitor centre.



Stormwater works



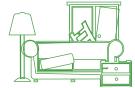
Delivering the full range of domestic and commercial waste services for the City of Ryde, including facilitating recycling and disposal services and education services to target the responsible disposal of waste.

The City of Ryde's waste services include: a three-bin collection system for general waste, recyclables and garden organics; pre-booked collection services, chipping and mulching collections, and TV and computer collections; street litter stations and recycling systems in parks; problem waste recycling drop-off stations for batteries, light bulbs, mobile phones and ink cartridges; medical sharps disposal service; and commercial waste and recycling collection services for approximately 800 businesses.

43.5% of material was diverted from landfill, equating to 186 kg of waste and 130 kg of recyclables per person.



Over **67,100** bin collections each week



27,721
Pre-Booked Household
CleanUp Collections

#### **PERFORMANCE**

① % tonnes of recycling from all domestic waste services (Target > 48%)

43.5% 44%

2017/18

2018/19



23,523 tonnes

of waste sent to landfill – including commercial waste

8,215 tonnes

1,889 tonnes of waste diverted from landfill

of waste diverted from landfill extracted from general household and commercial waste sources

4,176 tonnes of household cleanup collected

8,962 tonnes of garden organics collected

102,474 tonnes of construction materials (asphalt, concrete, soil, mulch) recycled

29,544 tonnes of council construction and demolition

More than **34** tonnes of hazardous materials collected in the annual Household Chemical Cleanout

**42.4** tonnes

of problem waste was dropped off by residents to Community Recycling Centre in Artarmon

600 people
were involved in more than 60 waste
education workshops and more than

3,000 people

attended waste education stands at our community events with 100% customer satisfaction

97%

customer satisfaction with waste services provided by Council

#### **PROJECTS**

 Community problem waste recycling centre

A joint initiative by the Northern Sydney Regional Organisation of Councils to operate a Northern Sydney Community Recycling Centre (CRC).

- Porters Creek CRC feasibility study A feasibility study to determine a location and costs for building a CRC at Porters Creek
- Porters Creek precinct
  Preservation of underground creek
  culverts, maintenance of
  environmental controls and
  reconfiguration of the Porters Creek
  site for optimal use.
- Single use plastic reduction Implementing the City of Ryde's commitment to phase out single-use plastics in all council operations and events.
- Recycle Right and Reduce Waste An education campaign to reduce the level of cross-contamination in recycling waste.
- Old landfill sites subsidence program

Remediating subsidence issues on sportsgrounds that are located on old tip sites and are experiencing considerable ground movement.

- Laurel Park litter prevention A grant-funded litter education and park improvement project at Laurel Park, Buffalo Road, Ryde.
- Eastwood litter prevention campaign Active education measures to reduce litter and illegal dumping in the Eastwood shopping precinct and canal area.
- Managing waste reduction in multi-unit dwellings

Improving recycling rates and reducing illegal dumping and waste generation from residents in multi-unit dwellings (EPA funded).

#### The year in review

#### MANAGING OUR NATURAL AREAS

#### Restoring and regenerating our bushland and creeks

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, totaling over 92 hectares.

Our Bushcare program saw over 4,300 volunteer hours contributing to the City of Ryde program across 23 sites, and helped to restore and manage 11 hectares of bushland. National Tree Day at Laurel Park attracted over 195 volunteers who helped plant 900 native plants to create a wildlife corridor along Buffalo Creek. Additional corridor plantings at ELS Hall Park, Pembroke Park and Meadowbank Park were also completed during the year, while Schools Tree Day was held at Tuckwell

We increased community awareness of our natural areas through planting days, new educational material about planting and updated species information on our website, including new information about native vegetation communities. This highlighted different vegetation communities' locations, diversity of species and importance to their local ecosystems. Students visiting the Field of Mars Environmental Education Centre have been using the website during their field studies.

We developed a citywide planting guide to help both Bushcare volunteers and community members to provide habitat and wildlife corridors by selecting the right species for each vegetation community and choosing the right planting methodology.

Our restoration of Shrimptons Creek continued, with 750 square metres of newly revegetated corridor space. Restoration works included riparian planting to enhance native animal corridors and in-stream water quality improvement works. Together, these initiatives will improve habitat for small native birds and other fauna, help connect canopies and improve biodiversity through Macquarie Park.

The third year of our Terrys Creek Walking Trail project saw the renewal of degraded bushland tracks along the creek between Wood Street and Epping Road, with stretches of boardwalk decking installed at Pembroke Park, steps, bridges and a viewing platform installed. Increased usage of the walking trail is evident and positive feedback has been received from the local community.

As part of our efforts to protect endangered vegetation communities and sensitive areas, delineation works were carried out at Marsfield Park to protected endangered Sydney Turpentine Ironbark Forest, and at Koonadan Reserve and Melrose Park to protect endangered saltmarsh.

Fifteen educational timber signs were installed in bushland at Blue Gum High Forest reserves and Terrys Creek reserves. The signage highlights significant features about the parks and endangered ecological communities, walking trails and vegetation communities.

#### Protecting our biodiversity

Our biodiversity plan provides a comprehensive framework to assist in the management, enhancement and protection of natural areas and biodiversity across Ryde.

We are three years into the plan's implementation, with projects this year ranging from installing educational signage in bushland areas to a feral animal control program and the commencement of a wildlife protection project.

To better understand our local biodiversity, we completed the final Flora and Fauna Studies 2018 report that covered 42 parks and reserves along the Parramatta River, Shrimptons Creek, northern and western reserves. Notable fauna sightings included swamp wallabies, short-beaked echidnas and longneck turtles. A total of 74 bird species, 25 mammals, four amphibians, eight reptiles and two fish were recorded during the study, with six threatened species identified. There were 403 native flora species recorded.

We also consulted with the community about wildlife protection areas across the City of Ryde. These areas were identified within three high conservation bushland corridors: the Terrys Creek corridor, Kittys Creek corridor and Field of Mars Reserve. Wildlife protection areas are intended to better protect our unique native wildlife and to provide a platform for community education in relation to responsible pet ownership.



National Tree Day



Our feral animal control program continues to be rolled out across the city, targeting rabbit and fox populations within bushland and community lands. Actions taken at Brush Farm Park, Denistone Park, Field of Mars Reserve, Glades Bay Park, Kittys Creek Reserve, Lambert Park, Portius Park and Tasman Park resulted in 16 foxes and eight rabbits controlled over a four-month period. With the success of this program we are looking to expand into other high priority parks and corridors in the coming year.

We 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 installing signage and providing flyers to community members at a number of events across our City and in the local area around the Field of Mars.

With weeds an increasing threat to our natural bushland areas, we were happy to win a Weed Action Program Grant to fund a full-time biosecurity officer to manage our weed populations and ensure we are complying with legislative obligations relating to environmental weeds.

#### Reducing our bushfire risk

Following several years of lower than average rainfall, property adjacent to our bushland areas is at risk from bushfires. During the year, we actively maintained more than four kilometres of asset protection zones (firebreaks) across our City to minimise risk to private properties and major assets in fire conditions.

#### **OUR WATERWAYS AND FORESHORES**

#### Cleaning our waterways

As part of the 11-council Parramatta River Catchment Group, we launched the Parramatta River Masterplan which will see parts of the Parramatta River swimmable again by 2025.

During the year, we investigated potential future swimming sites on the Parramatta River and identified Putney Park as the most viable to continue activation and swimmability outcomes for our community. Concept design works commenced in 2018 and site investigations are underway to confirm options for the design. The City of Ryde has also partnered with Sydney Water to commence water sampling in 2019.

A range of projects were completed as part of the City of Ryde's commitment to the Masterplan, including rectifying Meadowbank Park's stormwater harvesting system and rainwater capture upgrade at Ryde Park. We enhanced Shrimptons Creek with riparian planting and in-stream water quality improvement works, and completed stormwater disposal works at the Field of Mars Visitor Centre to reduce erosion into the creek and mitigate flooding. We also continued to monitor our five major creeks for water quality and biological health bi-annually.

Our erosion and sediment control on building sites project continued and in May 2019 the City of Ryde joined the **NSW Environment Protection Authority** (EPA), the Department of Planning and Environment (DPE) and 17 councils across four catchment groups in a month-long compliance blitz on soil erosion and sediment control at construction sites around the Parramatta River. The blitz was part of the Parramatta River Catchment Group's 'Get the Site Right' initiative, which highlights the role that developers and builders play an important role in keeping the river clean and helping to make it swimmable again by 2025.



'Get the Site Right' initiative for erosion and sediment control on building sites

## Monitoring our creeks for water quality and biological health

We continued to monitor our five major creeks for water quality and biological health bi-annually. This year, sampling at these creeks — Shrimptons, Buffalo, Terrys, Archers and Porters — included a wet weather sampling trial. We uploaded 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.

## KEEPING OUR CARBON EMISSIONS IN CHECK

We are now in our second year of membership with the Cities Power Partnership, Australia's largest network of local councils tackling climate action. As part of its partnership pledge, the City of Ryde has committed to educating our community on renewable energy uptake, continuing to install solar photovoltaic (PV) systems on our assets wherever feasible, rolling out energy efficient streetlighting, encouraging sustainable transport uptake and implementing behavioural change programs.

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

Across all Council facilities our total energy use for 2018/19 was 54,058GJ, substantially down on last year's usage and a very small decrease on the estimated 2003/04 baseline of 54,219 GJ. We lowered our GHG emissions by 6.8 percent since last year through efficiency programs and renewable energy uptake.

Energy consumption reductions were achieved thanks to a number of initiatives, including our continuing solar PV installation program. This delivered an additional two solar projects at Ryde Aquatic Leisure Centre, which, at 846 solar panels, is the largest solar installation in north western Sydney, and complements an already-installed cogeneration plant to reduce the centre's energy costs and greenhouse gas emissions. A 7.48kW solar PV system was installed at Eastwood Hall and solar PV panels were also installed at West Ryde Community Centre in June 2019.

In addition, multifunction LED light poles were installed near Bowden Street, Meadowbank to reduce energy consumption.



The following tables compare our annual organisation wide energy consumed (GJ) with our 2003/04 baseline.

## Organisation-wide energy consumed (GJ)

03/04 54,219 15/16 57,448 16/17 55,706 17/18 56,139 18/19 54,058

This consumption includes electricity and mains gas.

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

03/04 13,744 15/16 14,148 16/17 14,043 17/18 12,456 18/19 11,610

#### Minimising water consumption

Our organisation water consumption this was 132,616KL, which was a 16.6 percent decrease on 2017/18 consumption levels – a significant achievement during a drought, although it is 3.8 percent higher than estimated for 2003/04.

To reduce waste, we added remote water meter monitoring and responded quickly to any leaks detected.

The following table compares our annual organisation wide water consumption (kL) with our 2003/04 baseline.

## Organisation-wide water consumption (kL)

03/04 127,796 15/16 115,307 16/17 122,133 17/18 159,056 18/19 132,616

#### Increasing our resilience

We started work on the first-ever *Ryde Resilience 2030 Plan* to respond to the Resilient Sydney Strategy and complement work under the Greater Sydney Commission's North District Plan. We also continued resilience partnerships with 33 councils across Sydney to work on carbon management and on managing and mitigating urban heat islands.

#### Embracing sustainable transport

We began to transition our City into low carbon transportation alternatives with a successful electric vehicle bid.
We completed a number of projects contributing to sustainable transport improvements – including reviewing our car share guidelines, reviewing travel plans for major developments and undertaking electric vehicle investigations.

Our Shop Ryder bus service saw 53,635 passenger trips taken, keeping thousands of single person car trips off our local roads.

#### WASTE, RECYCLING AND LITTER

#### **Updating our Waste Strategy**

We completed our Waste Management Strategy update, which proposes an ambitious target for reducing waste sent to landfill from our City. The strategy will help guide both Council and our community to address challenges in the waste industry and improve waste diversion. It will also help us to improve our services, prioritise resource recovery and collaborate regionally. The new strategy will be adopted in 2019/20.

## Helping our community live sustainably and make a difference

Our community has told us they are eager to make more sustainable choices. To help inform their decision-making processes, we hosted a range of events throughout the year. We are empowering our community to act on local environmental and sustainability initiatives. We offer a range of programs that help protect and enhance the natural environment, reduce collective resource consumption, encourage community spirit, resilience, connectedness and wellbeing and promote community responsibility and engagement for sustainable outcomes.

Now in its ninth year, the Sustainable Waste to Art Prize (SWAP) invited members of the community to enter upcycled functional art made from recycled material or works with a sustainable living theme. The competition attracted approximately 160 submissions, including recycled plastics, sculptures, handwoven creations, colourful collages and wearable art, of which 80 were selected for the awards night and exhibition. Over 400 visitors attended the exhibition.

We hosted a presentation on the importance of local resilience in partnership with Macquarie University and Radio Station 2SER. This presentation was attended by more than 100 people and featured a panel of experts, including Ed Blakely – Director of Recovery in New Orleans after the Hurricane Katrina Disaster (2007–2009) in the United States of America.



State Emergency Services at our Granny Smith Festival

Through the Ryde Environmental Educators Network (REEN), we conducted a series of waste and recycling workshops at local preschools, schools and Meadowbank TAFE. In 2018/19, more than 20 schools actively participated in the Ryde Environmental Education Network (REEN) program with presenters from the NSW EPA Love Food Hate Waste project, Parramatta River Project, National Tree Day, Bee and Bee Highway and Take 3 for the Sea, in addition to presentations by Council officers.

During National Recycling Week, we engaged 752 students with modules on recycling, littering and unwrapped lunches. We also continued our partnership with Keep Australia Beautiful and funded the EnviroMentors program, which delivers fun, engaging and syllabus-linked educational workshops on litter reduction and care for the environment in primary schools.

We celebrated World Water Day with a 'Paddle on Parramatta River' event, kayaking from Kissing Point Park to Putney Park to educate our residents on our work with the Parramatta Catchment Group, the importance of waterway health and our plans to make the river swimmable again by 2025.

We inspired our residents to wrap their Christmas presents and gifts in fabric using more sustainable options such as the Japanese *furoshiki* technique. This workshop was so popular with residents that we held a second workshop.

We held multiple workshops promoting our latest solar assistance tool, Sunspot. The largest of these workshops was held at the Science Week Expo held at Ryde Library in August and attracted approximately 2,000 people. Interest in this program continues and complements the City of Ryde's in-home Home Waste and Sustainability Advisory Service.

We celebrated World Environment Day with the community by hosting a Sustainability Festival by the water at Putney Park. The hugely successful festival featured free workshops, food stalls, a coffee cart, waterside deck chairs and picnic blankets, animal shows, face painting and stalls with plants as well as education stalls on waste and sustainability programs.





Sustainability Festival

The success of our sustainability e-newsletter 'Smarter, Cleaner, Greener' grew, delivering news and updates to over 3,000 residents each month. The newsletter features the latest sustainability, waste and environmental news, green living tips and relevant upcoming Council events.

## Improving our residential sustainability outreach

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. We also serviced six problem waste stations conveniently located throughout the LGA.

Four *Your waste adventure* tours allowed participants to see first-hand how a recycling facility operates and how recyclables from Ryde are sorted and processed.

Four compost and worm farming demonstrations were conducted and two kitchen garden workshops were held at The Habitat, our local community garden nursery.

At this year's Granny Smith Festival we promoted our Pre-Booked Household CleanUp Collection service and drew visitors' attention to the issue of contamination in yellow recycling bins. Representatives from Know Waste also audited stalls to ensure they were not using or selling single-use plastic items, in line with the City of Ryde's Single-Use Plastic Policy.



#### Cleaning up litter

We encouraged community participation in CleanUp Australia Day with three businesses, nine schools, two youth groups and eight community collecting approximately 820 kilograms of rubbish.

A litter reduction project was undertaken in Laurel Park and the Buffalo Road industrial area. With the help of Ryde Secondary College, Holy Cross College and Ryde Primary School, we carried out a cleanup in Laurel Park, followed by a community tree planting event and the installation of 'Litter. You know it's wrong' murals and banners.

In Eastwood, we installed a 'Litter. You know it's wrong' mural along the canal. We also installed two water fountains, upgraded a bin storage pad, provided pavement decals and butt bins and held community workshops to educate residents and visitors to Eastwood about the importance of litter disposal.

## Improving recycling in multi-unit dwellings

Apartment Living is an ongoing project that focuses on maximising recycling in multi-unit dwellings and minimising illegal dumping and contamination in recycling and garden organics bins.

During 2018/19, more than 25 new unit complexes came online, with 2,400 residents. We conducted a pilot project involving the provision of tubs and bags to residents to prevent materials being placed in plastic bags and therefore reducing contamination.

New signs for bin bays and chute rooms were also developed and distributed to strata managers across the City. We engaged with champions within some of the unit blocks, to assist with managing on-site bins. A workshop was also conducted with a number of the managing bodies to gain their feedback on how we can help to spread the waste reduction message.

## Looking ahead to better waste management

In response to community demand for better and more accessible ways to deal with problem waste, we are exploring the possibility of building an additional Community Recycling Centre at the Porters Creek construction waste recycling facility. We have conducted a feasibility study and applied for EPA grant funding, and, with the support of other NSROC councils, hope to provide a facility that will not only take problem waste, but also include a room for a reuse and repair workshop and possibly a community garden.



Clean Up Australia Day, Meadowbank

We also engaged with the Director of UNSW Centre for Sustainable Materials Research and Technology, Professor Veena Sahajwalla, to learn more about the work she is doing on smart microfactories, and to develop a better understanding of how this could help the City of Ryde reduce waste.

#### Taking steps to phase out plastic waste

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 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 single-use plastic drinking straws and phase out balloons, plastic water bottles, plastic cups and plastic bags in all Council operations and at Council-sponsored events. In addition to the Council phase-out, the City of Ryde is also implementing a waste education program to reduce the use of single-use plastics in our community, with a particular focus on local businesses.

## WORKING TOWARDS A SUSTAINABLE FUTURE

#### Leading innovation and transformation

At the City of Ryde we recognise that achieving sustainability goals takes both local actions and wider collaboration so we continued to develop and engage with our network of sustainability partners. We are actively seeking to be a good corporate citizen, and to model good behavior in our management of the City's assets and resources. To do this we are working to reduce resource consumption, minimise greenhouse gas emissions, and to lead by example as we help our community adopt more sustainable practices.

We are working collaboratively with the Greater Sydney Commission on the North District Plan to plan the growth and development of our cities for the next 10 years.

During the year, we collaborated with Northern Sydney Region of Councils (NSROC) on key areas including the impacts of urban heat islands, increasing renewable energy uptake across northern Sydney and transitioning to electric vehicles and low emissions transportation technologies.



World Environment Day

We are participating in the *Monitoring Urban Heat Island Impacts* university collaboration as part of an Australia-wide urban heat island microclimate study. We are also working separately with Macquarie University on the 'Which Plant Where?' research program.

In addition to our membership of the Ryde Environmental Education Network we are part of a citizen science urban microclimate project, involving students and teachers from two local high schools (Epping Boys High School and Ryde Secondary College). Approximately 15-20 monitoring stations have been set up across Ryde.

Our membership as an Ambassador Council to the Rockefeller Foundation's 100 Resilient Cities' Sydney program continued

#### Challenges

## Recyclable volumes and market uncertainty

This year our recycling tonnages are lower than past years due to a combination of reduced garden organics resulting from dry weather conditions and the introduction of the NSW Government's Container Deposit Scheme, which has had an impact on existing recycling contracts and diverted recyclables from recycling bins to Return and Farn facilities.

In addition, the China National Sword Policy initiated a widespread ban on the importation of recyclable materials from Australia into other countries. This, along with the lack of end markets for these materials created uncertainty in the waste industry. Our existing regional waste disposal contract was also detrimentally affected by the revoking of licenses for mixed waste organic material application on agricultural, forestry and mining land.

Contents of the Councils yellow bin is recycled and although we are not processing our waste to be used for mine remediation, the waste is being disposed of in an environmental and legal manner.

We are continuing to explore options to minimise the impact of this change on domestic recycling in the City of Ryde. Our current recycling processing contract is with Visy, the only vertically integrated processor in Australia.

We are also continuing 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.

Additionally, we actively continue to promote the value of recycling in our local community and enhance our education programs to reduce contamination levels and improve the overall quality of the recyclable material stock.

#### The year ahead

Our long-term priority is to protect and increase natural areas and parklands and be a leader in environmental and sustainability behaviour and initiatives. Over the coming year we will continue to work with the community, non-government organisations, state agencies and neighbouring councils to use all the tools available to us to reduce our environmental footprint, protect and reduce our impact on our natural systems, strengthen the health of our natural areas, and manage risks and natural hazards for the community.

Our key areas of focus will be:

- Implementing wildlife protection areas
- Updating key plans including our Generic Plan of Management for Natural Areas, Bushfire Risk Management Plan, and Local Weed Management Plan.
- Adopting the Ryde Resilience Plan 2030 and rolling out initiatives to improve local community resilience
- Increasing uptake of solar harvesting across the Ryde community
- Adopting resource efficiency targets for the City of Ryde
- Commencing our transition to electric vehicle technology
- Advocating for a community problem waste recycling centre (CRC) and commencing a feasibility study on locating the CRC at Porters Creek
- Improving recycling rates and targeting litter and illegal dumping
- Change the behaviour of the community so that avoiding and reducing and reusing becomes a high priority.

In 2019/20 we have the following projects planned:

#### Catchment program

- Harmonising flood studies
- Purchase WaterRIDE flood management software
- Stormwater asset replacement renewal
- Stormwater improvement works renewal

#### **Environmental program**

- · Biosecurity weeds officer
- RALC energy feasibility study and optimisation
- Sustainable Waste 2 Art Prize (SWAP)

#### Foreshore program

Kissing Point Park recreational boating improvements

## Open Space, Sport and Recreation program

- Park and Open Space Tree Planting program
- Putney Beach activation
- Ryde Biodiversity Plan implementation
- Terrys Creek walking trail

#### Waste and Recycling program

- Community Recycling Centre for problem waste
- Managing Waste Reduction in Multi-Unit Dwellings
- Old landfill sites subsidence program
- Porters Creek precinct
- Porters Park Community Recycling Centre development

\$135.5 million investment is planned for this outcome over the next four years.

# OUR CONNECTED AND ACCESSIBLE CITY

It is easy, safe and convenient for people to get to work, visit friends or shops, or use local facilities and services in the City of Ryde. Walking, cycling and public transport are easy to use and well connected throughout the City.



#### PRIORITIES FOR THIS OUTCOME:



# CONNECTIONS TO OUR CITY

## Improving access to our suburbs, workplaces and major destinations

- Continuing to advocate for better transport connections for the City of Ryde, including a light rail link from Parramatta to Macquarie Park and improved transport interchanges in key locations.
- Promoting sustainable transport and reducing reliance on cars, in our work with the State Government agencies and through organisations such as Connect Macquarie Park and North Ryde.



# CONNECTIONS WITHIN OUR CITY

# Improving access to our centres and recreation and reducing our travel footprint

- Continuing to enhance and maintain connections and accessibility to centres, open spaces and places including:
- Improved car parking options, especially in town centres.
- Planning for increased use of active and public transport options, and improved pedestrian access and mobility.
- Continuing investment in the road network, footpaths, cycleways and walkways, and considering technology solutions assisting parking and vehicle movement.





#### **DIGITAL CONNECTIVITY**

# Accessible digital connections for the community and business

 Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future 'Smart City' initiatives.



WiFi in Eastwood Plaza



The City of Ryde has

320km of roads traversing the City with over

641km

of kerbs and guttering

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,

live outside the area.

Up to 200,000

#### vehicle movements

every weekday on the four major state roads that traverse the City of Ryde.



More than

110,000

**Opal Card taps** 

1,200

bus, train and ferry services every weekday.

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

#### QUARTER 4 RESULT FOR THIS OUTCOME:

('000)	BUDGET	ACTUAL
Income	-46,006	-49,452
Expenditure	31,127	29,898



57,000

working residents use their car to get to work.

### of working residents

catch public transport to get to work, or walk, cycle or work at home.





# **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 our City. 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.

Our community wants to see new transport connections and infrastructure in advance of new housing developments, 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.

# How we monitor progress

- Vehicle movements
- Modal shift
- Community sentiment

# Committees that support this outcome

- Bicycle Advisory Committee
- Traffic Committee

# 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

# In 2018/19, we asked you about:

- Parking improvements and restrictions
- Traffic and parking around schools
- Carparking in Eastwood
- Pedestrian crossing points

# Services HIGHLIGHTS

### Improving carparking and congestion in Eastwood

- We completed the Eastwood Traffic and Parking Study, developed a traffic and parking management strategy and undertook a cycling infrastructure review for Eastwood Town Centre.
- We developed a concept plan to support the creation of a new shopper car park on the western side of Eastwood and a new public plaza and community facilities including lodging a development application for the construction of a new multi-storey short stay car park in Rowe Street to alleviate carparking shortages.

#### Winning cycleway funding

 We were awarded \$3.85 million for a shared user path along Epping Road between Paul Street and Vimiera Road and between Epping Road and Bronhill Avenue.

## Supporting the Epping to Chatswood rail shutdown

 We assisted Transport for NSW to manage traffic and bus changes associated with construction of the Sydney Metro and returning our streets to their original conditions, including implementing a temporary resident parking scheme on 38 streets to protect residents from possible commuter influx due to the rail shutdown.

#### Making our City more accessible

- We increased the walkability of our suburbs, access to public transport and helped to reduce dependence on cars, including enhancing pedestrian accessibility around Macquarie Park and upgraded bus stops to comply with the Disability Standards for Accessible Public Transport.
- We provided more than 48,700
   passenger trips on our Shop Ryder
   community bus service, conservatively
   taking over 10,000 single passenger
   car trips off the road.

#### Supporting road safety

 We continued our rolling program of road safety upgrades including delivered new pedestrian refuges and kerb ramps in eight locations in West Ryde and Meadowbank and improving pedestrian facilities at eight schools around the Ryde LGA as part of our Safety Around Schools project.



#### TRAFFIC AND TRANSPORT

The City of Ryde provides specialist advice on traffic, transport and development matters, managing our transport, traffic and car parking and implementing sustainable transport options to improve mobility and connectivity across our City and improve accessibility to our suburbs, centres, open spaces and places.

This includes working with State Government transport agencies to deliver major transport infrastructure, managing the renewal of existing traffic facilities, and developing plans and strategies that support the use of non-car based modes of transport (cycling, walking, public transport) and improve safety for all road users. It also includes optimising the use of on- and off-street parking to provide access to our town centres and places of interest.

The City of Ryde also operates a free bus service (Shop Ryder) that supports members of the community with limited mobility or access to transport, connecting them to key centres within the City.

#### **PROJECTS**

- Traffic facilities renewal Repairs, updates and maintenance of traffic facilities.
- Traffic calming devices An ongoing program to address speed in local streets.
- See Street traffic facilities expansion Project deferred until completion of Meadowbank Education Precinct study.
- Cambridge Street Gladesville traffic management devices Raised guides with additional Stop/Give Way signs installed.
- Top Ryde construction of 40km/hr HPAA

Ryde High Pedestrian Activity Area 40km/hr zone completed. It includes raised thresholds, road resurfacing and new lines and markings, providing safety improvements for pedestrians and maintaining conditions for traffic.

Pedestrian accessibility and mobility plans

An ongoing program developing PAMPs for six town centres and various neighbourhood and small centres in the City of Ryde.

PAMP implementation works – central, east and west wards New pedestrian refuges and new kerb ramps delivered in eight locations in West Ryde and Meadowbank as part of a rolling program of pedestrian access priority works.

#### Car park renewal

Following resolution of design issues, resurfacing and update of the East Parade Carpark has been deferred until 2019/20.

Road safety upgrades and improvement

A rolling program of road safety upgrades.

- School zone parking officers Education and illegal parking enforcement provided at school zones throughout the City of Ryde.
- Eastwood traffic and parking study A comprehensive traffic and parking study of Eastwood and surrounds considering future land use, traffic flow, on-street and off-street parking, cycling and so on.
- Multi-deck car park construction -Rowe Street, Eastwood DA lodged and awaiting determination. Construction anticipated to commence in early 2020.
- Bus stop DDA compliance Bus stops retrofitted with the requisite elements to comply with the Disability Standards for Accessible Public Transport.
- New bus stop seats New bus seats installed in high pedestrian areas.
- Devlin Street traffic study Future traffic studies will be incorporated into the Ryde Central Redevelopment Project as required.



Managing and maintaining our road-based assets (roads, bridges and retaining walls, car parks, and parking hardware) to ensure that they remain safe and are sustainable in the long term and provide a satisfactory level of service for the community.

> 2,819 metres of kerb and guttering

> > Replaced and restored

176,522m<sup>2</sup>

of road pavements

signs installed

#### **PERFORMANCE**

	2018/19	2017/18	
	98%	97%	
pavement			
network that are			١
condition level 4			
or better			
(Target >= 94%)			



#### **PROJECTS**

Integrated Transport Strategy implementation

An ongoing program implementing the actions from Council's Integrated Transport Strategy.

Heavy patching

Ongoing program of renewing large (but less than street-block-sized) sections of road pavement.

✓ Flood mitigation/Constitution Road upgrade

Design of Constitution Road public domain and drainage between Belmore Street and Railway Road, Meadowbank is in progress. Final scope of works is dependent on adjoining developments.

Road resurfacing renewal

Ongoing program of replacement and resurfacing of existing road pavements to preserve structural and functional integrity. Forty-nine projects completed in 2018/19.

Pittwater Road Upgrade (High Street - Field of Mars)

> Construction of a shared use path, kerb and gutter, drainage and associated infrastructure, and reconstruction of road pavement.

Bridge upgrade/renewal

Upgrades and renewals of bridge assets. Three projects were completed, including the refurbishment of the Lucinda Road bridge, North Ryde.

Kerb and gutter renewal

Ongoing program of repairs and replacement of poor condition sections of kerb and gutter throughout the City.

Road kerb renewal

Ongoing program of repairs and replacement of road kerbs in poor condition throughout the City. Six of eight projects were completed as planned. Ryedale Road was postponed pending West Ryde Town Centre upgrades. Denistone Road will be completed in the first quarter of the 2019/20.

Developing, managing and maintaining our footpaths, paths and cycleways to support safe and convenient mobility and connections throughout the City of Ryde.

**PERFORMANCE** 

	2018/19	2017/18
\	99.7%	99%

Replaced and restored of footpaths and cycleways

Installed 6,924m<sup>2</sup> of new footpaths and cycleways

#### **PROJECTS**

- Cycleways construction expansion Ongoing program of implementing additional cycleway facilities (specific and/or shared).
- Field of Mars Shared Use Path Design and Stage 1 completed. Stage 2 to be completed in 2019/20.
- Footpath construction renewal Ongoing program of renewing deteriorated and very poor condition sections of existing footpaths throughout the City of Ryde. All 12 planned projects completed.
- **✓** Footpath construction expansion Constructing footpaths throughout the City of Ryde in order to provide paving on at least one side, including kerb ramps. 11 projects completed.





#### **SEAWALLS AND FORESHORES**

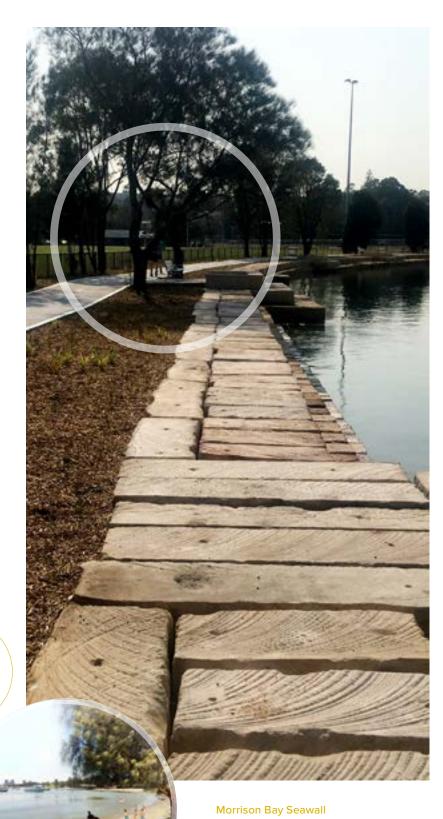
Development, management, delivery, remediation, improvement and maintenance of our foreshore infrastructure and assets (including wharves, jetties, boat ramps and seawalls) to ensure that they remain safe, are sustainable in the long term and provide a satisfactory level of service for the community.

#### **PROJECTS**

- Kissing Point Boat Ramp repairs Extension of the kissing point ramp by 2m to allow for sufficient water depth on low tides to ensure safety for users.
- Seawalls/retaining walls
  refurbishment renewal
  Putney Park Concept design
  completed. Detailed design to be
  integrated with the Putney Park
  foreshore walkway and Putney
  Beach Activation Project. Banjo
  Paterson design to be completed by
  the first week of August 2019 due to
  additional geotechnical analysis.
  Tender scheduled for August 2019.
- Bennelong Park groyne and foreshore improvement
  Government grant funding to address foreshore erosion issues facing Bennelong Park/Concord & Ryde Sailing Club. The Council component of this project is complete, with the physical construction of groynes to be completed by the NSW Government in 2019/20.

#### **PERFORMANCE**

	2018/19	2017/18
% of seawalls that are condition level 4 or better (Target >= 95%)	98.0%	100%



**Putney Beach concept** 

#### The year in review

Addressing traffic and parking issues in Eastwood and bringing the Rowe Street East shopper car park closer

Traffic congestion in Eastwood is set to ease, thanks to a recently completed Eastwood Traffic and Parking Study. This assessed both current traffic conditions and the impacts of further potential development in the Eastwood Town Centre during the next 10 years. A new localised strategy was then developed to address the traffic and parking issues identified in the study. This was further supported by a cycling infrastructure review.

We also received strong support from the Eastwood community for the new Eastwood short stay car park. Once the new 150-space short-stay carpark is built on the current site at 53-71 Rowe Street, it will address chronic parking shortages for shoppers in the area and help boost the local economy.

More than 750 residents, workers and business owners from Eastwood as well as visitors to the suburb took part in the consultation.

A development application has been lodged for the new car park, which will provide the biggest increase in public parking spaces in Eastwood in nearly 50 years. The new multi-storey shopper car park will be located at 53-71 Rowe Street, have approximately 150 spaces and – in a first for a City of Ryde-owned facility – will feature charging stations for electric vehicles.

In addition, we developed a concept plan to support the creation of a new shopper car park on the western side of Eastwood as well as a new public plaza and community facilities.

The plan would see the existing Glen Street carpark relocated to the Shaftsbury Road precinct at the edge of Eastwood town centre. The Glen Street carpark site would then be transformed into a public plaza, creating a more vibrant open space for the community.

The plans are part of Council's efforts to address the chronic parking shortages currently crippling Eastwood while also revitalising the town centre and local economy.



## Bringing back decoration to public spaces

Bus commuters will have a more enjoyable wait as our network of bus shelters is revamped with eye-catching decorations to form an outdoor art gallery.

The program of decorating bus shelters began intermittently in 2013, but we are now in the process of replacing most of our bus shelters over the next four years, with more shelters forming an outdoor art gallery.

The shelters' glass covers are being decorated with artwork, pictures, poems, quotes as well as vegetation and other tactile features.

Designed to encourage engagement with commuters, the theme for most shelters complements their location, while some will expand the range of topics being featured to establish the concept of a public outdoor gallery.

This program is part of a broader ideal of bringing decoration back to public infrastructure, something that has diminished greatly in Sydney since the 1930s. It is also reflective of Council's philosophy of supporting the use of buses and public transport by improving the travel experience.



Rowe Street Eastwood new carpark concept

## Consulting 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 the following reviews and proposals:

- A review of on-street parking in Putney Village Small Centre.
- Implementing a temporary resident parking scheme in North Ryde and Macquarie Park during the Epping to Chatswood Rail closure.
- Implementing a resident parking scheme in the area to the west and north of West Ryde town centre; and west of the train station (Bellevue Avenue, Bencoolen Avenue, Bigland Avenue, Chatham Road, Dickson Avenue, Fernvale Avenue, Hall Street, Miriam Road and Park Avenue).
- 'No stopping' restrictions in 14 sites across the City.
- Pedestrian safety proposals, including: refuge islands in Adelaide Street, south of the intersection of Constitution Road, West Ryde; in Cobham Avenue, Melrose Park; and Adelaide Street, north of the intersection with Deakin Street, West Ryde.
- Installing a pedestrian crossing on Julius Avenue, North Ryde.
- Constructing a 40km/hr High Pedestrian Activity Area in Top Ryde.
- Altering or installing parking controls for seven sites, including in West Parade and Gordon Crescent around Denistone Station and outside St. Michael's Church in Maxim Street, West Ryde.

## Extending our cycleways and shared user paths

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

As part of our cycleways construction and expansion program, we constructed shared user paths along the southern side of Epping Road between Paul Street and Herring Road (Stage 1) and between Balaclava Road and Vimiera Road (Stage 3).

The Epping Road SUP Stage 2 was deferred. The City of Ryde received \$858,000 in RMS funding to complete Stage 2. However, market fluctuations meant that the project cost increased. There was also insufficient time available within the funding window to undertake community consultation regarding the removal of trees along Waring Street. These resulted in deferral of Stage 2,



with funding for Stage 2 spent on completing the remainder of Stages 1 and 3 instead.

Construction is expected to be completed within the 2019/20 financial year.

We also successfully obtained \$1,155,209 in grant funding from Roads and Maritime Services (RMS) for the design and construction of the Pittwater Road SUP. The City of Ryde and RMS will co-fund the project, which will be completed over three financial years, with Stage 1 scheduled for completion in 2019/20.

#### Receiving funding for black spots

We successfully obtained funding of \$145,000 from the NSW Safer Roads Program for projects that included traffic calming measures on Badajoz Road and Twin Road, North Ryde. The funding also covered the installation of a raised pedestrian crossing (known as a wombat crossing) in Bay Drive, Meadowbank.

#### Making our schools safer

Changes to traffic and parking conditions have been recommended at Meadowbank Public School, Ryde Secondary College, Denistone East Public School, West Ryde Public School and Northcross Christian School. Improvement works are expected to be completed in 2019/20.



# Improving digital connections for our community and business

We reached 15,000 followers through our social media channels on Facebook, Twitter and Instagram and had 1.1 million visitors to Council's website.

# Challenges

### School safety program implementation

Following our proactive review of safety around all schools in the City in 2017/18, we moved to the next phase of our Safety around Schools campaign. The expectations of both the community and their representatives were high and sometimes conflicting, as many were understandably passionate about the outcomes for which everyone was striving to achieve. Our traffic engineers and road safety practitioners had to develop solutions that not only addressed safety issues but were also financially feasible, met engineering standards, and prioritised improvements in a way that maximised overall community benefits.

# Managing the development pipeline

Providing input into the development process is essential to ensuring that future traffic-based infrastructure is implemented at no cost to Council and the community (as far as practicable) through the development pipeline.

However, with approximately 2,500 issues raised during the financial year it was a challenge to balance responding to those issues with managing the assessment of large numbers of major development proposals, including planning proposals and State Significant Developments (SSDs).

# Temporary closure of the Epping to Chatswood rail line

The Epping to Chatswood rail line shutdown closed rail access to the Macquarie Park/North Ryde area and Macquarie University and resulted in significant changes to the road network and traffic across the northern part of the City of Ryde for a nine-month period from September 2018 to May 2019. The Sydney Metro project and the rail shutdown received major attention from all mainstream media outlets over this period.

During the conversion from heavy rail to metro operations, more than 1,000 replacement bus services catered for the transport needs of impacted commuters each day. These additional services required temporary removal of parking spaces to facilitate the creation of bus stops, layover and standby facilities and a range of other changes to increase the efficiency and capacity of the road network in the Macquarie Park area, particularly during peak hours.

The City of Ryde also implemented a Temporary Resident Parking Scheme to help control the influx of private vehicles into quiet residential streets. After significant community feedback supporting this scheme, Council is now planning to convert the temporary resident parking scheme into a more permanent arrangement.

Ultimately, the benefits from the temporary loss of rail services during this period have resulted in significantly improved connectivity across the northern part of the City of Ryde with opening of the new Sydney Metro.

# The year ahead

The City of Ryde is a highly desirable place to live and work. We are continuing our work to improve the standard of our roads, footpaths and cycleways, and will be working to achieve our goal of reduced traffic congestion and increased use of healthier, more sustainable alternatives to getting

Our Integrated Transport Plan responds to the way our community moves about our City to create a more seamless experience. 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 2019/20 we have the following projects planned:

# Foreshore program

Seawalls/retaining walls refurbishment renewal

# Paths and Cycleways program

- Cycleways construction expansion
- · Field of Mars shared user path
- $\bullet \ \, \text{Footpath construction expansion}$
- · Footpath construction renewal
- Glades Bay Park access, Clare Street staircase renewal

### Regulatory program

School zone parking officers

# Risk Management program

• Two-way radio communication system

# Roads program

- Bridge upgrade/renewal
- Flood mitigation/Constitution Road upgrade
- Heavy patching

- Implementation of road opening permit software
- Integrated Transport System (ITS) implementation
- · Kerb and gutter renewal
- Pittwater Road upgrade between High Street and Field of Mars
- · Road kerb renewal
- · Road resurfacing renewal

### **Traffic and Transport program**

- Bus Stop Disability Discrimination Act (DDA) compliance
- Bus stop seats new
- Car park renewal
- eParking configuration enhancement
- Multi-deck car park construction
   Rowe Street East, Eastwood
- Pedestrian Access and Mobility Plan implementation works – Central, East and West wards
- Pedestrian crossing lighting upgrade
- Road safety upgrades and improvement
- Traffic calming devices
- Traffic facilities renewal

# Waste and Recycling program

Waste app

\$170.2 million investment is planned for this outcome over the next four years.



The City of Ryde is home to a diverse community, where people celebrate their similarities and differences. The city includes diverse cultural spaces and places for people to come together. This rich social, cultural, historical and creative tapestry provides an enduring legacy for future generations.



# PRIORITIES FOR THIS OUTCOME:



# AN ENGAGED, CONNECTED COMMUNITY

# People feeling connected within their community

- Working with stakeholders, partners and the community to support all members of the community and promote social inclusion.
- Through our community network and with State agencies, appropriately supporting all members of the community and providing access to available services and facilities.



# ACCESSIBLE COMMUNITY FACILITIES

# Easy access to diverse cultural spaces, places and opportunities

 Planning for and enhancing cultural and community facilities to meet increased demand and ensure equitable access for all sections of our community.





# CELEBRATING CULTURE AND HERITAGE

# A distinct local identity built on our City's character and rich cultural heritage

- Continuing to enhance our events program to provide opportunities to celebrate diversity and heritage and promote inclusion.
- Collaborating with community groups, businesses and our community to ensure our events and activities remain relevant.



Lunar New Year

# QUARTER 4 RESULT FOR THIS OUTCOME:

('000')	BUDGET	ACTUAL
Income	-1,355	-1,487
Expenditure	6,824	6,657





People from

101

countries speaking



different languages
make up our community



**42**%

# of people

in the City of Ryde came from countries where English was not their first language and over



More than

48%

speak a language other than English at home

2,950

people were welcomed as new Australian citizens

Birthp	olace	
Austra	alia	
China	incl	ŀ

 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

56,433

Malaysia 1,481
New Zealand 1,447
Indonesia 1,232
Sri Lanka 1,002

Other Countries 21,122 **Total 116,302** 

# 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
Total	116,302



# 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 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 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 able to meet the changing needs of our community is important for making this happen.

# Council programs that support this outcome

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

# Who is guiding our progress?

- Arts 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 to cultural venues and events

# In 2018/19, we asked you about:

- Social Plan 2019 2024
- Creativity Strategy 2019 2024
- Halls and Facilities Strategy



Social Plan and Creativity Strategy workshop

# **Services**

#### **HIGHLIGHTS**

### Planning for our future

 We developed our Social Plan and Creativity Strategy through extensive research and consultation with more than 1,000 members of our diverse community and key stakeholders across government, private and not-for-profit organisations.
 See page 115.

# Increasing support for community groups and performers

- More than \$215,303 was allocated in grants to over 35 local community organisations for events, community projects, capacity building and social support.
- We continued our support for the Ryde Hunters Hill Symphony Orchestra while they build capacity at an organisational and artistic level.
- Over 6,500 bookings were made for Council-owned community halls and facilities this year. See page 115.

# Supporting our multicultural community

- Over 2,000 people participated in the Community Information Expo, which gave the community the opportunity to find out about services available across the City, and treated participants to cultural performances from across the world.
- More than 1,000 people attended the South Asian Film, Arts & Literature Festival (SAFAL) which celebrates the rich and diverse arts and culture of the South Asian region.
- Our first free Karaoke Plaza event in Eastwood Plaza offered video art, dance and singing. More than 50 people sang on the night, and 250 children participated in interactive dance activities. See page 118.

# **Encouraging social inclusion**

- Guided by our Disability Inclusion Action Plan (DIAP) we held an all-inclusive Youth Skills and Jobs Expo, supported community transport initiatives, collaborated with other organisations to find participation pathways for people with disability, celebrated Social Inclusion Week, and updated our Children's Play Implementation Plan to identify priority upgrades and include design principles to make playgrounds more inclusive. See page 118.
- We also hosted 13 Seniors Festival events in libraries, parks and venues across the LGA. See page 117.



# **EVENTS**

Every year Council facilitates an extensive program of events and other activities, supported by a rich range of social networks, community groups and partnerships. These provide opportunities for participation in creative, diverse, voluntary and philanthropic activities that celebrate our City's multicultural diversity, bring people together and strengthen connections, and improve the quality of life for people of all ages, abilities, health and cultures in our community.

This year, over
163,000 people
participated in
community events
held by the
City of Ryde, with an
average of 92 percent
satisfaction rating.



- Keystone events like the Granny Smith Festival, ANZAC Day and Remembrance Day services, Australia Day celebrations, Community Christmas celebrations, the West Ryde Easter Parade and Fair, Lunar New Year, Cork & Fork by the Riverside and Volunteer Awards.
- Events focused on building an inclusive community and celebrating our diversity, including Harmony Day events, International Women's Day activities, NAIDOC Week, refugee and migrant-focused events and Social Inclusion Week activities.
- Events focused on supporting key groups in our community with a diverse program covering everything from parenting workshops to Seniors Festival activities, the Battle of the Bands competition, Ryde Youth Theatre productions and Youth Week activities, among others.

See page 20 for event highlights.



Australia Day celebration



**Granny Smith Festival** 



**Community Christmas Celebration** 



# COMMUNITY DEVELOPMENT AND CAPACITY BUILDING

Social and cultural planning, and working with organisations and the broader community to take collective action and generate solutions that increase social and community wellbeing and increase the capacity, skills and resources available to support the community. We also provide a significant grants program that supports local community groups to grow and prosper, supports arts and cultural sector development and capacity building, and delivers a range of events and programs each year to further support the community and the arts.

7,135

# attendees

at community social and capacity-building events

293

#### attendees

at sector training and information sharing initiatives

The 2019 Community Grants program allocated

\$215,303
to more than

35

local community organisations



ANZAC Day in ANZAC Park, West Ryde

### **PROJECTS**

# South Asian Film, Arts & Literature Festival (SAFAL)

In partnership with Macquarie University and the Australian South Asia Forum, SAFAL presents a program of film and arts events celebrating the rich and diverse arts and culture of the South Asian region.

# ANZAC and Remembrance Day Memorial

Providing the opportunity to reflect, remember and commemorate the service and sacrifice of local heroes during the Centenary of ANZAC and Commemoration of World War I.

### WWI house names Ryde and Eastwood

Publication of a book documenting houses in Ryde and Eastwood which were named after World War I battles, troop transport ships and individuals and telling their stories.

# Ryde Hunters Hill Symphony Orchestra

Supporting the Ryde Hunters Hill Symphony Orchestra to build organisational and artistic capacity.

# Art project

Implementing small scale activities to build connections between local groups and strengthen local identity. Expressions of interest complete. Consultation was in progress for a mural in the Eastwood Pedestrian Tunnel at the time of writing this report.

Ryde Youth Theatre Group
Supporting the Ryde Youth Theatre
program and providing personal
development and wellbeing
outcomes for local young people.



Book launch for Ryde's World War I House Names



# **COMMUNITY SERVICES**

Providing direct services to the community, including supporting people to remain living in their own homes, immunising children from newborn to five years of age, and providing information and linkages to volunteering opportunities and resources for people in the Ryde area.

329

### clients

assisted through the City of Ryde's Home Modification and Maintenance Service with

95%

customer satisfaction

1,074

Children immunised

99%

customer satisfaction





# **COMMUNITY FACILITIES**

Facilities and places for people to meet for activities and community events are essential to building an inclusive community where people can come together, attend events and interact.

We provide affordable halls and community facilities that are available to the community for hire as well as facilities that are licenced to community and not-for-profit organisations and provide affordable, subsidised office and meeting spaces to support the delivery of community services.

# **PROJECTS**

Community buildings renewal Priority works for three of Council's community facilities for renewal to an acceptable standard. 28 community buildings managed

23

license agreements

91

regular hirers

240

casual hirers

7,266

bookings for our community halls and

meeting room facilities

(Halls - 61 percent of capacity, Meeting Rooms - 48 percent capacity)

500,000+

visits to community buildings

# The year in review

# Our new Community Social Wellbeing Plan and Creativity Strategy

We put our community at the heart of our planning and decision making in developing our Community Social Wellbeing Plan (known as our Social Plan) and Creativity Strategy, which came to fruition during the year. Both plans were developed through extensive research and consultation with our diverse community and key stakeholders across government, private and not-for-profit organisations. Our workshops were well attended by 364 people, who provided feedback and input into the plans, with a further 743 surveys conducted online, face-to-face and over the phone. We also carried out consultations in Korean, Mandarin and Cantonese

Our Social Plan aims to ensure that the City of Ryde is an inclusive, connected and welcoming place where progress is measured not just by economic prosperity but also social justice and the wellbeing of our community. It will help guide community development and capacity building throughout the City, and will support community service organisations in their fundraising, grant writing and advocacy work.

The Plan is split into five strategic directions:

- A connected community
- An inclusive and diverse community
- A liveable place
- A welcoming and safe place
- · An active, healthy community.

Within each strategic direction are objectives that have been mapped to the Community Strategic Plan and will be publicly reported on.

Our Creativity Strategy outlines a shared vision and strategic roadmap to support and develop creativity and culture in the City of Ryde as our communities and places grow and change.

The strategy was developed following an audit of cultural and creative assets and industries, across the City of Ryde. The Creativity Strategy is split into five strategic directions, supported by a series of objectives that have been mapped to the Community Strategic Plan.

Our strategic directions are:

- Distinctive and diverse identities
- Participation and opportunities
- Connection and communicatio
- Our creative sector,
- Spaces and places.

# Making space for our community to meet

With space for hirable and cultural spaces in short supply in our community, in 2019 we made two new venues available: Brush Farm House and Shaftsbury Place. Brush Farm House became available when Macquarie Community College advised the City of Ryde that they would not be continuing with their license.

The Brush Farm House has a general hall (Forster Hall) and several meeting rooms, which can be hired individually or as the whole house, while the kitchen supports functions. Plans for Brush Farm House's use as a community art gallery are progressing with exhibitions scheduled for the coming year.

Shaftsbury Place also became available in early 2019 when the facility formerly known as the 'Our Space' Youth Hub was vacated. As there is a shortage of hireable space in the Eastwood area, the venue was made available for regular and casual hire. Now known as Shaftsbury Place, the venue consists of a large meeting room, supported by some smaller meeting rooms, a kitchen and an outdoor area. The opening of the venue has alleviated some of the demand for hireable space in Eastwood.

### Expanding the 'Park Series' of events

Each year, Council hosts Cinema in the Park as a way to showcase our parks and to provide family-friendly, local events.

In 2019, these events were expanded to include Orchestra in the Park at Brush Farm House

The Ryde Hunters Hill Symphony Orchestra performed on an outdoor stage on the front lawn of the historic Brush Farm House. A pop-up bar and cheese boards were on offer while the Brush Farm Historical Society hosted tours of the former home of Gregory Blaxland (English pioneer farmer and explorer).

The event was well-received despite the cool weather and is set to return in 2020.



Orchestra in the Park at Brush Farm House

# Supporting South Asian Film, Arts & Literature

The second South Asian Film, Arts & Literature Festival (SAFAL) was held in October 2018. The event celebrates the rich and diverse arts and culture of the South Asian region including Afghanistan, Bangladesh, Bhutan, India, the Maldives, Nepal, Sri Lanka and Pakistan. More than 1,000 festival goers celebrated cultural diversity and a great line-up of local and international talent. SAFAL is run by Australian South Asia Forum Incorporated and is supported by the City of Ryde, Commonwealth Department of Communications and the Arts and Macquarie University.

# **Nurturing youth theatre**

We are continuing to give our young people a voice through the Ryde Youth Theatre Program, which offers a range of workshops and productions for young people each year. In 2018/19, our program included two weekly term-time drama ensembles for young people aged 11 to 20, incorporating acting, voice work, collaboration, play building, improvisation, elements of drama and confidence building. We also offered weekly group playwriting workshops to develop scripts for Ryde Youth Theatre productions using collaborative and individual scene writing, group discussions, narrative structure and creative writing exercises. These original works were then put to the test in front of a public audience in a range of large- and small-scale productions.

# **Celebrating Youth Week**

Led by the Ryde Youth Council, we celebrated the diversity and passion of our local young people through a series of Youth Week events in April 2019. These initiatives focused on empowering young people in the areas of mental health, education and employment and provided drug and alcohol-free recreational activities. The program was highly successful and was recognised with a highly commended award at the NSW Local Government Youth Week Awards.



Signing of the Refugee Welcome Scroll

### Refugee Welcome Scroll signing

We are proud of our status as one of the State's most culturally diverse communities, with more than 110 different nationalities living in our City.

In 2013, the City of Ryde declared itself a Refugee Welcome Zone, which was reinforced in October 2018 when we became the 114th council in Australia to sign the Refugee Welcome Scroll.

The Refugee Welcome Scroll was established by the Refugee Council of Australia and Rural Australians for Refugees and reinforces the commitment made by local councils to support refugees settling in their local communities.

Since 2013, we have held a range of programs to assist refugees to settle in our community and build a better future for all. These include staging regular workshops and support initiatives and making vital information easily accessible.

The signing was attended by over 40 community members, including members of Council's Multicultural Advisory Committee.

#### **Encouraging volunteering**

We have historically received funding from the Commonwealth Government to provide sector support for Commonwealth Home Support Services volunteers. Last year, the Commonwealth directed a shift in focus from volunteering to other sector support issues. In response, our Community Services team is improving the volunteering content on the City of Ryde website so that potential volunteers can easily connect with organisations requiring volunteers in the area. The webpages will also provide information about the range of volunteering opportunities in the area.

### Hosting another great Seniors Festival

Our Seniors Festival gets bigger and better each year. City of Ryde seniors' celebrations occur each year around the NSW Seniors Festival, with a month-long program of events celebrating the valuable contribution seniors make to our community.

In February this year, we hosted 13 events in libraries, parks and venues across our City. The events provided our older residents with information about available local services, as well as opportunities to try new experiences and build social connections. They included information sessions on aged care services, dementia awareness and defensive driving, as well as leisure activities including a guided walk, outdoor exercise sessions, Ryde Aquatic Leisure Centre activities and a choir with morning tea.

#### Celebrating social inclusion

Social inclusion was in the spotlight once more with a series of community events, including *UR Included*, celebrating Social Inclusion Week.

UR Included is a celebration of the creativity, diversity and inclusiveness in our community. Together we said 'UR Included' by showcasing the achievements of people with disability, their carers, families and support services.

Activities included performances by local community groups, an art exhibition by Achieve Australia, a UR a Star! photo booth, a UR Included interview booth, free food by OZ Harvest and the Salvos Coffee Van and information from local service providers.

#### **Biggest Lunar New Year Festival**

We celebrated the 2019 Eastwood Lunar New Year on 16 February, with festivities moving to Eastwood Oval for the 2019 celebration. City of Ryde and local Chinese and Korean communities partnered together to organise the event. The event included kids carnival rides, market stalls and food trucks, kids shows, lion high pole, dragon dance, firecrackers, stage entertainment from cultural groups and a magnificent fireworks display ended the night. More than 20,000 celebrated the Year of the Pig.

**Lunar New Year** 



#### Celebrating Harmony Day

Our annual Harmony Day Community Information Expo provided us with another opportunity to show members of the community that they are all valued and respected and to promote social inclusion as one of our core values.

The event was held in Eastwood Plaza, in conjunction with the Community Migrant Resource Centre. Information on local services available to residents and new migrants was provided in a number of community languages including English, Korean, Mandarin and Arabic. More than 30 information stalls covered aged, home and community care, access to housing, education, and volunteering as well as family and legal services. Attendees were also treated to cultural performances from across the world.

# Singing karaoke in the Plaza

Eastwood Town Centre is a hotspot for culturally diverse karaoke within Greater Sydney, with four karaoke bars within 450 metres of each other. In response to Eastwood locals' passion for karaoke, we hosted our first Karaoke Plaza in June at Eastwood Plaza. Bringing together video art, dance and singing, this free community event presented accessible and fun opportunities for the community to 'get creative' and perform in public. More than 50 people sang on the night and over 250 children participated in interactive dance activities. We received positive feedback from the community. with 98 percent of surveyed respondents saying they would attend this event again.

# Understanding the domestic violence legal process

More than 100 women took the opportunity to learn more about Burwood Court House, particularly the process for domestic violence-related issues. Participants learned about court processes involving the police, the Women's Domestic Violence Court Advocacy Services and how the Magistrate deals with victims and offenders of domestic violence-related crimes. Interpreters were provided for members of different cultural communities. The event was organised in partnership with NSW Police Force, Community Migrant Resource Centre and Ryde Hunters Hill Domestic and Family Violence Committee.



# Supporting emerging civic leaders

We are unleashing and building the capacity of emerging young leaders in our community with our Emerging Civic Leaders program. This online course is designed to supercharge the knowledge, skills and leadership experience of young people, and involved participants working in groups to put the lessons they had learned into action by designing and delivering a 'Pledge to Vote' campaign in Ryde. At the end of the program, participants met with the Mayor to discuss what their findings mean in the context of the local area. The program was nominated for an Outstanding Youth Participation award at the NSW Youth Work Awards.

### **Nurturing youth ambassadors**

To further strengthen the voice of young people in our community, we launched a six-month trial of our Youth Ambassador Program between October 2018 and February 2019. This program saw four Youth Ambassadors deliver speeches at significant community events alongside Councillors. Following the success of the trial program, seven new youth ambassadors have been recruited for 2019/20.

# Implementing our Disability Inclusion Action Plan

Our collaboration with Hunter's Hill and Lane Cove Councils to create a Disability Inclusion Action Plan (DIAP) with a regional focus is already having an impact. The DIAP is a commitment from Council that people with disability are welcomed, accepted and respected in our community.

It is guided by the *Disability Inclusion Act* 2014 (NSW) and the NSW Disability Inclusion Action Planning Guidelines produced by Local Government NSW.

This is the second year of implementing our DIAP with a number of key initiatives helping to support and encourage people with disability in our community. In partnership with Meadowbank TAFE, we held an all-inclusive Youth Skills and Jobs Expo, which saw over 200 people attend and opportunities to apply for real jobs on the day. For prospective employers, presenters on the day highlighted the benefits of employing inclusively and the strengths of having a diverse workforce.

We continued to support community transport organisations through our community grants and promoted volunteering opportunities through our volunteer referral process. We are continuing to work with interagencies and the Ability Links program to find participation pathways for people with disability.

Social Inclusion Week (see page 117) showcased a series of events, including the *UR Included* celebration, Mad Pride event and Social Inclusion Storytime. Internally the City of Ryde hosted Disability Confidence Training for our staff to help them communicate more effectively with customers, community members and colleagues who have a disability.

The City of Ryde, Hunter's Hill Council and Lane Cove Council united to introduce an Inclusion Award in the Northern Districts Local Business Awards that recognises achievements in embracing inclusion. The Inclusion Award celebrates local businesses that welcome people of all backgrounds and abilities, and can include everything from the attitudes and practices of staff, to how people physically access the business. The 2018 winner was Buffalo Locksmiths & Security.

We are currently negotiating with Sport NSW to offer a Disability Sport Day within the City of Ryde, and have updated our Children's Play Implementation Plan to incorporate design principles to identify priority upgrades and make playgrounds more inclusive. We will also undertake an audit of all park amenities and facilities in 2019/20 which will include a review of disability access.

See pages 235 for more information.

# **Challenges**

#### Home modifications

Our Home Modification and Maintenance Service (HMMS) relies on assessments by occupational therapists (OTs) to implement home modifications for eligible residents in the local area. However, for several years a shortage of OTs in local public health services has resulted in a low referral rate for home modifications for aged and other residents requiring assistance in our community.

To improve our support for residents in our community, we took action to improve the level of service offered by our HMMS. During the year, through close liaison with State Government health services and other OT providers in the area and engaging private OTs, Council has increased the number of home modifications completed. We have also actively promoted this service in the community and expanded the range of services available to eligible clients, which created a 50 percent increase in referrals to the service and a greater awareness of the range of services we provide.

# The year ahead

Our City is a friendly, supportive community with a rich history and diverse background. The City has a rich range of social networks, community groups and partnerships that 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.

As our City grows, Council will continue leading the events and activities that support people in our community, help bring people together, strengthen people's connections with their community and with each other, and celebrate our multicultural diversity.

\$31.8 million investment is planned for this outcome over the next four years.

In 2019/20, we will be working in partnership with our community service providers, not-for-profits, businesses and local creatives to address some of the concerns raised during our community consultation process. We will also be developing a Reconciliation Action Plan for the City, completing our Halls and Facilities Strategy and completing our Social and Cultural Infrastructure Framework

We also have the following projects planned for 2019/20:

# Centres and Neighbourhood program

• Ryde Heritage Information Centre

### **Community and Cultural program**

- Art Project
- Community Ambassador Program
- Community Social Wellbeing Implementation Plan fund
- Cultural Plan implementation fund
- North Ryde School of the Arts facility upgrade
- Ryde Hunters Hill Symphony Orchestra
- Ryde Youth Theatre Group
- Volunteering webpages
- Youth Entrepreneur program

### Land use planning program

• Heritage Grants Scheme

# Library program

- Electronic library books
- Library books



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:



# **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.



# 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



# 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.



121

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

# properties

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

revenue from all sources

# \$87 million

revenue

from non-rates sources



We served over

20,000

at the Customer Service Centre



We took almost

78,000

phone calls

at the Customer Service call centre



Strategic Planning team



People & Culture staff 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%	<b>⊘</b>
90% of 32,214 items of inward correspondence actioned within 10 working days	90%	<b>⊘</b>
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		<b>⊘</b>
Base budget income 1.4% over the approved budget	< -2%	<b>⊘</b>
Base budget expenditure -4.1% under the approved budget	<= +2%	<b>⊘</b>
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%	<b>(</b>
91% of projects completed their scheduled program of works within the year	90%	<b>Ø</b>

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



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# **CUSTOMER SERVICES**

Providing high-quality customer service 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 Shopping Centre, 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.





# 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.



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.



# **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

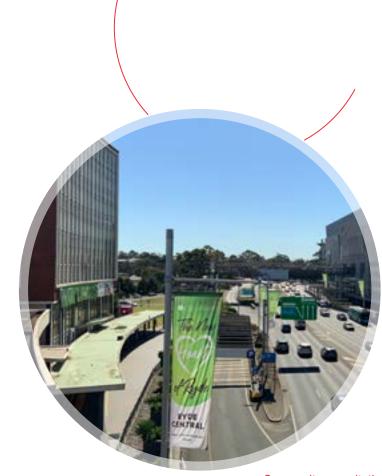
# Announcing 'The New Heart of Ryde'

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



# **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 Leadership Mentoring Program and Empowering Women to Thrive Program.

• Organisational and role-specific capability development: including role and non-role specific training to build capability at all levels of the organisation.

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 Empowering Women to Thrive 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%	2.3%	2.2%
Women	51.4%	45.9%	44.7%	45.1%
People who speak a language other than English at home	48.0%	8.2%	20.5%	20.9%
People with a disability	4.6%	4.2%	4.1%	4.1%

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 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 and 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 The 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
- 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 (right), 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		

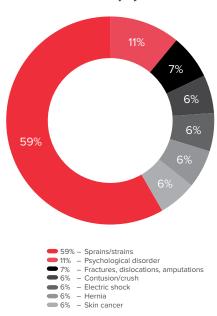
# 2014 – 2019 Lost time in hours due to injury

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

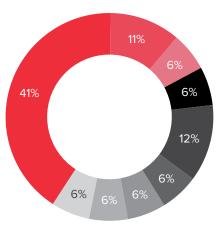
#### 2014 - 2019 Number of claims

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

### 2018/19 Nature of injury



# 2018/19 Mechanism of injury



 41% – Muscular stress while handling objects other than lifting, carrying or putting down

other than lifting, carrying or putting down

11% – Muscular stress while lifting, carrying,
or putting down objects

or putting down objects

6% - Muscular stress with no objects being handled

6% - Falls, trips and slips of a person on the same level

Being hit by moving objects, being trapped between stationary and moving objects
 Being hit by moving objects
 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







In 2018/19, our operating result including capital grants and contributions was a surplus of \$54.3 million, which reflects our sound financial position 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 \$42.3 million in capital income (including developer contributions) which will be allocated to future projects within Council's Delivery Program.

The City of Ryde aims to produce an operating surplus before capital revenue so that the recurring services provided by Council are funded by sustainable revenue sources. In the 2018/19 financial year, our surplus before capital grants and contributions was \$12 million. Achieving these results allows the City of Ryde to allocate funds to replace assets and deliver on the outcomes identified in the Community Strategic Plan.

Key financial highlights of the 2018/19 financial result include:

- An uncommitted working capital balance of \$4.5 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure.
- Maintaining a strong cash reserves position of \$232 million as at the 30 June 2019.
- Spending \$52.2 million on capital works, including \$25.8 million on renewing existing assets.

A summary of the indicator trends shows that City of Ryde is trending in a positive manner and has exceeded benchmarks this financial year.

Kzmansh

Pav Kuzmanovski Chief Financial Officer



# **Key Performance Indicators**

FINANCIAL MANAGEMENT INDICATORS	2019	2018	2017	BENCHMARK
Operating performance	10.39%	12.99%	11.47%	> 0
Own source operating revenue	71.18%	77.30%	75.83%	> 60%
Unrestricted current ratio	2.90x	3.06x	3.44x	> 1.5%
Debt service cover ratio	31.74x	33.21x	27.65x	> 2x
Rates and annual charges outstanding percentage	4.92%	3.88%	3.63%	< 5%
Cash expense cover ratio (months)	16.80	17.50	15.92	> 3 months

INFRASTRUCTURE AND ASSET INDICATORS	2019	2018	2017	BENCHMARK
Building and infrastructure renewal ratio	219%	181%	194%	> 100%
Infrastructure backlog ratio (WDV)	1.6%	1.8%	2.7%	< 2%
Asset maintenance ratio	102%	93%	93%	> 100%
Cost to bring assets to agreed service level	1.20%	1.30%	2.00%	< 2%

While our financial indicators reflect that we are in a sound financial position, the City of Ryde will continue to face a number of challenges in the years ahead associated with maintaining and improving infrastructure whilst the local government area is growing. This will be done through Council's Resourcing Strategy, which will ensure that the City of Ryde is adequately resourced to achieve the outcomes outlined in its Community Strategic Plan.



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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

# **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 29 October 2019.

Councillor Jerome Laxale

Mayor

29 110/19

Councillor Ray Maggio

Councillor

2911019

george Dedes

General Manager 29 / 10 / 20 / 9 Pavle Kuzmanovsk

Responsible Accounting Officer

29/10/19

## **Income Statement**

For the year ended 30 June 2019

Original unaudited Budget 2019 (\$'000)		Notes	Actual 2019 (\$'000)	Actual 2018 (\$'000)
	INCOME FROM CONTINUING OPERATIONS			
87,949	Rates and annual charges	3(a)	90,131	84,384
17,863	User charges and fees	3(b)	16,937	18,865
4,574	Interest and investment revenue	3(c)	7,149	6,096
12,538	Other revenues	3(d)	10,705	10,207
7,360	Grants & contributions provided for operating purposes	3(e&f)	8,288	6,650
20,780	Grants & contributions provided for capital purposes	3(e&f)	42,281	28,448
	Other Income:			
-	Net gain from the disposal of assets	5	647	-
	Fair value increment on investment properties	10	1,005	1,625
151,064	TOTAL INCOME FROM CONTINUING OPERATIONS		177,143	156,275
	EXPENSES FROM CONTINUING OPERATIONS			
49,974	Employee benefits and on-costs	4(a)	50,431	46,127
133	Borrowing costs	4(b)	90	110
36,062	Materials and contracts	4(c)	34,288	31,632
19,416	Depreciation and amortisation	4(d)	17,847	16,699
16,391	Other expenses	4(e)	16,715	15,244
=	Net loss from the disposal of assets	5	=	14,231
-	Revaluation decrement/impairment of IPPE	4(e)	3,440	-
121,976	TOTAL EXPENSES FROM CONTINUING OPERATIONS	- · · · -	122,811	124,043
29,088	OPERATING RESULT FROM CONTINUING OPERATIONS		54,332	32,232
29,088	NET OPERATING RESULT FOR THE YEAR	- =	54,332	32,232
29,088	Net operating result for the year attributable to Council	=	54,332	32,232
	Net operating result for the year before grants and			
8,308	contributions provided for capital purposes		12,051	3,784

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

## **Statement of Comprehensive Income**

For the year ended 30 June 2019

	Notes	2019 (\$'000)	2018 (\$'000)
Net operating result for the year - from Income Statement		54,332	32,232
Other comprehensive income  Amounts which will not be reclassified subsequently to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	9 _	321	(12,639)
Total other comprehensive income for the year		321	(12,639)
Total comprehensive income for the year	=	54,653	19,593
Attributable to: - Council		54,653	19,593

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

## **Statement of Financial Position**

As at 30 June 2019

	Notes	2019 (\$'000)	2018 (\$'000)
ASSETS			
Current assets			
Cash and cash equivalents	6(a)	15,591	7,539
Investments	6(b)	94,048	94,712
Receivables	7	14,566	12,228
Inventories	8	746	828
Other	8	2,951	2,478
Total current assets		127,902	117,785
Non-current assets			
Investments	6(b)	126,573	108,499
Receivables	7	22	79
Infrastructure, property, plant and equipment	9	1,179,875	1,150,015
Investment property	10	118,170	117,165
Total non-current assets		1,424,640	1,375,758
TOTAL ASSETS		1,552,542	1,493,543
LIABILITIES			
Current liabilities			
Payables	11	31,988	27,526
Income received in advance	11	1,068	1,500
Borrowings	11	302	911
Provisions	12	14,397	13,269
Total current liabilities		47,755	43,206
Non-current liabilities			
Borrowings	11	1,408	1,710
Provisions	12	262	163
Total non-current liabilities		1,670	1,873
TOTAL LIABILITIES		49,425	45,079
NET ASSETS	:	1,503,117	1,448,464
EQUITY			
Accumulated Surplus		1,262,823	1,208,491
Revaluation reserves		240,294	239,973
Council interest		1,503,117	1,448,464
TOTAL EQUITY		1,503,117	1,448,464

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 2019

		2019 (\$'000)	- 6			2018 (\$'000)	8 (0	
	Accumulated Surplus	IPP&E Revaluation Reserve	Council Equity Interest	Total Equity	Accumulated Surplus	IPP&E Revaluation Reserve	Council Equity Interest	Total Equity
Opening balance	1,208,491	239,973	1,448,464	1,448,464	1,176,259	252,612	1,428,871	1,428,871
Correction of errors	1	**		*	*	5:	8	¥
Changes in accounting policies	7	4		3.	20			4
Restated opening balance	1,208,491	239,973	1,448,464	1,448,464	1,176,259	252,612	1,428,871	1,428,871
Net operating result for the year	54,332		54,332	54,332	32,232		32,232	32,232
Other comprehensive income								
Gain (loss) on revaluation of infrastructure, property, plant and equipment		321	321	321	,	(12,639)	(12,639)	(12,639)
Total comprehensive income	54,332	321	54,853	54,653	32,232	(12,639)	19,593	19,593
Transfers between Equity Items								
Closing balance	1,262,823	240,294	1,503,117	1,503,117	1,208,491	239,973	1,448,464	1,448,464

## **Statement of Cash Flows**

For the year ended 30 June 2019

Original unaudited				
Budget* 2019		Notes	Actual 2019	Actual 2018
(\$'000)	CACH ELONIO EDOM ODEDATINO ACTIVITIES		(\$'000)	(\$'000)
	CASH FLOWS FROM OPERATING ACTIVITIES			
07.040	Receipts		00 044	02.276
87,949 19,304	Rates & annual charges		88,944 17,585	83,376
4,574	User charges & fees Investment revenue and interest		6,874	19,943 5,878
4,574 7,670	Grants and contributions		51,731	35,970
7,070	Bonds, deposits and retentions received		3,604	4,331
13,288	Other		12,955	8,347
13,200	Payments		12,955	0,547
(50,098)	Employee benefits and on-costs		(49,319)	(45,439)
(37,152)	Materials and contracts		(39,065)	(33,421)
(133)	Borrowing costs		(92)	(113)
(100)	Bonds, deposits and retentions refunded		(2,948)	(1,782)
(19,604)	Other		(17,004)	(11,385)
(10,001)		-	(17,001)	(11,000)
05.700	Net cash provided from (or used) in	4.4/1-1	70.005	05.705
25,798	operating activities	14(b)	73,265	65,705
	CASH FLOWS FROM INVESTING ACTIVITIES			
	Receipts			
94,712	Sale of investments		68,147	71,694
1,320	Sale of infrastructure, property, plant and equipment		1,517	1,633
,	Payments		,	,
(94,712)	Purchase of investments		(85,078)	(95, 178)
(49, 103)	Purchase of infrastructure, property, plant and equipment		(48,888)	(42,248)
	Net cash provided from (or used in)	-		
(47,783)	investing activities		(64,302)	(64,099)
(47,703)	mvesting activities		(04,302)	(04,099)
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Receipts			
700	Proceeds from borrowings and advances		-	-
	<u>Payments</u>			
(951)	Repayments of borrowings and advances		(911)	(890)
	Net cash provided from (or used in)	-		
(251)	financing activities		(911)	(890)
		-		
(22,236)	Net increase/(decrease) in cash & cash equivalents		8,052	716
7,539	Cash & cash equivalents at beginning of reporting period	14(0)	7,539	6,823
(14,697)	Cash & Cash Equivalents at end of Reporting Period	14(a)	15,591	7,539

<sup>\*</sup> 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 22/10/2019. 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 are effective for the first time for the financial year ended 30 June 2019 and were adopted in the financial statements. They have no impact for the Council:

- AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments
- AASB 2014-1 Amendments to Australian Accounting Standards
- AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9
- AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9
- AASB 2016-6 Amendments to Australian Accounting Standards - Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts
- AASB 2017-3 Amendments to Australian Accounting Standards – Clarifications to AASB 4
- AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions

## 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 of future events. 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:

- Estimated fair values of investment properties refer Note 10
- (ii) Estimated fair values of infrastructure, property, plant and equipment refer Note 9
- (iii) Estimated remediation provision of old landfill site 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. These staff are also responsible for estimating the cost of construction of infrastructure projects, especially for works done in-house. Applying this methodology, Council has revalued its infrastructure assets to the cost of replacing those assets using this approach. 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.

## 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 must be held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of City of Ryde.

#### ii) The Trust Fund

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

City of Ryde has not applied any pronouncements before their operative date in the annual reporting period beginning 1 July 2018 (i.e. for the year ending 30 June 2019).

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

AASB 16 Leases

Council staff have reviewed all of Council's leasing arrangements over the last 12 months taking into consideration the new lease accounting rules in AASB 16 (applicable from 1/7/19). AASB 16 will (on the whole) affect Council's accounting for existing operating lease agreements that are in place as at 30/6/19.

At the end of this reporting period, Council has non-cancellable operating lease commitments of \$3,911K (refer Note 15). For these commitments, Council anticipates it will recognise lease liabilities (on its statement of financial position) of \$7,532K (after adjustments for prepayments and accrued lease payments recognised as at 30 June 2019) and also recognise complimentary right-of-use assets (on its statement of financial position) totalling \$7,342K on 1 July 2019.

From a financial position standpoint, as a result of recognising the above lease liabilities and right-of-use assets, Council's net assets (as at 1 July 2019) will be approximately \$205K lower while net current assets will be \$1,799K lower due to the presentation of a portion of the lease liability as a current liability.

From a financial performance standpoint, Council expects that net operating result will decrease by approximately \$205K for the 2019/20 financial year as a result of adopting the standard. Operating cash flows will increase and financing cash flows decrease by approximately \$1,784K as repayment of the principal portion of the lease liabilities will be classified as cash flows from financing activities.

AASB 15 Revenue from Contracts with Customers, and associated amending standards

Council has reviewed the implications of this accounting standard and will apply AASB 15 in the next financial reporting period in accordance with the timeframes set by the Accounting Standards Board. Any unrecognised revenue as at 30 June 2019 has been recognised as a liability.

#### AASB 1058 Income of NFP Entities

Council has reviewed the implications of this accounting standard and will apply AASB 1058 in the next financial reporting period in accordance with the timeframes set by the Accounting Standards Board.

AASB2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities

Council has elected to measure right-of-use assets relating to right-of-use assets at cost.

AASB 2018-1 Amendments to Australian Accounting Standards – Annual Improvements Cycle 2015 – 2017 Cycle

No impact on Council.

AASB 2017-7 Amendments to Australian Accounting Standards – Long-term Interests in Associates and Joint Ventures

No impact on Council.

## 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 2019/20 financial year.

## Disclaimer

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

## Note 2a. Functions or activities

		INCOME, EXP	INSES AND ASS DETAILS	OF THESE FUR	CTIONS / ACTIV	VITIES ARE PR	NOOME, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES DETAILS OF THESE FUNCTIONS / ACTIVITIES ARE PROVIDED IN NOTE 2(b)	E 2(b)		
	INCOME FROM CONTINUING OPERATIONS	OPERATIONS	EXPENSES FROM CONTINUING OPERATIONS	S FROM OPERATIONS	OPERATING RESULTS FROM CONTINUING OPERATIONS	OPERATING RESULTS FROM MITINUING OPERATIONS	GRANTS INCLU FROM CO OPERA	GRANTS INCLUDED IN INCOME FROM CONTINUING OPERATIONS	TOTAL ASSETS HELD (CURRENT AND NON- CURRENT)	ETS HELD AND NON- DNT)
	Actual 2019	Actual 2018	Actual 2019	Actual 2018	Actual 2019	Actual 2018	Actual 2019	Actual 2018	Actual 2019	Actual 2018
FUNCTIONS/ACTIVITIES	000.5	\$7000	000.5	000.5	2,000	000.5	000.5	2,000	000.5	\$1000
Programs	****			-						
Catchment program	2	1,006	4,627	3,877	(4,477)	(2,781)	00000	1000	204,225	200,000
Centres and Neighbourhood program	735	387	3,835	3,980	(3,200)	(3,583)	364	364	11,382	10,230
Community and Cultural program	2,102	1,974	6,178	5,333	(4,076)	(3,369)	191	673	230	230
Customer and Community Relations program	14	13	3,422	2,944	(3,408)	(2.901)				
Economic Development program	4		25	28	(253)	(380)		CA		
Environmental program	0	o	107	547	(1891)	(808)				
Foreshore program	3	09	112	5	(81)	(31)	31	8		
Governance and Civic program	13	13	4,080	4,136	(4,067)	(4,123)				
Internal Corporate Services program	9,251	8,191	17,487	12,506	(8,236)	(4,315)	36	10	1557,311	536,456
Land Use Planning program	38,509	24,770	2,116	1,469	36,391	23,310	750			
Library program	1,142	1,126	6,063	5,779	(4,911)	(4,663)	297	388	1,262	1,222
Open Space, Sport & Recreation program	9,958	7,189	19,577	17,940	(9,619)	(10,751)	2,540	8	267,305	249,903
Organisational Development program	7	10	486	253	(479)	(243)				
Paths and Cycleways program	1,281	765	2,522	2,182	(1,241)	(1,417)	1,097	765		1000000
Property Portiblio program	2,777	2,626	6,211	5,494	(3,434)	(2,868)			118,170	117,165
Regulatory program	10,102	12,252	8,662	7.947	1,440	4,305				
Risk Management program	528	140	4,135	3,608	(3,607)	(3,468)				
Roads program	1,998	2,500	10,040	24,394	(8,042)	(21,894)	302	1,662	291,087	376,202
Strategic City program			277	296	(277)	(2967)				
Traffic & Transport program	1,585	2,407	3,119	2,515	(1,534)	(108)	699	1,106		
Waste and Recycling program	23,544	22,761	18,812	18,366	4,732	4,395	34	90	1,570	1,226
Total Functions & Activities	103,741	88,304	122,811	124,043	(19,070)	(38,739)	7,449	5,184	1,552,542	1,493,543
General Purpose Income	73,402	67,971	The state of the s		73,402	67.971	2.708	2,480	Contract of the last of the la	Contract of the last
Totals	177,143	156,275	122,811	124,043	84,332	32,232	10,167	7,664	1,552,542	1,493,543

## 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 our library services.

## Open Space, Sport & Recreation program

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

## **Organisational Development program**

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

### Paths and Cycleways program

Developing, managing and maintaining our footpaths and cycleways.

#### **Property Portfolio program**

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

#### Regulatory program

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

#### Risk Management program

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

#### Roads program

Managing and maintaining our roads, bridges and retaining walls.

## Strategic City program

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

#### Traffic & Transport program

Managing our transport, traffic and car parking; developing sustainable transport options.

#### Waste and Recycling program

Managing our domestic and commercial waste services, educating on and facilitating recycling and disposal services.

## Note 3. Income from continuing operations

	2019 (\$'000)	2018 (\$'000)
(a) Rates and Annual Charges		
Ordinary rates		
Residential	30,196	30,202
Business	17,346	15,900
Environmental management levy	7,203	7,126
Less: Pensioner rebates (mandatory)	(749)	(760)
Less: Pensioner rebates (council)	(19)	(22)
Rates levied to ratepayers	53,977	52,446
Pensioner rate subsidies received	415	398
Total ordinary rates	54,392	52,844
Special rates		
Macquarie Park	1,455	1,378
Infrastructure special rate	12,163	8,692
Total special rates	13,618	10,070
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	20,969	20,341
Non-rateable waste management charges	114	125
Stormwater management service charge	1,065	1,044
Section 611 charges	150	148
Less: Pensioner rebates (mandatory)	(374)	(372)
Less: Pensioner rebates (council)	(10)	(12)
Total annual charges	21,914	21,274
Description of the latter was also different the constant of t	007	400
Pensioner subsidies received (Domestic waste management)	207	196
Total rates and annual charges	90,131	84,384

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.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

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.

Note 3. Income from continuing operations (continued)

	2019 (\$'000)	2018 (\$'000)
(b) User charges and fees	, ,	, ,
User charges (pursuant to s. 502)		
Aquatic centre	5,691	5,656
Sports facility rental	1,049	880
Hall hire	460	478
Road restorations	1,214	904
Gutter crossings	42	65
Commercial waste service	1,463	1,348
Other	97	211
Total user charges	10,016	9,542
Fees		
Regulatory/statutory fees	1,455	3,449
Section 10.7 certificates (EP&A Act)	294	361
s603 certificates	177	160
Discretionary		
- Parking fees	1,956	1,772
- Environmental planning	2,126	2,839
- Private works	27	60
- Home maintenance & modification	45	66
- Other	841	616
Total fees	6,921	9,323
Total user charges and fees	16,937	18,865

## 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.

	2019 (\$'000)	2018 (\$'000)
(c) Interest and investment revenue		
Interest on financial assets measured at amortised cost		
- Overdue rates & annual charges	230	206
- Cash, cash equivalents and investments:		
- Externally restricted	2,741	1,979
- Unrestricted	4,143	3,888
Amortisation of discounts and premiums:		
- Debt securities at amortised cost/held to maturity (2018)	35	23
Total interest and investment revenue	7,149	6,096

## Accounting policy for interest and investment revenue

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

## Note 3. Income from continuing operations (continued)

	2019 (\$'000)	2018 (\$'000)
(d) Other revenues	(ψ σσσ)	(ψ σσσ)
Rental income:		
- Investment property	759	700
- Commercial Property	1,998	1,919
- Other property	332	387
Parking fines	4,375	4,095
Other fines	38	44
Ex gratia payments	47	232
Materials recycling	933	891
Lease - telecommunications	119	108
Legal fees recoveries		
- Rates	-	7
- Other	235	72
Insurance claims recoveries	109	1
Staff vehicle leases and other payments	807	781
Sundry sales	112	60
Other	841	910
Total other revenue	10,705	10,207

## 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 as is lease income from operating leases where Council is the lessor.

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

Note 3. Income from continuing operations (continued)

	OPERA	TING	CAPI	ΓAL
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
(e) Grants	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)
General purpose (untied)				
Financial assistance	3,673	3,395	-	-
Total general purpose (untied)	3,673	3,395	-	-
Specific purpose				
Skate facilities construction	-	-	400	-
Library	297	295	-	-
Home maintenance & modification	531	368	-	-
Passive parks expansion	-	-	565	-
Sportsground amenities renewal	-	-	700	-
Playground renewals/upgrades	-	-	700	-
LEP grant	750	-	-	-
Community staff funding	212	271	-	-
Street & traffic lighting	364	364	-	-
Roads to recovery	-	-	-	749
Transport	-	-	1,567	1,945
Work Health & Safety incentive rebate	36	58	-	-
Local infrastructure renewal scheme subsidy	59	67	-	-
Other	241	144_	62	8
Total specific purpose	2,490	1,567	3,994	2,702
Total grants	6,163	4,962	3,994	2,702
Comprising:				
- Commonwealth funding	4,375	3,626	_	749
- State funding	1,788	1,336	3,994	1,953
- Other funding	-	<i>-</i>	-	, <u> </u>
-	6,163	4,962	3,994	2,702

Note 3. Income from continuing operations (continued)

	OPERA	ATING	CAPI	TAL
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)
(f) Contributions				
Developer contributions (s7.11) - Cash				
- Open space	-	-	24,060	17,070
- Drainage	-	-	1,353	889
- Traffic facilities	-	-	3,773	1,865
- Other	-	-	169	141
- Community facilities	-	-	7,555	4,731
Voluntary planning agreements (s7.4) - Cash			1,127	-
Total developer contributions	-	-	38,037	24,696
Other Contributions				
Other councils	733	722	-	-
Community events	273	138	-	-
Old landfill sites subsidence program	-	-	150	-
Other	22	80	70	1,048
RMS contributions				
- Roads & bridges	399	392	-	-
- Other	157	70	-	-
Customer/resident contributions	-	-	30	2
LSL contributions from other councils	396	142	-	-
DWM better waste and recycling fund	145	144	_	-
Total other contributions	2,125	1,688	250	1,050
Total contributions	2,125	1,688	38,287	25,746
Total Grants & Contributions (e) & (f)	8,288	6,650	42,281	28,448

## 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.

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

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.

## Note 3. Income from continuing operations (continued)

	2019 (\$'000)	2018 (\$'000)
(g) Unspent grants and contributions		
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:		
Operating Grants Operating grants recognised as income in the current reporting period that: - have not been spent - were received for the provision of goods and services in a future period	897 -	440 -
Operating grants recognised in previous reporting periods which have been spent in the current reporting period	(163)	(234)
Capital Grants Capital grants recognised as income in the current reporting period that: - have not been spent - were received for the provision of goods and services in a future period	1,450 -	11 -
Capital grants recognised in previous reporting periods which have been spent in the current reporting period	(87)	(2,380)
Contributions Contributions recognised as income in the current reporting period that: - have not been spent - were received for the provision of goods and services in a future period	40,778 -	26,675 -
Contributions recognised in previous reporting periods which have been spent in the current reporting period	(24,036)	(16,430)

## Note 4. Expenses from continuing operations

	2019	2018
	(\$'000)	(\$'000)
(a) Employee Benefits & On Costs		
Salaries and wages	38,558	36,210
Employee leave entitlements	11,591	9,668
Superannuation	5,003	4,700
Workers' compensation insurance	609	576
Fringe benefits tax (FBT)	167	177
Training costs (excluding salaries)	185	322
Other	506	535
Less: capitalised costs	(6,188)	(6,061)
Total employee costs expensed	50,431	46,127

## Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

#### Retirement benefit obligations

All employees of 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 not 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. Refer to Note 16.

(b) Borrowing costs	2019 (\$'000)	2018 (\$'000)
Interest on loans	90	110
Total borrowing costs expensed	90	110

#### 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.

## Note 4. Expenses from continuing pperations (continued)

	2019 (\$'000)	2018 (\$'000)
(c) Materials and Contracts		
Raw materials and consumables	1,023	1,846
Contractor Costs		
- Roads and Footpaths Maintenance	2,047	1,754
- Parks Maintenance	1,565	1,747
- Waste Disposal, Collection and Recycling	12,957	13,506
- Construction Recycling	612	710
- Building Cleaning & Maintenance	992	913
- Temporary and Agency Staff	3,134	3,113
- Repairs and Maintenance	553	432
- Electrical	743	922
- Community Research	242	115
- Heritage	214	-
- Events	494	451
- Bush Regeneration	570	20
- Labour Hire	261	263
- Security	475	338
- Home Modification and Maintenance Service	107	134
- Project Design & Construction	-	13
- Drainage	66	-
- Parking Meter	162	140
- Plant Hire External	144	74
Other Contractor Costs	3,559	2,575
Consultancy Costs	,,,,,,	,-
- Town Planning	1,315	874
- Project Development Design	93	78
- Ryde Central	394	121
- Property	9	37
- Risk Management	103	342
Other Consultancy Costs	1,161	889
Remuneration of auditors	95	96
Legal Fees:	00	00
- Planning & Development	576	163
- Other	712	771
Infringement Notice Contract (SEINS)	501	497
Other	301	457
- IT Licenses	1,325	1,039
Less: capitalised costs	(1,916)	(2,341)
Less. Capitalised Costs	(1,910)	(2,341)
Total Materials & Contracts	34,288	31,632
	2019	2018
Auditor's Remuneration	(\$'000)	(\$'000)
Auditors of the City of Ryde: NSW Auditor-General		
(i) Audit and other assurance services		
Audit and review of financial statements	95	96
Other assurance services		-
Total remuneration for audit and other assurance services	95	96
Total Fees paid to or payable to the Auditor General	95	96
. Jul. 1 330 para to or payable to the Additor General		

## Note 4. Expenses from continuing operations (continued)

	2019	2018
(d) Depreciation, Amortisation and Impairment	(\$'000)	(\$'000)
Depreciation and Amortisation		
Plant and equipment	2,443	2,230
Office Equipment	692	710
Furniture & fittings	101	76
Land improvements (depreciable)	517	517
Buildings - specialised	888	888
- non-specialised	1,704	1,704
Infrastructure:		
- Roads, Bridges and Footpaths, Other Road Assets	7,597	7,000
- Stormwater Drainage	1,823	1,821
- Open space/recreational assets	1,236	1,219
- Other Structures	405	161
Other Assets:		
- Library Books	505	444
Total Depreciation Costs	17,911	16,770
Less: Capitalised Depreciation	(64)	(71)
Total Depreciation and Amortisation	17,847	16,699

Accounting policy for depreciation, amortisation and impairment expenses

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 12 for intangible assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

## Note 4. Expenses from continuing operations (continued)

(e) Other Expenses	2019 (\$'000)	2018 (\$'000)
Fair value adjustment on assets (1)	3,440	-
Bad & doubtful debts	58	6
Mayoral fee	67	68
Councillors' fees	302	296
Councillors' (incl. Mayor) expenses	100	89
Election costs (excl. employee costs)	-	473
Insurance	1,276	1,265
Street lighting	2,038	1,835
Communications costs	355	265
Contribution to fire control	1,603	1,653
Contribution to Dept of Planning	275	280
Contributions & donations - community grants	789	671
Waste development tax	3,486	2,397
Membership fees	219	165
Valuation fees	172	168
Electricity & heating	1,436	1,254
Water rates	385	448
Bank fees & charges	264	272
Property lease costs	2,252	2,259
Postage & courier costs	390	418
Advertising	612	454
Other expenses	646	513
Less: capitalised costs	(10)	(5)
Total other expenses from continuing operations	20,155	15,244

<sup>(1)</sup> Fair value adjustment loss greater than the revaluation reserve balance

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the council receives the goods or services.

Note 5. Gain or loss from the disposal, replacement and de-recognition of assets

	Notes	2019 (\$'000)	2018 (\$'000)
Gain (or loss) on disposal of community land	9		
Proceeds from disposal		-	259
Less: Carrying amount of assets sold		-	-
Gain (or loss) on disposal			259
Only (and and an alternated of plant 0 a polynomial	0		
Gain (or loss) on disposal of plant & equipment	9	1 517	1 274
Proceeds from disposal Less: Carrying amount of assets sold		1,517 (979)	1,374 (978)
Gain (or loss) on disposal		<u>(979)</u> <b>538</b>	396
Calli (or 1033) on disposar			
Gain (or loss) on disposal of real estate assets	9		
Proceeds from sales		-	-
Less: Cost of sales		(92)	
Gain (or loss) on disposal		(92)	
Gain (or loss) on disposal of office equipment	9		
Proceeds from disposal	Ü	_	_
Less: Carrying amount of assets disposed		_	(15)
Gain (or loss) on disposal		-	(15)
Gain (or loss) on disposal of drainage assets	9		
Proceeds from disposal		-	-
Less: Carrying amount of assets disposed		(6)	
Gain (or loss) on disposal		(6)	
Gain (or loss) on disposal of RBF -roads, bridges & footpaths	9		
Proceeds from disposal		-	-
Less: Carrying amount of assets disposed		(236)	(14,848)
Gain (or loss) on disposal		(236)	(14,848)
Gain (or loss) on disposal of works in progress	9		
Proceeds from disposal		-	- (00)
Less: Carrying value of Works in Progress		<del>-</del>	(99)
Gain (or loss) on disposal		<u> </u>	(99)
Gain (or loss) on disposal of investments	6		
Proceeds from disposal <sup>(2)</sup>		6,435	10,056
Less: Carrying value of investments (3)		(5,992)	(9,980)
Gain (or loss) on disposal		443	76
NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS		647	(14,231)
(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 s	same autho	rised deposit-tak	ing institution.
Gross amount including rolled over investments:	Notes		
Proceeds from disposal (Statement of cashflows)	CF	68,147	71,694
Less: Carrying value of financial assets	6	(67,704)	(71,618)

Gross amount including rolled over investments:	Notes		
Proceeds from disposal (Statement of cashflows)	CF	68,147	71,694
Less: Carrying value of financial assets	6	(67,704)	(71,618)
Gain (or loss) on disposal		443	76

 $<sup>^{\</sup>left(3\right)}\,$  The 2017/2018 figure 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.

## Note 6a. Cash and cash equivalents

	2019 (\$'000)	2018 (\$'000)
Cash at bank and on hand	576	809
Deposits at call <sup>(1)</sup>	15,015	6,730
	15,591	7,539

<sup>(1)</sup> 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:

	2019		2018	
	<u>Current</u>	Non-Current	<u>Current</u>	Non-Current
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Debt securities at amortised cost/held-to-				
maturity investments (2018)	94,048	126,573	94,712	108,499
Total _	94,048	126,573	94,712	108,499
Debt securities at amortised cost/held to maturity (a Comprising of:	·			
- FRNs	9,548	37,942	8,600	42,337
- Fixed Bonds	-	35,631	-	24,162
- Term Deposits <sup>(2)</sup>	84,500	53,000	86,112	42,000
TOTAL _	94,048	126,573	94,712	108,499

<sup>(2)</sup> Does not include term deposits with a term of less than 3 months

## **Accounting policy for investments**

Accounting policy under AASB 9 - applicable from 1 July 2018

Financial instruments are recognised initially on the date that the council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

#### **Financial Assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Note 6b. Investments (continued)

#### Classification

On initial recognition, City of Ryde classifies its financial assets into the following categories – those measured at:

Amortised cost

Financial assets are not reclassified subsequent to their initial recognition.

#### **Amortised cost**

Assets measured at amortised cost are financial assets where:

- The business model is to hold assets to collect contractual cash flows, and
- The contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

City of Ryde financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

City of Ryde has no financial assets measured as FVTPL or FVOCI-equity.

## Accounting policy under AASB 139 – applicable for 2018 comparatives only

### 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 held at fair value with changes in value taken through profit or loss at each reporting period.

## (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 noncurrent 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.

## 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.

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

### 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.

## Note 6c. Restricted cash, cash equivalents and investments

	2019		2018	
	<u>Current</u>	Non-Current	<u>Current</u>	Non-Current
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Total cash, cash equivalents				
and investments	109,639	126,573	102,251	108,499
External restrictions (refer below)	48,544	84,828	44,173	67,930
Internal restrictions (refer below)	56,766	41,745	54,575	40,569
Unrestricted	4,329	-	3,503	-
Total	109,639	126,573	102,251	108,499

## **DETAILS OF RESTRICTIONS**

	Opening Balance 30 June 2018	Transfers To Restriction	Transfers From Restriction	Closing Balance 30 June 2019
	\$'000	\$'000	\$'000	\$'000
External restrictions				
Developer contributions (A)	86,647	40,778	(24,036)	103,389
Specific purpose unexpended grants (B)	9,040	2,520	(3,290)	8,270
Domestic waste management	12,083	20,972	(18, 135)	14,920
Stormwater management	1,225	1,068	(1,114)	1,179
Affordable housing contribution	139	33	-	172
Macquarie Park special rate	1,995	1,479	(1,222)	2,252
Infrastructure special rate reserve	974	12,163	(9,947)	3,190
Total external restrictions	112,103	79,013	(57,744)	133,372
Total restricted grants and contributions (A + B)	95,687	43,298	(27,326)	111,659

Note 6c. Restricted cash, cash equivalents and investments (continued)

	Opening Balance 30 June 2018	Transfers To Restriction	Transfers From Restriction	Closing Balance 30 June 2019
	\$'000	\$'000	\$'000	\$'000
Internal restrictions				
Plant replacement reserve	3,300	2,335	(1,915)	3,720
Employee leave entitlements	4,752	499	(764)	4,487
Incomplete/carry over works and projects	50	72	(50)	72
Refundable deposits	15,534	441	-	15,975
Asset replacement reserve	19,157	6,639	(7,890)	17,906
Ryde Aquatic Leisure Centre	1,296	4,248	(4,301)	1,243
Investment property reserve	21,565	518	(576)	21,507
Accommodation reserve	11,184	-	(2,272)	8,912
Merger & transition reserve	299	-	(133)	166
Refundable fee reserve	-	1,594	-	1,594
Ryde Central reserve	12,765	3,774	(586)	15,953
Council election reserve	117	220	-	337
Insurance fluctuation reserve	650	100	(184)	566
Heritage reserve	-	500	-	500
Workers compensation	500	950	-	1,450
Other	3,975	2,255	(2,107)	4,123
Total internal restrictions	95,144	24,145	(20,778)	98,511
<b>7</b> (1)	007.017	100 150	(TO FOO)	004.000
Total restrictions	207,247	103,158	(78,522)	231,883

Note 7. Receivables

4,249 360 767 448 307 785 56 15 42	- - - - - - -	3,010 311 704 155 199 299 122 22	52 5 - - - - -
767 448 307 785 56 15 42	- - - - - -	704 155 199 299 122 22	5 - - - - -
448 307 785 56 15 42	- - - - -	155 199 299 122 22	- - - -
307 785 56 15 42	- - - -	199 299 122 22	- - - -
785 56 15 42	- - - -	299 122 22	- - -
56 15 42	- - -	122 22	- - -
15 42	- - -	22	-
42	-		_
	_	0.4	
		94	-
2,176	-	1,936	-
207	-	6	-
1,718	-	2,447	-
553	-	569	-
2,277	-	1,857	-
233	-	138	-
35	-	19	-
377	-	391	-
339	22	402	22
14,944	22	12,681	79
378		453	
14,566	22	12,228	79
	1,718 553 2,277 233 35 377 339 14,944	1,718 - 553 - 2,277 - 233 - 35 - 377 - 339 22  14,944 22  378 - 14,566 22	1,718       -       2,447         553       -       569         2,277       -       1,857         233       -       138         35       -       19         377       -       391         339       22       402         14,944       22       12,681         378       -       453         14,566       22       12,228

<sup>&</sup>lt;sup>(1)</sup> 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.

### Note 7. Receivables (continued)

## **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.

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.

#### Impairment

#### Accounting policy under AASB 9 applicable from 1 July 2018

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

For non-rates debtors, council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

Council uses the presumption that a financial asset is in default when:

- The other party is unlikely to pay its credit obligations to the council in full, without recourse by the council to actions such as realising security (if any is held) or
- The financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no economic or realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are of a value where recovery is no longer economically viable.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

### Accounting policy under AASB 139 – Applicable for 2018 comparatives only

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 ongoing 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 the 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.

Rates and annual charges outstanding are secured against the property.

## Note 8. Inventories and other assets

	<u>Current</u> (\$'000)	2019 <u>Non-Current</u> (\$'000)	2 <u>Current</u> (\$'000)	018 <u>Non-Current</u> (\$'000)
(a) Inventories (at cost)				
Stores and materials	746		828	_
Total inventories	746		828	-
(b) Inventories not expected to be realised within the next 12 months <sup>(1)</sup>	506	<u> </u>	539	
(c) Other Assets				
Prepayments	1,221	-	949	-
Prepayments - salaries and wages	990	-	789	-
Prepayments - waste alliance	740	-	740	-
Total other assets	2,951	-	2,478	-

## **EXTERNALLY RESTRICTED INVENTORIES AND OTHER ASSETS**

NIL

## 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.

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

## Note 9. Infrastructure, property, plant and equipment

1,0005	W	11 30 June 2018	- 10			MOVEWE	MOVEMBIT'S DURING THE YEAR	THE YEAR		Section 1		At 30 June 2019	
		1					The state of the state of		Meant In	Annal Revenience	100000000000000000000000000000000000000	The second	
ASSET CLASS	Grees Carrying Amend	Accomalised Depreciation & Imperment	Net Carrying Americal	Bereat	New Assets	Translars from 100	Carrying Value of Degreests	Depresiation & terparement	Greek Book	Appropriation & Depropriation & Imperment	Curying Annual	Accountables & Deprodution & Impairment	Net Carrying Amount
Plantand Equipment	20,312	17,447	10,805	*	3.154		(979)	(2,442)			20,571	17,974	10,597
Office Equipment	10,314	7,791	2,523	242	122	277	*	(506)	*		11,344	900'8	3,238
Furniture and Fritings	4,741	3,662	659	180	19	947	*	(101)	+	-	8,918	3,982	1,936
Leased Plant & Equipment	163	163		. 0					+		163	163	
1900													707.7
-Operational Land	220,018	1	220,018		*	ř	*	+	+		220,018	•	220,018
- Community Land	809 608	1	80'90'90	1	5.024			ł	+	·	104,662	,	104,652
- Cesan	42,659		42 669		t				+		40,669	+	42,650
- Land Improvements (Non-deprit)	9.29		9,294	158	360	1995	. *		+		10,285	,	10,286
- Land Improvements (Nephts)	15,141	11,948	1,193	R	313	4,672		(517)			20,201	14,465	6,736
- Land Under Roads	1100	1	1,165						4		1,165	1	7,156
Retings													
- Non-apadalicad	125,634	73,5927	10,307	2,088	20	1,647	(80)	(1,704)	(2,845)		127,575	75,106	62,469
Other Structures													
- Carparu	11,814	1,563	16291	8		4	,	(330)	1,388	04	13,289	1,917	11,382
- Foreshore Assets	5.200	1,174	4,109	2000	+	1,400		(20)	02.1540		0.400	1,162	4254
- Road Availary	11,970	3,678	0.250	8	OF.	1,210		(236)	450	18	14,390	2.803	10,527
-Ober	280	7	250	+	t	7	1	000	+	-	380	ş	248
Inflashuther													
- Roads, Bridges and Footpaths								3	3				2004
- Road Parentent	301,237	78,890	221.347	8,480	445	1,035		(5.934)	(4,007)	8,063	307,178	76,741	230,437
- Road Avoitales	7,157	3,063	3,294	258	8	573	Ť.	(142)	(1,27%)		7,388	3,996	3,400
-Boopes	4,129	1,724	2.405			•	*	(040)	8	2	4,179	1,750	2,429
- Foogaths and Cydeways	62,479	11,001	51.478	3,200	3,201	2,022	(234)	(1881)	(9) (9)	416	84.878	11,136	63,743
- Karp & Guttaring	102.816	14,591	84,225	1,198	*	382	*	(300)	153	150	104,522	15,126	09,290
- Stemwask Drahage	266,750	05,000	200,002	1,360	91	1,037	(0)	(1,823)	2172	306	277.512	67,346	204,166
- Aquant Leisure Cerbe	53,168	14,100	38,965	500	Ť		.*	(996)	(300)		53,348	15,068	38,100
- Other Open Spane/Seprentiarial assets	GK 69	11,315	58,007	1,752	5,092	3,444		0,2369	(2.234)	1326	77,387	11,506	65,031
Other Assets						0.00							
- Heritage Collections	533	*	223		* "	ì	*	*	+	٠	223		229
- Library Books	3,285	2,064	1,221	35	+	9		(200)	+		3,229	1,969	1280
Capnal Moss in Propess	20,464		20,404	4,785	9.76	(19,622)		*		•	11,748		11,748
TOTALS	1,477,798	327,783	1,150,015	28,864	28,339		(1,313)	(17,911)	(14.327)	11,208	1,511,174	331,399	1,179,875

Note 9. Infrastructure, property, plant and equipment (continued)

\$,000\$	At	At 30 June 2017				MOVEME	MOVEMENTS DURING THE YEAR	THE YEAR			1	At 30 June 2018	
									Asset Revaluation	valuation			
	Accumulated Gross Carrying Denreciation &	Accumulated Depreciation &	Not Carrying			Tranefore	Carrying	Denreciation &	Gross Book	Accumulated	Gross	Accumulated Depreciation &	Not Carrying
ASSET CLASS	Amount	Impairment		Renewals	New Assets	From WIP	Disposals	Impairment	Value	Impairment	Amount	Impairment	Amount
Plant and Equipment	27,430	16,879	10,551	9/	3,428	18	(978)	(2,230)	•	1	28,312	17,447	10,865
Office Equipment	9,168	7,725	1,443	603	173	450	(15)	(710)	1	629	10,314	7,791	2,523
Furniture and Fittings	4,459	3,811	648	27	153	102	•	(76)	1	5	4,741	3,882	829
Leased Plant & Equipment	163	163	•	1	•	1	•	•	•	1	163	163	1
Land													
- Operational Land	220,018	'	220,018		•	•	•	•	•	1	220,018	•	220,018
- Community Land	142,287	1	142,287	1	1	1	•	1	•	1	142,287	1	142,287
- Land Improvements (non-depr'n)	9,073	,	9,073	53	142	26	•	1	1	1	9,294	1	9,294
- Land Improvements (depr'n)	14,521	13,431	1,090	157	104	329	•	(517)	•	1	15,141	13,948	1,193
- Land Under Roads	1,155	1	1,155	1	1	1	•	1	1	1	1,155	1	1,155
Buildings													
- Non -specialised	125,934	71,893	54,041	290	143	5,822	•	(1,704)	(6,255)	1	125,934	73,597	52,337
Other Structures													
- Carparks	11,590	1,479	10,111	420	,	1	•	(97)	(196)	(7)	11,814	1,583	10,231
- Foreshore Assets	5,333	1,102	4,231	1	•	411	•	(62)	(410)	(11)	5,333	1,174	4,159
- Road Ancillary	11,516	3,473	8,043	319	1,232	1,824	•	(272)	(2,915)	29	11,976	3,678	8,298
- Other	253	2	251	1	1	7	•	(2)	1	1	260	4	256
Infrastructure													
- Roads, Bridges and Footpaths													
- Road Pavement	301,237	78,856	222,381	8,236	1	866	(4,956)	(5,312)	•	1	301,237	79,890	221,347
- Road Ancillaries	7,072	3,707	3,365	180	311	303	(724)	(141)	•	1	7,157	3,863	3,294
- Bridges	4,129	1,679	2,450	134	1	69	(203)	(45)	1	1	4,129	1,724	2,405
- Footpaths and Cycleways	62,009	10,510	51,499	1,981	806	4,442	(6,705)	(545)	1	1	62,479	11,001	51,478
- Kerb & Guttering	102,792	13,973	88,819	1,775	1	929	(2,260)	(685)	1	1	102,816	14,591	88,225
- Stormwater Drainage	266,535	63,707	202,828	2,763	-	1,910	•	(1,821)	(4,459)	(360)	266,750	65,888	200,862
- Aquatic Leisure Centre	53,168	13,292	39,876	135	1	117	•	(888)	(252)	1	53,168	14,180	38,988
- Other Open Space/Recreational assets	65,293	10,857	54,436	999	346	2,224	•	(1,219)	814	761	69,342	11,315	58,027
Other Assets													
- Heritage Collections	229	1	229	1	1	1	•	1	1	1	229	1	229
- Library Books	3,252	2,067	1,185	480	•	1	•	(444)	•	1	3,285	2,064	1,221
Capital Works in Progress	22,894	1	22,894	7,221	10,106	(19,658)	(66)	•	•	1	20,464	•	20,464
TOTALS	1,471,510	318,606	1,152,904	25,515	16,945		(15,940)	(16,770)	(13,673)	1,034	1,477,798	327,783	1,150,015

## 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 represented by straight line depreciation over the useful life.

The following table sets out the range of useful lives and depreciation.

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% - 5.00%
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	40-100	1.00% - 2.50%

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.

When infrastructure, property, plant and equipment are acquired by council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

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.

### 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.

Councils has no control of any Rural Fire Services assets.

## Note 10. Investment properties

	2019 (\$'000)	2018 (\$'000)
At fair value	(φ σσσ)	(ψ σσσ)
Opening balance at 1 July	117,165	115,540
Net gain (loss) from fair value adjustment	1,005	1,625
Closing balance at 30 June	118,170	117,165
(a) Amounts recognised in profit and loss for investment property		
Rental income	759	700
Net gain (loss) from fair value adjustment	1,005	1,625
Direct operating expenses from property that generated rental income	(171)	(399)
Total	1,593	1,926

## (b) Leasing arrangements - Council as lessor

The investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows.

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	413	312
- Later than one year and not later than 5 years	1,247	951
- Later than 5 years	94	308
Total	1,754	1,571

## **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, as determined annually by an independent valuation from Scott Fullarton Valuations Pty Ltd. It 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.

Note 11. Payables and borrowings

		2019	2	018
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Payables				
Goods and services	10,371	-	9,067	-
Accrued expenses	3,656	-	2,471	-
Interest expenses	17	-	19	-
Deposits and retentions	15,975	-	15,533	-
Government departments and agencies	136	-	190	-
Refundable fees	1,594	-	-	-
Deferred lease expense	212	-	220	-
Other	27	<u> </u>	26	
Total payables	31,988	-	27,526	-
Income received in advance				
Payments received in advance	325	-	788	_
Payments received in advance - rates	743	-	712	-
	1,068	-	1,500	-
Borrowings				
Loans - secured (1)	302	1,408	911	1,710
Total borrowings	302		911	1,710
(a) Restricted and Unrestricted liabilities				
Liabilities relating to unrestricted assets	33,358	1,408	29,937	1,710
Total	33,358	1,408	29,937	1,710
(b) Current payables not expected to be				
settled within the next 12 months	12,780	_	12,426	-

<sup>&</sup>lt;sup>(1)</sup> Loans are secured by the rating income of Council.

## Note 11. Payables and borrowings (continued)

## (c) Changes in liabilities arising from financial activities

			N	on Cash Change	es	
					Other Non-	
Total Liabilities from		Cash		Fair Value	Cash	
financing activities	2018	Flows	Acquisition	Changes	Investment	2019
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Loans -secured						
Financial Institutions	2,621	(911)				1,710
Total	2,621	(911)				1,710

			N	on Cash Change	es	
					Other Non-	
Total Liabilities from		Cash		Fair Value	Cash	
financing activities	2017	Flows	Acquisition	Changes	Investment	2,018
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Loans -secured						
Financial Institutions	3,511	(890)				2,621
Total	3,511	(890)				2,621

(d) Financing Arrangements	2019 (\$'000)	2018 (\$'000)
Total facilities  The amount of total financing facilities available to council at the reporting date is:		
Corporate credit cards	60	60
	60	60
Drawn Facilities		
The financing facilities drawn down at the reporting date is:  Corporate credit cards	13	11
	13	11
Undrawn Facilities  The amount of undrawn financing facilities available to council at the reporting date is:		
Corporate credit cards	47	49
	47	49

## **Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans

## Note 11. Payables and borrowings (continued)

### Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Pavables

These amounts represent liabilities for goods and services provided to 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.

### Note 12. Provisions

	2019		2018	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Employee benefit provisions				
Annual & other accrued leave	4,141	-	3,870	-
Sick leave	185	-	193	-
Long service leave	9,482	262	8,608	163
Other employee provisions	589	-	598	-
Total provisions	14,397	262	13,269	163
Current provisions not expected to be				
settled within the next 12 months	7,740	-	6,905	

## (a) Description of and movements in provisions

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

Opening Increase in				Re-	Closing
Class of Provision	Balance (\$'000)	Provision (\$'000)	Payments (\$'000)	Measurement (\$'000)	Balance (\$'000)
Annual & Other Accrued Leave	3,870	3,516	3,245	-	4,141
Sick Leave	193	1,540	1,548	-	185
Long service leave	8,771	2,484	1,511	-	9,744
Other employee provisions	598	1,907	1,916	-	589
Total	13,432	9,447	8,220	-	14,659

## Note 12. Provisions (continued)

### **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.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if 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.

## 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.

Note 14. Statement of cash flow information

(a) Reconciliation of Cash Assets	Notes	2019 (\$'000)	2018 (\$'000)
Total cash and cash equivalents <u>Less:</u> bank overdraft	6 11	15,591 -	7,539 -
Balances as per statement of cash flow		15,591	7,539
(b) Reconciliation of net operating result to cash provided from operating activities			
		2019 (\$'000)	2018 (\$'000)
Net operating result from income statement		54,332	32,232
Depreciation, amortisation and impairment	4	17,847	16,699
Loss/(gain) on sale of assets	5	(647)	14,231
Amortisation of discounts & premiums recognised	3,4	(35)	(23)
Fair value (gains)/losses to investment property	4,10	2,435	(1,625)
Movement in operating assets and liabilities			
Increase/(decrease) in provision for doubtful debts	7	(75)	1
Increase/(decrease) in provision for employee benefits	11	1,227	746
(Increase)/decrease in receivables	7	(2,206)	(1,111)
(Increase)/decrease in inventories	8	82	66
(Increase)/decrease in other current assets	8	(473)	317
Increase/(decrease) in payables	11	(1,280)	1,249
Increase/(decrease) in accrued interest payable	11	(2)	(3)
Increase/(decrease) in other current liabilities/accruals	11	2,060	2,926
Net cash provided by (used in) operating activities		73,265	65,705

#### **Note 15. Commitments**

	2019 (\$'000)	2018 (\$'000)
(a) Capital commitments (exclusive of GST)		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Plant & Equipment	-	115
Office Equipment	-	182
Land	-	99
Buildings	333	434
Other Structures	-	565
Infrastructure	264	3,041
Total	597	4,437

Major commitments include the Coulter St Upgrade, Eastwood multideck carparking development and 741 Victoria Rd development.

#### (b) Non-cancellable operating lease commitments

Commitments under non-cancellable operating leases at 30 June 2019 but not recognised in the financial statements are payable as follows:

Total <sup>(1)</sup>	3,911	5,999
- Later than 5 years	<u> </u>	
- Later than one year and not later than 5 years	1,741	3,830
- Not later than one year	2,170	2,170
otatoo.no and payable do lenetro.		

<sup>&</sup>lt;sup>(1)</sup> This represents the leased premises at the North Ryde office which comprise of:

<sup>1</sup> x 5 year lease commencing 1 May 2016, with 3 options of 5 years,

<sup>1</sup> x 4 years and 9 months lease commencing 1 August 2016, with 3 options of 5 years.

#### 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 is a defined benefit plan that has been determined to be a "multi-employer fund" for the purposes of AASB 119 and hence 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 past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million per annum from 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accred liabilities as at 30 June 2018. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

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 past service 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 suplus on windup.

There is no provision for the allocation of any surplus which may be present at the date of withdrawal of an employer.

#### Note 16. Contingencies and other liabilities/assets not recognised (continued)

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 2019 was \$92,092.

Council's expected contributions to the Fund for the next annual reporting reporting period is \$85,000.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2019 is:

Employer reserves only <sup>1</sup>	\$ millions	Asset coverage
Assets	1,798.7	
Past Service Liabilities	1,784.2	100.8%
Vested Benefits	1,792.0	100.4%

<sup>1.</sup> 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	5.75% per annum
Salary inflation <sup>1</sup>	3.5% per annum
Increase in CPI	2.5% per annum

<sup>1.</sup> 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 final end of year review will be completed around November/December 2019.

Councils additional lump sum contribution is around 1.89% of the total additional lump sum contributions for all Pooled Employers (of \$40m each year from 1 July 2018 to 30 June 2021) provides an indication of the level of participation of Council compared with other employers in the Pooled Employer sub-group.

#### Note 16. Contingencies and other liabilities/assets not recognised (continued)

#### (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

Council is a member of StateCover's Loss Prevention and Recovery (LPR) model (also known as the retro-paid loss scheme) which aligns the premiums to the Councils 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 liabilitites

#### (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) s7.11 Plans

Council levies s7.11 plans upon various developments across the Council area through the required Contributions Plans.

As part of these plans, Council has received funds for which it will be required to expend the monies in accordance with those plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's general funds.

These future expenses do not yet qualify as liabilities as of the reporting date, but represent Council's intention to spend funds in the manner and timing set out in those plans.

#### Note 16. Contingencies and other liabilities/assets not recognised (continued)

#### 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.

#### **CONTINGENT ASSETS**

#### (i) 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.

#### (ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Bevillesta Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council's Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the developers, where Council leased to the developer the airspace in which a number of assets were to be constructed.

This represents a contingent asset that will become Council's assets at the end of the lease.

#### Note 17. Financial 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		Carrying Value Fair Valu		lue	
	2019	2018	2019	2018		
	\$'000	\$'000	\$'000	\$'000		
Financial assets measured at	amortised co	st				
Cash and cash equivalents	15,591	7,539	15,591	7,539		
Receivables	12,311	10,450	12,311	10,450		
Held-to-maturity investments	220,621	203,211	222,607	203,527		
·	248,523	221,200	250,509	221,516		
Financial liabilities measured	l at amortised	l cost				
Payables	31,988	27,526	31,988	27,526		
Borrowings	1,710	2,621	4,470	5,811	(1)	
<u> </u>	33,698	30,147	36,458	33,337		

#### 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.

#### Note 17. Financial risk management (continued)

#### (a) Market risk - price risk and interest rate risk

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

	30/06/2019 \$'000	30/06/2018 \$'000
Estimated impact of a 10% <sup>(2)</sup> movement in price of investment	s:	
- Equity	n/a	n/a
- Income statement	n/a	n/a
Estimated impact of a 1% movement in interest rates on		
- Equity	2,362	2,108
- Income statement	2,362	2,108

#### Note:

<sup>(2)</sup> 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 impact of interest rate movement on investments is calculated only on tradable investments.

#### 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

	Notes	2019 (\$'000)	2018 (\$'000)
- Current	Notes	71%	64%
- Overdue debts		29%	36%
Analysis of overdue debts - rates and annual charges		\$'000	\$'000
Less than 1 year		3,266	2,170
1 to 2 years		674	625
2 to 5 years		588	538
Greater than 5 years		81	45
	7	4,609	3,378
Analysis of overdue debts - nonrates and annual charges		\$'000	\$'000
0 - 30 days overdue		9,008	8,120
31 - 60 days overdue		258	279
61 - 90 days overdue		106	47
>91 days overdue		985	936
	7	10,357	9,382

#### 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.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

2019	Weighted	Due Within	Due Between	Due After	Total	Carrying
\$'000	Average	1 Year	1 and 5 Years	5 Years	Contractual	Values
	Interest rate				CashFlows	
	%					
Payables		31,988	-	-	31,988	31,988
Borrowings	3.94%	359	1,444	48	1,851	<sup>(3)</sup> 1,710
-	-	32,347	1,444	48	33,839	33,698
2018		Due Within	Due Between	Due After	Total	Carrying
\$'000		1 Year	1 and 5 Years	5 Years	Contractual	Values
					Cash Flows	
Payables		27,526	_	-	27,526	27,526
Borrowings	4.25%	1,003	1,415	420	2,838	<sup>(3)</sup> 2,621
-	-	28,529	1,415	420	30,364	30,147

<sup>(3)</sup> This represents the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates.

Refer to Note 19 for fair value information.

#### Note 18. Material budget variations

Council's Original Budget was incorporated as part of the 2018-2022 Delivery Plan adopted by the Council on 26 June 2018. It 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 2018/19 financial year and, where appropriate, have been incorporated into the 2019/20 Original Budget in order to frame a more rigorous and robust budget.

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

#### Revenues

#### Interest and investment revenue \$2,575K (56%) (F)

Council received interest revenue of \$7,149k which was above the original budget by \$2,575k (56%). Whilst interest rates have been reasonably steady 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 general fund 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 -\$1,833K (-15%) (U)

Council received other revenues of \$10,705k which was below the original budget by -\$1,833k (-15%). A reduction of \$3,000k for Bus Shelter Advertising reflects a recent Council resolution to rescind the decision to enter into a contract with a previous tendered party. Additional income derived from the sale of recycled construction materials amounted to \$575k. An additional \$323k in rental income, \$227k risk management rebate, \$208k legal cost recovery and \$94k stormwater and asset integration model also contributed to this variation.

#### Grants & contributions provided for operating purposes \$928K (13%) (F)

Council Operating Grants and Contributions of \$8,288k was above the original budget by \$928k (13%). Council received \$396k LSL contributions from other Councils which is unbudgeted due to the unknown potential expense. A new grant of \$750k was received in relation to the LEP Review Project. A reduction of budgeted grant funding includes \$59k for Traffic Route Lighting subsidy, \$50k Voluntary agency grant and \$69k for road related grants.

#### Grants & contributions provided for capital purposes \$21,501K (103%) (F)

Council received capital income of \$42,281k which was above the original budget by \$21,501k (103%). Council received \$16,900k in Section 7.11 Developer Contributions over and above its Original Budget estimate of \$20M. In addition, Council received VPA contributions from developers totalling \$1,127k, OLG grants of \$1,915k for sports and playground upgrades, an RMS cycleway contruction grant of \$1M and pedestrian grant of \$512k which was not included in the Original Budget. Funds have been restricted accordingly.

#### Note 18. Material budget variations (continued)

#### Expenses

#### Borrowing costs -\$43K (-32%) (F)

Council incurred borrowing costs of \$90k which was below the original budget by -\$43k (-32%). Council's interest rates on loans are largely variable and with interest rates still relatively low, borrowing costs were less than anticipated.

#### Other expenses \$324K (2%) (U)

Council paid other expenses of \$16,715k which was above the original budget by \$324k (2%). Additional expenditure incurred was a result of a fair value adjustment loss of \$3,440k as per Note 4. Other expense variations were minor across numerous programs.

#### 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).

#### Note 19. Fair value measurement (continued)

The table below shows the assigned level for each asset and liability held at fair value by the Council:

30 June 2019	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
Investment properties	10	118,170	-	118,170
Infrastructure, Property, Plant and Equipment	9			
- Operational land		220,018	-	220,018
- Community land		-	147,311	147,311
- Land under roads		-	1,155	1,155
- Buildings (Specialised and non-specialised)		-	90,569	90,569
- Roads, Bridges, Footpaths		-	379,405	379,405
- Stormwater drainage		-	204,166	204,166
Subtotal I,PP & E			822,606	1,042,624
TOTALS		338,188	822,606	1,160,794

30 June 2018	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
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	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
Subtotal I,PP & E			802,378	1,022,396
TOTALS		337,183	802,378	1,139,561

The Council does not have any liabilities which are fair valued.

#### Note 19. Fair value measurement (continued)

#### 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.

#### Level 2 measurements

#### Investment properties

On an annual basis, Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2019, 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 Council's engineering team. The gross value of the infrastructure assets are determined by unit rate to total volume which is normally square metres, lineal metres or individual items.

The unit rate, which is a key unobservable input, is determined using an assessment of average historical internal costs, and rates from contracts with third party suppliers. Infrastructure assets were last revalued at 30 June 2016 with the exception of specialised buildings.

The information presented in the Fair Value Measure Hierarchy table on unobservable input has been limited to significant components of the infrastructure assets as it is impracticable to provide information for all components.

#### Note 19. Fair value measurement (continued)

#### Reconciliation of movements

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

Level 3	2019 (\$000's)	2018 (\$000's)
Balance at 1 July	802,378	808,701
Total gains or losses for the period	-	1
Recognised in profit or loss – realised (refer to Note 5)	-	-
Recognised in other comprehensive income – revaluation surplus	(1,706)	(11,325)
Other movements	(11,773)	(11,141)
Purchases	34,041	30,992
Sales	(334)	(14,849)
Transfers into Level 3	-	-
Transfers out of Level 3	-	-
Balance at 30 June	822,606	802,378

A reconciliation of the movements in recurring fair value measurements allocated to Level 2 of the hierarchy is provided below:

Level 2	2019 (\$000's)	2018 (\$000's)
Balance at 1 July	337,183	335,558
Total gains or losses for the period	1,005	1,625
Balance at 30 June	338,188	337,183

#### Transfers between levels of the hierarchy

There were no transfers of assets and liabilities between the hierarchies.

#### Highest and Best Use

Current use of the assets noted above reflects the highest and best use as Operational Assets, and in accordance with current planning restrictions, the exceptions being the Investment Properties, which are to be developed, and may require planning changes to allow the development.

#### Note 20. Related party disclosures

#### **Key Management Personnel**

Key management personnel (KMP) of council are those persons having the authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. 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	2019 (\$000's)	2018 (\$000's)
Short-term benefits	1,973	1,893
Post-employment benefits	106	98
Other long-term benefits	56	54
Termination benefits	507	0
Total	2,642	1,861

#### Other transactions with KMP and their related entities

Council has determined that transactions at arms lengths between KMP and Council as part of 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 (\$'000)		of receivables	The expense recognised during the period relating to bad or doubtful debts due from related parties (\$'000)
2019					
Nil	-	-	-	-	-
2018					
Nil	-	-	-	-	-

#### Other Related Parties

Type of related party: subsidiary/ associate/ joint ventures/ other	Nature of the Transactions	Amount of the transactions during the year	Outstanding balances, including commitments at year end	Terms and conditions	Provisions for impairment of receivables related to the amount of outstanding balances	The expense recognised during the period relating to bad or doubtful debts due from related parties
2019						
Nil	-	-	-	-	-	-
2018						
Nil	-	-	-	-	-	-

#### Note 21. Statement of developer contributions

PURPOSE		Contributions Received During Year <sup>11</sup>	S Received Year <sup>17</sup>	Interest & Investment			Held as
	Opening Balance \$1000	Cash	Non-cash S000	Income earned during year \$1000	Expended during year \$1000	(To/From) <sup>(3)</sup> S000	restricted asset
Community & Culture	15,491	7,555		631	729	•	22,948
Open Space & Public Domain	57,214	24,060		2,005	13,583	(195)	69,501
Roads, Traffic, Carparks & Cycleways	•	3,773	•	•	3,944	171	,
Stommater Management	3,799	1,353		105	2,659		2,598
Administration	29	169			222	24	•
TOTAL UNDER PLAN 7.11	76,533	36,910	*	2,741	21,137	•	95,047
Planning agreements	10,114	1,127		20000000	2,899		8,342
TOTAL CONTRIBUTIONS	86,647	38,037	•	2,741	24,036	*	103,389

(1) Reconcilable with Note 3

 Reconcilable with Note 6 (Restricted Assets Excludes 'Amounts Expended In Advance')
 Cumulative balance of borrowing within and between plans
 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

			Indicator	S	
	Amounts	2019	2018	2017	Benchmark
4. On southern an efermina	(\$'000)				
1. Operating performance					
Total continuing operating revenue <sup>1</sup> excluding capital	40.000	40.000/	40.000/	44.470/	> <b>0</b> 0/
grants and contributions – operating expenses <sup>2</sup>	13,839	10.39%	12.99%	11.47%	> 0%
Total continuing operating revenue <sup>1</sup> excluding capital	133,210				
grants and contributions					
2. Own source operating revenue					
Total continuing operating revenue excluding all					
grants and contributions	124,922	71.18%	77.30%	75.83%	> 60%
Total continuing operating revenue inclusive of all	175,491				
grants and contributions					
3. Unrestricted current ratio					
Current assets less all external restrictions	78,852	2.90x	3.06x	3.44x	> 1.5x
Current liabilities less specific purpose liabilities	27,235				
4. Debt service cover ratio					
Operating results <sup>1</sup> before capital excluding interest and					
depreciation/impairment/amortisation (EBITDA)	31,776	31.74x	33.2x	27.65x	> 2x
Principal repayments (from the statement of cash	1,001				
flows) + borrowing interest costs (from the income					
statement)					
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	4,609	4.92%	3.88%	3.63%	< 5%
Rates and annual charges collectable	93,739				
	,				
6. Cash expense cover ratio					
Current year's cash, cash equivalents + Term Deposits x 12	<u>153,091</u> x	16.80	17.50	15.92	> 3
Payments from cash flow of operating and financing	109,339	months	months	months	months
activities					

<sup>&</sup>lt;sup>1</sup> Excludes fair value adjustments, reversal of revaluation decrements, net gain/loss on sale of assets and net share/loss of interests in joint ventures

 $<sup>^2</sup>$  Excludes impairment/revaluation decrements, net loss on sale of assets, and net loss on share of interests in joint ventures and associates

## **Independent Auditor's Report**



#### INDEPENDENT AUDITOR'S REPORT

#### Report on the general purpose financial statements

#### City of Ryde Council

To the Councillors of the City of Ryde Council

#### Opinion

I have audited the accompanying financial statements of City of Ryde Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, 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 statements:
  - have been presented, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly. In all material respects, the financial position of the Council as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- · all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

#### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110)

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

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements 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 statements 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 - Permissible income for general rates.

in connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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 Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Local Government Act 1993, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors 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 Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

## **Independent Auditor's Report (continued)**

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <a href="https://www.suasb.gov.au/auditors">www.suasb.gov.au/auditors</a> responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance.

- that the Council carried out its activities effectively, efficiently and economically
- 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 - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked tolfrom the financial statements.

Somaiya Ahmed Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 October 2010 SYDNEY

## **Report on the Conduct of the Audit**



Or Jerome Laxale Mayor Council of the City of Ryde 1 Pope Street RYDE NSW 2112

Contact: Somalya Ahmed Prone no: 02 9275 7424 Our ret: D1925763/1783

30 October 2019

Dear Mayor

## Report on the Conduct of the Audit for the year ended 30 June 2019 Council of the City of Ryde

I have audited the general purpose financial statements (GPFS) of the Council of the City of Ryde (the Council) for the year ended 30 June 2019 as required by section 415 of the Local Government Act 1990 (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2019 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

#### INCOME STATEMENT

### Operating result

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	90.1	84.4	6.8
Grants and contributions revenue	50.6	35.1	44.2
Operating result for the year	54.3	32.2	68.6
Net operating result before capital grants and contributions	12.1	3.8	218

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Council's operating result of \$54.3 million (including the effect of depreciation and amortisation expense of \$17.8 million) was \$22.1 million higher than the 2017–18 result. This movement was mainly attributed to the increase in both rates and annual charges, and grants and contributions revenue.

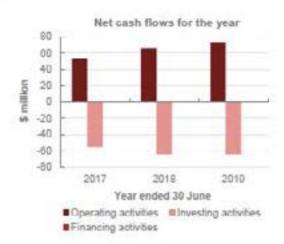
The net operating result before capital grants and contributions (\$12.1 million) was \$8.3 million higher than the 2017–18 result. This was generally in line with the increase in operating result as noted above, excluding the increase in capital grants and contributions of \$13.8 million.

Rates and annual charges revenue (\$90.1 million) increased by \$5.7 million (6.8 per cent) in 2018–19. This was due to the rate peg increase of 2.3 per cent as well as growth in the number of properties assessed in the year.

Grants and contributions revenue (\$50.6 million) increased by \$15.5 million (44.2 per cent) in 2018–10 primarily due to the increase in capital contributions noted previously. The largest increases were \$7.11 developer contributions for open space and community facilities.

#### STATEMENT OF CASH FLOWS

- Council reported a net increase in cash from \$7.5 million at 30 June 2018 to \$15.6 million at 30 June 2019.
- Cash inflows from operating activities increased mainly from grants and contributions received
- Cash flows from investing and financing activities remained relative stable compared to the prior year.



#### FINANCIAL POSITION

#### Cash and investments

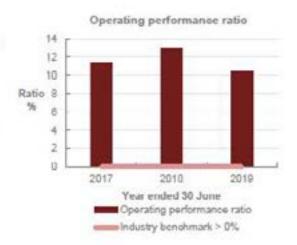
2019	2018	Commentary
\$m	\$m	
133.4	112.1	- Externally restricted funds primarily include
98.5	95.1	\$103.4 million in developer contributions and \$14.9 million for domestic waste management.
4.3	3.5	- Internally restricted funds include \$21.5 million in
236.2	210.7	investment property reserve and \$17.9 million in the asset replacement reserve.
		<ul> <li>Unrestricted balances provide liquidity for day-to-day operations and have increased from the prior year due to the higher level of cash held at 30 June 2019.</li> </ul>
	\$m 133.4 98.5 4.3	\$m \$m 133.4 112.1 98.5 95.1 4.3 3.5

#### PERFORMANCE

#### Operating performance ratio

- Council continued to exceed the industry benchmark over the past three years.
- The ratio decreased in 2018–10 as a result of increased expenses for employee benefits and materials and contracts.

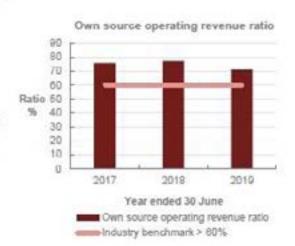
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than zero per cent.



#### Own source operating revenue ratio

- Council has met the industry benchmark in the last three years.
- The ratio has decreased in 2018–10 due to the increase in grants and contributions as noted above.

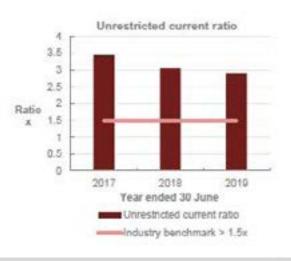
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The henchmark set by the former OLG is greater than 60 per cent.



#### Unrestricted current ratio

- Council has met the industry benchmark in the last three years.
- The ratio has decreased slightly in 2018–19 as a result of increases in current liabilities (excluding specific purpose liabilities) by \$3.4 million

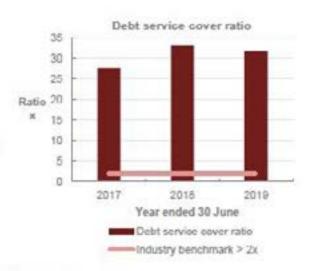
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.



#### Debt service cover ratio

- Council continued to exceed the industry benchmark over the last three years.
- Council has low levels of debt, resulting in consistently low principal repayment and borrowing costs.

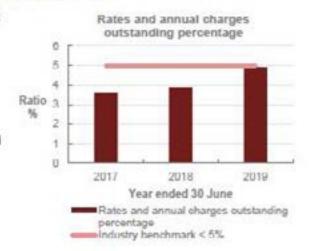
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.



#### Rates and annual charges outstanding percentage

- Council has met the metro council benchmark over the last three years.
- The ratio increased in 2018–19, reflecting increased delays in recovering outstanding rate debtors compared to expectations.

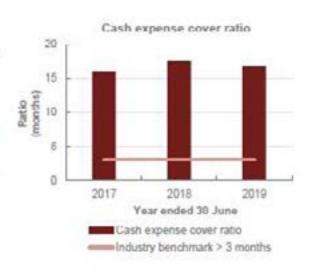
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 5 per cent for metro councils.



#### Cash expense cover ratio

- Council has exceeded the industry benchmark in the past three years.
- This indicates that Council had the capacity to cover over 16 months of cash expenditure without additional cash inflows at 30 June 2019.

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 the former OLG is greater than three months.



#### Infrastructure, property, plant and equipment renewals

Council's asset renewals have remained relatively consistent from \$25.5 million in 2017-18 to \$25.9 million in 2010-19. Renewals this year were primarily in relation to road pavements (\$8.5 million) and capital works in progress (\$4.8 million).

#### New accounting standards implemented

#### Application period Overview

#### AASB 9 'Financial Instruments' and revised AASB 7 'Financial Instruments: Disclosures'

## 30 June 2019

For the year ended AASB 0 replaces AASB 130 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting. Key changes include:

- a simplified model for classifying and measuring financial assets
- a new method for calculating impairment
- a new type of hedge accounting that more closely aligns with risk management.

The revised AASB 7 includes new disclosures as a result of AASB 9. Council's disclosure of the impact of adopting AASB 9 is disclosed in Notes 6(b) and 7.

#### 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 statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Somaiya Ahmed

Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

Mr George Dedes, General Manager CC.

Mr John Gordon, Chair of Audit, Risk and Improvement Committee

Jim Betts, Secretary of the Department of Planning, Industry and Environment

# Special Purpose Financial Statements Year ended 30 June 2019

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## **Statement by Councillors and Management**

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- 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 29 October 2019.

Councillor Jerome Laxale

Hand

29/10/19

George Dedes

General Manager

29/10/2010

Pavle Kuzmanovski

Councillor Roy

Responsible Accounting Officer

29/10/19

## **Income Statement of Other Business Activities**

For the year ended 30 June 2019

	Ryde Aqua	tic Leisure	Commerci	ial Waste
	Cen		Manage	
	(Categ		(Categ	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
	7 000	<b>¥</b> 000	<b>7</b> 555	<b>7</b> 000
Income from continuing operations				
Annual Charges	_	_	_	_
User Charges	5,583	5,558	1,463	1,473
Other income	20	19	1,400	1,470
	5,603	5,577	1,463	1,473
Total Income From Continuing Operations	5,603	5,577	1,403	1,473
Expenses from continuing operations				
Employee benefits and on costs	3,511	3,480	49	55
Materials and Contracts	578	548	357	344
Depreciation, amortisation and impairment	1,297	1,088	_	-
Calculated Taxation Equivalents	191	190	_	_
Other expenses	76	81	268	254
•			674	653
Total Expenses From Continuing Operations	5,653	5,387	0/4	003
Surplus (Deficit) from Continuing Operations				
before capital amounts	(50)	190	789	820
Surplus (Deficit) from Continuing Operations				
after capital amounts	(50)	190	789	820
Surplus (Deficit) from All Operations before Tax	(50)	190	789	820
Less Corporate Taxation Equivalent (30%)	-	57	237	246
[based on Operating result before capital]				
Surplus (Deficit) After Tax	(50)	133	552	574
	00.004	00.554		222
Opening Accumulated Surplus	33,931	33,551	200	200
Adjustments for Amounts Unpaid:-				
Taxation Equivalent Payments	191	190	-	-
Corporate Taxation Equivalent	-	57	237	246
Less: TER Dividend payment (non restricted activities)	-	-	(237)	(246)
Less: Surplus Dividend payment (non restricted activities)	-		(552)	(574)
Closing Accumulated Surplus	34,072	33,931	200	200
DETURN ON CARITAL (6)	0.4004	0.500/	0.000/	0.0001
RETURN ON CAPITAL (%)	-0.13%	0.56%	0.00%	0.00%
Required return on capital (%)	5.00%	5.17%	0.00%	0.00%
SUBSIDY FROM COUNCIL	2,047	1,549	-	-

**Calculation of Dividend Payable** 

Calculation of Dividend Fayable				
Surplus (Deficit) after tax	(50)	133	552	574
Less: Capital grants & contributions	-	-	-	-
Surplus for dividend calculation purposes	(50)	133	552	574
Dividend calculated from surplus	-	133	552	574

## **Financial Position of Other Business Activities**

For the year ended 30 June 2019

	Ryde Aquatic Leisure Centre (Category 1)		Commerc Manag (Categ	ement
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS				
Cash Asset and cash equivalents	1,243	1,296	-	-
Receivables	8	94	542	522
Inventories	12	12	-	-
Other	7,514	6,521	-	-
TOTAL CURRENT ASSETS	8,777	7,923	542	522
NON-CURRENT ASSETS				
Infrastructure, Property, Plant & Equipment	39,932	33,646	-	-
TOTAL NON-CURRENT ASSETS	39,932	33,646	-	-
TOTAL ASSETS	48,709	41,569	542	522
CURRENT LIABILITIES	007	000	50	50
Payables	367	320	50	50
Income received in advance	18	363	200	0.1.1
Interest Bearing Liabilities	316	300	269	211
Provisions	893	885	12	14
TOTAL CURRENT LIABILITIES	1,594	1,868	331	275
NON-CURRENT LIABILITIES				
Interest Bearing Liabilities	334	650	-	-
Provisions	16	11	11	47
TOTAL NON-CURRENT LIABILITIES	350	661	11	47
NET ASSETS	46,765	39,040	200	200
EQUITY				
Accumulated Surplus	34,072	33,931	200	200
Revaluation Reserves	12,693	5,109		
TOTAL EQUITY	46,765	39,040	200	200

#### Note 1. Significant accounting policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Report (SPFS) for National Competition Policy reporting purposes follows. These financial statements are a SPFS prepared for use by 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 - Business activities with a gross operating turnover more than \$2 million

Name	Brief Description of Activity
Ryde Aquatic Leisure Centre	Provision of aquatic and dry court sports and leisure facilities

#### Category 2 - Business activities with a gross operating turnover less than \$2 million

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 \$692,000 but less than \$4,321,000. 2% of the value in excess of \$4,321,000
Payroll Tax	5.45% of total labour payments for the individual business activity in excess of \$850,000
Stamp Duty	Statutory rates as published by Revenue NSW

## Notes to the Special Purpose 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 statements

City of Ryde Council

To the Councillors of the City of Ryde Council

#### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of City of Ryde Council's (the Council) declared business activities, which comprise the Income Statement of each declared business activity for the year ended 30 June 2019, the Statement of Financial Position of each declared business activity as at 30 June 2019, Note 1 Significant accounting policies for the business activities declared by Council, and the Statement by Councillors and Management.

The declared business activities of the Council are:

- Ryde Aquatic Leisure Centre
- Commercial Waste Management.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared business activities as at 30 June 2019, 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 – update number 27 (LG Code).

My opinion should be read in conjunction with the rest of this report.

#### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

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.

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## **Independent Auditor's Report (continued)**

#### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

#### Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements 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 statements 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 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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 Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors 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 Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <a href="https://www.aussb.gov.au/auditors">www.aussb.gov.au/auditors</a> 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 statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Sunge

Somaiya Ahmed Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 October 2019 SYDNEY

# **Special Schedules**

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## **Special Schedule 1. Net Cost of Services**

Function or Activity	Expenses from continuing operations	Income from continuing operations (non-capital)	Income from continuing operations (capital)	Net cost of services
	\$'000	\$'000	\$'000	\$'000
Governance	3,694	247		(3,447)
Administration	27,362	2,770	5	(24,587)
Public Order & Safety				
Fire Service Lew, Fire Protection, Emergency Services	2.396	16		(2,380)
Animal Control	329	72		(257)
Enforcement of Local Govt Regs	917	3,589		2,672
Other Public Order & Safety	2,211	4,547	30	2,366
Total Public Order & Safety	5,853	8,224	30	2,401
Health	588	410		(178)
Environment				
Noxious Plants and Insect/Vermin Control	129			(129)
Other Environment Protection	691	10		(681)
Solid Waste Management	19,015	23,456		4,441
Stormwater Management	4,600	1,187	30	(3,383)
Total Environment	24,435	24,653	30	248
Total Environment	2 1, 100	21,000		2.0
Community Services & Education				
Administration & Education	1,311	40		(1,271)
Social Protection (Welfare)	2,648	668		(1,980)
Aged Persons and Disabled	442	618		176
Children's Services	210	25		(185)
Total Community Services & Education	4,611	1,351		(3,260)
Housing & Community Amenities				
Public Conveniences	1,192	242		(950)
Street Lighting	2,280	378		(1,902)
Town Planning	8,988	15.930	1,127	8,069
Other Community Amenities	46	87	.,	41
Total Housing & Community Amenities	12,506	16,637	1,127	5,258
Recreation & Culture				
Public Libraries	6,185	1.146		(5,039)
Community Centres and Halls	1,421	303		(1,118)
Other Cultural Services	992	327		(665)
Sporting Grounds and Venues	1.213	1.156	2.155	2,098
Swimming Pools	6,669	5,842	2,100	(827)
Parks & Gardens (Lakes)	9,327	125		(9,202)
Other Sport & Recreation	232	72	400	240
Total Recreation & Culture	26,039	8,971	2,555	(14,513)
	1,100	-,	,	, , , ,

# Special Schedule 1. Net Cost of Services (continued)

Function or Activity	Expenses from continuing operations	Income from continuing operations (non-capital)	Income from continuing operations (capital)	Net cost of services
	\$'000	\$'000	\$'000	\$'000
Mining, Manufacturing & Construction				
Building Control	679	140		(539)
Total Mining, Manufacturing & Construction	679	140		(539)
Transport & Communication				
Urban Roads : Local	12,642	4,216	38,522	30,096
Bridges on Urban Roads : Local	56	,	,	(56)
Footpaths	2,061			(2,061)
Parking Areas	548			(548)
Other	302	189	12	(101)
Total Transport & Communication	15,609	4,405	38,534	27,330
Economic Affairs				
Other Economic Affairs	1,435	2,397		962
Total Economic Affairs	1,435	2,397		962
TOTALS - FUNCTIONS	122,811	70,205	42,281	(10,325)
GENERAL PURPOSE REVENUES (1)		64,657		64,657
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS (2)	122,811	134,862	42,281	54,332
SURPLUS/(DEFICIT) FROM ALL ACTIVITIES (2)	122,811	134,862	42,281	54,332

NOTE: 1 The definition of general purpose income for the purposes of disclosure in Note 2(a) is the aggregation of specific income items disclosed in Note 3 of the GPFS: ordinary rates; general purpose untied grants; interest on overdue rates and annual charges, internally restricted assets, and general council cash and investments and ex gratia rates.

<sup>2.</sup> As reported on the Income Statement

# **Special Schedule 2. Permissible Income for General Rates**

	2018/2019 Calculation \$'000	2019/2020 Calculation \$'000
Notional General Income Calculation <sup>(1)</sup>		
Last Year Notional General Income Yield	63,151	68,467
Plus or minus Adjustments (2)	560	1,110
Notional General Income	63,711	69,577
Permissible Income Calculation		
Special variation percentage (3)	7.29%	
OR Rate peg percentage	2.30%	2.70%
OR Crown land adjustment incl. rate peg percentage	-	-
Less expiring special variation amount	_	_
Plus special variation amount	4,645	
OR Plus rate peg amount	-	1,879
OR Plus crown land adjustment and rate peg amount		
Sub-total	68,356	71,456
Plus or minus last year's Carry Forward Total	331	187
Less Valuation Objections claimed in the previous year	(33)	
Sub-total	298	187
Total Permissible income	68,653	71,643
Less Notional General Income Yield	68,467	70,973
Catch-up or (excess) result	298	670
Plus Income lost due to valuation objections claimed (4)		-
Less Unused catch-up <sup>(5)</sup>		187
Carry forward to next year	298	483

# Notes

- The Notional General Income will not reconcile with rate income in the financial statements in the (1) corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- Adjustments account for changes in the number of assessments and any increase or decrease in land value (2) occurring during the year. The adjustments are called in the Valuation of Land Act 1916."supplementary valuations" as defined in the Valuation of Land Act 1916.
- (3) The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- Valuation objections are unexpected changes in land values as a result of land owners successfully (4) 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 - Permissible income for general rates

City of Ryde Council

To the Councillors of City of Ryde Council

# Opinion

I have audited the accompanying Special Schedule - Permissible income for general rates (the Schedule) of City of Ryde Council (the Council) for the year ending 30 June 2020.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code), 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.

# **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.

# 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 has 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.

# **Independent Auditor's Report** (continued)

# Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to 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 Special Schedule 'Report on infrastructure assets as at 30 June 2019'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any term 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 misetatement, 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: <a href="https://www.aussb.gov.au/auditors-responsibilities/ar8.pdf">www.aussb.gov.au/auditors-responsibilities/ar8.pdf</a>. 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.

Smy

Somaiya Ahmed Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 October 2019 SYDNEY

# Special Schedule 7. Report On Infrastructure Assets Not Audited

Asset Class	Ameri Calegory	Cost to bring to a substitution of the a sub	Required Arrestel Maintenance Expense	Curre of Amenuel Macriferance	Net Carrying Assount	Coggi avo passuoreptag seco	Comp	en Condition a	E a Not Gross R	Asserts on Condition as a 7s of Gross Peptilicement Cost	
	The second secon	\$7000	\$1000	000.5	0003	\$1000	1	~	-	-	
Beistings	Council Offices' Administration Centres		2,994	2,807	4.	12,774			100.00%		
	Council Works Depot	+	360	R			10,70%	1,00'09			
	Council Public Hats	+	+	+			0.00%	12.20%	87.87%		
	Librarios	4	732	000		9,280		100.00%			
	Outrari Facilities	4	845	970				50.04%	1471%		
	Amenices/Toters	60	表	0220		21,730	2047	57.47%	17,73%	4.08%	0.28%
	Oner Buildings	0	1,850	1,660	38.666			11.60%	2296	13116	7.66%
	Specialised Buildings	3	in a	7				100.00%	100000		10000
	Sub tetal	-			-	-			OF STREET	The state of the s	1
Other Structures	Other Silvadores	2,762				110,452	MINN	25.99%	27,73%	200	2.50%
	Sub total	27.75									
Roads	Seared Roack Surface	6,673	909	1907			21.80%	63.71%	13.19%	6.00%	2,34%
	Bropes	0			2,429			87.82%	30,54%	6,00%	0.00%
	Foctorities	96				64.878	9 70%	81.52%	8211%	2199	0.15%
	Opeie subpt	*									
	Kerb and Gutter	(3)	1,482				9,2465	82.12%	14.08%	2.06%	0.05%
	Other Road Assets	1,421	178	1,980	3,460	7,590	621%	26.42%	18.974	19.20%	19.36%
The second secon	Sub setal	8,400	5,402	5,819				0.000	COURT IN CO.		
Stormwater Drainage	Retarding Basins	4.00		+.				160006			20000
	Stormwider Conduits	917	163	211				77.53%	15,69%	3,20%	0.44%
	triet and Junction Pits	104	+	+	45,940	68,142	3245	465 22%	37.97%	340%	0.15%
	Other	-	*		453	14,900		20.65%	45.24%	26.80	
	Sub total	830	163	244	204,166	271,612					
Open Space/Recreational Assets	Swermang Poors		1,062	1,000		*					
	Other Open Space: Recreecons Assets	+	*	+	4	+					
	Sub total	+	1,062	1,506	2	* 6					
Other Infrastructure Assets				4							
	Sub tetal	0	9	2	4.0	9					
	The same of the same of					300	-	200 000	40.000		
TOTAL CORNERS	TOTAL - ALL ANNESS	No. of London	44,130	27,000	100,120	1,050,000	DAME	NO. 27-26	10.01%	N. P. S.	N. T. WALL

Satisfactory condition refers to an isself that is not due for immensi, where a condition refers as the form of th

Condition Description	new or equivalent	good condition without visible trienshies or deheronation	usable & safe condition, with septe signs of wear or detendeduct, e.g. cracks in bodgaths	unities condition with defects that interfers with use or include asset the dig authentiae road cracking. At the end of Condition 4	requires major epoints or is not suitable to remain in use due to a significant safety hazard, i.e. it is ownibar for remeasi-
Condition Rating		h	n	*	un.

the asset will be due for renewall or disposal

For condition 5 assets that written in service, there is a low residual life 195, but insolving RUL commissing sealed to have been delivered and overbue for renewal and therefore part of the backlog. The backlog refers to asset renewal and therefore due to insufficient turbs. Any asset in condition 5 is considered to have been delivered and overbue for renewal and therefore part of the backlog.

Current Annual Matterwards, included in the safe's above, includes maintenance and operating costs, estuding deprecision, as the differentiation and its costs has not been previously observed there as included that are already in substitutiony standard that are already in substitutiony standard that are already in substitutiony standard.

# **Special Schedule 7.** Report On Infrastructure Assets Not Audited

Suidings	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 integrated that the majority of assets within the building (i.e. building components) are in a satisfactory condition.	an overall condition rating is applied a sufficiency condition. However	ind to the buildi	ng. When a buildin i ordedust gesets	g is noted as sale within the building	thotory, this that may be	should be interport in an unmadeful	and that the majority of assets y condition.
	In Julia 2017, Council resolved that Densitione East Boveing Club would become a passive and active recounter space. Subsequently, no renewall will occur for the component in Centifion 5 for Other Buildings.	st Bowing Club would become a	passive and act	ive recreation space	n. Subsequenty.	TO REPONDE V	ill occur for the c	reponent in Condition 5 for
"Public Reads	Included within the "Public Roads" group of assets is Urban Roads, Footpaths, and Kerb and Guther	s is Urban Roads, Footpaths, an	d Kerb and Gutt					
Urban Roads	Council has adopted the use of a Pavement Management System (PMS) and condition data has been collected since 1991. The current replacement onto of the road assets is \$307M.  Council's bottom network has a current replacement value of \$60M. Council has designed and implemented a Footpath Management System, where every bottom is inspected and rated on a 1	agement System (PMS) and conc next value of \$65M. Council has d	dison data has b designed and im	sen colected sinc plemented a Footp	a 1991. The curre ath Management	n replaceme System, who	it cost of the ros re every footpath	assets is \$307M. s inspected and rated on a 1
Footpaths	to 6 rating besits.							
Kerb & Gumer	Council manages keto & guitter as part of the parement numbersent system, with condition niting done in conjunction with parements. The current replacement allow is \$105M.	enert nanagenent system, with	n condition rating	done in conjunct	on with payements	The current	replacement as	+ in \$105M.
Bridges	The current replacement cost of bridges is \$484.							
Infrastructure Asset Perfor	Infrastructure Asset Performance Indicators - Consolidated	Amounts Curre \$'000	Current year	2018	2017	82	Bencheserk	
Buildings Infradructure Renewals Ratio	prevers Ratio							
Asset Renewals (building, in	Asset Renewals (building, infrastructure & other structures)	\$24,360	219%	181%	1553	1349	>100%	
Depreciation, annotherion and impairment	nd impairment	\$11,134						
Infrastructure backlog ratio (WDV)	0 (MDA)							
Estimated cost to bring asset lowerbur renewals?	Estimated cost to bring assets to a satisfactory condition lowerse renewals.	\$12.149	1.6%	1.0%	2.7%	ĥ	127	
Net carying amount of infrastructure assets	therine assets	\$766,134						
Asset maintenance ratio								
Actual asset mantenance Negured asset mantenance		827,729	65	8338	80%	É	×100%	
Cost to bring assets to agreed service level	sed service level							
Estimated cost to bring asset (overdue remewels)	Estimated cost to bring assets to a satisfactory condition (overclue emervels)	\$12,149	1.2%	1.3%	2.0%	86	127	
Yolal value of infrastructure, building, other structures and depotable land informant issues (SBV).	Chaiding other shuckers	\$1,050,862						





Aerial view over Ryde

The 2018/19 Annual Report was completed before 30 November 2019 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 www.ryde.nsw.gov.au/annualreport.

1. Council's achievements in implementing its 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 2018/19 using outcomes from the City of Ryde's Four-Year Delivery Plan 2018–2022 is presented in 'Our performance against the Four-Year Delivery Plan 2018-2022' from page 40.



# 2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

Following the election of the current Council in September 2017, the City of Ryde Community Strategic Plan – Our Vision for Ryde 2028, was revised and adopted by Council in June 2018.

Integrated Planning and Reporting requirements detailed in the *Local Government Act 1993* require a report on Council's previous four years' progress implementing our Community Strategic Plan to be published in the annual report of the year in which an ordinary election of councillors is held. The City of Ryde's End of Term report for the current Council will be published in the 2019/20 Annual Report, in advance of Council elections currently scheduled for September 2020.

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 2018/19 financial year are presented from page 141 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4. Amount of rates and charges written off during 2018/19 - cl 132

Rates and charges written off in respect to interest raised in error, category changes and properties becoming non-rateable = \$1,414.71

Statutory and voluntary pensioner rebates = \$1,153,136.42

Total = \$1,154,551.13

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)

There were no overseas visits by Councillors, Council staff or other persons representing Council on council business during 2018/19.

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)

Councillors in relation to their civic functions  This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy  cl 217(1)(a1)(i) & (ii) Communication expenses and facilities  cl 217(1)(a1)(iii) Attendance of Councillors at conferences and seminars, including registration, accommodation, transport, etc	
Councillors in relation to their civic functions  This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy  cl 217(1)(a1)(i) & (ii) Communication expenses and facilities  cl 217(1)(a1)(iii) Attendance of Councillors at conferences and seminars, including registration, accommodation, transport, etc  cl 217(1)(a1)(iiia) Provision of induction training for Councillors, supplementary induction training for Mayors and professional development programs for mayors and other Councillors  cl 217(1)(a1)(iv) Other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors  cl 217(1)(a1)(v) Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi) Overseas visits by Councillors, including transport, accommodation and other	Nil
consistent with the City of Ryde Councillor Expenses and Facilities policy  cl 217(1)(a1)(i) & (ii) Communication expenses and facilities  cl 217(1)(a1)(iii) Attendance of Councillors at conferences and seminars, including registration, accommodation, transport, etc  cl 217(1)(a1)(iiia) Provision of induction training for Councillors, supplementary induction training for Mayors and professional development programs for mayors and other Councillors  cl 217(1)(a1)(iv) Other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors  cl 217(1)(a1)(v) Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi) Overseas visits by Councillors, including transport, accommodation and other	558,087.28
cl 217(1)(a1)(iii)  Attendance of Councillors at conferences and seminars, including registration, accommodation, transport, etc  cl 217(1)(a1)(iiia)  Provision of induction training for Councillors, supplementary induction training for Mayors and professional development programs for mayors and other Councillors  cl 217(1)(a1)(iv)  Other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors  cl 217(1)(a1)(v)  Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi)  Overseas visits by Councillors, including transport, accommodation and other	
accommodation, transport, etc  cl 217(1)(a1)(iiia) Provision of induction training for Councillors, supplementary induction training for Mayors and professional development programs for mayors and other Councillors  cl 217(1)(a1)(iv) Other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors  cl 217(1)(a1)(v) Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi) Overseas visits by Councillors, including transport, accommodation and other	\$10,624.91
Mayors and professional development programs for mayors and other Councillors  Cl 217(1)(a1)(iv) Other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors  Cl 217(1)(a1)(v) Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi) Overseas visits by Councillors, including transport, accommodation and other	\$28,510.61
Mayors and Councillors  cl 217(1)(a1)(v) Interstate visits by Councillors (excluding conferences)  cl 217(1)(a1)(vi) Overseas visits by Councillors, including transport, accommodation and other	,175 Note 1
cl 217(1)(a1)(vi)  Overseas visits by Councillors, including transport, accommodation and other	Note 1
	Nil
out-or- pocket travelling expenses	Nil
cl 217(1)(a1)(vii) Expenses of any spouse, partner or other person who accompanied a Councillor	\$525
cl 217(1)(a1)(viii) Expenses involved in the provision of care for a child or an immediate family member of a Councillor	\$3,007.06
Councillor fees, including Joint Regional Planning Panel participation Nil (s	see Note 2)
Total \$1	15,929.86



# 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

Name of Contractor	Total amount payable	Nature of goods or services supplied
ERM Power Retail Pty Ltd	\$800,000.00	Supply of Electricity to Small Sites
Toolijooa Pty Ltd	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Hills Bushcare	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Dragonfly Environmental Pty Ltd	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Wadanguli Ecological & Landscaping Services P/L	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Apunga Ecological Management	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
National Trust of Australia (NSW)	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Terra Australis Regeneration	\$1,085,271.60	COR-RFT-02/18 Bush Regeneration Services
Celtic Civil Pty Ltd	\$359,798.42	COR RFT 19/18 Avon Road North Ryde Neighbourhood Centre Upgrade
Celtic Civil Pty Ltd	\$486,316.63	Pittwater Road, Gladesville, Neighbourhood Centre Upgrade
Kelbon Project Services Pty Ltd	\$153,876.80	COR-RFT-20/18 Eastwood to Macquarie Park Eastwood Cycleway
EzyPave Pty Ltd	\$961,994.94	West Ryde Plaza Domain-Upgrade Landscape, Civil & Ancillary works
Glascott Landscape and Civil Pty Ltc	\$1,910,873.80	COR-RFT-09/18 Landscape/Civil and associated civil/building/ miscellaneous works for park upgrade
Avant Constructions Pty Ltd	\$1,136,025.00	Demolition and construction of new amenities building
Glascott Landscape and Civil Pty Ltd	\$1,522,035.63	COR-RFT-22/18 Coulter Street Upgrade Civil, Electrical & Landscape works
Northrop Consulting Engineers Pty Ltd	\$211,420.00	53-71 Rowe Street Eastwood Multi Deck Car park Development; Commission Associated with Multi-Disciplinary Engineering
Nettleton Tribe Partnership Pty Ltd	\$171,710.00	Architectural Design Consultancy Brief for the Development of 53-71 Rowe Street Eastwood Shopper Car Parking Facility
Australian Turf Projects Pty Ltd	\$153,700.00	COR- RFT 24-18 Irrigation Distribution Project Meadowbank Park
Ally Property Services Pty Ltd	\$150,000+	Civil Minor Works and Services
Ally Property Services Pty Ltd	\$750,000.00	Civil Minor Works and Services
Civeco	\$750,000.00	Civil Minor Works and Services - Civeco
EzyPave Pty Ltd	\$750,000.00	Civil Minor Works and Services
Kelbon Project Services Pty Ltd	\$340,049.60	COR-RFT-06-18 Civil Minor Works and Services
KK Civil Engineering	\$204,417.40	COR-RFT-06-18 Civil Minor Works and Services
TILT Industrial Design	\$689,700.00	COR-RFT-15/18: Fabrication and installation of Artistic Architectural shade structure
Air Change Australia Pty Ltd	\$79,710.00	Supply, Install and Commission Air Handling Unit for Program Pool and Spa Pool Area
Cleary Bros (Bombo) Pty Ltd	\$600,000.00	COR-RFT-14/18 Crushing and Screening Services
Davis Earthmoving & Quarrying Pty Ltd	\$6,000,000.00	COR-RFT-14/18 Crushing and Screening Services
Quality Management & Constructions Pty Ltd	\$311,014.45	Civil Minor Works & Services (Schedule of Rates not exceeding \$350,000 excl. GST)
Celtic Civil Pty Ltd	\$795,377.27	COR-RFT-21-18 Epping Road Cycleway Stage 2 and Stage 3
Hill PDA Pty Limited	\$128,330.00	COR-RFP-10/18 Proposal for City of Ryde Housing Strategy
Umbaco Landscape Architects Pty Ltd	\$100,400.00	Landscape Design Consultancy Kings Park, Denistone
McGregor Coxall	\$85,041.00	COR-RFT-30/18 Central Park Master Plan Design
Ocon Services Pty Ltd	\$600,000.00	COR-RFT-14/18 Crushing and Screening Services
Toshiba (Australia) Pty Ltd	\$317,644.80	COR-RFT-12/18 Multi Function Device Replacement
A W Edwards Pty Ltd	\$150,000 +	COR-RFT-05/18 Plumbing and Gas Fitting Services Period Contract
Roseville Plumbing	\$150,000 +	COR-RFT-05/18 Plumbing and Gas Fitting Services Period Contract
Edwards Planning	\$259,200.00	COR-RFP-01/19 Professional Heritage Services
Hawkridge Entertainment Services	\$150,000.00	Ryde Central Design Services



# 8. Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

During 2018/19, 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
Principal Healthcare Finance Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 152633 of 2016	Finalised	\$62,000	
Gold Emporium Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No. 83284 of 2017	Finalised		
Saiman Abou & Kay Ishak v Council of the City of Ryde	Class 4 enforcement proceedings No 260465 of 2016	Proceeding	\$4,311	
	Class 1 Appeal Land and Environment Court No 165218 of 2017			
Elip Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 81878 of 2017	Finalised	\$3,938	
	Class 1 Appeal Land and Environment Court No 155879 of 2017			
	Class 1 Appeal Land and Environment Court No 155902 of 2017			
Haddad v Council of the City of Ryde	Supreme Court (Court of Appeal) Proceedings No 217081 of 2017	Finalised	\$6,536	\$72,727
Christopher Sasha Jakovlevic v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 245179 of 2017	Finalised	\$18,658	
egge and Legge Architects Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 263930 of 2017	Finalised	\$14,688	\$10,000
Mamoun Alkayal v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 272188 of 2017	Finalised	\$3,990	
Jomasa Pty Ltd & Viva Energy Australia Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 272543 of 2017	Finalised		
Raffi Yessaeian v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 273915 of 2017	Finalised	\$62,937	
Graham Watts & Mona Watts v Council of he City of Ryde	Class 1 Appeal Land and Environment Court No 304232 of 2017	Finalised	\$10,728	
Benjamin Lam v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 352547 of 2018	Proceeding	\$1,003	
N F Billyard Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 39590 of 2018	Finalised	\$7,700	
GSA Australia Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 44419 of 2018	Finalised	\$18,415	\$21,224
Chen and Huang v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 54819 of 2018	Finalised	\$15,501	
Qing Rong Den v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 56496 of 2018	Proceeding	\$3,588	
Bella Ikea Ryde Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 93347 of 2018	Proceeding	\$44,987	
Golf Course DMG Developments Pty Ltd Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 99501 of 2018	Finalised	\$54,332	
Natham Jammal & Jordam Jammal v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 127024 of 2019	Finalised		
Shoushan Navasardian v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 173197 of 2019	Finalised		
Council of the City of Ryde v State of NSW (Medium Density Housing Code)	Class 4 Appeal Land and Environment Court No 205864 of 2018	Finalised	\$182,684	



Name of Proceedings	Nature of Proceedings	Status	Costs Paid	Funds Received
Sajjad Falamaki v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 241743 of 2018	Finalised	\$22,200	
Syncept Chatham Pty Ltd v Council of the City of Ryde	Class 4 enforcement proceedings No 267216 of 2019	Proceeding	\$30,248	
Liang Liu v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 274887 of 2018	Proceeding	\$4,069	
Poppy Danidis v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 361350 of 2018	Finalised	\$7,000	
Artro Management Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 381429 of 2018	Finalised	\$28,329	
Huong Thu Do v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 18581 of 2019	Proceeding		
Lilac Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 25398 of 2019	Proceeding		
Council of the City of Ryde v Valuer General and others	Judicial review of the Valuer General's determination of compensation of compulsory acquisition No 39094 of 2019	Proceeding	\$144,541	
BBDHM Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 67463 of 2019	Finalised	\$1,524	
Stuch Pty Ltd t/as Anytime Fitness Gladesville v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 87332 of 2019	Proceeding		
	Class 1 Appeal Land and Environment Court No 87333 of 2019			
	Class 1 Appeal Land and Environment Court No 144590 of 2019			
	Class 1 Appeal Land and Environment Court No 144598 of 2019			
Macquarie Telecom Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 89912 of 2019	Proceeding	\$292	
DOAR Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 100204 of 2019	Proceeding	\$4,113	
TFG Gamma Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 122025 of 2019	Proceeding	\$6,822	
777 Trading Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 134286 of 2019	Proceeding		
Belle Vue Property Pty Ltd v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 145535 of 2019	Proceeding		
	Class 1 Appeal Land and Environment Court No 145536 of 2019			
Robert De Nicola v Council of the City of Ryde	Class 1 Appeal Land and Environment Court No 149091 of 2019	Finalised		



# 9. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4

Works were undertaken by Council on the following private properties:

11 Ball Avenue, Eastwood. As part of Council's Stormwater Asset Replacement Renewal program, we identified pipework within the Council drainage easement on private land as requiring pipelining repairs. Work involved pipelining the existing pipe through the easement to provide a design life consistent with Council's asset maintenance programs. The cost of these works was approximately \$42,200 (fully subsidised by Council).

93 Parklands Road, North Ryde. Also part of Council's Stormwater Asset Replacement Renewal program, we identified pipework within the Council drainage easement on private land as needing repairs and upgrading. The area is recognised as being at risk of flooding in the City of Ryde's floodplain risk management study. The project included reconstruction of the existing pipe to create a larger pipe that will provide the necessary serviceable condition and capacity required to mitigate flooding in the area. The cost of these works was approximately \$140,000 (fully subsidised by Council).

# 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 a total of \$215,303 in community grants funding to eligible groups in 2018/19. This funding was provided in the following grant categories:

- Seniors grant
- Capacity building grant
- Event grant
- · Sports and recreation grant
- Community projects
- Inclusion grant
- Social support grant.

These grants are one way Council supports our local community groups to grow, prosper and carry out special projects that contribute to community wellbeing and help build a vibrant community culture.

# 11. Statement of all external bodies that exercised functions delegated by Council.

No external bodies exercised functions delegated by Council.

# 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 Hunters Hill residents with full access to City of Ryde library services, including branches at Eastwood, North Ryde, Gladesville, West Ryde and the main library at Ryde.

# 13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which 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. This group aims 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. We also partner 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.
- Venture Café The City of Ryde is a co- founder of Venture Café Sydney in Macquarie Park, which is the eighth and newest member of the Venture Café Global Network. Other funding partners of Venture Café Sydney are: Stockland, Orix, Nab, EY, Macquarie University, the NSW Government, Visionary, and Konica Minolta. Venture Café provides a space for entrepreneurs, innovators, start-ups and business owners to meet each week to learn, share knowledge and innovate in Macquarie Park.
- The Transport Management Association: Connect
  Macquarie Park + North Ryde Connect is a
  partnership between Transport for NSW, the business
  community of Macquarie Park and the City of Ryde. The
  goal of the partnership is to work together to help
  businesses address their traffic and transport
  challenges, and ensure Macquarie Park's sustainability
  as an economic powerhouse.

# 14. Statement of activities undertaken to implement Council's EEO management plan.

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, regular training to ensure best practice is achieved and the collection and recording of appropriate information for future initiatives.



We are committed to ensuring we strive for a workplace culture that embraces and upholds 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. Participation by all employees in implementing the City of Ryde's EEO and Diversity 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.

A key initiative of our EEO and Diversity Management Plan during this reporting period was the commencement of two pilot traineeship programs, one for a person with disability and one for a person of Aboriginal or Torres Strait Islander background. People undertaking these programs will be able to gain on-the-job work experience and employability skills while also obtaining a formal TAFE qualification.

The City of Ryde partnered with Job Access to conduct an audit of Council staffing policies, procedures and job advertisements to ensure barriers to employment are removed. As part of this review, a Reasonable Adjustments Policy was implemented to demonstrate our organisational commitment to enabling persons with disability to participate fully in the workplace. Merit-based recruitment and selection training was delivered to staff participating in recruitment panels. Council also introduced a Family and Domestic Violence Policy that provides various ways that we are able to support female employees who may be suffering from family or domestic violence.

A further new initiative was the implementation of the Women's Empowerment Program, which provides emerging female leaders with personal and professional development.

Refer to pages 131 to 133 for further details of activities and Council's achievements in 2018/19.

# 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	\$370,952
Senior Staff (excluding the General Manager)	\$2,107,148

The City of Ryde Senior Staff consists of the General Manager, four Directors. one Legal Counsel position and the Chief Financial Officer (added for 2018/19). 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.

Using Section 94 (stormwater management funds) contributions, our Stormwater Improvement Works Renewal program delivered projects at Morrison Road, Putney and Shepherds Bay, Meadowbank.

On Morrison Road, Putney, the existing concrete-lined stormwater channel was identified as being in poor condition at several locations, which has long-term implications for asset serviceability and maintenance. Engineering consultants reviewed the site and provided appropriate mitigation measures to help with Council's future planning and asset renewal. In the short term, issues relating to subsidence of the soil along the channel have been mitigated through selective works by the Operations maintenance team.

The Shepherds Bay outlets are responsible for carrying and discharging water into Parramatta River. Strategic planning undertaken by the City of Ryde recognised the need to upgrade three outlets located on Bay Drive, Rothesay Avenue and Belmore Street, Meadowbank. Updating these outlets improves the hydraulic functionality of the upstream stormwater network while reducing pollutant and sediment discharge into Parramatta River.

# 17. A statement detailing the coastal protection services provided (if levied).

The City of Ryde continues to be an active member of the Parramatta River Catchment Group. The Group is leading efforts to improve the health and condition of the Parramatta River and its tributaries by improving the environmental management of the Parramatta River. In addition, we are a member of both the Parramatta River and the Lane Cove River Estuary Management Committees and continue to deliver the coastal protection services prescribed in current coastal zone management plans. Coastal protection activities conducted this year include:

- Launching the 11-council Parramatta River Master Plan prepared by the Parramatta River Catchment Group (PRCG) and receiving approval to activate Putney Beach towards swimmability by 2025. In addition, we joined the Environment Protection Authority, the Department of Planning, Industry and Environment and 17 other councils across four catchment groups in a month-long blitz as part of PRCG's 'Get the Site Right' initiative on soil erosion and sediment control at construction sites around the Parramatta River.
- Project-managing the final design of the in-river foreshore protection structure (groyne) at Bennelong Park on the Parramatta River, next to Concord & Ryde Sailing Club. The structure will combat foreshore erosion issues caused by the Rivercat ferry service at key recreational areas. The groyne is scheduled for construction in 2019/20 by Roads and Maritime Services, with the City of Ryde maintaining an advocacy role during the groyne's construction.
- Completing restoration of the Terrys Creek waterway along Abuklea Road to improve riparian ecology and waterway conveyance to the river system.
- Revegetating over 750 square metres of waterway with riparian plantings for native animal corridor improvement and in-stream water quality improvement works as part of the Shrimptons Creek Embellishment Project.
- Completing the Field of Mars Centre and stormwater disposal works to deliver flood mitigation and access roadway improvement.



- Monitoring five major creeks for water quality and health bi-annually. This year, monitoring included a wet weather sampling trial to determine whether wet weather overflows negatively impact the health of our waterways for extended periods. In addition, our monitoring work also included assessing waterway riparian areas for vegetation growth, quality and density, litter impacts and other disturbances.
- Continuing to improve stormwater drainage from Meadowbank to Parramatta River by advocating for completion of essential drainage upgrade works in the Shepherds Bay Catchment, from Ann Thorn Park to Parramatta River, to cater for one-in-100-year flooding events. This work is in progress, with 25 trees removed on the Constitution Road embankment to accommodate drainage works. Replacement trees were planted along Constitution Road and Bowden Street as part of public domain improvement works undertaken by developers.
- 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.

A State of the Environment report is not required for the 2018/19 Annual Report under s.428A of the Act.

 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.

# 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 2018/19 financial year. Further details of Council's SRV expenditure are included in the Managing the Money Section on page 17.

a. The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows:

Council levied the Special Rate Variation funds for the 2018/19 financial year in accordance with the IPART determination. These funds have been restricted and spent in accordance with their nominated purposes.

 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 were no significant variations between the proposed program of works outlined within the IPART determination of Council's SRV and Council's allocation of funds relating to the SRV in its current version of the Long Term Financial Plan.

c. The outcomes achieved as a result of the Special Variation.

The SRV fund has been used to address renewal works in the following asset categories:

- Roads Program
- Footpaths and Cycleways
- Catchment Program
- · Open Space and Recreation
- Stormwater
- Buildings

The SRV funding allocated to infrastructure projects has meant early renewal of these critical pieces of infrastructure to allow Council to maintain the serviceability promised to the residents. The SRV has assisted Council in planning for the timely renewal of major infrastructure such as roads, footpaths and stormwater, which would otherwise continue to deteriorate to a point of failure, where the reconstruction and repair would require major works and increased costs. It has meant that the works and costs to renew the stormwater infrastructure and road pavements are reduced as damage to the underlying road and stormwater structures is not exacerbated by continued traffic loads or subsidence of failed road pavement left in service. The accelerated renewal programs for other infrastructure such as sportsfields, playgrounds and amenity buildings restores to full usage poor condition assets that would have remained in service for several years, avoiding overall failures and continued intermediate repairs.

d. The Council's actual revenues, expenses and operating balance.

Opening Balance – SRV Restricted Fund	\$0.9M
SRV funds levied during 18/19 financial year	\$12.2M
SRV funds expensed during the 18/19 financial year	\$9.9M
Restricted funds carried forward into 19/20 financial year	\$3.2M

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, and any corrective action taken or to be taken to address any differences reported under clause 2.ll.e).

There were no significant differences noted.

# 21. Report on capital works projects.

Details of capital works projects are included in Special Schedule 7 contained within the 2018/19 Financial Report on page 220.

Reports on the progress in implementing these projects are included in the relevant outcomes sections from pages 44 to 138.



# 22.Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) f

# Companion Animals Guidelines Report - 16.2

- (a) During the past financial year Council impounded 86 companion animals, which was an increase from the 50 recorded in the previous financial year. Of the 86 animals impounded 49 were taken to Blacktown Pound. During this period Council released 25 dogs to their rightful owners. Blacktown Pound released four dogs to their rightful owners, sold 14 cats and six dogs and released six cats and two dogs to organisations for rehoming. Of the 49 cats seized only 14 were sold, six rehomed, six died and 42 were euthanised, as these cats were either sick, feral or infant felines unable to be rehomed. The cats that were seized were primarily from two hoarders in the LGA.
- (b) There were 53 reported dog attacks during 2018/19, which is a decrease of one from the previous year.
- (c) The combined expenditure budget for Companion Animal Management for 2018/19 was \$370,400, 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 with the desexing of dogs and cats, including the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Mini Kitty Commune, Cat Protection Society and WLPA). One of our vets provides a reduced fee for desexing animals, which was brought about through our work with local vets.
- (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 and not only work with our contractor Blacktown Pound but also local vets and SASH 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, the City of Ryde's contractor, works with various not-for-profit organisations that provide a rehoming services for cats and dogs.

(g) The City of Ryde maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our website. A report that reviews off-leash parks with a view to possibly increasing our off-leash parks to cater for areas where there are high concentration of dogs is underway. 16.5 Section 85 (1A). During the last financial year Council used money received from the fund for the management and control of companion animals through the following ways: Purchasing new equipment for officers involved the management of animals; helping to offset some of the pound fee charges incurred through the impounding of animals; and officers' wages, especially when involved in local events to help promote and educate residents about responsible pet ownership.

This year Council is planning to produce colour pamphlets about responsible pet ownership and requirements for dangerous and restricted dog breeds. We are also looking at what other councils are doing to promote off-leash parks.

# 23. Information on GIPA activity - s125(1) cl 7 Schedule 2

### 1. Review of proactive release program - Clause 8(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 at least once every 12 months.

During the reporting period we reviewed this program by examining the information currently provided 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 a primary source for providing information to the public and provides timely and detailed reporting on current matters relating to Council.

Most public requests for information relate to development records. The definition of open access information for local councils was changed by amendments to the GIPA Regulation early in this review period. Development records prior to the commencement of the GIPA Act are no longer categorised as open access. In correspondence relating to the changes to the regulation, the Information and Privacy Commission NSW (IPC) advised that the public can still seek to access earlier development information via an access application. The City of Ryde endeavours to provide much of this earlier development information in response to informal requests and only requires a formal access application in complex or substantial requests.

Council's 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 the 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 amount of information proactively released.

The City of Ryde's social media continues to grow as an effective mechanism to share information with the public.

An assessment of information that has been released informally has revealed that there have been no new opportunities to proactively disclose information. Information requested informally during the review period did not include anything that would necessarily be of interest to the broader audience.

No public requests for information were received during this reporting period in relation to information recorded in the City of Ryde Disclosure Log.



# 2. Number of access applications received – Clause 8(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	
50	

# 3. Number of refused applications for Schedule 1 information – Clause 8(c)

The total number of access applications received by City of Ryde during the reporting year that were refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of applications refused due to Schedule 1		
Wholly Partly		
0	0	

# 4. Statistical information about access applications

Table A: Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	14	7	0	7	0	0	0	0
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	2	0	2	0	0	0	0
Members of the public (other)	9	6	1	4	0	0	0	3

<sup>\*</sup>More than one decision can be made with respect to 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>	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	25	15	1	13	0	0	0	3
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

<sup>\*</sup> 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)	4
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	4
Invalid applications that subsequently became valid applications	3



# Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

Number	of	times
consideration	٦n	used.*

	consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

<sup>\*</sup>More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

# Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

Number of occasions when application not successful

Responsible and effective government	0
Law enforcement and security	1
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	0



Agency-initiated transfers

Applicant-initiated transfers

Table F: Timeliness			
			Number of applications
Decided within the statutory timeframe (20 days plus any extensions)			40
Decided after 35 days (by agreement with applicant)			2
Not decided within time (deemed refusal)			0
Total			42
Table G: Number of applications reviewed under Part 5 of the Act (by type	e of review and outcome)		
	Decision varied	Decision Upheld	Total
Internal review	0	0	0
Review by Information Commissioner	1	1	0
Internal review following recommendation under section 93 of Act	1	0	0
Review by ADT	0	0	0
Total	2	1	0
Table H: Applications for review under Part 5 of the Act (by type of applications)	ant)		
	Nu	mber of application	ns for review
Applications by access applicants			3
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 par		•	
	Nun	nber of applications	s transferred

0

0



# 24. Environmental Planning And Assessment Act 1979

Particulars of compliance with and effect of planning agreements in force during the year – s93G(5)

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2018/19
8 Khartoum Road, Macquarie Park	Goodman Property Services (Aust) Pty Ltd	A planning agreement was entered into in April 2017 and proposed the following public benefits:	The following public benefits concluded their defects liability period in this reporting period:
		Construction and dedication of road in favour of Council	New public road including street lighting, street tree planting and
		Granting of a Right of Way in favour of Council for a pedestrian link.	footpath paving to public domain standards for the Macquarie Park precinct
			<ul> <li>Right of way – Pedestrian link including lighting and landscaping.</li> </ul>
North Ryde M2 Site (Lachlans	Urban Growth (t/a Landcom)	A planning agreement was entered into in October 2016 and proposed the following	The following public benefits were in their maintenance period during 2018/19:
Line)		public benefits:	<ul> <li>Lot 108 – open space</li> </ul>
		<ul> <li>A community facility to the value of \$7.8 million on Lot 104 in Stratum</li> </ul>	<ul> <li>Public roads, including street lighting,</li> </ul>
		Central park land and embellishment	street tree planting and footway
		Linear park land and embellishment	paving to public domain standard for the Macquarie Park Precinct
		Lot 101 – Bushland reserve	Central park
		<ul> <li>Lot 103 – Community/civic plaza</li> </ul>	Linear park
		<ul> <li>Lot 108 – Land for open space</li> </ul>	<ul> <li>Lot 101 bushland reserve</li> </ul>
		Shared pathways	Shared pathways
		Public roads	Stormwater assets
		Stormwater assets	• Public art.
		• Public art.	The community facility is under construction and will be delivered in 2019/20.
21-24 Railway Street,	DEP Shepherds Bay Pty Limited	The planning agreement was entered into July 2015 and proposed the following	The following public benefits concluded their defects liability period during 2018/19
Meadowbank		<ul> <li>Construction and dedication of road widening</li> </ul>	<ul> <li>Road widening along Faraday Lane, including upgraded street lighting and footpath paving to public domain standards for the Shepherds Bay</li> </ul>
		An affordable housing unit.	precinct
			<ul> <li>The affordable housing apartment required defects to be rectified prior to transfer to Council.</li> </ul>
115-117 Church Street, Ryde	Eastern Pearl Pty Ltd	The planning agreement was entered into July 2016 and proposed the following public benefits:	Affordable housing apartment required defects to be rectified prior to transfer to Council; ongoing into 2019/20.
		<ul> <li>Payment of monetary contribution of \$125,000 toward public purposes</li> </ul>	
		<ul> <li>Transfer to Council of an affordable housing unit and disabled car space.</li> </ul>	
101 Waterloo Road, Macquarie Park	JQZ Eleven Pty Limited	The planning agreement was entered into on 28 September 2017 and proposed the following public benefits:	Development under construction. Securities over public benefits have been submitted. Expected delivery in November
		• 21 affordable housing apartments	2019.
		Pedestrian link from the public plaza into Macquarie Centre	
		<ul> <li>Public domain works fronting Waterloo Road</li> </ul>	
		<ul> <li>Construction and dedication of a new road as part of the Macquarie Park access network</li> </ul>	



Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2018/19
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:  • \$900,000 worth of additional fitout to the community facility being provided under North Ryde M2 Site (Lachlan's Line) VPA.	Development under construction. Securities over public benefits have been submitted. Road closure for tunnel process has commenced.
85-97 Waterloo Road, Macquarie Park NSW 2113	The Trust Company Limited 004 027 749 as custodian for Goodman Australia Industrial Trust No. 3 and Goodman Funds management Australia Limited and Sydney North Planning Panel	The agreement was entered into on 27 March 2019 and proposed the following public benefits:  Road land and works  Pedestrian link works  Monetary contributions to approx. amount of \$17 million  Total value of the VPA is approximately \$22 million.	Development under construction. Securities over public benefits have been submitted.
45-61 Waterloo Road, Macquarie Park NSW 2113	John Holland Macquarie Park Land Custodian Pty Ltd	The agreement was entered into on 31 August 2018 and proposed the following public benefits:  Road land and works  Pedestrian link works  Monetary contribution \$2.1 million  Total value of the VPA is approximately \$11 million	Development under construction. Securities over public benefits have been submitted.
312 Victoria Road, Gladesville	Buildex Gladesville Pty Ltd	The agreement was entered into on 18 April 2019 and proposed the following public benefits:  Road land and works for extension of Gerard Lane to the approximate value of \$1.16 million.	Securities over public benefits have been submitted.
197-223 Herring Road, Macquarie Park (Macquarie Shopping Centre)	AMP Capital Funds Management Limited and AMP Macquarie Pty Limited	The agreement was entered into on 2 November 2018 and proposed the following public benefits:  Approximately 5,000m² of community facility land/works (cold shell) for a library and creative hub in Macquarie Shopping Centre on a 99-year peppercorn lease  Total value of the agreement is approximately \$25 million.	Securities over public benefits have been submitted.
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits:  Monetary contributions for particular development and intersection works in accordance with the conditions of the concept approval.	Operating. No particular matters in relation to the VPA occurred during reportable period.
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	The planning agreement was entered into 4 June 2019 and proposed the following public benefits:  • Monetary contributions of \$825,000 (ex GST) towards cycleway connections along Epping Road.	Monetary contribution was paid on execution of the VPA.



# 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:

- Revising the Public Interest Disclosure (PID) Policy and Procedures
- Appointing new PID officers from across the organisation
- Training for all PID officers by the Ombudsman's Office 201 staff attended 14 training sessions
- Updating posters on display in all locations
- Updating intranet communications.

During 2018/19 the City of Ryde received five Public Interest Disclosures. These have been dealt with in accordance with Council's Public Interest Disclosure Internal Reporting Policy.

# 26. Capital Expenditure Reviews

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2018/19 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.

# 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.

The DIAP was adopted by the City of Ryde on 22 August 2017.

Action	Outcome
i. Developing positive community attitudes and behaviours	
1a. Introduce a new award for disability inclusion in Council's events program	The City of Ryde, Hunter's Hill Council and Lane Cove Council have come together to offer an award in the Northern Districts Local Business Awards that recognises achievements in embracing inclusion.
1b. Advocate for a new award category for excellence in disability inclusion in the Ryde Local Business Awards	The Business Inclusion Award was presented at the Northern Districts Local Business Awards. There has been an increase in applications for this award from the business community in 2018/19.
1e. Provide positive updates of successful implementation of DIAP actions (as well as other examples of positive inclusion) on Council's public communication channels (including both Council and community achievements)	Regular promotion of positive inclusion and achievements in Council's communication channels, including social media. World Autism Day and Social Inclusion Week were promoted internally and externally.
1g. Review and update events held for International Day of People with Disability to	The City of Ryde held several events for Social Inclusion Week in 2018. They were:
better reflect the diversity of experience and age of people with disability	<ul> <li>UR Included celebration – A celebration of creativity, diversity and inclusiveness in the Ryde community. The event featured performances, stalls as well as an art exhibition by Achieve Australia</li> </ul>
	<ul> <li>Mad Pride – Mad Pride showcased the creative achievements of young people while also breaking down stigma associated with mental health experiences</li> </ul>
	<ul> <li>The City of Ryde participated in the running of Activate Inclusion Sports Day for International Day of People with Disability. The event consisted of school children with disability participating in modified sports and being given the opportunity to find out about joining inclusion leagues</li> </ul>
	<ul> <li>City of Ryde staff were provided with a screening of the film 'Jeremy the Dud' and were given the opportunity to suggest ways they can make the City of Ryde more inclusive.</li> </ul>



3c.	Update Council's Event Planning Guide to encourage organisations to be inclusive as well as accessible. For example, offering flexible pricing that considers the needs of people with disability	The City of Ryde's accessible events checklist has been updated and is available on the City of Ryde website.
3g.	Source, plan and formally invite performers with disability to participate and showcase their talent at high-profile community events such as Australia Day, Youth Week, and the Granny Smith Festival	The Royal Rehab choir is a regular performer at the Granny Smith Festival and West Ryde Easter Parade and Fair. We will continue to support this group as well as any other group that would like to participate at City of Ryde events.
3i.	Promote events that are accessible and inclusive for people with disability	Continued promotion of events that are accessible and inclusive across our communications channels.
3k.	Engage with local inter-agencies to create sustainable programs and ongoing participation pathways for people with disability, such as identifying opportunities for cross-facilities/resource use	We are continuing to work with inter-agencies and the Ability Links program to find participation pathways for people with disability and identify opportunities for cross-facilities/ resource use.
4a.	Encourage people with disability and their families to attend Council events through inclusive communications and provision of accessible events	Continued provision of inclusive and accessible events. UR Included event on 27 November showcased the achievements of people with disability, their carers, family and support services.
5a.	Provide updates on the implementation of the DIAP to the community, staff and Councillors to promote and encourage inclusive practices	DIAP outcomes are included in the City of Ryde's annual report each year.
5b.	Provide disability awareness and inclusion training to all Council staff, including human rights and anti-discrimination legislation	The City of Ryde provided six disability confidence training sessions to all staff throughout the year. Job Access provided a disability awareness training session for staff in June 2019.
>	Prioritise training and education to frontline staff about including people with disability	
>	Training to be repeated every four years	
>	Training program could include opportunities for learning experiences for Council staff	
ii.	Creating liveable communities	
1d.	Prioritising footpath, road and upgrade and repair of bus routes within the asset budget	The footpath program has a priority rating system that incorporates disability needs as part of the criteria. An audit is currently underway to check the <i>Disability Discrimination Act</i> (DDA) compliance of all bus stops within the LGA.
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	We supported community transport organisations through the City of Ryde community grants program and promoted volunteering opportunities through our volunteer referral process.
1j.	Review and revise public domain signage to improve legibility and consistency, to assist people with disability to move around our City	We have updated wayfinding signage in Macquarie Park to be consistent with Transport for NSW's symbols for trains, buses and taxis.  We are currently working with Sydney Metro to install touch screen information kiosks on the concourse at the three Macquarie Park Metro stations.
2a.	Ensure amenities and infrastructure that	Inclusion of accessible information is detailed in events listings online.
	support people with disability to attend Council events is included in event planning	The City of Ryde events team reviews each event to ensure all achievable steps are taken to ensure events are accessible, including ensuring the presence of disability drop off zones for larger events, disabled parking, accessible toilets, etc.



to propo	the design of parks and playgrounds ose that they cater to a range of age and allow for multi-generational ent	Our updated City of Ryde Play Plan identifies design principles to make playgrounds more inclusive and identifies priorities for upgrades.
infrastru and reci	d review disability access and acture requirements in parks, leisure reational facilities renewal and program	An audit of all park amenity facilities will be conducted in 2019/20 and will include a review of disability access.
	spaces in Council's main libraries ge of needs	The guiding principle of 'place' is included in the new Library Strategic Plan.
		Place: We provide inclusive and welcoming spaces that inspire social, recreational, creative and learning experiences for our diverse community.
		Several works to improve accessibility are completed or planned: accessible self-service kiosks have been installed at all libraries; accessible toilet upgrades are planned at West Ryde Library in 2019/20 and Gladesville in 2020/21; and an accessibility upgrade at Eastwood in 2020/21.
record le	n audit register to identify and evel of accessibility and disability n for use in program and project ment	An asset audit is being undertaken in 2019/20. This will help to identify level of accessibility and disability inclusion for use in program development.
Commis venues	th the Australian Electoral sion (AEC) to ensure that all Council used for local, state and federal nent elections are accessible	We are working with the AEC to find suitable venues that are accessible and provide inclusive services. An updated list of accessible locations can be found on the AEC website.
iii. Supporti	ng access to meaningful employment	
Policy to inclusive	the Equal Employment Opportunity of facilitate Council being a more be employer, including recruiting, gand supporting employees with a	We partnered with the National Disability Recruitment Coordinator Service (NDRC) over the course of 2018/19. This included a complete review of our selection and recruitment processes.
uisabilit	у	
1b. Promote	e Council's EEO policy and code of internally and externally	The EEO Management Plan is available internally and externally and the Code of Conduct is published internally. All employees undertook training in 2019.
1b. Promote conduct	Council's EEO policy and code of	Code of Conduct is published internally. All employees undertook training
1b. Promote conduct  1c. Promote disabilit public a  1d. Identify systems	e Council's EEO policy and code of internally and externally erepresentation of people with y in the Council workforce to the	Code of Conduct is published internally. All employees undertook training in 2019.  We have renewed our focus on representing people with disability in Council communications. Videos were created to support applications for the Northern Districts Local Business Awards' Inclusion Award and profile people living with disability. The City of Ryde also organised an inclusive
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2d. Investigate incentives and supports for organisations willing to employ people with disability and to adapt workplaces to become more accessible such as looking at inclusion grants for small businesses	Social inclusion grants are now available. Grant funding can be used to adapt workplaces to be more accessible for staff and customers.
2g. Educate employers on the opportunities and benefits of employing people with disability, including through the provision of social enterprise training for local organisations and businesses	The City of Ryde, in partnership with Meadowbank TAFE, held an all-inclusive Youth Skills and Jobs Expo. Over 200 people attended. They were able to apply for real jobs on the day. Presenters at the event highlighted the benefits of employing inclusively and the strengths of having a diverse workforce.
iv. Improving access to services through better sy	rstems and processes
Deliver information for people with disability and CALD languages where relevant	Our communications plans include provision of information and advertising in community languages, particularly Korean and Chinese, where relevant.
<ol> <li>Create a regular newsletter that provides information on activities and services for people with disability in the local area</li> </ol>	Information about activities and services for people with disability is profiled in existing Council publications.
1c. Review the accessibility of Council's website to ensure WCAG 2.0 AA compliance	Further improvements were made to Council's website to improve accessibility. Information was included on our 'Why Work for Council' page that highlights the City of Ryde's inclusive work culture and strategies and programs to encourage recruitment and retention of staff with disability.
1e. Review staff training for handling customers with special needs in the call centre	The Customer Service Officer meeting in November 2018 involved a social inclusion presentation. A workshop is scheduled for October 2019 on dealing with aggressive and challenging situations.
1f. Ensure there are direct links and a portal on Council's website to identify available services for people with disability	A section has been established on our website for people with disability, containing information on services, events, documents and facilities for people with disability.
1g. Review the community information directory to support the comprehensive listing of services for people with disability	Our community information directory has been updated.
1h. Promote goings-on in the Ryde local area, including inclusive businesses, events and services available, and news from Council through existing City of Ryde social media channels	Inclusive businesses, events, services and news are profiled on Council's website and through existing social media channels.
1k. Share information and collaborate with informal networks in the community, including disability support providers, schools and NDIS Local Area Coordinators	We are hosting a volunteer coordinators forum in October with a guest speaker from Blue Knot Trauma and an informed care information session.
3b. Train council customer officers on how to assist people with disability and to know where to access information on disability services	Frontline staff have received disability confidence training and will have access to an online training module in 2020.
3c. Ensure frontline staff are trained in identifying and assisting customers with physical or behavioural issues	A learning management system will be introduced in 2020 to all staff. A module focused on disability awareness training will be delivered to all staff.
3e. Provide a dedicated service/space at community and Council facilities for people with disability who do not have access to, or skills in, technology	A technology training space is planned for the Macquarie Library and Creative Hub. There is also opportunity for a specialised space as part of this development. High contrast keyboards installed at all libraries.
4e. Review and promote an assisted Waste Collection Service for people with disability living independently	Waste Services continues to promote assisted bin services for the elderly or disabled through our website. Assisted bin provision adheres to guidelines and an inspection is required by the contractor.



# 28. Recovery and threat abatement plans. Fisheries Management Act 1994

No recovery and threat abatement plans are known to have been completed by Council in this period.

29. Details of inspections of private swimming pools. Swimming Pools Act 1992 s 22F(2), Swimming Pools Regulation 2018 cl 23

The City of Ryde conducted a total of 501 private swimming pool barrier fence audits during 2018/19.

Number of swimming pool inspections that were carried out under Division 5 of Part 2 of the Swimming Pools Act 1992 that:	Number of inspections
(a) Were of tourist and visitor accommodation	4
(b) Were of premises on which there were more than two dwellings	6
(c) Resulted in the Council issuing the following:	
(i) A certificate of compliance under section 22D of the Swimming Pools Act 1992	7
(i) A certificate of non-compliance under clause 21 of the Swimming Pools Regulation 2018 (3)	3

#### Note:

- 1. Details and inspections in table above were carried out by Council and relate only to tourist and visitor accommodation and multi-occupancy dwellings
- 2. Other inspections were carried out by private certifiers
- 3. There are a total of seven tourist and visitor accommodation premises in Ryde LGA each containing a pool
- $4. \ There \ are \ a \ total \ of \ 30 \ premises \ within \ the \ Ryde \ LGA \ on \ which \ there \ were \ multi-occupancy \ more \ than \ two \ dwellings each \ containing \ a \ pool \ and \ a \ pool \ begin{picture}(100,00) \put(0,0){\ total \ total$



The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- · Provide a balanced and reasonable picture of their economic, environmental and social performance
- Facilitate comparability, benchmarking and assessment of performance address issues of concern to stakeholders. The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four Year Delivery Program, department planning and the Annual Report.

The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

General Standard Disclosures	Section/ Comment
Strategy and Analysis	
G4-1 CEO statement	Year In Review
G4-2 Risk and Opportunities	Corporate Governance Outcomes – Our Open and Progressive City
Organisational Profile	
G4-3 Name of the organisation	Entity Name: Council of the City of Ryde Known as: City of Ryde
G4-4 Primary brands, products, and/or services.	Year in Review - Vision and Highlights Outcomes 2018/19
G4-5 Location of operational headquarters	Contact Us – In person
G4-6 Jurisdiction or areas in which the council operates	Year in Review – Our City



General Standard Disclosures	Section/ Comment
G4-7 Legal form of the council	Civic Leadership
G4-8 The main target customers of the council's activities	Year in Review – Our Stakeholders
G4-9 Scale of the council	Year in Review
number of employees	Outcomes – Our Open and Progressive City
net revenues	Year in Review – Managing the Money
total assets	Chief Financial Officer's Report
	General Purpose Financial Statements
G4-10 Size and compilation of the workforce	Outcomes – Our Open and Progressive City
	People and Culture Development
G4-11 Workforce covered by collective bargaining	Outcomes – Our Open and Progressive City:
agreements	People and Culture Development
G4-12 Council's supply chain	Statutory Information:
	Contracts awarded
G4-13 Significant changes to the council during the	Year in Review
reporting period	Civic Leadership
	General Purpose Financial Statements
G4-15 Externally developed voluntary economic,	About this Report
environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Outcomes – Our Natural and Sustainable City
G4-16 Association memberships and national/	Civic Leadership
international advocacy organisations in which the organisation has positions	Outcomes
organisation has positions	General Purpose Financial Statements
Identified material aspects and boundaries	
G4-17 Entities included in the Council's financial statements	General Purpose Financial Statements
G4-20 Aspect boundary and limitations within the	About this report
organisation	Our City
	General Purpose Financial Statements
G4-21 Aspect boundary and limitations outside the	About this report
organisation	Our City
	General Purpose Financial Statements



General Standard Disclosures	Section/ Comment
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	No significant changes
Stakeholder engagement	
G4-24 List of stakeholder groups engaged by the	Year in Review – Our Stakeholders
organisation	All Outcomes
G4-25 Basis for identification and selection of stakeholders with whom to engage	Year in Review – Our Stakeholders
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Year in Review – Our Stakeholders
G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded	All Outcomes
Report File	
G4-28 Reporting period for information provided	About this report
	Year in Review
G4-29 Date of most recent previous report	City of Ryde's Annual Report 2018/19 was published in November 2019 and is available at www.ryde.nsw.gov.au/annualreport
G4-30 Reporting cycle	1 July 2018 to 30 June 2019
G4-31 Contact point	Contact us
G4-32 GRI Content Index for Standard disclosures	Global Reporting Index section
G4-33 Policy and current practice with regard to seeking external assurance for the report	Year in Review
Governance	
G4-34 Governance structure of the organisation,	Civic Leadership
including committees under the highest governance body responsible for specific tasks	Organisation Leadership
G4-37 The process for consultation between stakeholders and highest governance body	Civic Leadership
G4-38 The composition of the highest governance body and committees	Civic Leadership
G4-39 Indicate whether the chair of the highest governance body is also an executive officer.	Civic Leadership
G4-40 The selection process for the highest governance body	Civic Leadership
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Civic Leadership
G4-44 Processes for evaluating the highest	Year in Review - Managing the money
governance body's own performance particularly with respect to economic, environmental and social	Integrated Planning and Reporting Framework
performance	Outcomes - Our Performance
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Civic Leadership
G4-51 Remuneration policies for the highest governance body and senior executives	Statutory Information
G4-52 The process for determining remuneration	Statutory Information



G4-56 The values, principles and code of conduct	Year in Review - Vision and Highlights
	Civic Leadership
	How do we govern our city?
Economic performance indicators	
G4-EC1 Economic value generated and distributed	Year in Review - Managing the money
	General Purpose Financial Statements
G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change	Outcomes – Our Natural and Sustainable City
G4-EC4 Financial assistance received from government	General Purpose Financial Statements
G4-EC7 Development and Impact of Infrastructure	All Outcomes
Investments and Services supported	General Purpose Financial Statements
G4-EC8 Significant Indirect Economic Impacts	Outcomes – Our Natural and Sustainable City
	General Purpose Financial Statements
Environmental performance indicators	
G4-EN2 Percentage of materials used that are	Outcomes – Our Natural and Sustainable City
recycled input materials	Council has a significant program of recycling construction materials.
	Council's purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn't specifically refer to the use of recycled input materials. The extent to which the policy is applied is not currently measured.
G4-EN3 Energy consumption within the organisation	Outcomes – Our Natural and Sustainable City
G4-EN6 Reduction of Energy Consumption	Outcomes – Our Natural and Sustainable City
G4-EN13 Habitats protected or restored	Outcomes – Our Natural and Sustainable City
G4-EN16/17 Indirect greenhouse gas emissions	Outcomes – Our Natural and Sustainable City
G4-EN19 Reduction of greenhouse gas emissions	Outcomes – Our Natural and Sustainable City
G4-EN23 Total weight of waste by type and disposal method	Outcomes – Our Natural and Sustainable City
Social performance indicators	
G4-LA1 Total number and rates of new employee hires and employee turnover	Outcomes – Our Open and Progressive City
G4-LA5 Percentage of workforce represented in health and safety committees	Outcomes – Our Open and Progressive City
G4-LA6 Rates of injury and lost days	Outcomes – Our Open and Progressive City
G4-LA9 Hours of training per year	Outcomes – Our Open and Progressive City
G4-LA11 Employees receiving regular performance and career development reviews	Outcomes – Our Open and Progressive City



Society performance indicators	
G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Outcomes – Our Open and Progressive City
G4-SO3 Business units assessed for risks related to corruption	Outcomes – Our Open and Progressive City
G4-SO4 Communication and Training on	Outcomes – Our Open and Progressive City
anti-corruption policies and procedures	Statutory Information
G4-SO5 Confirmed incidents of corruption and	Civic Leadership
actions taken	Statutory Information
Product responsibility performance indicators	
G4-PR2 Incidents of non-compliance – health and safety	Outcomes – Our Open and Progressive City – WHS
G4-PR5 Results of surveys measuring customer satisfaction	Outcomes – Our Open and Progressive City



#### ARC.

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 2018 to 30 June 2019

# 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

#### PAMP:

Pedestrian Accessibility and Mobility Plan

# **PARTNERING:**

A structured approach to working together with other parties to achieve a mutually beneficial outcome

# PERFORMANCE:

The results of activities and progress in achieving the desired outcomes over a given period of time

# PERFORMANCE INDICATOR:

Objective evidence on the extent of, or progress towards, achievement of a desired outcome

# POM:

Plan of Management. A document that regulates the use and management of community land

# PMD

Personal Mobility Device

# RALC:

Ryde Aquatic Leisure Centre

# RATE PEGGING:

The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government

# **REEN**

Ryde Environmental Education Network

# RHHSO

Ryde Hunters Hill Symphony Orchestra

# **RISK MANAGEMENT:**

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

# RMS:

Roads and Maritime Services

# **RYDE 2025 COMMUNITY STRATEGIC PLAN:**

This is the planning and reporting framework for local government set by the NSW Division of Local Government (DLG), Department of Premier and Cabinet. This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community

#### RYT:

Ryde Youth Theatre

# SEPP:

State Environmental Planning Policy

#### **SMCMA**

Sydney Metropolitan Catchment Management Authority

### SRV:

Special Rating Variation

# SUSTAINABLE DEVELOPMENT:

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs

# TARGET:

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance

# TCORP:

**NSW Treasury Corporation** 

# TFNSW:

Transport for NSW

# TRIM:

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

# **URBAN ACTIVATION PRECINCT:**

A NSW State Government program, Urban Activation Precincts aim to deliver more homes in places with access to infrastructure, transport, services and jobs by concentrating development around public transport hubs

# VISION:

A statement that embraces the desired future for the community that the organisation is working towards

# VPA:

Voluntary Planning Agreement

# WSUD:

Water Sensitive Urban Design

# YEP:

Youth Environment Program



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# **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 معتنوى هذه الرسالة، يرجبي المضنور إلى Ryde ·1 Pope Street (في Ryde) (في Top Ryde)، (Shopping Centre Ryde)، (Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون ثلاستعانة بمترجم شفهي. أو قد يمكنك الاتصنال بغدمية الترجمية التمريزينية والشفهية على الرقم 450 131 لتطلب من المترجم الاتصنال بلك. رقم هاتف المجلس هو 8:30 8222 9952, ساعات عمل المجلس هي 8:30 صباحاً حتى 5:00 مساغ، من الاثنين إلى الجمعة.

### **Armenian**

Եթե դուք չեք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Քաղաքային Խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն։ Կամ կարող եք զանգահարել Թարգամչական Ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի։ Խորհրդի հեռախոսահամարն է 9952 8222։ Խորհրդի աշխատանքային ժամերն են առավոտյան ժամը 8:30-ից մինչն երեկոյան ժամը 5:00, երկուշաբթիից մինչն 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

لطفا اگر نمی توانید مندرجات این نامه را درگ کنید، به نشانی Ryde ،1 Pope Street (در Top Ryde) (در Top Ryde) در Shopping Centre) در Ryde مراجعه کنید تا بنا استفاده از ینک مترجم در این بناره بنا یکی از کارکندان شور ای شبهر گفتگو کنید. بنا اتکه منی توانید بنا خدمات ترجمه کتبی و شفاهی به شماره 131 450 تصابی گرفته و بخواهید کنه بنه ینک مترجم ارتباط داده شوید. شماره تصابی شور ای شهر 250 و ساعات کاری آن از 8:30 صبح تا 5:00 بعد از ظهر روزهای دوشیه 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 lunedi al venerdi.

# Korean

이 사진을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내) 에 오셔서 동역사 서비스를 주전할 시의회 직원과 논의하십시오. 혹은 동번역서비스에 131 450으로 전화하셔서 동역사가 여러분에게 연락하도록 요절하십시오. 시의회의 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 급요일, 오전 8시 30분에서 오후 5시까지입니다.



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

www.ryde.nsw.gov.au

### Telephone

Call (+61 2) 9952 8222 between 8.30am and 5.00pm, Monday to Friday

# Post

Write to us at: City of Ryde Locked Bag 2069 North Ryde NSW 1670

#### Fax

Send us a fax on (61 2) 9952 8070

#### Email

Send us an email at cityofryde@ryde.nsw.gov.au

# **Mayor and Councillors**

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (+61 2) 9952 8222.

### In Person

You can visit our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

# Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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Liz Berger

Manager Communications and Engagement

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# **Editing**

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Helen Simpson

Senior Coordinator Communications

# **Photography**

Staff and community photographers

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Customer **Service Centre** 1 Pope Street, Ryde NSW 2112 (61 2) 9952 8222 www.ryde.nsw.gov.au

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