



Lifestyle and opportunity
at your doorstep

Annual Report

2021/22

**Adapting to a
new normal**

**Challenges
Innovation
Resilience**

We are pleased to present the City of Ryde Annual Report for 2021/22.

The report focuses on the financial and operational performance of the City of Ryde in 2021/22, documenting our performance against the 2021/22 budget, and our progress against our Four-Year Delivery Plan 2022-2026.

This report 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 2019* report and report on progress against our Disability Inclusion Action Plan are included in the Statutory Reporting section.

This report reflects Council's commitment to the consideration of social, economic, environmental and governance principles that are important to our community. It contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, with the GRI index on page 265 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 the Our Natural and Sustainable City and Our Vibrant and Liveable City outcomes. Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City's future has remained a focus during 2021/22.

Readership

This report is intended to provide important information to a broad range of stakeholders including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies. It also provides information on how well we have performed over the year and what to expect in the coming year.

Accessing this Report

This report is available on the City of Ryde website at www.ryde.nsw.gov.au/annualreport

You can also access copies of this report at our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

Language assistance

We are committed to providing accessible services to people within our community and customers from culturally and linguistically diverse backgrounds. If you have difficulty understanding this Annual Report, please call the Translating and Interpreting Service on 131 450. We also have some staff trained as Language Aides to assist you in languages other than English.

Tell us what you think about this report

Telephone

Call the Customer Service Centre on 9952 8222.

Post

City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Our Annual Report

This year's Annual Report centres on the theme **ADAPTING TO A NEW NORMAL**.

It reflects the resilience and innovation shown by Council and the wider community in the face of many challenges, namely COVID-19 and adverse weather conditions, which continue to impact Council operations.

The phrase 'new normal' has been attributed to a world in which the effects of the pandemic and changing weather patterns resulting from climate change are being felt – in terms of physical, emotional and financial impacts – and we are all finding ways to adjust and pivot.

Despite these challenges, the City of Ryde continues to adapt and deliver for our community through our projects, programs, services and events.

Acknowledgement of Country

The City of Ryde would like to acknowledge the Traditional Custodians of this land, the Wattamattagal (or Wallumedegal) clan of the Darug nation.

The City of Ryde would also like to pay respect to Elders both past, present and extend that respect to other Aboriginal and Torres Strait Islander people.

Welcome to the
City of Ryde,
Land of the
Wattamattagal
Clan



OUR GUIDING PRINCIPLES



Our Vision

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



Our Mission

To deliver the community's vision within a culture of innovation, resilience and an exceptional customer experience.



Our Values

At City of Ryde we value:



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.

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THE CITY OF RYDE IN PROFILE

POPULATION



129,123

estimated residents

20,967

children (16 percent)

14,502

young people (11 percent)

19,447

older people (15 percent)

HOUSEHOLDS



49,040

households

21,254

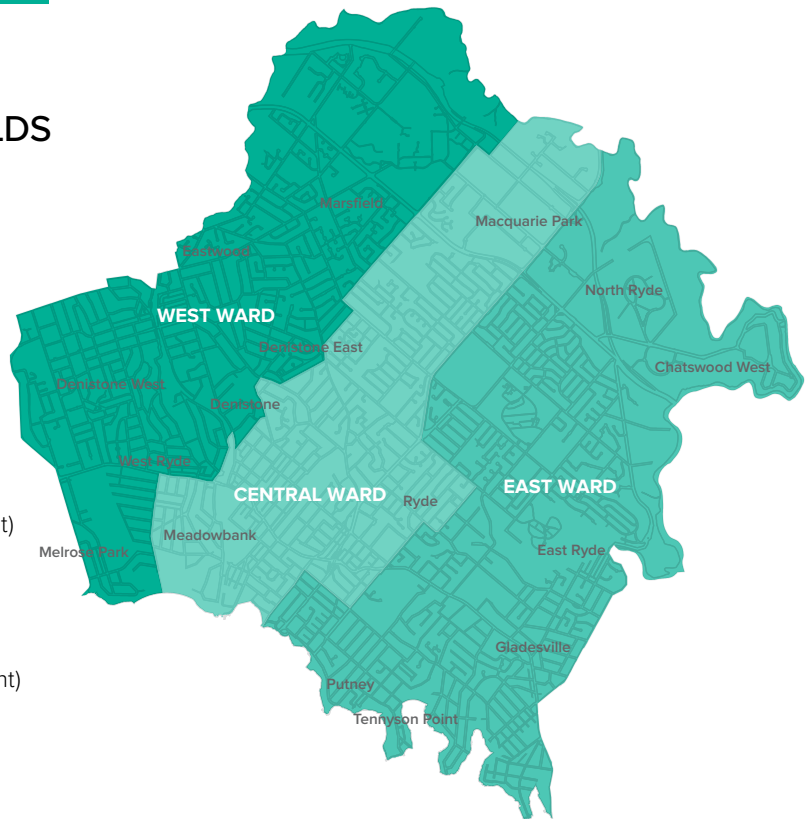
families (43 percent)

12,647

couples without
children (26 percent)

12,976

single-person
households (26 percent)



A CULTURALLY DIVERSE CITY



108

countries of origin

78

languages spoken

49 percent

of residents born
overseas

49.5 percent

Almost 64,000 (49.5 percent)
of our residents speak a
language other than English
at home

A PROSPEROUS AREA



\$109,096

median household
income (over 30 percent)

51 percent

of people living in the City
are employed

62 percent

of resident workers have a
tertiary qualification

6,086

residents require
assistance living due
to disability (5 percent)

A GROWING REGION



54,021

rateable properties

21,502

dwellings are separate
houses

9,521

dwellings are medium
density housing

24,380

dwellings are in
high density housing

A POWERHOUSE ECONOMY



\$18.6 billion

gross regional product

13,385

local businesses

108,706

local jobs

Data sources:
NIEIR 2021
ABS 2021
ABS Census of Population
and Housing 2021

OUR STORY

The traditional owners of the area were the Wattamattagal clan of the Darug nation. 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.

Early 1800s

The area is known by various names including Eastern Farms or Kissing Point.

January 1792

First land grants made in the modern day area of Melrose Park.

1886

The main northern railway line opened, resulting in land subdivisions that eventually created Meadowbank, West Ryde and Eastwood.

1894

The residents of the north-west third seceded from Ryde creating the Municipality of Marsfield, later re-named Eastwood.

1963

Decision made to build a university at North Ryde. Subsequent rezoning of surrounding land resulted in the development of a North Ryde industrial area, now called Macquarie Park.

1949

Too small to be viable long term, the Municipality of Eastwood was merged with Ryde as part of Sydney-wide municipal amalgamations.

1804

The Field of Mars Common, a large area of public land across the northern part of the area, was set aside for use by local inhabitants.

1841

A new name, Ryde, was emerging for the district, derived from the seaside town of Ryde on the Isle of Wight.

1880s

Subdivision of the Common into acreages used as poultry farms, market gardens and orchards.

This agricultural aspect was retained until after World War II.

1870

The municipal district of Ryde was officially proclaimed with the first elections taking place in 1871.

2022

30 years since Ryde gained City Status in 1992, which marked the bicentenary of the first land grants at Ryde.

The Council of the City of Ryde continues to provide service to residents as it has done since incorporation.

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

We are a City that has adapted to changing times and proven our resilience.

A YEAR IN REVIEW

A MESSAGE FROM OUR MAYOR

I am very proud to present the City of Ryde's Annual Report, which details the achievements that our Council has been able to deliver for the community.

Throughout 2021/22, Council has focused on providing essential services for our community, delivering projects across the City, while also remaining fiscally responsible and preventing increases to council rates. Some of the highlights include:

Building our City's prosperity

In 2021, the City of Ryde experienced the highest growth in inward business investment for the past 10 years. Collaboration and partnerships amongst the City of Ryde's business community and stakeholders is widely recognised as a key factor in the positive outcomes realised during the past year. To build on this growth, Council hosted targeted business events and initiatives to help further develop Macquarie Park as a key focus for international investment and help better connect our businesses with relevant support services.

Planning for our future

Council developed the Ryde Infrastructure Strategy to help ensure that development and growth does not outpace the provision of infrastructure. The strategy articulates the challenges that must be met to ensure the impacts of any planning proposal can be managed appropriately. This will assist Council to advocate for State Government funding for infrastructure, but also to ensure the community's needs are met.

Addressing climate change

The City of Ryde has taken action to become 100 percent powered by renewable energy. The Council joined 24 other councils in one of the largest renewable energy deals ever in local government. This agreement with energy retailer ZEN Energy will deliver more than 214 gigawatt hours per year to the City of Ryde and other participating councils and will also produce long-term savings for ratepayers.

Improving our City's transport

Council developed our new Integrated Transport Strategy (ITS) 2041 which establishes the vision and actions required to achieve sustainable, safe, accessible and convenient transport. This plan prioritises 58 transport projects, and focuses on ways to ease congestion and improve advocacy for better transport infrastructure and services. The ITS received the Australian Institute of Traffic Planning & Management (AITPM) Excellence Award for Transport Planning.

Improving our town centres

Significant investment was directed towards enhancing our town centres. Council delivered upgrades to the Ryedale Road (West Ryde) Town Centre and Cops Road projects. The West Ryde revitalisation masterplan is now being developed. Progress also continues on the Eastwood Central expansion.

Celebrating diversity

The City of Ryde's melting pot of cultures was celebrated through a number of events and initiatives. Council has also welcomed a number of new Councillors to its ranks, which is helping to strengthen the Council and ensure diverse voices are represented and heard.

While we celebrated many achievements in 2021/22, unfortunately the COVID-19 pandemic continues to create challenges for our community. As has been the case since the beginning of the pandemic, the City of Ryde will continue to provide support to those who need it.

The continued resilience shown by everyone in the City of Ryde throughout 2021/22 is testament to the character of everyone in this great City and I look forward to what the future holds as Council continues to deliver its positive and progressive agenda.

Clr Jordan Lane
City of Ryde Mayor

Note: Clr Jordan Lane was elected as City of Ryde's Mayor in January 2022. The previous incumbent was Clr Jerome Laxale, who served as Mayor from 2017-2022.

A MESSAGE FROM OUR GENERAL MANAGER

I am pleased to provide to you our 2021/22 Annual Report, which provides an overview of Council's performance and achievements over the 12-month period.

As we entered 2021/22, both Council and the community were still managing the challenges that were created by the initial wave of the COVID-19 pandemic and the subsequent economic hurdles that have arisen in its aftermath.

The Council has focused on providing essential services, continuing to deliver on major projects, while also remaining fiscally responsible and not increasing rates.

Fifty-eight million dollars was spent on capital works across our delivery plan's outcomes, including roads, footpaths, open spaces, sport and recreation, traffic and transport, as well as improvements to stormwater infrastructure.

A new wave of COVID-19 restrictions and shutdowns from the end of June 2021 to mid-October 2021 had an impact on visits to City of Ryde facilities. However, Council continued to find innovative ways to provide support to residents, such as increasing the range of online services offered by our libraries, and took the opportunity to update assets.

We have continued to invest and plan for significant projects that will not only aid our economic recovery but also help us cater for the expected growth in population over the next decade and beyond. The Ryde Infrastructure Strategy and the Integrated Transport Strategy (ITS) 2041 are both significant planning documents that will continue to help shape our City for decades.

We are working to build our City's prosperity through our work at Macquarie Park and other key commercial precincts and industrial areas.

Since its adoption by Council in 2020, the City of Ryde Economic Development Strategy 2020-2024 (EDS) has helped businesses leverage and build on Ryde's existing assets and strengths, explore new opportunities and respond to challenges. A good example of a new opportunity in the smart technology sector was the Park'n'Pay app. The application uses sensors to provide residents with real-time information about parking availability. The City of Ryde was one of the first councils in New South Wales to launch the app for accessible parking. This meant that people living with disability are able to have valuable information about real-time parking availability to satisfy their needs within our City.

We have a renewed focus on our town centres. Council has completed upgrades to the Ryedale Road (West Ryde) Town Centre and Coxs Road, and is continuing our planning for the wide-ranging Eastwood Central project and our work to develop a masterplan for the West Ryde Town Centre.

We have also taken a number of steps towards becoming a more sustainable City. The Council launched its first City-wide Sustainable Transport Strategy, which focuses on increasing smarter, cleaner modes of connection and transport for the community and aims to encourage uptake of more sustainable transport choices. A good example is the City's encouragement of the use of electric vehicles, car sharing and cycling. The Council has installed EV charging stations at three locations and 25 new public domain car share spaces. The City has also developed a Bicycle Action Plan to improve cycling infrastructure across the LGA.

Importantly, Council continues to provide support to residents, businesses, community organisations and sporting groups who have experienced hardship during the COVID-19 pandemic.

Council has been able to progress with its ambitious agenda due to a continued strong financial performance, which includes a cash reserves position of close to \$220 million and an uncommitted working capital balance of \$7.9 million.

On behalf of everyone at Council, I look forward to a positive 2022/23 and continuing our work in delivering valued services, programs and projects for you, our community.



Wayne Rylands
City of Ryde Acting General Manager

A YEAR IN REVIEW

OUR PERFORMANCE SNAPSHOT



\$917 million

of approved development

**More than
24,000**

development enquiries received

554

development applications

162

new dwellings approved

85 days

was the average number to determine each development application

**COVID-19
restrictions**

Visitor numbers and in-person attendance were reduced across all City of Ryde sportsfields, playgrounds, libraries, Customer Service and the Ryde Aquatic Leisure Centre as a result of the July-October 2021 lockdown and ongoing COVID-19 restrictions



**225,000
participants**

in organised sport using Council's active open space areas – significantly impacted by the July-October 2021 lockdown

**Over 378,400
visitors**

to the Ryde Aquatic Leisure Centre

**Over 263,200
visits**

to our five libraries

**Library
programs
and events**

10,177 people attended a reduced program of 422 in-person and online programs and events

**17,529
passenger trips**

taken on our Shop Ryder community bus service – significantly impacted by the July-October 2021 lockdown and ongoing restrictions



**Bush
regeneration**

works undertaken in 54 parks and reserves totalling over 104 hectares

**Over 2,500
volunteer hours**

helped to restore and manage bushland across 18 sites

**Over
14 percent
reduction**

in energy consumption compared with 2003/04 baseline

Over 1,200GJ renewable electricity was generated from Council solar systems

**41.4 percent of
51,550 tonnes**

of domestic waste recycled

35,290 tonnes

of construction materials recycled

**Award Winning
Strategy**

Our Integrated Transport Strategy 2041 was honoured with the 2022 Australian Institute of Traffic Planning and Management (AITPM) Excellence Award



Get Connected

Our annual small business event, helped connect over 200 MSMEs to support services, relevant information and networking opportunities

Building business capacity

Our ongoing program delivers weekly webinars, workshops, and information sessions servicing over 500 local business owners and staff

West Ryde Town Centre

Ryedale Road Shopping Precinct public domain upgrades completed. Masterplan to revitalise the town centre as a distinctive, vibrant and attractive local centre is being developed

Coxs Road

upgrade completed, rebuilding the entire streetscape with shade, landscaping, street furniture and a new plaza

Rowe St East Car Park

completed, providing 146 extra car spaces to help reduce chronic congestion and parking shortages in Eastwood

Award Winning Services

Our all-abilities playground at Kings Park Denistone East received a highly commended (Engineering Excellence) from the Institute of Public Works Engineering Australasia (IPWEA).

Our Make A Stand campaign received an honourable mention at the 2021 National Awards for Local Government



82 percent

of almost 76,000 Customer Service Centre calls resolved at first point of contact

Almost 8,500 customers

served at the Customer Service Centre. Significantly fewer than previous years due to the 2021 COVID-19 lockdown

Over 1.35 million

visits to our website

95 percent

of almost 44,500 customer requests actioned within 10 working days

94 percent

of almost 43,700 items of inward correspondence actioned within 10 working days

Future transport in Ryde

The Integrated Transport Strategy, Sustainable Transport Strategy, Bicycle Action Plan and Strategy were all adopted by Council, providing a pathway for better transport infrastructure and services, smarter cleaner transport, and enabling more people to cycle

Award Winning Organisation

Council has been recognised as an Employer of Choice for the second time through the Australian Business Awards

Our inaugural all-staff Ticket to Ryde conference won the Local Government Professionals Excellence Award in the People, Workplace and Wellbeing category



Restructured events program

18 in-person events were held with more than 22,657 people participating since the lockdown was lifted

Almost 5,000 people

hosted at almost 70 in-person and online community development events

Community events program

Included 2022 Volunteer Recognition Awards, West Ryde Easter Celebrations, Cork and Fork, Orchestra at Brush Farm House, Cinema in the Park and Civic events including ANZAC, Remembrance Day and Citizen of the Year Awards.

Over \$313,000

allocated in community grants to support 64 projects

Footpaths and cycleways

26,300m² of road pavements and 19,330m² of footpaths and cycleways were replaced and restored

A YEAR IN REVIEW

COVID-19 PANDEMIC

In June 2021, a significant COVID-19 outbreak resulted in Greater Sydney being placed in lockdown for 107 days, resulting in the immediate closure of all library branches, the Customer Service Centre, the Ryde Aquatic Leisure Centre and community halls and venues. Restrictions were also placed on staff movement.

Council continued to be guided by its Business Continuity Plan, which ensured essential services could still be delivered while maintaining a safe work environment for all of its employees. This was achieved through the work of Council's Crisis Management Team which oversaw the organisation's response to the pandemic.

QR codes were implemented on worksites to monitor movement, many staff worked from home and other staff continued to ensure social distancing in the workplace.

In October 2021, as vaccination rates surpassed 75 percent, the NSW Government significantly reduced restrictions across the state. Council facilities reopened and programs, services and events gradually returned to a post-COVID normal over the course of the year.

Like all businesses, Council continued to face challenges maintaining staff levels due to illness and carer responsibilities resulting from COVID-19, along with global supply chain issues, all impacting service delivery.

Community members were encouraged to report non-urgent issues through Council's online Report an Issue form to reduce the pressure on Customer Service and triage urgent requests.

ADVERSE WEATHER

In 2022, eastern Australia experienced one of the worst flood disasters in recorded history. This impacted Greater Sydney, including the City of Ryde, with two major flood events in February-March and June 2022. While the City was not affected by evacuation orders, the rainfall was significant and resulted in localised flooding and significant damage to infrastructure, particularly our roads.

In March, the severe weather and flooding across Sydney also impacted waste collection and transport services, including the facilities that service the City of Ryde. This caused some delays to garbage and commercial waste collection.

In June 2022, the severe weather, heavy rainfall and flooding resulted in a disaster declaration by the Federal government. People adversely affected by the floods living in 61 local government areas, including the City of Ryde, became eligible for financial assistance.

In the longer term the wet condition of grounds affected our ability to mow lawns and verges and use sportsfields. To address the impact on sportsfields, Council provided a rebate for sportsground hire fees for March and April 2022 and allowed fees to be paid in two instalments to assist sporting groups that were unable to use grounds due to poor weather. Work is continuing on repairing Council roads and other affected infrastructure.

In anticipation of the adverse weather, operations staff swept streets and cleared debris from gutters and drains.

COUNCIL IN THE SPOTLIGHT

There was considerable media interest in the activities and initiatives undertaken by the City of Ryde in 2021/22, with Council receiving more than 500 media mentions. Of these 25 percent were positive, 15 percent negative and 60 percent neutral.

The issues that generated the most coverage were the COVID-19 response, planning and development and events held by Council during this period.

FINANCIAL RESULTS

Council remains in a sound financial position. The Audit Office has finalised its audit on Council's financial reports and has provided an unqualified opinion.

The Income Statement shows that the operating result for the year amounted to a surplus of \$34.1 million compared with \$67.5 million in the previous year. This is a decrease of \$33.5 million and is mainly due to fair value on investment properties, capital grants and contributions and loss from disposal of assets.

Our net operating result before capital grants and contributions is \$15.6 million, however, this includes the fair value for investment properties (\$13.2 million) and loss from disposal of infrastructure assets (\$3.5 million). When adjusting for these items, the net operating result is a surplus of \$5.9 million.

FINANCIAL POSITION

Council's Statement of Financial Position shows the enormous amount of assets under Council's care and control. The total value of Council's assets as at 30 June 2022 grew to \$1.9 billion compared with the previous financial year of \$1.7 billion.

During the year Council delivered \$58.2 million of capital projects of which \$32.3 million was for renewal of our existing asset base. There was also a non-cash developer contribution of \$2.7 million, mainly road dedications. In addition, infrastructure assets were revalued and the asset base grew by a further \$123.4 million.

Council's overall cash position decreased from \$231 million to \$220 million. This is primarily due to a reduction in internally restricted reserves, namely the asset expansion reserve which was used for infrastructure-related projects adopted by Council.

Unrestricted cash reserves increased and remain healthy at \$7.9 million.

PERFORMANCE INDICATORS

Council has achieved all financial ratios within industry benchmarks.

All infrastructure-asset related ratios met benchmarks. The asset maintenance ratio has improved from the previous two years and has now met the benchmark of 100 percent.

PERFORMANCE AGAINST ORIGINAL BUDGET

Council's original budget was adopted by Council on 29 June 2021. The projections on which the budget was based have been affected by several factors. These include the impact of the COVID-19 pandemic, State and Federal decisions, including new grant programs, changing economic activity, environmental factors and decisions made by Council.

During the year as required by the Local Government (General) Regulation 2021, the adopted income and expenditure is reviewed against the actual income and expenditure and any variations are reported against the adopted budget to Council on a quarterly basis. The general purpose financial statements included in this report require the original budget adopted by Council to be included to compare to the actual results.

As a result of the ongoing health crisis, other income reduced by \$4.2 million when compared to budget and this was primarily due to lower parking fines and bus shelter advertising income. This reduction was offset by savings achieved in materials and services mainly in utilities, street lighting and operating and maintenance program expenditure.

Information regarding other material budget variations is detailed in Note B5-1 in the General Purpose Financial Statements.

Summary financial position and performance as at 30 June 2022**INCOME STATEMENT****\$(M)**

Total income from continuing operations	168.6
Total expenses from continuing operations	134.6
Net operating result for the year	34.1
Net operating result for the year before capital grants and contributions	15.6

CAPITAL EXPENDITURE**\$(M)**

New capital works	23.2
Renewal capital works	32.3
Non-cash asset dedications	2.7
Total capital expenditure	58.2

FINANCIAL POSITION**\$(M)**

Total assets	1,863.4
Total liabilities	63.4
Net assets	1,800

CASH & INVESTMENTS \$M**219.9**

Less external restrictions	62.5
Less internal restrictions	149.5
Unrestricted cash	7.9

PERFORMANCE INDICATORS**FINANCIAL FORMANCE INDICATORS**

Operating performance ratio	4.36%
Own source operating revenue ratio	82.96%
Unrestricted current ratio	5.86%
Debt service cover ratio	12.23%
Rates and annual charges outstanding	4.96%
Cash expense cover ratio	11.49%

INFRASTRUCTURE ASSET PERFORMANCE INDICATORS

Buildings and infrastructure renewals ratio	164.53%
Infrastructure backlog ratio	1.79%
Asset maintenance ratio	101.61
Costs to bring to agreed service levels*	1.13%

*Note - The Office of Local Government does not set a benchmark for this ratio

SUSTAINABILITY STATEMENT

At the City of Ryde, we conduct our activities in a way that meets present day community needs while supporting the capacity for future generations to meet their needs. Our sustainability pillars are economic, social and environmental, and these underpin all aspects of our business, guided by the priorities established in our Community Strategic Plan.

SOCIAL SUSTAINABILITY

The City of Ryde is home to a growing, highly diverse community and our approach to social sustainability involves developing policies, programs and infrastructure that promote active citizenship, reduce disadvantage, strengthen community wellbeing and celebrate diversity in the community.

For example, our Social Plan 2019-2024 outlines a strategic roadmap to sustain and improve social wellbeing in the City of Ryde. Our Creativity Strategy 2019-2024 outlines a vision and strategic roadmap for Council, community and partners to support, build and empower arts and creativity in our City. Our Children's Play Implementation Plan 2019-2024 helps ensure that all families within the City of Ryde have access to safe, accessible and high-quality playgrounds. More information can be found on page 42.

Each year we celebrate Harmony Day in March and Social Inclusion Week in November to encourage communities to reconnect and be inclusive of all cultures, age groups, nationalities and abilities.

Our Disability Inclusion Action Plan (DIAP) outlines initiatives that help support and encourage people living with a disability in our community.

See page 259 to learn more.

ENVIRONMENTAL SUSTAINABILITY

The City of Ryde recognises the relationship between the health of our environment and the economic and social health of our City. We have a portfolio of programs that reduce waste, enhance our natural spaces and help our community to live more sustainably now and in the future.

For example, our Biodiversity Plan provides a comprehensive framework to assist in the management, enhancement and protection of natural areas and biodiversity across the City of Ryde. Our Waste Management Strategy targets a 20 percent per capita reduction in waste sent to landfill, and we have a wide range of programs aimed at helping our community live more sustainably. See page 62 for more information.

Our Ryde Resilience Plan 2030 recognises that our City's capacity to respond to and recover from major shocks is influenced by previous events and underlying chronic stresses that weaken the community. It features a 10-year action plan to improve our community's resilience to future shocks.

The City of Ryde's resilience has been tested during the COVID-19 pandemic and stood up to the challenges our community faced, thanks to our ongoing investment in infrastructure, parks, recreational facilities and community services.

ECONOMIC SUSTAINABILITY

To ensure our local economy remains vibrant and sustainable in both the short and long term, we are working to create a healthy and resilient 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. We are working towards an improved night-time economy and better digital and transport connections, and support 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 regular events, programs and initiatives that help drive job creation. During the year, many of these were delivered online, while additional workshops and activities helped local business cope with the challenges of the pandemic. See page 72 to learn more.

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 a range of strategies and programs including our Long-Term Financial Plan, Strengthening Ryde Strategy, Community Strategic Plan, Local Strategic Planning Statement and Local Environmental Plan. More information can be found throughout this Annual Report.

DELIVERING OUR SERVICES

INTEGRATED PLANNING AND REPORTING FRAMEWORK

Our seven outcomes provide the framework for how Council organises its activities and the benefits provided to the community. They govern the structure of the financial system, Council reporting, 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 use the Integrated Planning and Reporting Framework introduced by the Office of Local Government on 1 October 2009.

Quarterly reports

The quarterly report to Council provides an assessment of progress against the objectives and key performance indicators identified in the Four-Year Delivery Plan and One-Year Operational Plan. Where performance is below planned levels, a detailed comment is provided.

Annual Report

The Annual Report provides the community, Councillors and staff with a summary of the work completed by the City of Ryde during the year. The report aims to provide a transparent insight into our operations and decision-making processes.

GREATER SYDNEY

40 year

VISION

The Greater Sydney Region Plan

20 year

PLAN

Greater Sydney Commission
North District Plan

KEY

- NSW GOVERNMENT
- CITY OF RYDE
- STRATEGIES
- PLANS
- REPORTS

CITY OF RYDE COUNCIL

10 year

PLAN (Council Area)

Community Strategic Plan

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

Resourcing Strategy

(Financial, Asset, Workforce, ICT)

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 Information Communication and Technology (ICT) Plan.

Council Strategies

4 year

PLAN (Council Term)

Four-Year Delivery Plan

- 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 One-Year Operational Plan.

Delivery Programs

End of Term Report

1 year

PLAN (Annual Planning Cycle)

One-Year Operational Plan

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

Departmental Business Plans

Progress Reports, Quarterly Reviews, Annual Report

OUR STAKEHOLDERS

At the City of Ryde we have a diverse group of stakeholders and engage with them in many ways, depending on their needs, 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:



Residents



Ratepayers



Customers



Partners,
regional and
national



Community
groups and
volunteers



Government

THEY ARE IMPORTANT TO US BECAUSE THEY:

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

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:

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-to-face interactions, events, publications and fact sheets.

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

Advisory committees and reference groups, 1:1 meetings, focus groups and workshops.

Formal meetings, briefings and networking meetings, briefings, correspondence and events, legislative reporting and 1:1 meetings.



Employees and their representatives



Visitors



Suppliers



Media



Businesses

THEY ARE IMPORTANT TO US BECAUSE THEY:

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

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

Provide good value and quality products and services.

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

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

WE ARE IMPORTANT TO THEM BECAUSE WE:

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.

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

WE ENGAGE WITH THIS GROUP VIA:

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

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

How we engage with our community

There are many ways members of the public can have their say on the governing of the City of Ryde.

Information sharing, consultation and participation are vital for effective decision-making. The City of Ryde is committed to engaging with residents and other stakeholders when we are developing our policies and plans that deliver services for the community. More information on our community engagement activities is available on our website and throughout the 'Outcomes' section of this Report.

Connect with Council

Council has an extensive communications program. Keep up-to-date with news, announcements and issues via our website and sign up for our newsletters. You can also get social and connect with us on our social media channels, including Facebook, Twitter, LinkedIn and Instagram.

Getting involved

Our consultation with the community has identified that people want to be more actively involved in Council decision-making and long-term planning for the area and want more effective communication and consultation by Council.

Making a submission

Attend a community consultation drop-in session, information session, or participate in a survey or focus group on a specific project. You can also make submissions on other major projects or notified consents that are consulted or advertised throughout the year. Each year you can also make a submission on the Council's Four-Year Delivery Plan and One-Year Operational Plan when it's put on public exhibition or every four years when the City of Ryde Community Strategic Plan is reviewed.

Joining a committee

Council committees draw on the knowledge and expertise of residents to help Council make decisions and recommendations. They also provide information to Council on matters of concern to the community.

Talking to a Councillor

Councillors are your elected representatives. They represent your interests in Council. Let them know about your thoughts, issues and concerns.

www.ryde.nsw.gov.au/councillors



OUR VIBRANT AND LIVEABLE CITY

The City of 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 Cities 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

SUSTAINABLE DESIGN

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 choice. Ensuring the City of Ryde maintains leadership in the application of best-practice planning and sustainable urban development



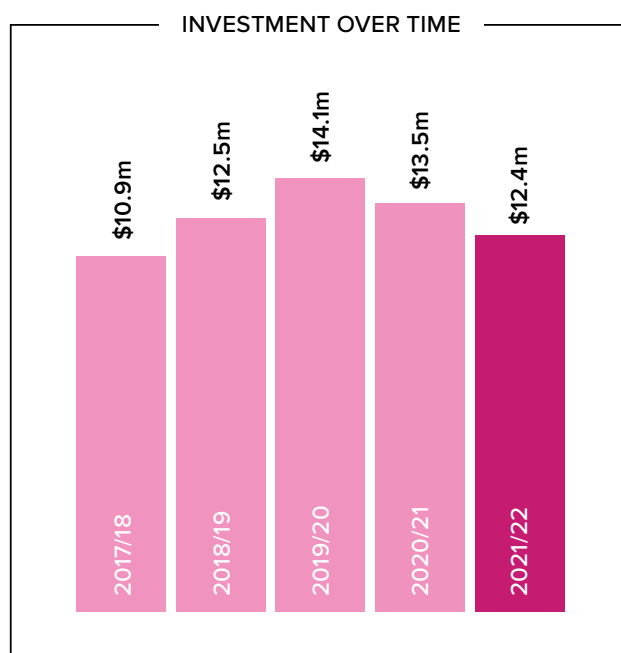
OVERVIEW

Council services supporting this outcome

City Strategic Planning
Neighbourhood Activation
Heritage Management
Development Assessment Services
Building Certification and Compliance
Community and Environmental Health and Safety
Ranger Services

How we monitor progress

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



BUILDING A VIBRANT AND LIVEABLE CITY

As the City of Ryde continues to be a desirable place to live and work, it is crucial to ensure our growing community has access to diverse housing and employment opportunities as well as vital services. With projected population increases and an estimated 66,000 dwellings required 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 manage growth and ensure it 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 to support 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 and to guide development to diversify housing supply while protecting and maintaining the character and liveability of our City.

This needs to be achieved while also securing investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

KEY STATISTICS

PROJECTED GROWTH

129,123	Residents in 2021	160,750	Residents in 2031
50,083	Households in 2021	62,000	Households in 2031
55,738	Dwellings in 2021	66,000	Dwellings in 2031

54,021 Rateable properties

Almost **61%** of dwellings in the City of Ryde are medium or high density, an increase from 52.9% in 2016 and compared with 46% in Greater Sydney



Neighbourhood centres

Our 27 neighbourhood centres are audited bi-annually to prioritise upgrades based on need and opportunity.



Town centres

Town centre upgrades build on the local character, shaped by consultation with the community.



New development

\$917 million worth of developments were approved.

SERVICES AND PERFORMANCE HIGHLIGHTS

CITY STRATEGIC PLANNING

Delivering land-use planning activities including advocacy to improve the state planning framework, the development of statutory land-use plans and development control plans that support vibrant, liveable, productive, and sustainable neighbourhoods and centres. Assessing planning proposals, providing planning certificates and strategic planning and urban design advice.

Advocating for our City's future

The State Government has begun a program of significant updates and reforms to the frameworks that govern how our City is planned and develops. While the intent is to streamline planning and development processes, some of the proposed changes could have a significant impact on the future liveability of the City of Ryde, from the funding of community infrastructure to support increased development density, to permitting large-scale retail in local neighbourhood areas.

Council raised concerns about ensuring infrastructure contributions generated from Macquarie Park are reinvested in the area, and whether future funding for community facilities across Ryde will be maintained so that the cost of providing facilities does not fall to ratepayers. The concerns raised by Councils across the state have resulted in the proposed changes to infrastructure contributions being placed on hold for further consideration.

We also advocated for changes to the State Government's Employment Zone Reforms. Proposed changes would allow a broader range of large-scale land uses in local neighbourhood centres located within large residential areas – such as garden and landscape suppliers, hardware and building suppliers and caryards – that are incompatible with the surrounding residential area amenity and would cause significant traffic impacts.

Council, as a major stakeholder for the Macquarie Park area, contributed to the development of the draft Macquarie Park Place Strategy, a 20-year plan that guides the suburb's transition from suburban business park to a vibrant commercial centre. We also supported the draft Strategic Infrastructure and Services Assessment for the Macquarie Park Corridor, which considers the impact of growth and change across the wider precinct as well as infrastructure and service needs for the rapidly growing area.

We joined the Greater Cities Commission, State agencies and utility providers to examine the relationship between growth and infrastructure and contributed to the development of this strategy. Our advocacy resulted in a re-designed proposal for the Macquarie Park Bus Interchange that improves pedestrian amenity and puts people before cars. The interchange is desperate need of upgrading to keep pace with the growing needs of the community. The initially proposed upgrades would not have delivered an interchange of a quality commensurate with world-class innovation precinct such as Macquarie Park. The proposal has been redesigned to ensure there is sufficient pedestrian space and amenity, with particular focus on maximising the tree canopy.

Amending our planning instruments to enhance community amenity

In 2021/22 amendments to the Ryde Local Environmental Plan 2014 (RLEP 2014) began to correct a range of administrative anomalies identified in the operation of Plan.

With rezoning approvals altering the shape and form of our city, we recommended amendments to almost every major development proposal under consideration by Council. Council worked with the State Government to progress the transition of the former Marsden High site from education uses to recreation uses and to ensure the bushland on the site is conserved. Work is ongoing to advocate for a recreation use that enhances local amenity on the site.

DELIVERY PROGRAM

Contributions Management

Implementation of a development contributions management system to handle voluntary planning agreements, works-in-kind, local development applications and complying developments.

HOME OWNERS AT
THEIR NEW HOME



Ryde Local Housing Strategy

Approved by the State Government,
forecast to deliver 8,400 to 8,900
additional dwellings between 2021 and
2026 under current planning controls.



Infrastructure Strategy

Articulating infrastructure challenges
faced by the local community and
how to provide the necessary
infrastructure to match the pace of
development and growth.

NEIGHBOURHOOD ACTIVATION

Promoting the City’s neighbourhood and town centres and working with local businesses and communities to deliver upgrades and improvements to ensure they continue to be vibrant and productive places within our City.

Meadowbank Education and Employment Precinct opens for business

The first stages of the Meadowbank Education and Employment Precinct opened in 2022, helping to establish the City of Ryde as a centre of excellence for education.

Driven by the State Government, and designed to connect students to training and employment opportunities with local industry and the surrounding community, the Precinct has been designed as a safe place for the local community to access shared facilities and open spaces. It creates new opportunities for employment and business to come together by piloting a model of cooperation between education institutions and business to smooth student transitions from different levels of education to the workplace.

Council provided significant input into the development and design of the Precinct and continues to advocate for the ongoing investment in pedestrian and transport infrastructure required to realise the precinct’s full potential.

Council also supported the opening of the Meadowbank schools in April 2022 by delivering a public education campaign in multiple languages to inform Meadowbank residents and the school community of traffic and parking changes in the area.

CAPITAL WORKS PROGRAM

Neighbourhood Centre Renewal

The public domain upgrade to Coxs Road Shopping Precinct was completed with improvements to lighting, paving, street furniture, pedestrian crossings and garden beds.

Street Tree Planting Program

Annual planting program was completed during April and May 2022.



Coxs Road upgrade

The Coxs Road neighbourhood centre upgrade has rebuilt the entire streetscape with shade, landscaping, a raised pedestrian crossing, footpath and drainage upgrades, street furniture and a new plaza.



Ryedale Road (West Ryde) Town Centre

We rebuilt the entire streetscape, constructed a raised pedestrian crossing and resheeted the road, and supported the upgrade of West Ryde train station commuter car park by Transport for NSW.



Revitalising West Ryde Town Centre

The West Ryde Town Centre Masterplan is being developed, aiming to rejuvenate West Ryde into a distinctive, vibrant and attractive local centre and stimulate renewal within West Ryde.

DEVELOPMENT ASSESSMENT SERVICES

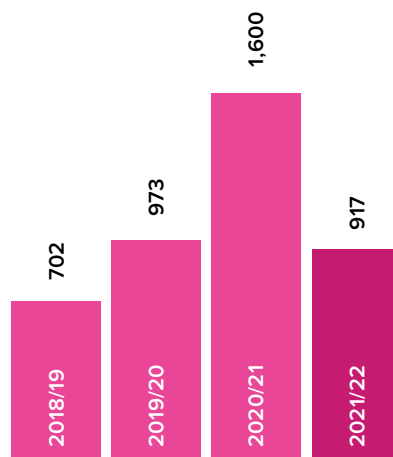
Assessing development applications, including applications for alterations and additions to dwellings, new dwellings and dual occupancies, waterfront dwellings, commercial developments and subdivisions. Assessing more complex applications involving public submissions, and larger scale developments that are required to be reported to either the Sydney North Planning Panel or the Local Planning Panel.

Making DAs easier to track

In December 2021, our significantly improved Development Application (DA) Tracker went live. Previously, community members had been unable to access DA documents online and had to either come into our Customer Service Centre or raise a GIPA request to review documents and learn about any impacts on their properties. For staff, processes were manual and time consuming, with fragmented systems and technology making it harder to serve customers. COVID-19 exacerbated the situation and provided a catalyst for change which has resulted in a seamless user experience.

All documents associated with a DA that were received by Council after 20 December 2021 can now be viewed on the Council's website by using the DA Tracker. Once an application has been determined, the assessment report, determination notice and plans are uploaded, ensuring greater transparency in the decision-making process. Community members can view all relevant information about a development without needing to come into the Council's offices. Any objectors are also able to access the assessment report to see how the issues raised in their objection letter were addressed.

VALUE OF
DEVELOPMENT APPLICATIONS
DETERMINED (\$ MILLION)



2020/21 2021/22

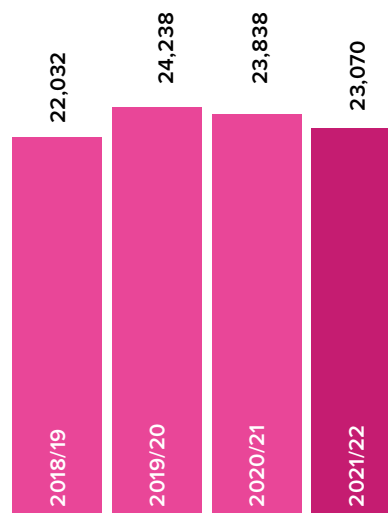
Mean gross assessment time (target <= 95 days)

2020/21	2021/22	Status
84 days	85 days	On track

Mean gross determination time

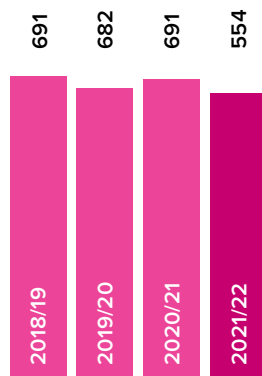
- Commercial, retail, office (target <= 91 days)	96 days	85 days	On track
- Residential alterations and additions (target <= 77 days)	62 days	67 days	On track
- Single new dwellings (target <= 105 days)	86 days	77 days	On track

DEVELOPMENT APPLICATION-RELATED
ENQUIRIES RECEIVED

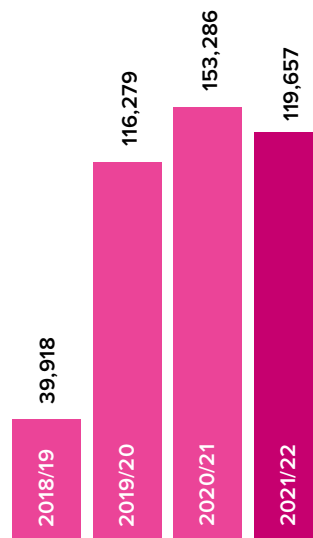


KEY: ● Complete ✓ On track ⚠ Delayed / Did not achieve target ➡ Deferred ✗ Cancelled

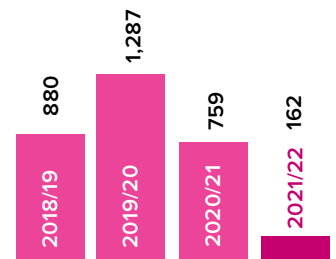
NUMBER OF DEVELOPMENT APPLICATIONS DETERMINED



NEW COMMERCIAL FLOOR SPACE (m²)



NEW DWELLINGS APPROVED



New dwellings

162 new dwelling houses were built and 119,657m² in commercial floor space was approved.



Development applications

554 development applications were determined including:

- 147 residential
- 109 single new dwellings
- 87 commercial, retail, office



Enquiries

23,070 development-related enquiries were received.

BUILDING CERTIFICATION AND COMPLIANCE

Providing complex service delivery and management programs in the specialist areas of building compliance and 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. Council's Building Certification Officers are independently registered by NSW Fair Trading to perform all Principal Certifier functions in accordance with NSW legislation.

	2020/21	2021/22	
Private pool fence inspections (Target >= 450)	459	88 Note 1	⊗
Audits of buildings with combustible cladding (Target >= 60)	1	Note 2	✔
Annual Fire Safety Statement checked for compliance (Target >= 853)	897	885	✔

Regulating combustible cladding

While extended COVID-19 lockdowns restricted the number of private pool barrier inspections, the Building Certification and Compliance team transitioned their work towards the regulation of external combustible cladding on residential buildings. These inspections were able to be performed in a COVID-safe manner, involving minimal personal interaction with property owners. This strategy has resulted in all buildings with combustible cladding within the Ryde LGA being identified, audited and regulated in accordance with the NSW Combustible Cladding Taskforce guidelines.

Note 1 - Council's Swimming Pool Barrier inspection program was significantly impacted by COVID-19 lockdowns and restrictions, including pool owners being hesitant to have direct interactions with investigating officers. Consequently, Council pivoted its legislative requirement from conducting inspections to owner education during 2021/22.

Note 2 - Council's Combustible Cladding program has transitioned from the initial "inspection and assessment phase" to a "regulation and enforcement phase". Council has completed audits and has issued Fire Compliance Orders on all identified residential apartment buildings.

COMMUNITY AND ENVIRONMENTAL HEALTH AND SAFETY

Providing complex service delivery and management programs in the specialist areas of environmental health protection and public health protection. This includes undertaking pollution and pest management investigations, investigating and managing biosecurity risks, managing public health risks from cooling towers and public swimming pools, and regular monitoring and compliance services across regulated premises, food retail businesses, hair, beauty and skin penetration shops to help prevent the spread of infectious diseases.

	2020/21	2021/22	
Food premises/businesses inspected (Target >= 850)	888	790 Note 3	ⓘ
Health inspections (regulated and registered premises) (Target >= 43)	219	33 Note 4	ⓘ
Public pools inspected (Target >= 20)	28	29	✔

Keeping our community safe

The prolonged COVID-19 lockdowns had a significant and detrimental impact on the operation of a number of food premises and regulated hair and beauty premises. Since fewer businesses could legally trade, this reduced the number of inspections needed by Council.

Nevertheless, we continued to promote environmental health and community safety by providing specialist services and management programs. These include undertaking pollution and pest management investigations, investigating and managing biosecurity risks and managing public health risks from cooling towers and public swimming pools. We also undertook regular monitoring and compliance services across regulated premises, food retail businesses, hair, beauty and skin penetration shops to help prevent the spread of infectious diseases.

A major highlight for the year was the Environmental Health Team being recognised for their outstanding professionalism and dedication to the local community by the peak industry body, Environmental Health NSW, which resulted in them being awarded the Environmental Health Team of the year.

KEY: ● Complete ✔ On track ⓘ Delayed / Did not achieve target ⇌ Deferred ⊗ Cancelled

RANGER SERVICES

Rangers play a key role in maintaining community amenity and safety across the City of Ryde.

Overall, during 2021/22, Council's rangers completed almost 4,700 customer requests (10 percent of all customer requests received by the City of Ryde) and over 1,600 customer and business partner requests via correspondence.

Providing parking support services

Parking was a primary focus for rangers, supporting local businesses by turning over vehicles within central business districts and supporting local residents by providing enforcement within resident parking zones. Rangers responded to 1,625 illegal parking complaints during 2021/22.

Parking enforcement resumed during November 2021 after being suspended during the COVID-19 lockdown period between July and October, when rangers were re-tasked to assist police by patrolling parks to ensure users were complying with Public Health Orders, and following up on complaints from residents.

The team also supported the implementation of new paid parking technologies, including new Next Generation parking meters and the NSW Park'nPay app.

Protecting public amenity and safety

Although the COVID-19 second wave affected the majority of NSW and Australia, for compliance rangers it was business as usual. One impact of lockdown was a larger number of people than usual were exercising their dogs off-leash in parks, which resulted in more dog attacks. An increased presence by rangers reduced the number of dog attacks and promoted a safer environment for residents.

Rangers continued to protect public amenity across the City of Ryde and resident safety by investigating illegal waste complaints, responding to afterhours complaints, reports of abandoned and derelict vehicles, footpath and roadway obstructions, building site breaches and heavy vehicle enforcement.

A total of 2,160 customer requests was investigated by the ranger compliance team during 2021/22 period. As part of our Unregistered Cat Program, we sent more than 2,500 letters to cat owners, with over 500 follow-up phone calls made. This contributed to an increase in the total animals registered in City of Ryde during the year with 1,269 cats and 828 dogs registered.

	2020/21	2021/22	
Proportion of non-residents to residents being fined.	79%	74%	✓
Dog attacks investigated and complying with OLG Guidelines.	100%	100%	✓
Impounded dogs returned to owner.	100%	100%	✓
Total number of formal and informal cautions versus infringement notices issued.	23%	18%	✓

Note 3 - Council's Food Premises / Businesses inspection program was impacted by the COVID-19 pandemic and associated lockdowns. A number of food businesses also ceased trading during this period. A targeted program was implemented once the COVID-19 lockdown ended.

Note 4 - Council's Inspection program was impacted by the COVID-19 lockdowns. Furthermore, these businesses were subject to Public Health Orders that prohibited these businesses from operating during COVID-19 restrictions. A targeted Health Inspection program was implemented following the COVID-19 lockdown.

FOOD PREMISES ENJOYING THE
POST-LOCKDOWN DINING SURGE





THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. Consequently, 2021/22 was the last year of service delivery from Council's 2018-2022 Delivery Program. The 2022-26 Delivery Program focuses on how Council Services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde.

While all Council's programs play a part, the main programs contributing to achieving a Vibrant and Liveable City will be the City Development and Community Safety and Amenity Programs.

\$57.2 million investment is planned for these programs over the life of the Delivery Program.

Services planned to be delivered through these programs in 2022/23 will be:

- Developing and updating the City's Local Strategic Land Use Planning framework and the regulatory work of planning within the State Planning framework
- Providing personalised pre-lodgement advice and assessing development applications, including more complex applications involving public submissions, and larger scale developments
- Providing programs in the specialist areas of building compliance and approvals, certification processes, environmental health and compliance services to ensure compliance with building legislation and industry standards and protect public health
- Providing education, compliance and enforcement services to help maintain community amenity and safety.

There are no specific projects planned for these programs for 2022/23. The complete range of activities undertaken through these programs are listed in Council's 2022/23 One-Year Operational Plan.



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 events that bring residents together, helping everyone to feel part of the Ryde community.

PRIORITIES FOR THIS OUTCOME

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

AUSTRALIA DAY
CINEMA IN THE PARK



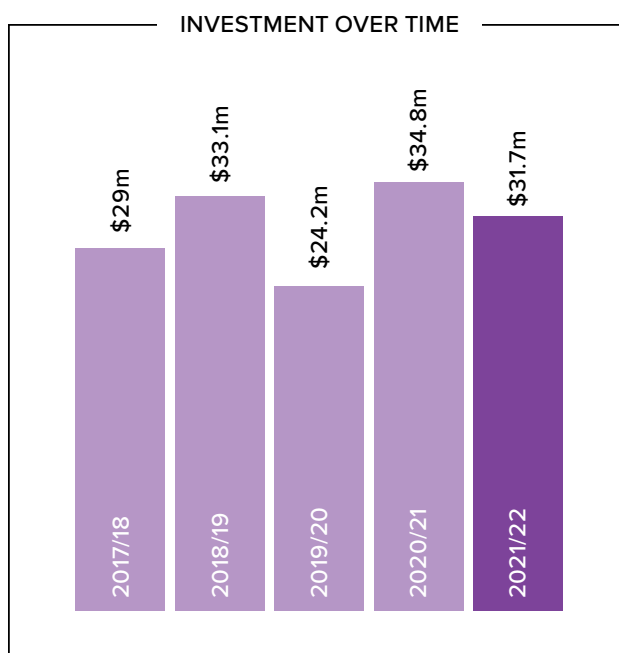
OVERVIEW

Council services supporting this outcome

City Sportsgrounds and Facilities
City Parks and Open Spaces
Ryde Aquatic Leisure Centre
Libraries

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



BUILDING AN ACTIVE AND HEALTHY CITY

Our residents have built a strong sense of community and actively participate 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. 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 to 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, support for community-run events and opportunities to participate and engage with others in lifelong learning and development.

KEY STATISTICS

AGE PROFILE	2021 CENSUS	PROJECTION FOR 2031	PROJECTED CHANGE
0-9	14,683	19,500	33%
10-19	12,178	16,700	37%
20-29	19,545	23,200	19%
30-49	41,957	48,350	15%
50-64	21,317	25,700	21%
65-79	13,694	18,400	34%
80+	5,751	8,950	56%
	129,123	160,800	25%



Couples with children

2021 Census	16,299
Projection for 2031	21,350
Projected change	31%



Couples without children

2021 Census	12,646
Projection for 2031	13,750
Projected change	9%



One-parent families

2021 Census	4,221
Projection for 2031	5,450
Projected change	29%



Other families

2021 Census	739
Projection for 2031	800
Projected change	8%



Group household

2021 Census	2,159
Projection for 2031	3,050
Projected change	41%



Single person

2021 Census	12,977
Projection for 2031	16,050
Projected	24%

SERVICES AND PERFORMANCE HIGHLIGHTS

CITY SPORTSGROUNDS AND FACILITIES

Managing, maintaining and operating the City of Ryde's sportsgrounds and recreation facilities so that residents continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities into the future. Council also directly supports sports and leisure sector development within the City of Ryde. Our facilities include the Ryde Community and Sports Centre at ELS Hall Park, open space amenity buildings (including change rooms, toilets, canteens and grandstands) as well as the Putney Bowling Club buildings and tennis facilities at Meadowbank, Kotara and Olympic parks.

Making our community more Active in Ryde

The Active in Ryde Program faced a number of challenges over the last year. With the COVID-19 lockdown in the later stages of 2021 frustrating people's ability to enjoy some recreational activities, Council provided online programs for the community. Participants thoroughly enjoyed these programs and reported positive outcomes for their mental and physical health during a difficult period.

Face-to-face programs returned in early 2022 with our seniors' program welcomed back particularly warmly. Community members were able to participate in our Active in Ryde School Holiday programs for the first time in almost two years, including dragon boating on the Parramatta River, disc golf, bowls, pickleball, an intergenerational bootcamp, and blind/low vision tennis. While extended periods of extremely wet weather meant further delays to some planned activities, the new after-school skate program at Meadowbank Skate Park has been a great success.

This year we celebrated NAIDOC week with guided walks around Kissing Point Park and the Glades Bay River Walk, led by Auntie Leanne King, who shared insights into the rich history of the Wattamattagal people. Grant funding was also obtained to offer additional Indigenous-focused activities in the Active in Ryde Program in future years.

CAPITAL WORKS PROGRAM

Sportsfield Floodlighting Renewal

Upgrade of existing lighting on ELS Hall Park Field 3 was completed. 27 of 30 Council sportsfields now have lighting capacity that is at or higher than the Australian standard.

Sportsfield Renewal and Upgrade

ELS Hall Park Field 3 Integration Works were delayed due to weather and overland flow works in the park are now completed. The design for the future upgrade of Gannan Park Amenities has been completed.

Sportsground Amenities Renewal and Upgrade

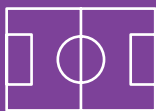
North Ryde and Brush Farm Parks amenities refurbishment works completed. ELS Hall upper amenities construction works were impacted by the 2021 COVID-19 lockdown, supply chain issues and multiple periods of unprecedented wet weather and is now scheduled for September 2022.

Sportsfield Floodlighting Expansion

Deferred due to funding reprioritisation.

Synthetic Playing Surfaces

The Christie Park upgrade was significantly delayed by the 2021 COVID-19 lockdown, supply shortages and wet weather and is now scheduled to be completed in November 2022. Westminster Park field drainage works were delayed by the wet weather and are now scheduled for October 2022.



Infrastructure

55 sportsfields.

42 buildings and other structures in parks and sportsgrounds are maintained by Council.



Community groups

54 clubs and associations utilised our open spaces, sportsgrounds and parks.



Community sport

225,000 people participated in organised sports.



Upgraded amenities

Council's program of amenities buildings renewals continued with upgrades to facilities at Christie Park, ELS Hall Park and Meadowbank Park Regional Playground.



Easy online bookings

Online portal implemented providing easy hiring and booking of facilities.



Financial relief for sporting clubs

Fee rebates and payment instalments were provided for sporting groups impacted by COVID-19 and adverse weather.

CITY PARKS AND OPEN SPACES

Ensuring residents can continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities in the City of Ryde's parks, reserves and other open spaces is a major ongoing priority for Council. Council's responsibilities also cover the full scope of managing, maintaining, upgrading and operating all the City's amenity buildings and facilities including playgrounds, community buildings, toilets, canteens, grandstands within the City's parks and open spaces. Council is also responsible for the completion of masterplans and plans of management for the City of Ryde's parks and ensuring that trees across the City are managed to meet the expectations of residents within the available budget.

Managing parks and open spaces in challenging times

The combination of the COVID-19 pandemic and months of wet weather made managing our parks and open spaces challenging.

Council was required to support NSW Government Health Orders, which prevented use of parks and sporting fields and disrupted organised sport between July and October 2021 during the Sydney-wide COVID-19 lockdown. The extreme wet weather also impacted the use of our sportsfields through the first half of 2022.

Fee rebates, instalment payments and fee credits were provided for sporting groups and associations who were impacted over this period.

Despite these challenges we continued to deliver major projects for the community. This included Meadowbank Park Regional Playground (see below), upgrades to ELS Hall Park and reconstruction of its amenities building, construction of the Christie Park amenities building, and renewal of Westminster Park sportsground to cater for increased demand. Completing our capital projects was severely hampered due to both staff and contractors being unable to attend worksites due to COVID-19, and supply chain issues and prolonged wet weather preventing progress and impacting material supplies.

Meadowbank Park Regional Playground opens

In February 2022 the new \$2.1 million Meadowbank Park Regional Playground opened to the public, providing a new state-of-the-art facility that is accessible and inclusive for all children.

Located next to the Meadowbank Skate Park, it features a water park, more than 35 metres of elevated climbing equipment, interactive sand play elements, a nature play zone and a quiet zone for passive play. The fenced playground also features picnic shelters that include accessible seating, as well as shade sails and new trees.

The project was driven by the Meadowbank Masterplan, which outlined the need for a new regional playground for the Meadowbank community. It was also informed by our updated Playground Strategy and Local Strategic Planning Statement to ensure that we offer a range of engaging and accessible play spaces that serve the diverse needs of our growing community.

More than 130 comments from the local community informed the playground's design as we sought to build a playground that inspired the imagination of all users, young and old.

DELIVERY PROGRAM

Open Space Masterplans



Program consolidated into Parks Plans and Strategies.

Parks Plans of Management



Program consolidated into Parks Plans and Strategies.

Parks – Plans and Strategies



Developing and updating Council's suite of Master Plans and Plans of Management for the City of Ryde's Parks. The Ryde Community and Sports Centre Concept Plan, Anzac Park Master Plan, the Green Links Master Plan, the Surface Action Plan and the Tree Management Plan were all completed and adopted by Council. The Putney Park Plan of Management and Park Signage design guide were delayed.

Planning and managing our parks and sporting facilities

Council continued our program of planning for future growth with several key plans adopted during the year.

Our Synthetic Surface Action Plan outlines the options available to address future demands on the City's active open spaces, including installation of synthetic surfaces, floodlighting new fields, reconfiguration of existing spaces and entering into shared use agreements with the NSW Department of Education.

Our Plan of Management for Putney Park was updated to ensure it met the requirements of the *Crown Lands Management Act (2016)*, while Council also adopted Master Plans for Olympic Park, Anzac Park and Magdala Park. These detail our vision for improvements in these parks over the next 20 years.

The Ryde – Eastwood – Macquarie Park Green Links Master Plan establishes three interconnected urban green corridors across the City. As well as supporting biodiversity, they will provide continuous green transport connectivity along activated open spaces and offer cultural engagement and recreation opportunities for the community.

CAPITAL WORKS PROGRAM

Macquarie Park, Waterloo Road



The Deed of Easement Agreement has been finalised and Council is in the final stages of negotiating agreements with Property NSW and JHG to allow park works to commence.

Playground Renewal and Upgrade



Gannan Park Master Plan Works and the ELS Hall Park Overland Flow Works were completed. Upgrades in ELS Hall Park were delayed by ongoing wet weather and supply chain issues affecting access to materials.

Toilet Blocks Renewal – excluding sportsfields



Kissing Park upgrades have commenced with construction to be completed by March 2023. Upgrades for Anderson Park were deferred due to COVID-19 related funding restrictions.

Passive Parks Expansion and Improvement



Ryde Riverwalk landscaping, Gannan Park Master Plan investigation works, Shrimptons Creek Corridor lighting, Meadowbank Park accessible parking, Santa Rosa Park BBQ installation were all completed. Identification of contaminated material delayed demolition of three properties to expand Blenheim Park. Designs for artwork for the new Catherine Hamlin Park are in development.

Greening our City – Street Tree Planting Program



This is a State Government Program (Greening Sydney), which funds additional tree planting within Council's road reserves. Tree planting is scheduled for September 2022.



Meadowbank Regional Playground

A state-of-the-art open space, including a shaded playground, walking paths and covered space for picnics.



Urban green corridors

Our Green Links Master Plan formalises green open space networks to create a diverse, vibrant, healthy, resilient and connected City, in which nature and history is protected and celebrated.



Grants

Over \$2.5 million in grants was used for improving facilities in parks including upgrading Gannan Park amenities and stormwater harvesting to reduce the impact of ongoing heavy rainfall events and reduce flooding risk.

RYDE AQUATIC LEISURE CENTRE

The Ryde Aquatic Leisure Centre (RALC) provides a broad range of programs and services to the local and broader community, attracting more than 730,000 visitors in a typical year. While all programs and services are important to the overall operation of the RALC, the Learn to Swim program is significant in that it is one of the larger learn to swim schools in Sydney (with in excess of 3,500 enrolments). Other services include leisure and recreational swimming, an array of indoor sports and facilities hire, birthday parties, surfing and merchandise sales. Prior to the COVID-19 pandemic in NSW, the RALC had returned an operating surplus to Council every year since 2004/05.

Impact of COVID-19 restrictions

Once again, a COVID-19 forced shutdown from the end of June 2021 to mid-October 2021 had a significant impact on attendance at the RALC with a subsequent effect on financial performance in 2021/22.

The RALC re-opened on 11 October 2022 and the return to "normal" visitation numbers has taken some time to occur. Thanks to the State Government's initiative of both the Active Kids and First Lap Program \$100 vouchers, by the end of the year the Learn to Swim Program had returned to levels not seen for many years. Program and Facility hire numbers have not yet returned to pre-pandemic levels.

Improving Access

One of the asset improvements through the year was the installation of two disability hoist systems in the family change rooms of the Leisure Pool. These systems will make visiting the Centre somewhat easier and more comfortable for patrons who may need assistance with changing and showering both before and after a swim.

CAPITAL WORKS PROGRAM

RALC Asset Renewal



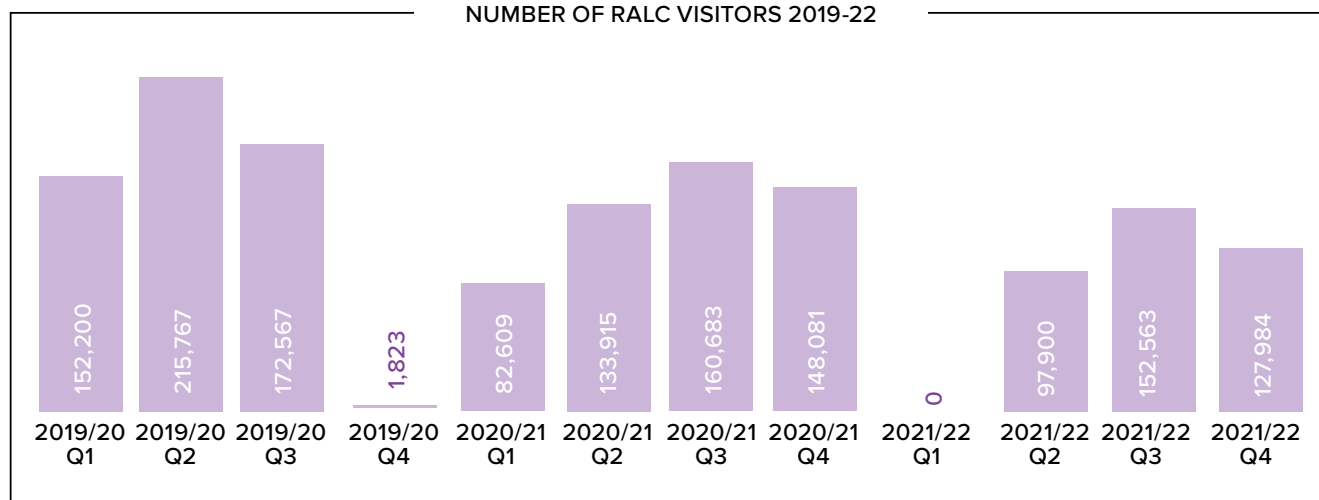
Updated asset renewal program completed. Works included: pool pump replacements, fire alarm system renewal, change room renovations and energy efficient lighting upgrades.

... I just want to give our heartfelt thanks to one of your excellent staff at the Ryde Aquatic Leisure Centre, who has been very thoughtful in helping my parents' visits to the Centre. [My mum] has some walking difficulties and the staff has been very helpful in opening the gate for her without fail for many years now. This extra personal touch and the positive attitude has made our family's visits to the Centre even more enjoyable. It's the people who make the difference for this Council!

Keep up the good work!

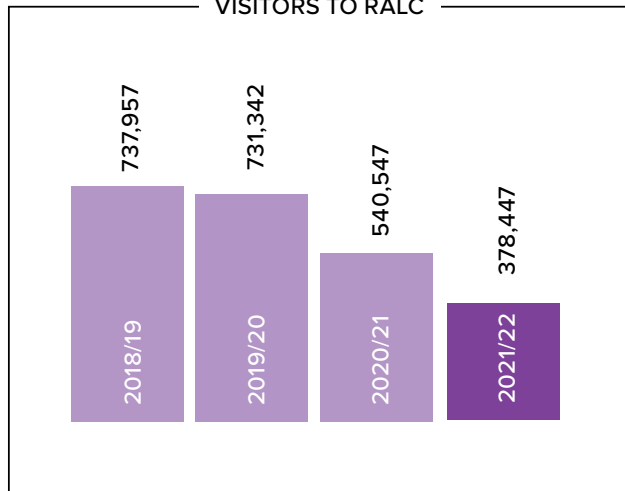
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NUMBER OF RALC VISITORS 2019-22

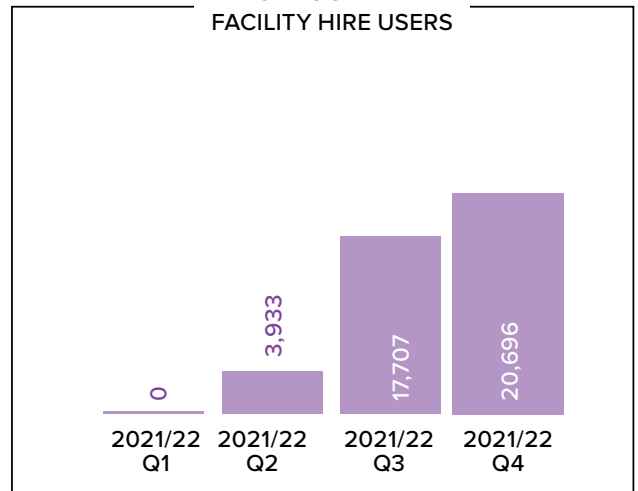


KEY: ● Complete ✓ On track ⚠ Delayed / Did not achieve target ➡ Deferred ✕ Cancelled

VISITORS TO RALC



RALC PROGRAM AND FACILITY HIRE USERS



LEARN TO SWIM CLASS



RALC visits

There were 378,447 visitors over the year. The RALC was closed between July and October 2021 during the Sydney-wide COVID-19 lockdown.



Learn to swim

Full swimming programs returned in 2022 with more than 3,500 participants every week, making the RALC one of the largest learn to swim schools in Sydney.



Water quality

100 percent compliance with pool water bacteriological criteria for swimming pools and spas was maintained throughout the year.

LIBRARIES

Council's libraries provide high quality, contemporary library services and accessible public spaces for the City. 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 across the City that provide access to significant physical and online collections. They also provide an extensive range of programs and events for the community, including children's and youth services, literacy programs, home library services, community information, services to the multicultural community, local studies and family history.

Continuing agility and responsiveness from our libraries

Eighteen months of COVID-19 restrictions have had a profound impact on the way our community uses libraries.

The 2021 lockdown had a significant impact on both visitations and loans, more so than the previous year. Active members, visits to our libraries and events continue to be impacted. Visits are shorter and online event options and Click and Collect remains a popular choice for members.

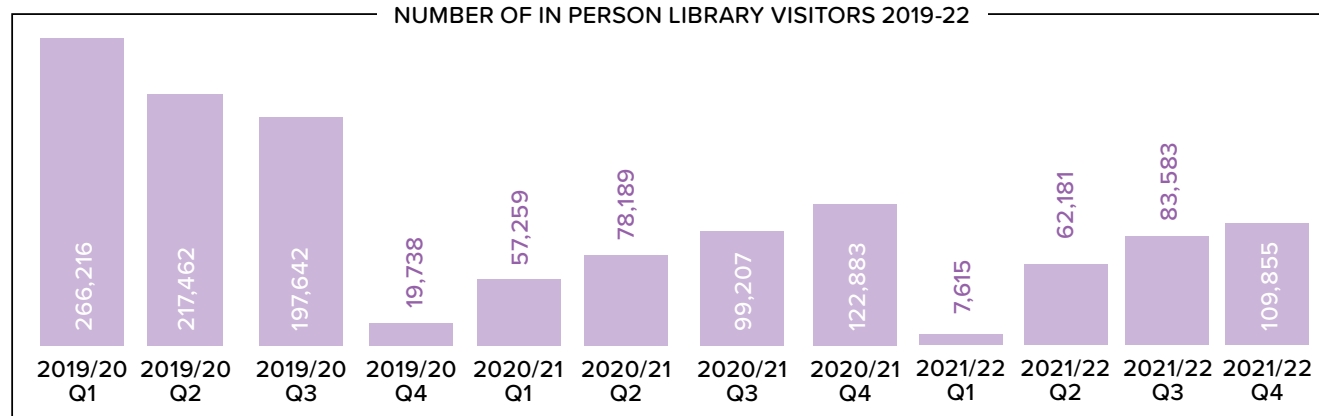
In response, we introduced a new 24/7 book locker at Gladesville Library to help members to pick up loans safely and conveniently. While online loans dropped as community members balanced working from home and online schooling, our online collections continue to be

popular, including the recently added Hoopla streaming service, featuring 750,000 movies and TV shows, eBooks and digital comics. Our Home Library service and Library2U service continued to provide book deliveries to City of Ryde residents during lockdown periods.

Our programs have adapted, shifting some events and activities online, including early literacy and the highly sought-after English Conversation classes. We have also resumed a full program of in-person activities. These include community favourites and new programs such as the Sensory Storytime program for neurodiverse children, and Tech Savvy Seniors Computer classes in English.

Our spaces continue to be enhanced to create welcoming and accessible libraries. The North Ryde Library entrance has been upgraded and to complement the Toy Library, a new parents' room was another welcome addition. Gladesville Library also has a new second entrance leading from the car park, improving accessibility.

NUMBER OF IN PERSON LIBRARY VISITORS 2019-22



CAPITAL WORKS PROGRAM

Digital Enhancement for Libraries

Replacement and update of IT infrastructure to improve facilities and introduce new online applications. ●

Community Buildings Renewals – Library Improvements

Completed works include: a new accessible street entry and refurbished children's area at North Ryde Library; a new entry area and Book Locker at Gladesville Library; and new display screens across all five libraries to improve communication of services and programs. Some delays experienced due to weather and global supply issues. ✓

Library Public Multimedia Lab

Project cancelled as part of COVID-19 funding reprioritisation. ✕

KEY: ● Complete ✓ On track ① Delayed / Did not achieve target ⇄ Deferred ✕ Cancelled



Thank you so much for this amazing service. We are so lucky to be able to access these. City of Ryde Libraries have been a huge positive in our house during lockdowns.

THANK YOU!!!!

Inbal speaks on the Library2U
Mystery Packs for Kids



Five libraries

- 68,633 active library members
- 178,290 items in the physical library collection
- 45,163 items in the online library collection



Recovering visitor numbers

- 263,264 visitors attended libraries during the year
- 670,229 library loans
- 28,250 loans from our library community language collections



Expanded digital services

- 174,454 visits to the library website
- 199,338 electronic items borrowed
- 3,048 downloads of the City of Ryde Libraries App



Library programs and events

- Over 10,170 people attended
- 422 library in-person and online programs and events



Digital screens

New digital screens across the libraries helps our visitors discover what's new in our collections, spaces and programs, reducing waste in paper and printing.



Library2U

Our pandemic delivery service delivered over 17,812 books to 1,221 homes including 433 special mystery book packs for families in lockdown July – October.

SKATE JAM AT
MEADOWBANK SKATE PARK





THE YEAR AHEAD

Following the election of the City of Ryde's new Council in December 2021, 2021/22 was the last year of Council's 2018-2022 Delivery Program. The revised and updated 2022-26 Delivery Program focuses on how council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community.

While all Council's programs play a part in some way, the main programs contributing to achieving Our Active and Healthy City will be the City Sports and Recreation and Library Programs.

\$140.1 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2022/23 will be:

- Managing the City's extensive network of parks, reserves and other open spaces
- Managing the City's sportsgrounds and active recreation facilities in our parks and open spaces, and facilitating community sports and recreation programs
- Managing the Ryde Aquatic Leisure Centre (RALC) and other sporting facilities in the Olympic Park precinct
- Operating the City's five libraries and delivering targeted library services, programs and events for the community
- Ensuring that our library technology, collections and services are contemporary and relevant for the community.

Some of the projects planned for 2022/23 include upgrading playgrounds, renewal of field surfaces in Marsfield Park and beginning the conversion of the LH Waud field in Meadowbank Park to a synthetic field. The complete range of activities and projects planned for this program are listed in Council's 2022/23 One-Year Operational Plan.



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
- Using planning controls to lead and encourage ecologically sustainable development in our built environment that use less water, energy and waste
- Innovating our waste solutions and recycling services to achieve the highest level of resource recovery

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 community, volunteers and businesses to care for and enhance these 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

CLR SOPHIE LARA-WATSON AND
MAYOR CLR JORDAN LANE
AT THE SOLAR-POWERED
COMPACTING BIN
AT MEADOWBANK PARK



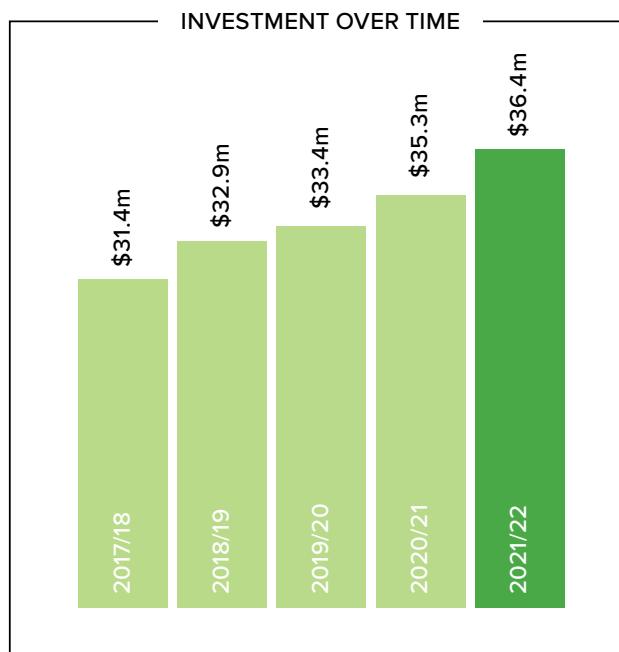
OVERVIEW

Council services supporting this outcome

Environmental Planning and Management
 Natural Area Management
 Catchments and Stormwater Management
 Foreshores and Seawalls
 Waste Services

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



BUILDING OUR NATURAL AND SUSTAINABLE CITY

Over the next decade, the changing climate and increased population growth will put 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 priority is 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 the City's future.

KEY STATISTICS

205 hectares of natural areas distributed over 71 parks and reserves

Two major rivers and five 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 City of Ryde bushland

Five regional and seven local biodiversity corridors within connecting to major rivers

40 reserves that contain threatened ecological communities



Waste diversion

41.36 percent of waste material was diverted from landfill.



LED street lighting

Retrofitting the City's residential street lighting to LED globes is more than 90 percent complete, reducing energy consumption by more than 55 percent.



Energy use

We used 48,220 GJ of energy (mains electricity and gas) which is 14 percent lower than our baseline usage in 2003/04 and almost nine percent lower than 2020/21.

SERVICES AND PERFORMANCE HIGHLIGHTS

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 bushland, 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 leader in ecologically sustainable development and managing climate change risk, adaptation and resilience measures in partnership with the corporate and community sectors.

Aiming for zero emissions

The City of Ryde is aiming to be powered by 100 percent renewable energy from 1 July 2022 (eight years ahead of schedule) after joining 24 other councils in one of the largest renewable energy deals ever for local government.

Worth over \$180 million, the retail electricity agreement led by the Southern Sydney Regional Organisation of Councils (SSROC) and energy retailer ZEN Energy will deliver more than 214 gigawatt hours per year to the City of Ryde and other participating councils. By increasing Council's renewable energy share from 20 percent to 100 percent under the SSROC power purchase agreement, long-term savings will be achieved by Council over the life of the contract.

This is the third SSROC power purchasing program Council has participated in alongside the 'Paving the Way' recycled materials tender that are delivering bulk purchasing savings to councils and are reducing carbon emissions through sustainable procurement choices.

Retrofitting the City's residential street lighting to LED globes is more than 90 percent complete, reducing energy consumption by more than 55 percent with LEDs. Council is expecting average energy savings of 56 percent annually and total reductions in greenhouse gas emissions of more than 34,000 tCO₂-e per year from this Ausgrid program.

The City of Ryde again partnered with solar photovoltaic assessment program SunSPot to provide residents with information to make informed decisions regarding solar installations. We also provided community services to reduce household energy and water consumption, contributing to 684 solar installations with 7035 kW Capacity in the 2021/2022 financial year.

Due to the closure of key community facilities during the COVID-19 lockdown, Council reduced our overall energy consumption, although sportsfield lighting hours were extended.

Enhancing community resilience

Following the adoption of our Resilience Plan in 2020, we have delivered a wide range of initiatives aimed at improving the resilience of our community. In 2021/22, we focused on improving individual response to emergencies.

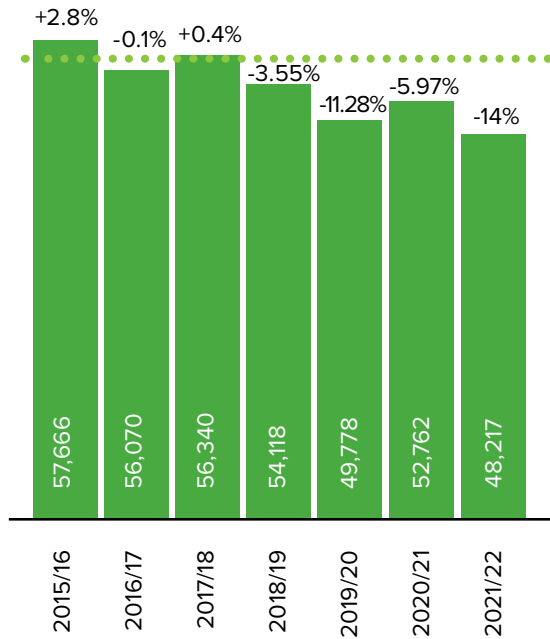
We developed Get Ready Ryde emergency preparedness workshops to strengthen community awareness and preparedness for major shock events, particularly for vulnerable residents and culturally and linguistically diverse communities. Several workshops, part of our '10,000 Resilience-Ready Residents by 2025' target, were held in Eastwood and included Chinese and Korean translation services.

Representatives from Council, the SES and Australian Red Cross delivered sessions on flood preparedness and provided advice on the creation of an emergency kit and emergency plan. These workshops will continue to be rolled out across the City.

Finding new ways to reduce water consumption

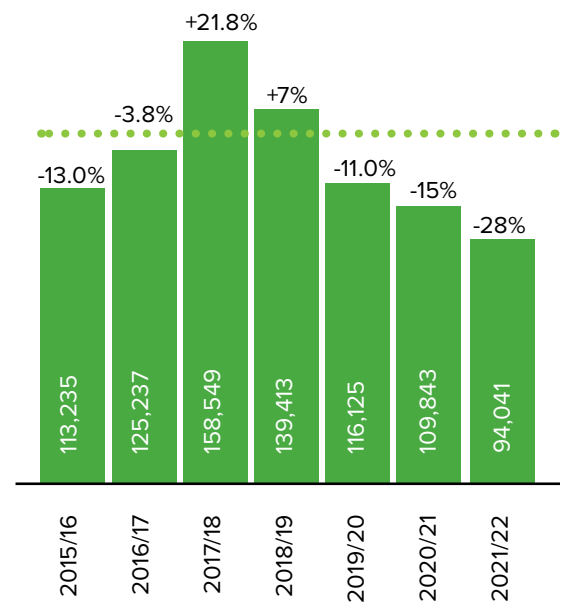
We are continuing to find new ways to meet our goal of maintaining potable water usage at 2013 baseline levels. In maintaining our parks and sportsfields we proactively monitor our water usage via water meters to detect leaks and prevent water wastage, and this year we partnered with Sydney Water to install smart sensors at high use sportsfields at Eastwood, Marsfield, Waterloo, Bremner and Magdala Parks. These monitor soil moisture, air temperature and other parameters to inform irrigation needs. However, this year water savings were achieved due to the La-Nina wet weather cycle that not only reduced irrigation demand for our sportsfields but also provided its own challenges for council operational staff in maintaining these areas due to access and flooding impacts. The project will now be completed in 2022/23.

COUNCIL ENERGY CONSUMPTION



- Organisation wide energy consumed (GJ)
- Energy consumption baseline (2003/04)

COUNCIL WATER CONSUMPTION



- Organisation wide water consumed (kL)
- Water consumption baseline (2003/04)



Renewable energy

Over 1,200GJ renewable electricity was generated from Council solar systems. Additional capacity is being installed.



Growing canopy cover

Over 1,700 trees and shrubs were planted in the City's bushland areas, parks and on private properties.



Water saving

94,041 kL of water was used across Council operations, a -14.39% decrease from our 2003/04 baseline usage mostly due to the ongoing wet weather reducing irrigation demand.

NATURAL AREA MANAGEMENT

Council actively works to protect and restore the 205 hectares of natural area across the City. This includes partnering with a broad range of businesses and community members that volunteer to help care for and restore the City's natural bushland areas. Conservation and protection of these natural areas and biodiversity, providing risk mitigation for assets, weed and pest management, and environmental monitoring and reporting are all part of what we do.

DELIVERY PROGRAM

Ryde Biodiversity Plan – Implementation

Implementation now 85 percent completed. The work undertaken included an audit of natural areas to assess condition of areas against Biodiversity Plan targets for natural area protection. The walking trail at Kittys' Creek was upgraded, including construction of sandstone steps and native plantings, 300 trees were collected by local residents at tree giveaways at Tyrell Park and the Sustainability Festival, saltmarsh plantings/ expansion of saltmarsh areas was undertaken, a partnership project with Macquarie University to monitor the effectiveness of current wildlife protection areas; Council's Biodiversity Education Strategy was developed; delineation works were undertaken at three sites and a community corridor planting day was held.

Biosecurity and Natural Area Monitoring Officer

The 2021/22 inspection program covering aquatic high risk pathways, all high risk road/rail corridors, regulatory high risk sites, non-regulatory high risk sites and private properties has been completed.

Education activities included capacity building workshops, weed displays at local libraries and the Sustainability Festival, newsletter articles and videos uploaded to council's website.

95 percent of eradication and control activities were completed including for St John's Wort and the seizure of a non-saleable species (*Opuntia*) from a local florist. Weed eradication action activities at Kissing Point Park were not possible because of the weather.

Biodiversity Plan implementation

To increase protection, enhancement and awareness of natural areas and biodiversity in the City we continued our program of delineation, signage installation and planting. Council also undertook regular inspections to monitor priority weeds, inspect bush regeneration contract sites and Bushcare sites and address issues raised by the local community, with more than 36 field audits undertaken in 2021/22.

Community participation

A major part of Council's efforts to care for and enhance the City's 205 hectares of natural areas involves collaborating with volunteers, businesses and community. Members of our community volunteered 2,538 hours of their time in 2021/22 at our Bushcare sites. Community workshops were held on a variety of topics including priority weeds, saltmarsh and Bushcare. The Rotary Club planted a mixture of trees, shrubs, grasses and groundcovers to help strengthen this important wildlife corridor. Volunteers from St Joseph's College participated in a community partnership activity at Field of Mars Reserve. Weeds such as lantana and privet were cleared at the Strangers Creek Bushcare site to allow for natural regeneration of native plants.

Increasing Ryde's tree canopy coverage

Trees provide many benefits in cities by providing shade in hot weather, improving liveability and air quality, supporting biodiversity outcomes and improving overall wellbeing.

As part of Council's commitment to achieve tree canopy coverage of 40 percent across the City of Ryde by 2030, we planted in excess of 1,000 new trees during the year. We also secured additional funding through the NSW Government's Greening Our City program, which will see even more trees planted in future years.

A free tree giveaway for residents in May 2022 saw 300 trees planted by our community. The initiative formed part of the delivery of the Ryde Biodiversity Plan and Greening Our City. Under the Greening Our City program each tree was registered with the aim of planting one million trees across Greater Sydney by the end of 2022.

To help meet community expectations for the management of public trees throughout the LGA, Council began a trial collection of tree asset data on about 1,000 trees. This trial will form the basis of a new Tree Asset Management System, which will manage street and park trees across the City of Ryde.

Following the trial of a subsidised private tree scheme in 2020, Council will continue to support tree management on private property. However, in accordance with preservation provisions as outlined in the Development Control Plan, the scheme has been amended to subsidise

the cost of tree removals by 50 percent (down from 100 percent) while tree pruning works will continue to receive a 100 percent subsidy.

In addition, community members will be able to apply to have additional trees added to the City of Ryde's Significant Tree Register, where they will be managed by Council. Trees on the register have been recognised for their outstanding visual/aesthetic, social, or botanical/horticultural significance or their significant ecological value. Currently, 44 trees at 24 individual sites are listed on the register.

Tackling priority weeds – grant success

The City of Ryde was successful in receiving a further round of Weeds Action Program grant funding \$48,000, from NSW Department of Primary Industries. The grant program focuses on education, working with businesses and community to target priority weeds and ensure City of Ryde is compliant with the *Biosecurity Act 2015*.

Inspections undertaken during the 2021/22 Weeds Action Program included:

- High risk sites: 399 inspections
- High risk pathways: 134.23 kilometres including identified roadways, rail corridors creeklines and rivers
- Private properties: 254 inspections
- Online marketplaces: 52 inspections.

Prevention and eradication measures are proving to be the most successful form of weed management in the City.

CAPITAL WORKS PROGRAM

Lucknow Park Retaining Wall Replacement

The Lucknow Park Retaining Wall Replacement was completed in June 2022.

Park and Open Space Tree Planting Program

Collection of Tree Asset Data has now commenced and will be completed by December 2022.

Greening our City – Street Tree Planting Program

This is a State Government Program (Greening Sydney) funding additional trees being planted within Council's Road Reserves. Tree planting is scheduled for September 2022.



Growing canopy cover

Upwards of 1,700 trees and shrubs were planted in the City's bushland areas, parks, streets and private properties.

Bushland area

205 hectares of bushland residents can discover, explore and enjoy using our walking trails at locations such as Brush Farm Park, Terrys Creek, Field of Mars Reserve and Kittys Creek.



Bushcare

Our Bushcare program helped restore bushland with over 2,538 volunteer hours delivered to enhance our natural bushland areas across 18 sites.

Bush regeneration

Works were undertaken in 54 of our parks and reserves, totalling over 104 hectares.



Feral animal control

Feral animal control was undertaken in nine parks and reserves and saw a 41 percent decrease in the number of fox sightings reported to Council.

Local research projects

City of Ryde partnered with Macquarie University for a study into the effectiveness of our Wildlife Protection Areas.

CATCHMENTS AND STORMWATER MANAGEMENT

The City of Ryde has 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.

Targeted projects are undertaken, providing essential drainage upgrade works in order to reduce existing flooding problems at sites throughout the City and to cater for significant flooding events. These projects provide significant community benefits by reducing the risk of inundation of private properties located in the upstream catchments.

Managing flooding risk

To improve flood risk management, the State Government introduced amendments to flood planning provisions through the Standard Instrument LEP and Schedule 4 of the EPA Regulation 2000, including updated requirements for section 10.7 Certificates. To comply with these changes, Council generated a new set of flood maps, which were made available in January 2022.

We are also working to harmonise our four flood and catchment studies. Previously, these contained inconsistent approaches and information due to the use of multiple consultants. Harmonising the studies allows for a consistent approach and data source, and ensures the studies adhere to current legislation, guidelines and most advanced flood modelling software.

In September 2021, we completed the first stage of works in Bowden Street, Meadowbank, to provide a new drainage connection to the Parramatta River. This work included the relocation of an oil pipeline, recoating, sewer lining and encasement and stormwater drainage. Weather conditions permitting, this project will be completed in December 2022, including the critical separation of the oil pipeline from the existing stormwater drainage line.

Protecting our waterways

Council continued to work with the Parramatta River Catchment Group's 'Love your Waterways' community education campaign encouraging people to reduce their litter, pet waste, gardening materials, chemicals and other pollutants from entering our waterways.

This year's 'Get the Site Right' campaign targeted commercial and residential building sites and educated renovating homeowners to implement correct on-site erosion and sediment controls to reduce impacts on waterways.

Our 'See it, Report it, Stop it' campaign targeted 10,000 households across six creek catchments. This resulted in increased reporting that assisted Council to monitor and target problematic areas to stop illegal dumping and improve water quality.

Following an incident in which almost 4,000 fish died on the Parramatta River, we investigated management of organic matter in our drains, gross pollutant traps and street gutters, and ways to increase the number, type and efficiency of our gross pollutant traps. Our stormwater drain stencilling program continued in the Meadowbank area to remind residents that 'the drain is for the rain'.

As we work towards our target of making the Parramatta River swimmable by 2025, we undertook regular water quality monitoring in the five main creeks that drain into the Parramatta and Lane Cove rivers, as well as surface water and sediment sampling at Putney Park.

CAPITAL WORKS PROGRAM

Harmonising Flood Studies

The calibration of updated flood models has been completed and updated flood maps are being reviewed by council.

Shepherds Bay Outlet

Outlet works for the 146 Bowden Street project are completed.

146 Bowden Street Trunk Drainage

The oil pipeline relocation and sewer encasement works are complete. Works on the stormwater pipelines, outlet structure and upstream pit modifications are scheduled for completion in December 2022.

Eastwood Town Centre Flood Study and Stormwater Upgrades

Council is currently finalising flood modelling, undertaking due diligence investigations and reviewing the detailed design for the 100-104 Rowe Street stormwater drainage upgrade. Concept options and financial feasibility for both the redevelopment of 100-104 Rowe Street and natural disaster relief and recovery works are also being examined.

Stormwater Asset Replacement Renewal

The planned program of upgrades and maintenance of stormwater infrastructure was completed for the year. This work included pit/pipe small reconstructions, pit replacement, pipe lining treatments and design work for future maintenance and upgrades. Part of the planned program was deferred to provide funding for a variation to the 146 Bowden Street project.

Stormwater Improvement Works – Renewal

Water quality and riparian Improvements and future design and planning were completed. CCTV and pit investigations were delayed by COVID-19 impacting the available workforce.

KEY:  Complete  On track  Delayed / Did not achieve target  Deferred  Cancelled



Our waterways network

- 2 rivers
- 5 major creeks
- 14 discrete stormwater catchments.



Putney Beach Park

This park has launched a new beach activation site along the Parramatta River foreshore, with new steps at Putney Park now complete. Water testing is continuing at the site as it moves a step closer towards future swim ability.



Stormwater infrastructure

- 96 percent of stormwater assets are in acceptable condition or better
- 1,122 metres of stormwater pipelines were laid or restored
- 97 stormwater pits were constructed/restored.

FORESHORES AND SEAWALLS

We manage the development, 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. We also provide 91 spaces to store items such as dinghys at four locations along the Parramatta River waterfront. These service the majority of boat moorings along the river adjacent to the City of Ryde.

Transforming the Kissing Point foreshore

With our increasing local population and the community exploring and valuing natural spaces like never before, we took steps to upgrade the popular Kissing Point foreshore.

Reconstruction of the extremely popular Kissing Point Park boat ramp and associated facilities has now been completed with the upgraded boat ramp, fish cleaning table and kayaking facility open to the public since May 2022.

The foreshore at Kissing Point has some remnant mangroves. In October 2021, Council resolved to take further measures to assist conservation efforts underway to prevent further erosion and mangrove loss associated with sand inundation caused by historical ferry wakes and other sedimentation issues.

Council has engaged with the 'blue carbon' conservation group Ecobel, who have been granted a permit from the Department of Industries for mangrove restoration works along the Lane Cove and Parramatta Rivers, including in Ryde. Council is currently working with Ecobel, and other community groups, to establish a way forward to rehabilitate mangrove wetlands in the future. Previous studies have recommended remediation works (by TFNSW) would be required to improve the conditions if future mangroves were to survive at the site.

Coastal protection services provided

The City of Ryde continues to be an active member of the 11-council Parramatta River Catchment Group (PCRG), which is leading efforts to improve the health and condition of the Parramatta River and its tributaries. This year the group focused on the impact of upper catchment stormwater and water quality health from diffuse stormwater impacts and on the development of the new coastal management program for Greater Sydney Harbour.

We participated in the NSW Government's Coastal and Estuary Grants Program and successfully secured a joint grant of \$274,000 to address the impact of urban stormwater discharge on Greater Sydney Harbour. This will form part of the new Coastal Management Plan (CMP) for the Lane Cove and Parramatta Rivers and Greater Sydney Harbour. The project involves 20 councils, making it the largest grant of its kind for waterway management and will support management of our waterways long term.

We undertook foreshore protection works at Kissing Point Park and commenced design to replace the seawall along Bowden Street, Meadowbank. A sandstone groyne was constructed as part of the Kissing Point Park boat ramp upgrade, to protect the boat ramp and foreshore from any wave actions created by passing boats and ferries.

Putney Beach swim site moves a step closer

To support our goal of making the Parramatta River swimmable again, we received a grant from the NSW Government to build a new in-river swimming site at Putney Park. The project will reinstate baths at the Park, which was home to the first in-river swimming area in Ryde in the 1920s. The creation of the swimming area follows installation of new beach activation steps in 2021 with a suite of further enhancement measures planned for the site.

CAPITAL WORKS PROGRAM

Kissing Point Park Recreational Boating Improvements

Construction of a new boat ramp and upgrade of adjacent facilities has been completed.

Lucknow Park Retaining Wall Replacement

The Lucknow Park Retaining Wall Replacement was completed in June 2022.

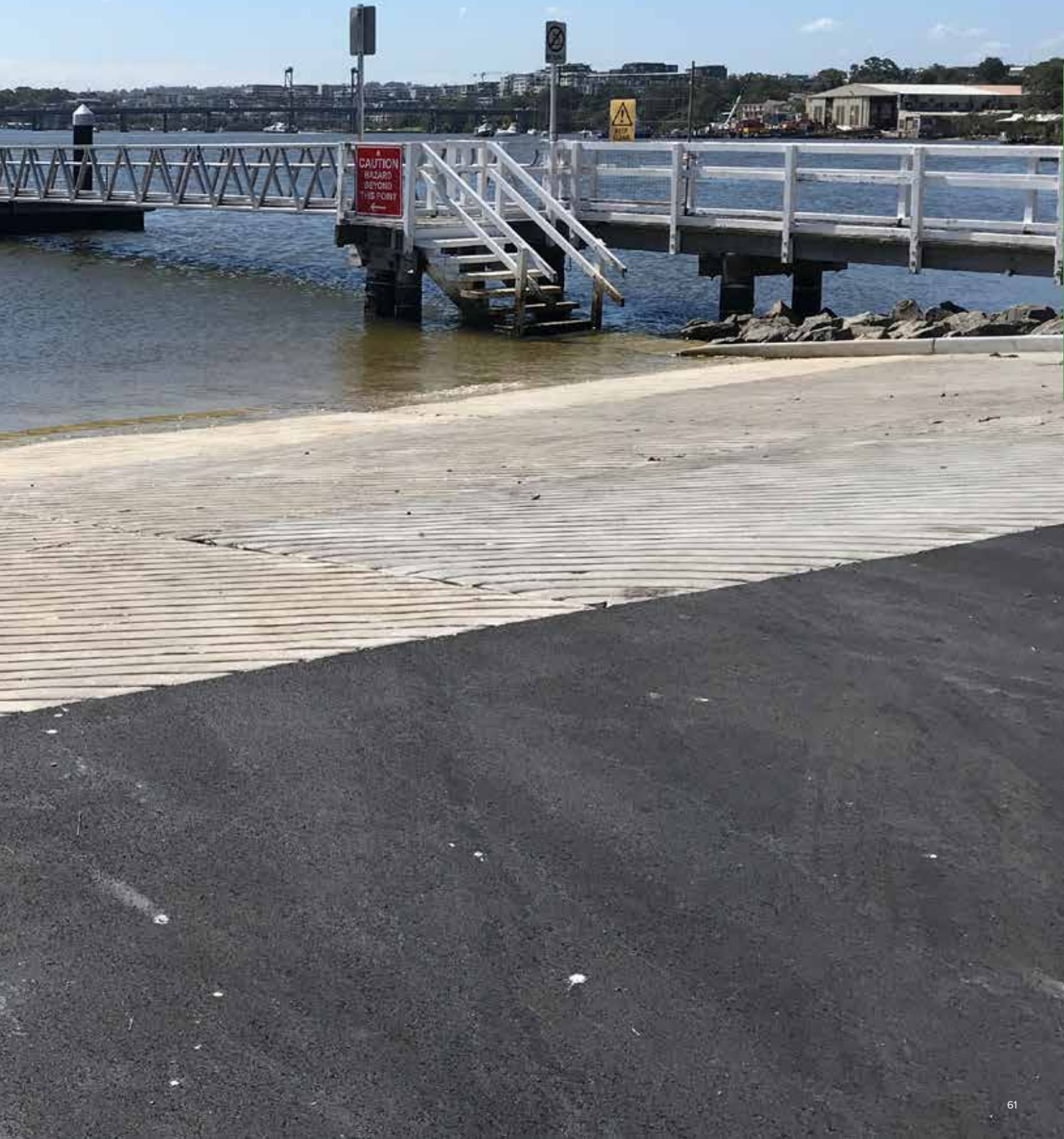
Putney Beach Activation

Water testing has been completed. Grant received for building swimming enclosure at the site.

Seawalls/Retaining Walls Refurbishment

Kissing Point Foreshore Protection Work is progressing towards construction stage now that the Aboriginal Heritage Impact Permit has been received. Design to replace the seawall at Bowden Street has been completed.

**KISSING POINT PARK PUTNEY
BOAT RAMP**



WASTE SERVICES

Council's waste management service delivers a full range of domestic and commercial waste services for the City of Ryde and leads change to better manage waste streams and ensure resource recovery is a high priority for a sustainable future. The Porters Creek Environmental Construction Materials Recycling Facility provides recycled aggregate throughput and sales and facilitates beneficial soil re-use to reduce material to landfill.

Waste diversion from landfill is a key focus for the City of Ryde. With a growing population, our challenge is to manage the City's waste effectively and efficiently while minimising adverse impact on the environment.

City of Ryde Waste Services – At a glance

COLLECTIONS	DIVERTED FROM LANDFILL AND THE ENVIRONMENT	SENT TO LANDFILL
3,354,000 residential waste and recycling bin lifts and 93,600 commercial waste and recycling bin lifts 3,245 missed services (.0009%) 15,478 service requests received, 96% actioned within required timeframes	8,298 tonnes of household recyclables 2,691 tonnes of household organics 11,254 tonnes of garden organics 236 tonnes from other programs	23,707 tonnes household waste
Over 36,000 household Clean Up bookings		5,360 tonnes of household Clean Up waste
866 Chipping and Mulching Service bookings	Approximately 60 tonnes of garden waste	
841 bookings for TV and Computer Collection	33.16 tonnes of electronics	
Community Recycling Centre Artarmon	2,584 Ryde residents visited	
Annual household chemical cleanout	21 tonnes of hazardous materials	
Ten Problem Waste Drop-off stations	2.8 tonnes of problem waste items	
Clothing bins collection	119 tonnes of unwanted clothing	
Porters Creek	35,291 tonnes of construction material re-used or on-sold	

Living smarter, cleaner, greener lives

Our long-term focus on maximising waste reduction and diversion across the City employs diverse measures to prevent litter and illegal dumping and encourage our community to live 'Smarter, Cleaner and Greener' lives.

More than 50 percent of residents in the City of Ryde live in multi-dwelling units (MUDs). Council has a dedicated project working with strata managers, real estate agents, bodies corporate, building managers and residents to maximise recycling in multi-unit dwellings. Supporting this project, our Waste Prevention Officer conducts regular monitoring to help minimise instances of illegal dumping outside multi-unit dwellings, while a range of flyers, stickers and signage also help residents manage contamination in recycling and garden organics bins.

To plan for future collection and disposal contracts, over 1000 households were invited to take part in one of two trials to separate food from the red-lidded waste bin over a 15-week period from March 2022.

The food organics (FO) trial, run in conjunction with four other NSROC Councils, involved medium density unit blocks (912 units) being supplied with maroon lidded food only bins that were collected weekly.

The Food Organics and Garden Organics trial (FOGO) was focused on households in Chatswood West/North Ryde where residents were asked to separate their food waste and dispose of it in their garden organics bin (230 houses).

When surveyed, residents in the FOGO trial responded very positively. Participants indicated that the FO trial was not as well received with low participation rates and complaints of smell and maggots. Regular cleaning of the bins assisted with the odour issues and improved participation.

Paving the way – expanding recycling options

Our participation in the Southern Sydney Regional Organisation of Councils (SSROC) Paving the Way Program aims to create a market for approximately one-third of Council domestic glass collections (equivalent to 70 million glass bottles per year) by replacing natural sand with recycled crushed glass in asphalt, non-structural concrete and pipe bedding. This will help us to provide sustainable pavement by reducing greenhouse gas emissions and quarry depletion and help us to reduce the cost of maintaining our roads. Preliminary development is now underway for this program with trials of new pavements scheduled for 2023/24.

DELIVERY PROGRAM

Managing Waste Reduction in Multi-Unit Dwellings



Better Waste and Recycling funded project has been substantially completed with project data reported back to the EPA.

Waste Education Train the Trainer Workshops



Workshops to upskill local educators were delivered through the REEN program. Resources were also distributed to participating childcare centres.

Waste Wise Ryde – Towards Zero Waste



Surveys and distribution of materials were completed for the project which involved a comprehensive analysis of domestic waste practices and opportunities for behavioural change.

Don't let your recycling go to waste



Stickering of bins to assist in minimising contamination found in bins has been delayed due to ongoing wet weather, now scheduled to be completed by September 2022.

Our Common Ground



Composting and worm farming resources were set up in community gardens in four complexes in the City of Ryde.

Reduce, Reuse, Recycle in Ryde Schools



Education workshops were delivered and resources distributed to local schools, childcare centres and City of Ryde libraries.

Waste Reduction Awareness Campaign



Grant funded project to raise community awareness around littering. A mural to beautify one of our littering hot spots was delivered through a primary schools based competition.

Cigarette Butt Litter Project



All butt bins have been installed and final report issued to the EPA. Additional bin servicing required during 2022/23.

NSROC AWT Transition – Food Organics Medium Density Unit



Organics trials were completed and effectiveness in participating Councils is being assessed. The commencement of the trial was initially delayed due to COVID-19 lockdowns and the delayed delivery of kitchen bin caddies. Reporting on this grant-funded project is expected to be complete by December 2022.

Community Driven Resource Recovery



A survey to gauge community understanding and preferences for waste services has been completed. Information from the survey is being utilised to inform decisions on future resource recovery projects.

CAPITAL WORKS PROGRAM

Community Problem Waste Recycling Centre



Councils' annual contribution to the NSROC Community Recycling Centre in Artarmon.

Porters Creek Precinct



Remediation program to monitor and upgrade the former landfill site is ongoing.

Porters Park CRC Development



Project has been awaiting LEP adjustment approval from NSW Department of Planning, Industry and Environment. Alternate locations for the CRC are being investigated.

CRC small drop off stations



All drop off stations have been delivered.

Old Landfill Sites Subsidence Program Renewal



Annual planned works completed. Scope of works for the year was reduced to account for additional expenses required for disposal of contaminated material.



Waste education

- Our Common Ground – 4 apartment complexes
- 19 community workshops – 82 participants
- Sustainability Festival 2022 – 800 participants
- Ryde Environmental Educators Network – 7 Schools
- Waste Wise Ryde Program – 35 households
- 11th annual Sustainable Waste 2 Art Prize (SWAP) – 193 entries and 4 SWAP workshops



Community Recycling Centre

Grant funding received to build a recycling centre for problem waste in Ryde. Intended for Porters Creek but alternate locations are being investigated.



Household waste

51,550 tonnes of household waste collected.

41.36% diverted from landfill.

Over 640 household clean up collections every week.

Over 1,000 households engaged in a food recycling trial.

31 home waste and sustainability assessments identified almost \$1,000 in average savings per household.

WASTE EDUCATION AT THE
SUSTAINABILITY FESTIVAL





THE YEAR AHEAD

The work undertaken by the City of Ryde during 2021/22 was the last year of Council's 2018-2022 Delivery Program. The revised and updated 2022-26 Delivery Program focuses on how Council services will be delivered through 16 programs and how these contribute to the outcomes that are a priority for our community.

While all Council's programs play a part in some way, the main programs contributing to achieving our Natural and Sustainable City will be the Resilience and Sustainability, Catchments and Waterways and Waste and Recycling programs.

\$153.1 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2022/23 will be:

- Leading efforts to build community resilience, reduce city emissions and resource consumption
- Protecting and restoring the City's natural areas and biodiversity and caring for and restoring the City's natural bushland areas, catchments and sensitive ecosystems
- Managing the City's water catchments, stormwater drainage networks and natural waterways to reduce the risk from flooding and runoff and improve the health of our water catchments and creeks
- Maintaining the City's foreshore infrastructure including wharves, jetties, boat ramps and seawalls
- Delivering comprehensive domestic waste services for the City
- Recycling of construction materials for the City of Ryde, regional councils and private sector customers.

Some of the projects planned for 2022/23 include our ongoing tree planting program, minimising the spread of biosecurity weeds, Putney Park seawall rehabilitation, and further planning and scoping for the future Ryde Community Recycling Centre. The complete range of activities and projects planned for these programs are listed in Council's 2022/23 One-Year Operational Plan.



OUR SMART AND INNOVATIVE CITY

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

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

MACQUARIE PARK EXPO

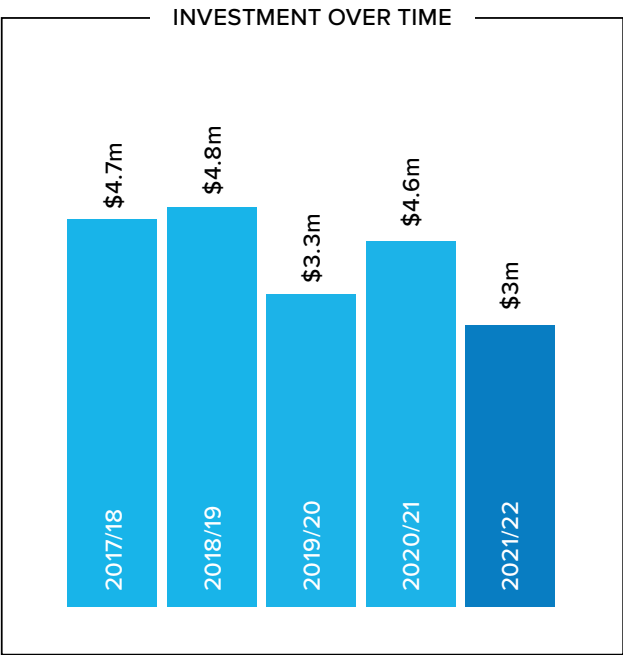
OVERVIEW

Council services supporting this outcome

- Business Capacity Building
- Neighbourhood Activation

How we monitor progress

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



BUILDING PROSPERITY IN OUR CITY

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

Macquarie Park attracts large corporations and skilled jobs. Council works 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.

Inclusive of Macquarie Park, our City is home to more than 12,000 businesses that provide employment and essential services. Our community wants more support for local businesses, an emphasis on renewing places to attract investment, an established night-time economy, and more shops, cafés and restaurants as well as options for leisure activities in Macquarie Park. Our ambition is to build a flourishing local economy in a well-designed and planned environment that encourages investment, local jobs and business opportunities. A major part of this journey will involve revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants.

KEY STATISTICS

CITY OF RYDE	MACQUARIE PARK
\$18.06 billion gross regional product	Economy valued at \$9.5 billion
Over 13,380 local businesses	More than 1,900 businesses
Over 108,700 local jobs	Over 12,800 residents in Macquarie Park
Over 88,600 employed residents	Over 72,000 jobs in Macquarie Park
Almost 20% live and work in the area	Macquarie Centre is the largest shopping centre in NSW
Over \$150,000 average household income	Home to the Australian headquarters for 10 of the world's top 100 companies
Over 45,500 (84%) resident workers have a tertiary qualification	Over 40,000 students and 3,200 academic and professional staff at Macquarie University, and over 300 companies in the University precinct



RECONNECT HOME BASED BUSINESS EVENT



Business growth

In 2021 City of Ryde experienced its highest business growth in the past 10 years.

In 2021 there were 1,985 new businesses.

We now have almost 14,000 local businesses.



Jobs growth

There was a 4.5% jobs increase in 2021, three times the Greater Sydney average.

Ryde outperformed other Sydney regions in growing knowledge intensive jobs - more than five times the Greater Sydney average.



Knowledge and construction sectors

Growth continued to be driven by professional service and construction sectors in 2021.

Ryde was the only metro Sydney LGA with positive knowledge intensive sector business growth in 2021.

SERVICES AND PERFORMANCE HIGHLIGHTS

BUSINESS CAPACITY BUILDING

The City of Ryde supports local businesses and helps build a stronger local economy through business sector and economic development. The capacity building programs we provide offer our local business community relevant, impactful, timely information, education and support along their business journey. Our programs are tailored for our diverse small and medium-sized enterprise community and industry sectors across the City and developed in consultation with business chamber representatives, the general business community and internal and external stakeholders.

Economic Development Strategy adopted

Since its adoption by Council in 2020, the City of Ryde Economic Development Strategy 2020-2024 (EDS) has helped businesses leverage and build on Ryde's existing assets and strengths, explore new opportunities and respond to challenges – notably COVID-19.

In 2021, the City of Ryde experienced the highest growth in inward business investment for the past 10 years. The City also outperformed all other regions in growing future-focused, knowledge-intensive jobs, at 11.3 percent – five times greater than the rest of Sydney. A significant drop in the youth unemployment rate was achieved – now well below the Greater Sydney average.

Connecting our business community

Collaboration and partnerships among the City of Ryde's business community and stakeholders are widely recognised as a key factor in the positive outcomes realised during the past year.

To build on this growth, during the year Council hosted targeted business events and initiatives to connect local micro, small and medium enterprises (MSMEs) with relevant support services

Get Connected, our annual small business event, attracted over 200 participants. Our ongoing Capacity Building Program delivers weekly webinars, workshops, and information sessions on a broad range of business-related topics servicing over 500 local business owners and staff. Our Community of Practice Women in Business Group resumed monthly meetings after the COVID-19 lockdown with up to 50 regular attendees. Our Mentor Advisory Panel Program provided over 150 businesses with access to Board of Director-style expertise and mentor support.

The online Macquarie Park SpaceTech and MedTech-Cybersecurity Innovation Summits attracted global exposure, while continuing to nurture and connect our high-tech sector in the Macquarie Park precinct.

Back to business recovery

We responded to local businesses who were seeking access to funding opportunities and labour, talent and skills.

Over 80 businesses registered to access the Grant Guru portal – Australia's most comprehensive database of Federal, State and other grants/funding opportunities. Additional support was provided through access to business advisors and webinars to assist businesses to write grant applications.

Council's Food Tours Program also continued post-COVID, helping Eastwood raise its profile as a foodie destination, especially for Korean cuisine.

Labour force challenges plagued businesses across a range of sectors during 2021/22, and we responded by partnering with our local education institutions, TAFE and Macquarie University, to connect industry to students and other talent and encourage businesses to employ locally. Our Migrant Resource Program delivers enhanced employment pathways for our skilled migrant and refugee demographic, with over 50 migrants helped so far.

Mental health and wellbeing also became a business priority during the year. In response, we connected our MSMEs with specific networking and chamber events and Council's Community of Practice groups to reduce the feelings of isolation, desperation and aggravation that running a business can provoke.

DELIVERY PROGRAM

TMA/Connect MPID

Council's sponsorship of the Transport Management Association: Connect MPID (Macquarie Park Innovation District).



Shop Local – Love Your Community

We continued our campaign to encourage the community to support their local businesses in our local town centres and high streets.



Promoting investment in Macquarie Park

The 'Invest Macquarie Park' campaign showcased the people, companies and their innovations, which attracted over \$700 million in overseas investment in 2021 (Property Council of Australia).



Macquarie Park Expo

Delivered in partnership with Connect MPID, Council promoted innovative companies with more than 800 employers, employees, innovation and start up ecosystem participants taking part in the expo.



Start-up ecosystem

Council mapped the local start-up ecosystem to continue to attract inward investment and job creation in the LGA.

Over 88 expressions of interests from local start-ups to connect with the Macquarie Incubator and its scale up programs.

18 scholarships awarded.



Get Connected

Council's Small Business Month – Get Connected event, run in partnership with Macquarie Park Ryde Business Chamber connected over 200 MSMEs to support services, relevant information and networking opportunities.



Recognising local businesses

The City of Ryde is a proud sponsor of the Northern Districts Local Business Awards, which recognise and celebrate local businesses' contributions to the economy and community.

TOWN CENTRE UPGRADES AND NEIGHBOURHOOD ACTIVATION

Working with the local business community and the broader community to promote the City's neighbourhood and town centres and deliver upgrades and other improvements that ensure that these vital hubs continue to be vibrant and productive places within our City.

West Ryde Town Centre revitalisation

A vision and options for the future of West Ryde Own Centre were developed during the year, informed by consultation with key local community groups. Despite its central location on a heavy rail line, proximity to employment and education opportunities, and significant investment from Council in public domain upgrades, West Ryde has experienced little to no renewal of private landholdings. West Ryde has lagged behind other centres during a period of strong growth across the City of Ryde and there is visible evidence of economic stress such as vacant sites, poor building maintenance, lack of retail activity and blank façades.

Council aims to rejuvenate West Ryde into a distinctive, vibrant, and attractive local centre by establishing land use and a built form that will encourage revitalisation and help stimulate renewal within West Ryde, while maintaining acceptable height and scale limits to prevent overdevelopment. Work is ongoing and Council is considering how to best ensure the Town Centre is connected to the Meadowbank Education and Employment Precinct both physically and through supporting land uses. Options will be further refined before being reported back to the community and Council for further engagement.

Smart Places Acceleration Program

Council will investigate applying for a grant under the NSW Government's Smart Places Acceleration Program, which is designed to support economic and community recovery following the COVID-19 pandemic.

Streets as Shared Spaces (round 2) – Gladesville Town Centre Activation Project

The City of Ryde has successfully secured grant funding to the value of \$198,000 from the NSW Government's Streets as Shared Spaces program. This program supports councils to deliver trial changes in our streets and neighbourhoods that help test the community's appetite for more permanent changes. This project proposes the temporary closure of a small section of Linsley Street between Victoria Road and Western Crescent, Gladesville which currently accommodates a low level of one-way vehicular traffic, and a high level of foot traffic. This area will be reimaged into an interesting and inviting shared space that will include public seating, landscaping and interactive elements.

CAPITAL WORKS PROGRAM

Town Centre Upgrade implementation – Renewal

The public domain along the Ryedale Road Shopping Precinct has been upgraded with improvements to lighting, paving, street furniture, pedestrian crossings and planting.

Eastwood Central Expansion

The Eastwood Central Business Case is in preparation. We are currently examining carpark concept options, and flood mitigation alternate options to best fit the development and Council requirements. The first of two sets of traffic lights have been completed and commissioned (West Parade) and the second (The Avenue/Rowe Street) is awaiting design approval from Transport for NSW.

Multi-Function Poles Lane Cove Road

Design being finalised. Construction timetable to be confirmed.

Giffnock Ave Footpath Upgrade

Upgrade of Giffnock Ave (southern side) is now complete from Coolinga Street to Optus on Lyonpark Road. The upgrade has enhanced safety and amenity by expanding the footpath and improving street lighting.

Planting Embellishment Program – Macquarie Park

In collaboration with landowners Stockland and Goodman, Council has upgraded planting at key sites around Macquarie Park, including Waterloo and Talavera Roads.

THE YEAR AHEAD

Council has revised and updated its Four Year Delivery Program following the election of the City of Ryde's new Council in December 2021. Consequently, 2021/22 was the last year of service delivery from Council's 2018-2022 Delivery Program. The 2022-26 Delivery Program focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde.

While all Council's programs play a part in some way, the main contributor to achieving Our Smart and Innovative City will be the Economic Centres and Neighbourhoods Program.

\$13.5 million investment is planned for this program over the life of the Delivery Program.

Services planned to be delivered through this program in 2022-23 will be:

- Delivering Council's ongoing program of support services, events, and other activities that assist local businesses of all sizes to develop their skills, tools and other resources needed for business success
- Planning and overseeing the delivery of Council's rolling program of town and neighbourhood centre upgrades, delivering public realm improvements and helping to ensure the centres remain vibrant and relevant and continue to provide services and employment to the surrounding community.

Some of the projects planned for 2022/23 include continued planning for the Eastwood Central Expansion and installing multi-function poles in Macquarie Park. The complete range of activities and projects planned for this program are listed in Council's 2022/23 One-Year Operational Plan.



OUR CONNECTED AND ACCESSIBLE CITY

The City of Ryde is easy, safe and convenient for people to get to work, visit friends or shops, and use local facilities and services. 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 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 connections to improve public accessibility to information and provide the infrastructure framework supporting future 'Smart City' initiatives



OVERVIEW

Council services supporting this outcome

Traffic and Transport

City Roads

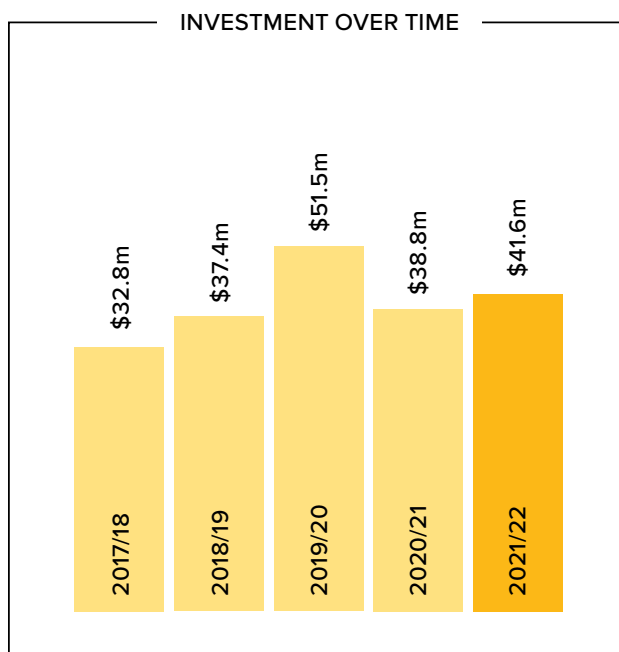
Paths and Cycleways

How we monitor progress

Vehicle movements

Modal shift

Community sentiment



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 and associated congestion, inadequate shopper parking and gaps in the provision of frequent and convenient public transport 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 we are not successful in linking growth with infrastructure provision and encouraging our residents onto more sustainable forms of transport.

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.

KEY STATISTICS

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

The City of Ryde has **320 kilometres** of roads traversing the City with over **641 kilometres** of kerbs and guttering and **820,100m²** of footpaths.

There are over **65,000** registered vehicles in the City of Ryde local government area.

Of more than **84,000** local workers in the City of Ryde, **80 percent** live outside the area.

On Census day (10 August 2021):

30 percent of over **88,600** working residents used their car to get to work.

9 percent caught public transport, walked or cycled to get to work.

52 percent worked at home.

There are 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 on more than **1,200** bus, train and ferry services occur every weekday.

Please note – data quoted here applies to a “normal” year. Travel patterns across our community have been significantly impacted by COVID-19 restrictions and lockdowns since February 2020.

MAXIMUM CLEAR

ROWE STREET EAST
CAR PARK OPENING



Rowe Street East Car Park

Providing 146 car spaces and an EV charging station to reduce congestion and parking shortages in Eastwood.



Pittwater Road shared user path

Provides full accessibility for pedestrians and cyclists along Pittwater Road from Victoria Road to Epping Road.

SERVICES AND PERFORMANCE HIGHLIGHTS

TRAFFIC AND TRANSPORT SERVICES

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

We work with transport agencies to deliver major transport infrastructure, manage the renewal of existing traffic facilities, and develop plans and strategies that support the use of cycling, walking, public transport and improve safety.

The City of Ryde also operates a free bus service (Shop Ryder) to connect members of the community with limited mobility or access to transport to key centres.

Shaping our City's transport future

Developed in collaboration with industry, the State Government, neighbouring councils and the community, our new Integrated Transport Strategy (ITS) 2041 establishes the vision, policy, directions and strategies required to achieve sustainable, safe, accessible and convenient transport. By prioritising 58 transport projects, it focuses on ways to ease congestion in our increasingly strained transport system and provides a pathway to advocate for better transport infrastructure and services. The ITS received the Australian Institute of Traffic Planning & Management (AITPM) Excellence Award for Transport Planning.

We also developed our first City-wide Sustainable Transport Strategy. The Plan focuses on increasing smarter, cleaner modes of connection and transport for the community and aims to encourage uptake of more sustainable transport choices.

We also took the opportunity to update our Bicycle Action Plan and Strategy which includes a plan for the infrastructure needed to enable more people to cycle.

Partnering with local stakeholders, Council successfully advocated for changes to the proposed design for the Macquarie University Bus interchange, which fell short of community expectations. The Government has now proposed design options that support a safer and more place-oriented design that provides a better public space for the community, reduces vegetation loss and improves public transport connectivity to and from Macquarie Park. Council also participated in a working group to oversee a transport study assessing the future transport needs for Macquarie Park. This will build on the outcomes from the Greater Cities Commission's Macquarie Park Strategic Infrastructure and Services Assessment.

We worked with Connect Macquarie Park Innovation District (MPID) to increase community awareness of sustainable transport options and partnered with Northern Sydney Regional Organisation of Councils (NSROC) to lobby the State Government to increase private electric vehicle charging infrastructure in apartment buildings.

Council also ensures new developments add to public amenity. Over the past year we assessed more than 200 development proposals to ensure that developers contributed to road network and other transport infrastructure upgrades to improve public safety and mitigate traffic impacts generated by their proposed developments. This included improving safety, traffic movements and intersection upgrades in Macquarie Park, ensuring appropriate levels of active transport infrastructure within the Meadowbank Education and Employment Precinct and providing input into the development of High Pedestrian Activity Area (HPAA) zones within Eastwood Town Centre, West Ryde Town Centre and Meadowbank. We also advocated for improvements to Victoria Road, including widening between Station Street and Hermitage Road, West Ryde to accommodate new bus lanes.



Award-winning strategy

Council's new Integrated Transport Strategy establishes the vision, policy, directions and strategies required to achieve a sustainable, safe, accessible and convenient transport system for our City.



Integrated parking solution

The Park'nPay app makes it easier for people visiting Macquarie Park and Eastwood to find and pay for parking.



Rowe Street Car Park opened

Helping to address parking shortages in Eastwood and support the growth of the popular centre.



Sustainable Transport Strategy

Focusing on increasing smarter, cleaner modes of connection and transport for the community and uptake of more sustainable transport choices.



DDA compliance

We commenced a five-year program to upgrade all 738 bus stops in the City of Ryde to full disability accessible compliance.



EV charging and car share infrastructure

Public EV charging stations were installed at three locations and 25 public domain car share spaces are now available for community use across the City.

DELIVERY PROGRAM

ITS Implementation ✓

The Integrated Transport Strategy (ITS) 2041 was approved by Council in April. Key highlights for 2021/22: development of the 2022-2030 Ryde Bicycle Strategy and Action Plan; finalisation of the Meadowbank Traffic & Transport Study; partnering with Transport for NSW to develop options for the Macquarie University Bus Interchange; surveys, traffic control and linemarking in Macquarie Park for the Integrated Parking Solution; and signage and linemarking to improve access to parks for emergency vehicles.

Integrated Transport Strategy Review Model ✓

This project bucket has provided data analysis, software fees and purchase of 'Near Miss' data.

CAPITAL WORKS PROGRAM

Eastwood Central – relocation of Glen Street Car Park ✓

Eastwood Central – Road upgrades ✓

Project funding has been transferred to the main Eastwood Central project.

Multi-deck Car Park Construction – Rowe Street East, Eastwood ●

The 146-space Rowe Street Car Park was completed and opened in March 2022, helping to relieve parking demand in Eastwood.

Integrated Parking Solution ✓

Stage 1 completed – accessible parking spaces partnership with State Government due to be delivered by July 2022.

Traffic Calming Devices ●

The implementation of small scale traffic and parking improvements (e.g. signage and linemarking) within the local road network, traffic volume and speed surveys have been completed.

Road Safety Upgrades and Improvement ✓

Project funds have been utilised as a contingency for the raised pedestrian and cyclist crossing on Kent Road, Marsfield connecting the existing shared user paths along Shrimptons Creek.

CAPITAL WORKS PROGRAM

Local Roads and Community Infrastructure Program – Transport Projects ●

All works approved under Phase 1 of the Local Roads and Community Infrastructure program (including variations) have been completed, including the pedestrian crossing on Julius Avenue, North Ryde.

Bus Stop Disability Discrimination Act Compliance ✓

Currently experiencing delays, with a revised delivery strategy accelerating design and works to ensure successful completion in future years.

New Bus Stop Seats ●

26 seats were purchased and delivered to Porters Creek for storage.

Traffic Facilities Renewal ✓

Traffic, pedestrian and cyclist facilities associated with the Cocks Road Neighbourhood Centre have been upgraded; Raised pedestrian crossings were installed on Ross Street Gladesville, Wattle Street West Ryde and Bridge Road North Ryde. Ad-hoc traffic facilities renewal works (e.g. repair of plastic rumble bars) have also been completed. A number of signage and linemarking works could not be completed due to COVID-19 restrictions and wet weather conditions.

Traffic Facilities Expansion ✓

All active transport projects approved under the Federal Stimulus School Zone Infrastructure Program, including 11 pedestrian crossings and a Kiss & Ride facility, have been completed to improve pedestrian safety and connectivity in town centres or schools where there is a high level of pedestrian activity.

Constitution Road/Bowden Street Meadowbank-Traffic Control Signals ✓

Stakeholder consultation and examination of the risks and constraints associated with the project are currently being undertaken to ensure the signal works at this intersection align with other projects along Constitution Road (e.g. Angas Street bridge).

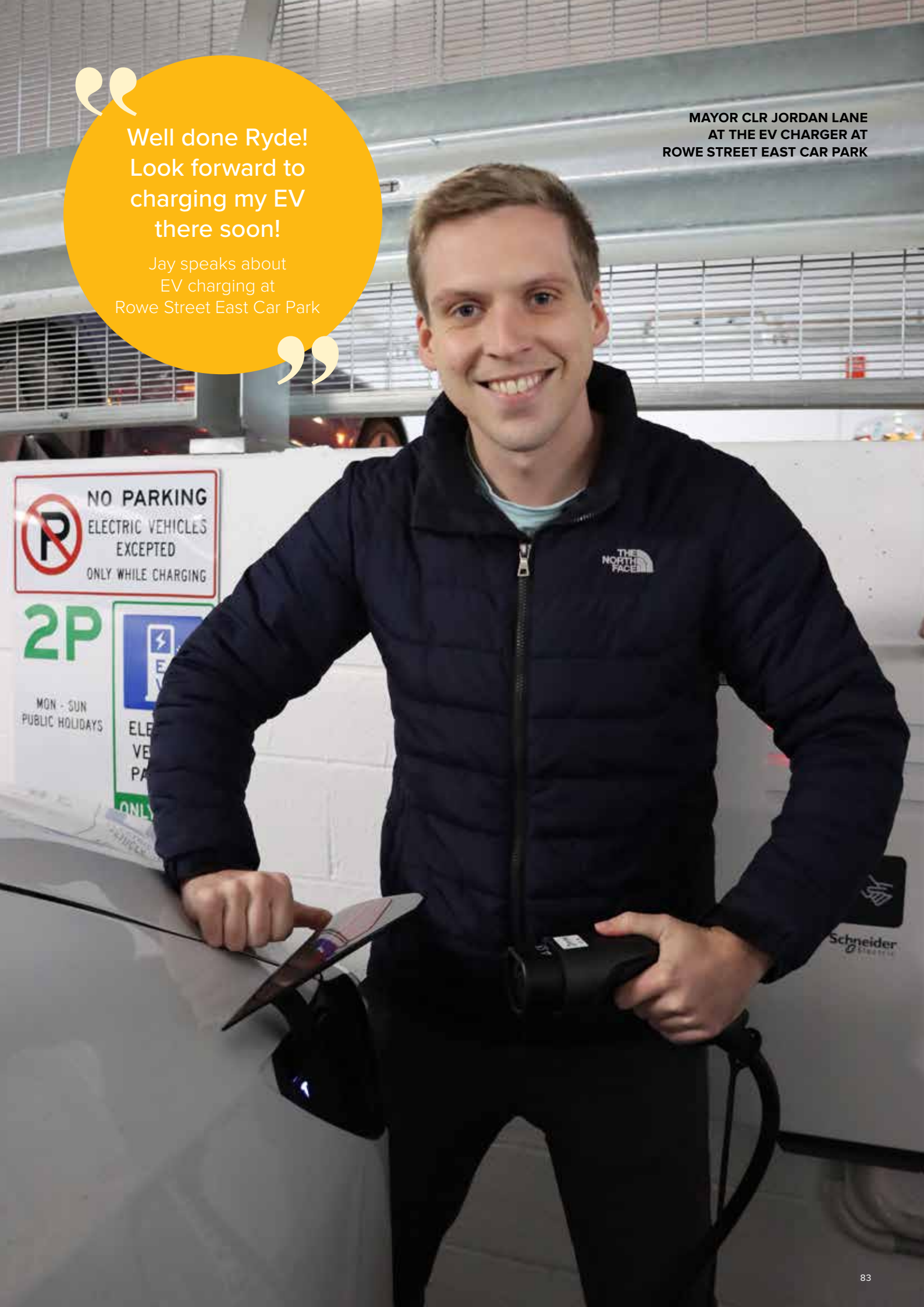
Flood Mitigation/Constitution Road Upgrade ✓

The joint traffic study between Council and Transport for NSW has been finalised, identifying options for the Angas Street Bridge and surrounding precinct.

MAYOR CLR JORDAN LANE
AT THE EV CHARGER AT
ROWE STREET EAST CAR PARK

Well done Ryde!
Look forward to
charging my EV
there soon!

Jay speaks about
EV charging at
Rowe Street East Car Park



CITY ROADS

The City of Ryde is responsible for the maintenance and renewal of local and regional road assets (roads, bridges and retaining walls, car parks and parking hardware) to ensure that they remain safe and are in a serviceable condition over the long term and meet community expectations. Council currently oversees 320 kilometres of roads, which are maintained through various programs.

Making our roads easier to travel

Due to continuing impacts resulting from COVID-19 we reprioritised projects in our Operational Plan to complete 20 road projects to improve the overall road condition for the local community. We received a grant of \$3.8 million from the Federal Government to deliver local road and community infrastructure projects encompassing road kerb renewal, road rehabilitation, footpath expansion, traffic improvement and construction of a bus shelter.

We also obtained \$300,000 as part of Transport for NSW's Regional Road REPAIR program to rehabilitate two sections of Balaclava Road to minimise long-term maintenance costs.

Following decades of maintenance issues on Reserve Street between Miriam Road and West Parade in West Ryde, Council upgraded the street to meet current standards.

Lighting the way with LEDs

Our partnership with Ausgrid to replace streetlights with energy efficient LEDs continued. By the end of 2021/22, 4,208 streetlights (out of 7,866) have been converted to energy efficient LEDs, reducing energy consumption and our carbon footprint by more than 50 percent. This program is one of the key elements in achieving Council's overall zero emission targets for 2030.

CAPITAL WORKS PROGRAM

Heavy Patching

Heavy patching was completed at nine locations: Cobham Avenue, Fourth Avenue, Greene Avenue, Macpherson Lane, Morrison Road, Pittwater Road, Shaftsbury Road, Westminster Road and Wolger Road.

Flood Mitigation/Constitution Road Upgrade

The joint traffic study between Council and Transport for NSW has been finalised, identifying options for the Angas Street Bridge and surrounding precinct.

Pedestrian Crossing Lighting Upgrade

This project has experienced delays and design and works are now being accelerated with a revised delivery strategy. To date, 65 Ausgrid sites and six Council sites have been completed. Design for 61 of a further 71 sites has been completed, with all installation works planned to be completed by June 2023.

Road Resurfacing Renewal

12 locations were completed: three sections of Culloden Road, two sections of Balaclava Road, two sections of Quarry Road, Pellisier Road and Marlow Avenue. Microsurfacing was undertaken on Cam Lane and Kent Road.

Road Kerb Renewal

Eight of 10 projects were completed: Gordon Crescent, Hillview Road, Ryedale Road, Malvina Street, Forrest Road, Reserve Street, Morrison Road Speed Hump and Pavement Investigation and Design. Road resurfacing of West Parade (Reserve Street – Miriam Road) was impacted by unprecedented wet weather causing delays to availability of contractors and is now scheduled for completion early August. McGowan Street (Pellisier Road – Putney Parade) is progressing well for completion by September 2022.

Bridge Upgrade / Renewal

Works on the Waterloo Road Culvert have commenced, with scheduled completion in December 2022.

Kerb and Gutter Renewal

Kerb and Gutter Renewal work was completed at 12 locations: Dyson Street, Riverside Avenue, West Parade, Moira Avenue, Ruth Street, Star Street, Agincourt Road, Corunna Road, Allan Avenue, Bell Avenue, Kent Road and Wolger Road.

KEY: ● Complete ✓ On track ⚠ Delayed / Did not achieve target ➡ Deferred ✕ Cancelled



Road network

There are 320 kilometres of roads in the City of Ryde.



Road condition

Over 95 percent of City roads are in an acceptable condition or better.



Road maintenance

53,818m² of the road network was renewed or replaced.

PATHS AND CYCLEWAYS

To help reduce our community's dependence on cars, Council has an ongoing program to increase the walkability of our suburbs, improve conditions for cyclists and upgrade bus stops to comply with the Disability Standards for Accessible Public Transport. We support Connect Macquarie Park + North Ryde, which is a partnership between the State Government, the business community of Macquarie Park and the City of Ryde aimed at growing Macquarie Park without increasing traffic congestion. Particular focus is on ensuring pedestrian and cyclist connections link residents with activity centres and integrate with public transport facilities.

Encouraging bike use

With cycling contributing to environmental sustainability, reducing road congestion and providing health benefits we continued to prioritise cycling infrastructure development and connections across our City.

Council's Bicycle Action Plan and Strategy was updated during the year, and includes a plan for the infrastructure needed to enable more people to safely and efficiently cycle for transport and recreation.

The final section of the Pittwater Road Shared Use Path (SUP) between Epping Road, North Ryde and Victoria Road, Gladesville was completed, providing the community with an important link between two major roads.

We developed a concept plan for a future cycle link between Chatswood and Burwood as part of the State Government's Cycleways Forward Planning Program. The route was also identified in our new Bicycle Strategy 2022 – 2030 which was also completed during the year.

We have applied for funding for two active transport projects under the 2022/23 State Government Walking and Cycling Grant program – construction of a future regional cycling route between Mona Vale and West Ryde and the detailed design for the cycling route between Chatswood and Burwood.

To support cyclists, we provided information programs at Macquarie University and Optus and delivered bicycle maintenance and riding skills workshops to promote the use of cycling as a travel mode.

CAPITAL WORKS PROGRAM

Footpath Construction Renewal ●

Six locations have been completed: Dunshea Street, Hawkes Pathway, Jupp Place, Rutledge Street and 2 sections of Victoria Road.

Cycleways Construction Expansion ✓

The detailed design for Regional Route 4 connecting Chatswood and Burwood as well as minor cycleway improvement/repair works have been completed.

Footpath Expansion Program ●

12 footpath sections and 1 bus shelter (Waterloo Road) have been completed: Colston Street, Delmar Parade, Burns Street, Deeble Street, Abuklea Road, Beverley Crescent, Darvall Road, Edith Street, Gilda Street, Star Street, Santa Rosa Avenue and Lane Cove Road.

Expansion of shared user paths and enhancement of pedestrian facilities around the proposed Meadowbank Education Precinct ✓

The intent for this project is to deliver enhancements to remaining identified pedestrian facilities within the Meadowbank precinct. Further work to be delivered by School Infrastructure NSW as part of the State Government's Meadowbank Education and Employment Precinct project.

Pittwater Road Shared User Path – Stages 2 and 3 ●

All works associated with the shared user path on the western side of Pittwater Road (including signage and linemarking) have been completed – now providing a continuous cycle link between North Ryde and Gladesville.

PITTWATER ROAD
SHARED USER PATH



Paths to explore

There are 560 kilometres of paths and cycleways in the City of Ryde.



New footpaths and cycleways

Almost 19,330m² of footpath was newly constructed or replaced around the LGA.



Path and cycleway maintenance

96 percent of paths and cycleways are in an acceptable condition or better.

WORKS ON GORDON CRESCENT, DENISTONE





THE YEAR AHEAD

Following the election of the City of Ryde's new Council in December 2021, 2021/22 was the last year of Council's 2018-2022 Delivery Program. The revised and updated 2022-26 Delivery Program focuses on how council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community.

While all Council's programs play a part in some way, the main programs contributing to achieving Our Connected and Accessible City will be the Traffic and Transport, Roads, and Paths and Cycleways Programs.

\$156.7 million in investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through these programs in 2022/23 will be:

- Managing and planning the City's transport network
- Community-based road safety and behaviour change programs to help reduce the City's emissions and congestion issues
- Maintaining and upgrading the City's roads, bridges, car parks, footpaths and cycleways to ensure that they remain safe and are sustainable in the long term and provide a satisfactory level of service for the community.

Some of the projects planned for 2022/23 include Council's ongoing program of replacement and resurfacing of road pavements and maintaining our paths and cycleways, repair works for the Waterloo Road Bridge/Culvert, and further work upgrading the City's bus stops to full disability compliance. The complete range of activities and projects planned for these programs are listed in Council's 2022/23 One-Year Operational Plan.



OUR DIVERSE AND INCLUSIVE CITY

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 and 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 community to ensure our events and activities remain relevant

HARMONY DAY
CELEBRATIONS



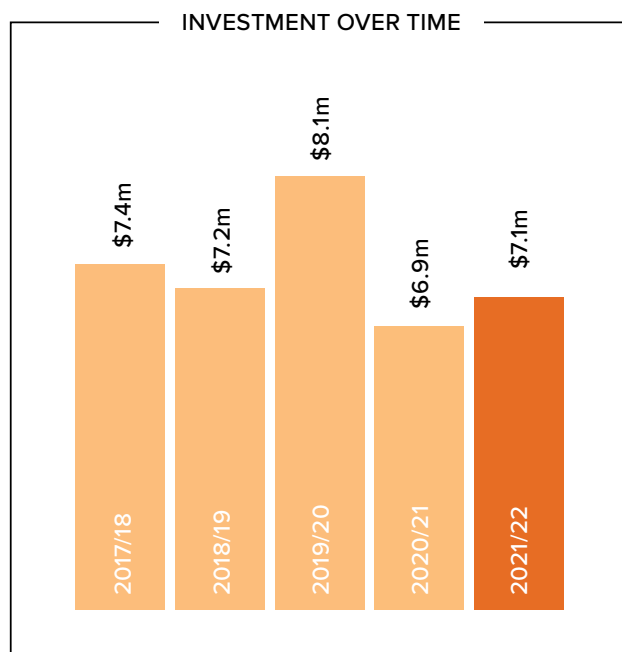
OVERVIEW

Council services supporting this outcome

- Events
- Community Development
- Direct Community Services
- Community Facilities

How we monitor progress

- Community sentiment
- Community satisfaction with cultural and artistic opportunities
- Visitor satisfaction and numbers attending cultural events and venues



BUILDING A HARMONIOUS AND CULTURALLY DIVERSE CITY

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

Cultural events that occur throughout the year offer something for everyone. The heritage of the Wattamattagal people, who lived for thousands of years in the area, is reflected in public art programs and events.

Our community 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. 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 in making this happen.

KEY STATISTICS

COMMUNITY GROUPS AND SERVICES, EVENTS AND PROGRAMS IN THE CITY OF RYDE

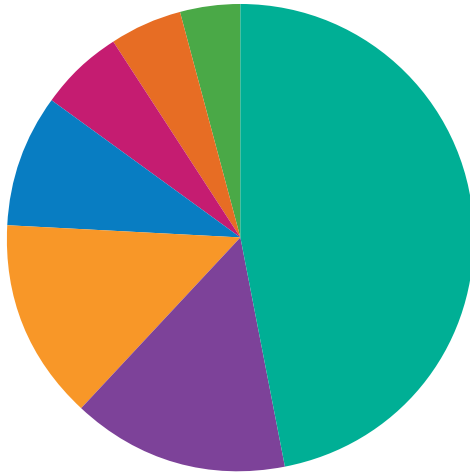
Over 50 community service providers

Over 120 community groups and faith-based organisations

Over 2,000 council and community events and programs every year

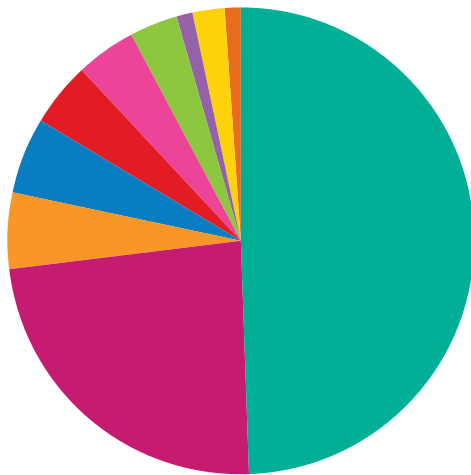
Over 35 advisory groups and interagencies giving the community a voice

People from 108 countries speaking **78 different languages** make up our community



Birthplace 108 countries

- 47% Australia
- 15% China (including Hong Kong)
- 14% Other countries
- 8% South East Asia
- 6% India, Nepal, Sri Lanka, Pakistan, Bangladesh
- 5% Europe
- 4% South Korea



Language spoken at home 78 languages

- 46% English only
- 22% Mandarin, Cantonese, other Chinese
- 5% Other languages
- 5% Korean
- 4% Hindi, Nepali, Tamil, Bengali, Sinhalese, Punjabi, Gujarati, Urdu
- 4% Other European
- 3% Other South East Asian
- 1% Persian
- 2% Italian
- 2% Arabic

OUR COMMUNITY



Our multicultural community

78 different languages are spoken in our community.



Immigration

49 percent of people in the City of Ryde were born overseas.



Multilingual speakers

Almost 50 percent speak a language other than English at home.

SERVICES AND PERFORMANCE HIGHLIGHTS

EVENTS

Events and other activities are 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.

Council's annual program of events includes:

- Keystone events like the Granny Smith Festival, ANZAC and Remembrance Day services, Australia Day celebrations, Lunar New Year, West Ryde Easter Fair, Community Christmas celebrations and Volunteer Recognition 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 and NAIDOC Week activities. Some of these were postponed due to COVID-19 restrictions, with other events delivered as online programs.

With the COVID-19 lockdown taking place from June to October 2021, all in-person events were cancelled during this period.

Digital events were held in place of these such as waste and sustainability workshops, workshops for creatives and on health and safety, active recreation workshops, guided walks, author talks and more.

During this time citizenship ceremonies were delivered online in group sessions with a record 1,024 people becoming new citizens. The City's flagship event, the Granny Smith Festival, was delivered as a series of online and small in-person events including an apple pie drive by. Whilst still adhering to public health orders at the time, we were also able to reopen outdoor markets.

With gathering restrictions still in place and uncertainty around major scale events, the five months between November and April saw a series of scaled back COVID-safe events and activations including West Ryde Garden Bar, Cinema in the Park events for Christmas, Australia Day and Lunar New Year, Coulter Street Collective across three nights in Gladesville, West Ryde Easter Celebrations, Youth Week and Seniors Festival events and Orchestra at Brush Farm House. Citizenship ceremonies also returned in person with another 427 people becoming new citizens.

May saw the return of Council's first major event, Cork & Fork by the Riverside, celebrating great food and wine by the Parramatta River. The community showed their support for the event's return with a record 10,000 people estimated to be in attendance. Key annual events returned after this including the 2022 Volunteer of the Year Awards and the Sustainability Festival.

Thank you
City of Ryde for noting
"close captioned" for the
deaf and hard of hearing
communities.

Melissa speaks about the
Cinema in the Park events



New citizens

427 new citizens were welcomed at 6 'in person' citizenship ceremonies and 1,021 people became new citizens in group online ceremonies.



Cork & Fork

One of the first major events not limited by COVID-19 restrictions at Kissing Point Park brought together 10,000 people to celebrate all things food and wine by the beautiful Parramatta River.



Cinema in the Park

Four Outdoor Cinema Screenings took place to celebrate Christmas and Australia Day. Each session provided a COVID-safe environment for the community to come together in person after what had been a tough period.

COMMUNITY SERVICES

Council aims to empower people who live, work, learn and play in the City of Ryde to fully participate in community life. We work with organisations and individuals to generate solutions that support stronger and more connected communities to enhance community wellbeing. This is achieved by a range of projects, events and collaborative partnerships.

Developing our community

Throughout the year, Council provided close to 70 community development activities with almost 5,000 people participating in a mix of in-person and online offerings.

We celebrated National Reconciliation Week with the theme Be Brave. Make Change. Council hosted a truth-telling evening with performances, a panel and an art workshop and partnered with Macquarie University to host an event on campus.

Virtual Make a Stand Against Abuse activities centred on the United Nations' 16 Days of Activism against Gender-Based Violence. This year, Eastwood/Gladesville Liquor Accord members joined the movement by displaying 'Make A Stand' messaging on drink coasters and t-shirts and badges worn by their staff.

Activities supporting young people included an interactive webinar series focused on mental health and wellbeing. During Youth Week, 14 events were held to celebrate and educate young people, with activities ranging from employment and skill-building workshops to a Skate Jam and the Shoreshocked Festival.

Celebrating the valuable contribution made to our community by people from different cultures, our diverse community was celebrated during Harmony Week and Refugee Week.

We also hosted interactive webinars throughout Mental Health Month and Movember to support mental health and wellbeing.

Nurturing the arts

Our support for arts and cultural development continued with events, projects, capacity building programs and sector development.

Local artists were put on show, with more than 190 local creatives listed on Council's Artist Register. Twenty-two artists were profiled through the regular Creative Spotlight interview series and inclusion in Council events and programs.

To showcase our local musical talent, our Get Gig Ready podcast series, featuring local musicians, reached more than 100,000 listeners. Shorecomp Ryde was re-introduced this year with seven youth bands competing to perform at the ShoreShocked Music Festival. Make Music Day was held at Top Ryde City and West Ryde to showcase live music and local musicians to the community.

We provided 11 free professional development workshops to help local creatives grow and sustain their practice, get valuable expert advice and meet other practising artists in the area. Our Art Newsletter promotes the local arts sector and kept more than 1300 subscribers informed about local news and events.

Community Grants Program

We support a wide range of community initiatives through a generous grants program. Due to COVID-19 lockdowns many grants were extended to provide the opportunity for community organisations to plan their projects around restrictions, while Council also approved a total of \$313,214.50 in funding to support 64 new projects. Our Grant Finder continues to help the community to identify funding and grant opportunities across Australia.

Supporting disability and inclusion

Under the *NSW Disability Inclusion Act 2014*, Councils are required to review their Disability Inclusion Action Plans (DIAPs) every four years. To date we have completed 68 percent of planned actions with an additional 16 percent partially implemented. Our new DIAP 2022-2026 outlines Council's central role in promoting inclusion through providing accessible and inclusive public spaces, infrastructure, services and information and creating opportunities for all people to participate in community life. Our progress report for our DIAP can be found on page 259.



HARMONY DAY



Seniors Festival

Over 30 activities were held for Seniors Festival which were attended by over 600 community members.



Community events

4,991 people joined in 67 community development events to celebrate our diverse and inclusive community.



Get Gig Ready

A new Spotify playlist was created, bringing together over 50 local musicians.



Action on Reconciliation

29 out of 36 actions from our Reflect Reconciliation Action Plan have been implemented.



Arts and culture

The Get Gig Ready podcast series, featuring 50 local musicians, reached more than 100,000 listeners.



Community grants

We allocated more than \$310,000 in community grants to 64 local community organisations.

DELIVERY PROGRAM

Ryde Youth Theatre Group

Council grant provided to facilitate delivery of a range of a range of Youth Theatre programs within Ryde.

Ryde Hunters Hill Symphony Orchestra

Project deferred due to the impact of COVID-19 restrictions.

Social Plan Implementation Fund

Projects were delivered online due to COVID-19 related restrictions and uncertainty around attending indoor events.

Creativity Strategy Implementation Fund

Projects were delivered online due to COVID-19 related restrictions and uncertainty around attending indoor events.

City of Ryde Reconciliation Action Plan

COVID-19 delayed the commencement of the Reconciliation Action Working Group.

KEY: ● Complete ✔ On track ⌚ Delayed / Did not achieve target
➡ Deferred ✗ Cancelled

2022 VOLUNTEER RECOGNITION AWARDS



Recognising the achievements of our diverse community

Australia Day honour recipients

We congratulated Karen Waud OAM and Mervyn Whiting OAM on their 2022 Australia Day honours. Ms Waud was awarded with an Order of Australia Medal for service to sport, while Mr Whiting was awarded an Order of Australia Medal for service to veterans and their families as well as to the community.

2022 Citizen of the Year Awards

The City of Ryde Citizen and Young Citizen of the Year Awards recognise outstanding accomplishments by individuals in our community who have excelled in their chosen field.

- Citizen of the Year: Phillip Ward OAM
- Young Citizen of the Year: Kimberley Ann Spencer
- Special Commendation: Julie Hill.

2022 Volunteer Recognition Awards

The City of Ryde Volunteer Recognition Awards aim to acknowledge the contribution made by these unsung heroes.

- Individual: Sheena Smith
- Young: Abby Hill
- Young Special Commendation: Ella Marcellino
- Group: Stryder Social and Shopping Bus Volunteers

This year's Awards featured a new Community Heroes award category, recognising community members – both past and present – who have contributed to the sense of community in the City of Ryde. The inaugural recipients of the Community Heroes award were:

- Barry Budd
- Philip Brown
- Leasa Clark
- Rochelle Keshishian
- Jenny Nocom
- Kedarnath Pagaddinnimath
- Barry Parsons
- Helen Pegler
- Kathy Tracey
- Shaun Warden



DIRECT COMMUNITY SERVICES

Council provides a limited range of services directly to individuals within our community, supporting people to remain living in their own homes through our Home Modification and Maintenance Service (HMMS). We also provide information and linkage services to people in the Ryde area seeking volunteer opportunities and resources.

Connecting seniors to reliable and qualified tradespeople can go a long way to helping them live comfortably and safely in their own home. From installing handrails and ramps to gutter cleaning and minor carpentry, electric works and window cleaning, our Home Modification and Maintenance Service is one way that Council is empowering its senior citizens.

Our services were significantly altered during COVID-19 restrictions to ensure that customers remained safe. Only essential modification and maintenance services were provided during this time with tradespeople following COVID-safe practices. Customers were contacted regularly to ensure they were adequately supported. Following the lifting of COVID-19 restrictions HMMS undertook a promotional campaign and began offering the additional service of high-pressure cleaning of pathways and driveways to eligible customers.

KEY:

- Complete ✓ On track
- ⚠ Delayed / Did not achieve target
- ⏸ Deferred ✗ Cancelled

Without these modifications, I could not use the bathroom. I could not access my clothesline and I could not safely enter and leave my house.

In short, I could not remain in my home. I believe your organisation makes a significant contribution to the wellbeing of the frail aged within the municipalities.

Ross, West Ryde
on his experience
with the HMMS

It takes the worry of calling several suppliers for quotes out of your hands. The tradesmen are all top notch. Punctual, efficient and professional. Their rates are competitive and they always leave the work area cleaned. Can't recommend them enough.

Shirley, West Ryde
on her experience
with the HMMS



Home Modification and Maintenance Service

733 jobs were completed with 578 people assisted.

98 percent customer satisfaction.



Food relief

During the COVID-19 lockdown many residents were impacted by loss of employment or income. We donated \$50,000 to support six food relief not-for-profit charities, which provided emergency food parcels to vulnerable residents.



Voluntary work

In the City of Ryde 12.7% of the population reported doing some form of voluntary work in 2021.

COMMUNITY FACILITIES

Council provides a diverse network of facilities to benefit the community. These include hireable halls and meeting rooms for community activities and events as well as premises for not-for-profit organisations to deliver social support services. Subsidised rates are provided to support the delivery of these services and activities for not-for-profit organisations.

Making community facilities easier to access

Our wide range of facilities provide the community with equitable access to diverse quality meeting, gathering and activity spaces to strengthen community life, social connectedness and wellbeing. We provide 28 facilities across the LGA, including halls and meeting rooms ranging in size and amenities provided, and offer subsidised rates for not-for-profit community organisations and groups to support their services and activities.

During the year we worked with over 159 regular community hirers to communicate changing COVID-19 regulations and restrictions, including the implementation of QR codes, vaccination status and facility capacity limits as well as transitioning their return to Council's community facilities following the easing of restrictions.

Bookable, a new fully online booking system, was introduced to make booking and paying for Council's community facilities easier. This was integrated with our new keyless access system, SecCloud, to ensure easier access to for-hire community facilities.

We undertook enhancements to facilities at Station Street Hall, Gladesville meeting room and West Ryde Community Centre Hall. These included new kitchenettes, flooring, painting and storage facilities.

We also produced a Leisure Activities and Community Courses Directory, which promotes over 65 community groups and activities they hold at our community facilities.

DELIVERY PROGRAM

Enhance Community Facility Booking Software

First stage of Smart Booking project has been completed with remaining work to be finalised during FY2022-23.

CAPITAL WORKS PROGRAM

Ryde Heritage Information Centre

Project was deferred due to COVID-19 restrictions on events and the construction sector resulting in limited demand.

Community Buildings Renewal

Upgrade works to the kitchen at Station Street Hall, West Ryde. Expansion of North Ryde Community Preschool scheduled to commence in 2022/23 following some delays with design and approvals.



28 halls and facilities

23 not-for-profit tenants.

159 regular hirers.

240 casual hirers.



Visits

Almost 130,700 visits were made to community facilities from over 3,400 bookings totalling over 13,700 hours of community usage.



Continued community services

Not-for-profit organisations operating from Council's community buildings supported over 63,815 clients.

2022 VOLUNTEER
RECOGNITION AWARDS





THE YEAR AHEAD

Following the election of the City of Ryde's new Council in December 2021, 2021/22 was the last year of Council's 2018-2022 Delivery Program. The revised and updated 2022-26 Delivery Program focuses on how council services are delivered through 16 programs and how these contribute to the Outcomes that are a priority for our Community.

While all Council's programs play a part in some way, the main programs contributing to achieving Our Diverse and Inclusive City will be the Community Inclusion and Wellbeing, and the Community Connectedness and Engagement Programs.

\$52.7 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through these programs in 2022/23 will be:

- Partnering with organisations and individuals to generate solutions that support stronger and more connected communities to enhance community wellbeing
- Supporting the arts sector and cultural development within our City
- Providing direct services to the community
- Providing a range of public facilities and spaces for access by the community and not-for-profit organisations serving the community
- Delivering a broad range of inclusive community events for the community, supported by a rich range of social networks, community groups and partnerships.

Some of the projects planned for 2022/23 include renewal works to premises occupied by community-based pre-schools, conservation work for six Council-owned heritage listed community buildings, and delivering initiatives from the City of Ryde Creativity Strategy and City of Ryde Social Plan. The complete range of activities and projects planned for these programs are listed in Council's 2022/23 One-Year Operational Plan.



OUR OPEN AND PROGRESSIVE CITY

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

PRIORITIES FOR THIS OUTCOME

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 strongly advocate 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

WELL LED, FINANCIALLY SUSTAINABLE

Transparent, responsible leadership and governance

- Responsible civic leadership 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 provide value for money
- Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard
- Continually improving Council's performance delivering our services, facilities and infrastructure



OVERVIEW

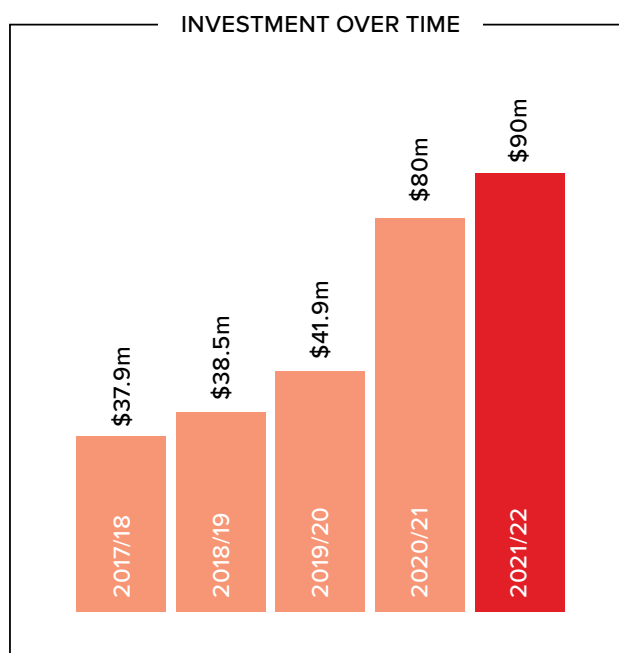
This chapter describes the City of Ryde's democratic and corporate governance arrangements and how we work with and deliver services for the community.

Council services supporting this outcome

- Customer Services
- Marketing, Communications and Community Engagement
- Asset Management – Property Management Project Management
- Legal Services
- Procurement Services
- Governance, Audit and Risk
- Financial Management
- Technology and Records Management
- People and Performance

How we monitor progress

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



ENSURING OPEN AND PROGRESSIVE LEADERSHIP FOR THE CITY OF RYDE

Our community has indicated it wants 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 they want Council to advocate on its behalf, especially on issues relating to increased development impacting the City. This is, and will continue to be, a major focus and priority for Council.

STAFF AT THE
LOCAL GOVERNMENT AWARDS DINNER



Assets

\$1.4 billion portfolio of assets and infrastructure.



Revenue

\$168 million revenue from all sources.



Non-rates revenue

\$65 million revenue from non-rates sources.



Properties

320 properties under management, including residential, affordable housing, heritage, sporting, telecommunications, outdoor dining, children's services and community uses.



Website

Over 1.35 million visits to the Council website.

SERVICES AND PERFORMANCE HIGHLIGHTS

CUSTOMER SERVICES

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

Council's Customer Service department answered almost 76,000 calls in 2021/22, 82 percent of which were resolved at the first point of contact. In addition, almost 8,500 customers were served in person at the Customer Service counter located at 1 Pope Street in Ryde.

The Customer Service Centre was closed to the public between June and October 2021 due to the COVID-19 pandemic and Greater Sydney lockdown. During the closure, all Council Customer Service functions were handled online, over the phone and via email. Alternate drop-off arrangements were also put in place so customers could continue to submit physical documents and other material.

MARKETING, COMMUNICATIONS AND COMMUNITY ENGAGEMENT

The Communications and Engagement Department informs and engages with our community, staff and stakeholders on issues that matter most to them through a wide range of channels, including face-to-face, telephone and via our website, email and social media.

We 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. We also create meaningful opportunities for feedback to be considered as part of the decision-making process.

With close to half our residents speaking a language other than English at home, we are always seeking new ways to reach and connect with those from culturally and linguistically diverse backgrounds. Where appropriate, we provide translated information in a range of community languages and utilise relevant media organisations to help reach specific audiences.

Our website was upgraded to improve search functionality, security and accessibility. Information is now better presented and easier to find.

Our Communications and Engagement Policy and Strategy was adopted. These documents demonstrate Council's commitment to encouraging open, transparent and active relationships between Council and the community.

Providing clear, accessible, time-critical information relevant to our community has been key during the COVID-19 pandemic and adverse weather events.

Council's website was a central hub for news and information on impacts to our services, support for businesses and the community, resources, emergency contacts and events. This content was amplified through all of Council's communication channels and tailored for our many audiences.

DELIVERY PROGRAM

Communication and Engagement Strategy	●
Council's new Communications and Engagement Policy and Strategy was adopted.	
Council Website	●
Council's website upgrade was completed.	
Review of the Community Strategic Plan	✓
Work on the update to the City of Ryde Community Strategic Plan has been delayed, with the update now scheduled to be completed in late 2022.	

[Customer Service] has been so helpful. They responded immediately to one of my queries and resolved my concerns within the week. Thank you for all the work you do!

@emaneating



Customer service

8,438 customers were served at the Customer Service counter – significantly fewer than previous years due to the 2021 COVID-19 lockdown.



Call centre

Over 75,990 calls were answered at the Customer Service Call Centre.

82 percent were resolved at first point of contact.



Customer requests

95 percent of 44,485 customer requests and 94 percent of 43,657 pieces of inward correspondence were all completed within 10 working days.



Complaints resolution

Resolution of significant complaints improved during the year, with 92 percent (11 of 12) resolved within target timeframes.



Media and website

Over 500 media items about the City of Ryde were published in print and electronic media.

There were over 1.35 million visits to Council's website with over 2.86 million page views.



Engagements

There were almost 5,200 engagements via community consultation and surveys.

There were also:

- 35 face-to-face engagements
- 55 public consultations
- 43 research surveys.

ASSET MANAGEMENT

Long-term planning, management and reporting for Council's \$1.4 billion asset portfolio to ensure that Council remains financially sustainable into the future and can maintain the City's assets to provide an acceptable service level for the community. This includes supporting decision making around long term planning such as the renewal and upgrade of assets within the LGA and maintaining Council's asset framework, management system and business processes in consultation with the various asset custodians.

Council's Asset Management System went live in July 2021. This system currently holds detailed records and spatial data for over 100,000 assets across the LGA that Council owns and maintains, ranging from individual signs in our parks to the largest facilities and infrastructure operating within the City of Ryde. It also assists with the programming and management of asset maintenance and repair work, which can now be done remotely by operational staff submitting work orders in the field.

Implementing our asset management systems was a multi-year process which included updating all Council asset management policies and processes, collecting comprehensive asset data on Council's extensive asset portfolio and implementation of a field application that is used by Council's outdoor staff to undertake asset management operations in the field.

Council has also implemented a Strategic Asset Management system that supports strategic planning and tailoring asset management to meet the future requirements and priorities of the community.

CAPITAL WORKS PROGRAM

Asset Data Collection



Collection of stormwater CCTV data has commenced.

Asset Management Software



Completed in August 2022, providing council with a centralised asset register and an increased capacity for Strategic Asset Planning.

PROJECT MANAGEMENT

Council's project management services deliver capital projects listed in Council's Four-Year Delivery Plan and One-Year Operational Plan. This includes providing in-house consultancy, survey, design, project management, commissioning and forward planning services.

Capital project delivery

Council's program for delivering community infrastructure faced significant challenges during 2021/22 as a result of the 2021 COVID-19 lockdown and subsequent impacts to materials and workforce supply chains. There were also multiple periods of unprecedented rainfall that delayed construction activity.

Council's program of advancing forward planning over recent years ensured we commenced 2021/22 in a strong position. Construction activities commenced earlier than previous years, providing greater time contingency within the program to accommodate slowed construction activity.

In total, 183 capital projects were managed by Council in 2021/22. This considers our capital portfolios, projects with multiple locations, multi-year staging, projects that were deferred or carried over from the previous year, and projects with and unique designs such as the traffic calming, traffic facilities, *Disability Discrimination Act* compliance and heavy patching programs. In total, 99 projects were scheduled for completion in 2021/22, including 72 single year projects and 27 of 61 multi-year projects.

Council was able to achieve a 93 percent completion rate of the scheduled scope of works for these 99 projects. 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, construction works, quality assurance, handovers and many more activities.

Forward planning designs for over 80 percent of the stormwater expansion, road resurfacing renewal, road kerb renewal, stormwater asset replacement renewal and footpath construction expansion programs have also been completed for work commencing in 2022/23.

LEGAL SERVICES

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

Further information about the amounts incurred by Council in relation to legal proceedings can be accessed in the Statutory Reporting section of this report (refer to page 240).

KEY: ● Complete ✓ On track ⚠ Delayed / Did not achieve target ➡ Deferred ✗ Cancelled

PROPERTY MANAGEMENT

Council owns and manages a portfolio of 320 properties and buildings, including commercial, residential, community and operational properties, Council-owned land as well as Crown land which is managed by Council on behalf of the NSW Government.

Council's portfolio of commercial, residential, affordable housing, corporate and operational buildings is valued at more than \$130 million. The portfolio is managed to provide a quality commercial offering and a desirable, functional place of employment, and create a financial return to Council, reducing reliance on rate revenue as a source of income. All commercial properties were occupied during 2021/22.

Property portfolio and development initiatives

The City of Ryde developed a suite of principles to guide planning for the City's current and future property portfolio. These include maximising value, serving identified needs, maintaining financial viability, ensuring properties are fit for purpose, encouraging multipurpose use and managing risk.

As part of the development of the Lachlan's Line residential precinct at North Ryde, the City of Ryde received facilities including open space, public domain works and built facilities in excess of 2,500 square metres in floor area. During the year we undertook work on a competitive market process to seek commercial operators to run some of these spaces. This will be conducted in two stages, with an initial market testing exercise to gauge the nature and level of interest from operators followed by expressions of interest. Formal lease agreements are currently being negotiated but not yet finalised over a portion of the available space.

After being forced to vacate its Eastwood Post Office premises at short notice, Council was able to accommodate Australia Post temporarily in our property on Rowe Street East so staff can continue to service the community until they are able to find a new, permanent home.

In conjunction with the NSW Department of Planning, Industry and Environment, nearly 10 hectares of land for open space and environmental conservation purposes has been transferred to Council at no cost. This was a successful result that reflects the close working relationship with the Department.

Council has also secured the purchase of land near Ryde Park to enhance existing open space and meet the recreation needs of the community.

CAPITAL WORKS PROGRAM

Ryde Central



Project is progressing in accordance with schedule.

Corporate Buildings Renewals



Funding from this program was redirected to the commercial buildings renewal program to fund investigations and essential waterproofing works associated with the West Ryde Community Centre.

Commercial Buildings Renewal



Waterproofing works on the West Ryde Community Centre, including additional work to prevent water entering the basement level of the building, are expected to be completed by December 2022. Removal of asbestos from 8 Chatham Road was completed as scheduled. An updated Conservation Management Plan has been completed for Rockend Cottage (Banjo Paterson Restaurant).

Commercial Buildings Expansion



The DA for 741-747 Victoria Road was approved for redevelopment. Revised feasibility and updated project costings are complete. Waiting on confirmation to progress to tender and construction.

Development of the Argyle Centre at 33-35 Blaxland Road, Ryde, is on hold pending an Indigenous land claim over the bowling club and surrounding land

Affordable Housing Expansion



Purchase of Argyle Street property completed.

Operational Building Renewal



Investigations revealed no further work was required.

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. They help the organisation manage significant risk exposures, including effectively managing work health and safety risks, injury management, return to work and injury claims management.

Please refer to the Corporate Governance – The Council Organisation section of this report for a complete overview of Council's Governance, Audit and Risk management activities (commencing on page 132).

DELIVERY PROGRAM

Election

Council support for the conduct of the Local Government Election concluded following the elections in December.

Councillor Induction

The Councillor Induction Program following the local government elections in December was completed in early March 2022 and included internal presentations and workshops with Councillors, together with presentations by external consultants regarding Code of Conduct and Code of Meeting Practice.

Provision of Councillor Equipment

Research and Policy officer

This temporary role was concluded with the creation of a new Governance specialist role.

Governance Officer (PT) – Investigations and Special Projects

This temporary role was replaced with a full time Governance Specialist role in November 2021.

FINANCIAL MANAGEMENT

Providing a comprehensive range of financial services to Council and supporting the City of Ryde's longer-term financial sustainability. Services include facilitating payment for goods and services, the collection of revenue and investment of funds, ensuring Council's financial statutory responsibilities are met, accounting for transactions, compliance with accounting standards, regulations and laws, the management of good internal controls and stewardship for guiding Council's financial sustainability.

Refer to the Community Financial Report (from page 144) for a summary of Council's financial results. Council's full financial statements can be viewed in the General Purpose Financial Statements, commencing on page 154 of this report.

PEOPLE AND CULTURE

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.

The Working at the City of Ryde section of this report (commencing on page 134) provides a complete overview of people and organisational services provided for Council staff.

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 applications and 1,000 end-user devices (PCs, tablets, notebooks and mobile devices) as well as networks based on over 100 servers in active use.

We continued to invest in information technology infrastructure and asset replacement through our Digital Workplace Transformation Program, resulting in further adoption of modern and secure cloud-based solutions. Our key focus areas have been cyber security, business continuity planning and future proofing.

Upgrades undertaken as part of this program increased productivity, mobility and security and enabled staff to work from anywhere. There were multiple technology platform upgrades implemented:

- The development application process was enhanced by a live DA Tracker solution
- Cloud-based calling services were adopted for all landline usage to provide staff greater mobility and flexibility
- The call centre solution was migrated to a modern cloud-based contact centre platform integrated with the CRM for our Customer Service team so they can better serve the community
- A Smart Parking solution was implemented to allow community members find and manage parking via a mobile app in high density areas
- A hybrid Audio Visual solution was implemented to facilitate seamless Council meetings integrated with Zoom and live streaming to cloud
- An annual disaster recovery rehearsal was undertaken to ensure the operational effectiveness of enhanced business continuity planning
- Dual redundant, scalable and modern network links were provided for all the Council sites including our Head Office, Top Ryde, Libraries and the Ryde Aquatic and Leisure Centre

- Security and privacy was improved and risk reduced while providing seamless failover and continuity of our technology services
- Suite of cyber security enhancements increased compliance and protect against ransomware, malware and security threats.

DELIVERY PROGRAM

Information Technology Software Renewal

Identified projects and works completed as scheduled.

IT Applications – Expansion

Identified projects and works completed as scheduled.

CAPITAL WORKS PROGRAM

Information Technology Infrastructure Renewal

Identified projects and works completed as scheduled.

PROCUREMENT SERVICES

Supporting Council operations by managing tenders and contracts and purchasing goods and services to the value of more than \$80 million from more than 1,500 suppliers annually. A major priority is to balance benefit realisation, cost reduction and mitigation of risks in order to maximise the value for money provided for ratepayers and the community.

Each year, Procurement services supports Council's operations by managing more than 30 formal tenders and quotations, releasing more than 10,000 Purchase Orders, and managing Council's stores at the Operations Centre and Porters Creek. All procurement activities are focused on ensuring that Council obtains the best value for money for ratepayers and the community while ensuring procurement and complying with Council Procurement Policy and relevant legislation.

In 2021/22, the department reviewed and updated all Council's standard forms of contract (including the purchase order terms and conditions) and collated detailed information associated with over 100 existing Council contracts. This has resulted in greater transparency of Council's compliance with procurement policy and legislation and positioned Council to transition to a more proactive and centralised oversight of Council's contracts in 2022/23.

Further information about major procurement and contracts is contained in the Statutory Reporting section of this report (refer to page 237).

CAPITAL WORKS PROGRAM

Plant and Fleet Purchases

Plant and Fleet vehicle delivery continue to experience delays due to supply chain issues. Plant and vehicle supply will be rolled over into 2022/23.

**WEST PARADE ROAD AND
KERB RENEWAL**





THE YEAR AHEAD

The work undertaken by the City of Ryde during 2021/22 was the last year of Council's 2018-2022 Delivery Program. The revised and updated 2022-26 Delivery Program focuses on how council services are delivered through 16 programs and how these contribute to the Outcomes that are a priority for our Community.

While all Council's programs play a part in some way, the main programs contributing to achieving Our Open and Progressive City will be the Strategic Property, Service Delivery Support, and the Governance and Corporate Services Programs.

\$304.7 million in investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through these programs in 2022/23 will be:

- Developing, managing and maintaining Council's portfolio of corporate, commercial, residential, operational and civic properties to ensure maximum long-term value and return for ratepayers
- Key support functions that underpin all of Council's programs including customer services, cleaning, landscaping, procurement and maintenance and construction services
- Specialist and corporate services including strategy and business improvement, governance, audit and risk, asset management, financial management, information technology and records management.

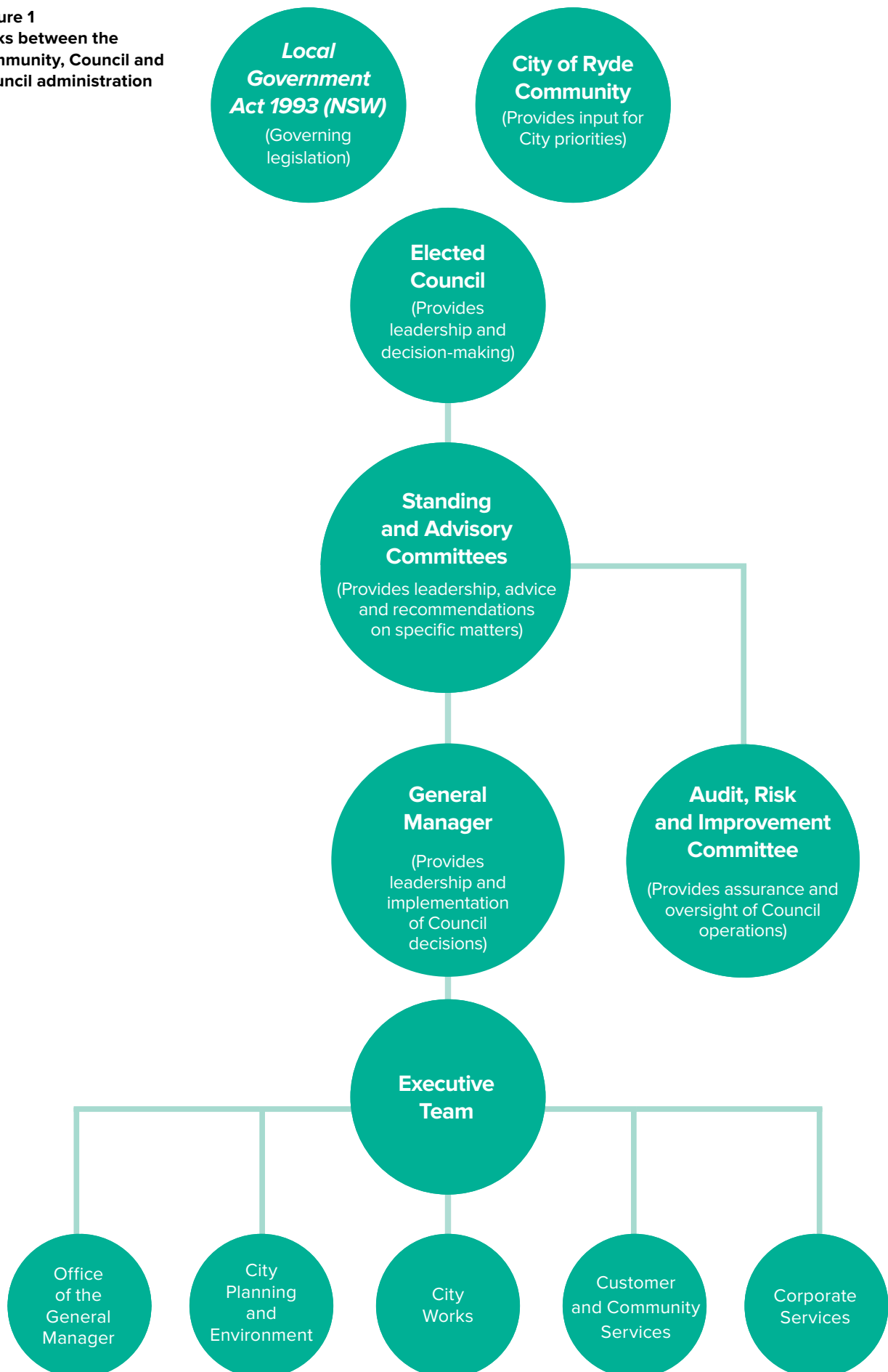
Some of the projects planned for 2022/23 include redevelopment of the Ryde Central site and other Council property holdings, renewal of the West Ryde Community Centre, purchase and disposal of plant and fleet, and digitisation of Council's paper-based records. The complete range of activities and projects planned for these programs are listed in Council's 2022/23 One-Year Operational Plan.



GOVERNANCE

This chapter describes the City of Ryde's democratic governance – the role of Councillors and their responsibilities. It also details our corporate governance, the structure and leadership of Council and how we work with and deliver services for the community. In addition it provides an overview of working at Council, our workplace demographics and our role in making sure the City of Ryde is a safe place to work.

Figure 1
Links between the
community, Council and
Council administration



DEMOCRATIC GOVERNANCE – OUR COUNCIL

Council is empowered by the *Local Government Act 1993* to make decisions informed by the priorities of the community. The Act empowers the City of Ryde to define and enforce local laws, regulations and policies necessary to effectively manage and govern the local government area. The Local Government (General) Regulation 2005 supports implementation of the Act by providing more detailed guidance.

ROLE OF COUNCIL

The elected Council of the City of Ryde consists of 12 Councillors, being the Mayor and 11 Councillors, and must act in accordance with the *Local Government Act 1993* 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:

- 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.

Day-to-day operations are delegated to the General Manager who is responsible for administration of the Council. Corporate performance is monitored through reports to Council and the community and this Annual Report.

DELEGATING DECISION-MAKING AND AUTHORITY

In accordance with the *Local Government Act 1993* (s377-s381), Council can delegate some of its decision-making authority and functions to the General Manager. The General Manager is able, in turn, to delegate functions to nominated employees within the City's staff establishment, enabling them to efficiently perform the responsibilities of their roles, enforce Council's regulations and finalise or negotiate various matters within parameters set by Council. The Corporate Delegations Register records these delegations. Figure 1 (on page 117) provides an overview of the City's functions and operations and shows the link between the community, Council and Council administration.

THE ELECTED COUNCIL

The community normally elects Councillors for a four-year term. The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward.

The Councillors elect the Mayor every two years. The role of Deputy Mayor is not required under the *Local Government Act 1993* however, if the Councillors decide to elect a Deputy Mayor, they must also determine the term. Together, the Councillors make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future.

The current Council was elected on 9 September 2017 for a term of three years. However, on 26 June 2020, the Minister for Local Government made an order under Section 318B(1)(a1) of the *Local Government Act 1993* to postpone the local government ordinary elections scheduled for 12 September 2020 for 12 months to 4 September 2021 as a result of the COVID-19 pandemic.

On 24 July 2021, the Minister for Local Government, Shelley Hancock MP made an Order under Section 318C of the *Local Government Act 1993* to revoke the previous order to delay the Council elections further. The Minister appointed 4 December 2021 as the new date for the ordinary elections for all councils in NSW.

In conjunction with the Council elections, the City of Ryde held a constitutional referendum asking the community if they supported a popularly elected mayor, where the voters of the City of Ryde elect the Mayor for a four-year term, thereby adopted a 13-Councillor model. The referendum outcome found 76.18 percent in favour, with 23.82 percent against. The majority support meant the motion was carried.

The Council elections were held on 4 December 2021 with the following Councillors being elected:

- Councillor Trenton Brown
- Councillor Shweta Deshpande
- Councillor Daniel Han
- Councillor Jordan Lane
- Councillor Sophie Lara-Watson
- Councillor Jerome Laxale
- Councillor Roy Maggio
- Councillor Katie O'Reilly
- Councillor Penny Pedersen
- Councillor Bernard Purcell
- Councillor Charles Song
- Councillor Sarkis Yedelian OAM

At an Extraordinary Council meeting (first meeting of the new Council) held on 11 January 2022, Councillor Jordan Lane was elected as Mayor and Councillor Roy Maggio was elected as Deputy Mayor.

THE ELECTED COUNCIL (as at June 2022)



Clr Jerome Laxale
West Ward

Elected September 2012

**Mayor –
Sept 2015 – Sept 2016
Sept 2017 – Dec 2021**

Clr Laxale has a background in business administration and is currently a company director and 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. In 2015, Clr Laxale was elected as the youngest Mayor in Ryde's history.



Clr Trenton Brown
West Ward

Elected September 2017

Clr Brown currently works as a governance adviser with the State Government. He is passionate about stopping overdevelopment in Ryde and preserving open recreational space such as the TG Millner Fields and the early heritage homes of our local area. He is working to achieve stronger economic management, advocating for greater transparency in decision-making and supporting local business and community organisations.



Clr Daniel Han
West Ward

Elected December 2021

Clr Han is a local high school teacher with a pharmacist background who has worked and lived in Ryde for over 20 years. He is passionate about turning Ryde into a more vibrant, innovative and sustainable City to serve the fast-growing community. Councillor Han is committed to improving our local village areas to help businesses recover from the pandemic. He is also a strong advocate for sports and recreation.



Clr Charles Song
West Ward

Elected December 2021

Clr Song is a principal lawyer of Sejong Legal based in West Ryde which provides legal services for various types of clients. He also has a bachelor degree in Building and Construction Management (UNSW) and worked as a construction manager in the commercial field for several years before he became a lawyer. Clr Song is committed to working closely with the community with his vast experience and expertise in both construction and the legal field.

THE ELECTED COUNCIL (as at June 2022)... continued



Clr Jordan Lane
East Ward

Elected September 2017

**Mayor – Jan 2022
– current**

Clr Lane 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, oppose overdevelopment and ensure transparent decision-making in the interests of all Ryde residents.



Clr Roy Maggio
East Ward

Elected September 2008

**Mayor –
Sept 2013 – Sept 2014**

**Deputy Mayor –
Sept 2009 to Sept 2010**

Sept 2014 to Sept 2016

Jan 2022 – current

Clr Maggio is an advocate for Council's support of local organisations and promotion of all forms of sport and other community-based recreational activities as the foundations for health, wellbeing and a sense of belonging to the community. He is passionate about fiscal responsibility and financial sustainability and being a custodian of the community's assets and a front-line representative of Council services.



Clr Penny Pedersen
East Ward

Elected September 2017

Clr Pedersen is a radio presenter, performer and producer who has worked in film, television, theatre and education. She is passionate about her local community, the environment, social inclusion, women's issues and the arts. She is also aware of the challenges facing Ryde with increased high density living and the strain this is placing on our local infrastructure and services.



Clr Sophie Lara-Watson
East Ward

Elected December 2021

Clr Lara-Watson is a young professional working as auditor and holds a Chartered Accountant membership. She's grown up in Ryde and benefited from the community care and services Ryde provides. In her first term as a Councillor her priorities are fixing Council's budget position, increasing quality infrastructure and conserving Ryde's parks.



Clr Shweta Deshpande
Central Ward

Elected December 2021

Clr Deshpande has a degree in English Literature and an MBA from University of Technology. She understands the everyday juggle of most parents and the important role Council plays in enabling the local community to be a safe and friendly place to raise young kids and a family. Sustainable living and building a future that holds a promise for the next generation is a key passion for Clr Deshpande.



Clr Katie O'Reilly
Central Ward

Elected December 2021

Clr O'Reilly has a background in customer service, accounts and business development. With a long history of involvement in her local community, participating in a wide range of volunteer and fundraising events, Clr O'Reilly is passionate about Ryde and is committed to helping make it the best place to live, work and visit. As a resident of Ryde, Clr O'Reilly remains an active volunteer in community-based organisations within the LGA and believes in open communication to deliver the best outcome.



Clr Bernard Purcell
Central Ward

Elected September 2017

After living and working around the world, Clr Purcell has lived in the City of Ryde for over 10 years. He strongly believes in equity, inclusion and representation for all in the community. One goal for Clr Purcell is to bring trust back to local politics and he is striving to keep the Council's work transparent and accountable.



Clr Sarkis Yedelian OAM
Central Ward

Elected March 2004

**Deputy Mayor –
Sept 2007 to Sept 2009**

As the longest-serving Councillor on the Council, Clr Yedelian OAM is committed to working with the community to create a clean, green and safe City. 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 an Order of Australia Medal for his services to the community.

OUTGOING COUNCILLORS (as at December 2021)



Cllr Edwina Clifton
Central Ward

Elected September 2017

Cllr Clifton is a practising family law barrister. 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.



Cllr Christopher Gordon
East Ward

Elected September 2017

**Deputy Mayor –
Sept 2017 – Sept 2018**

Cllr Gordon is a composer specialising in orchestral music. He is passionate about the arts as well as renewable energy and sustainable development, preservation of natural bushland, heritage, addressing poverty, and facilitating community in the City.



Cllr Peter Kim
West Ward

Elected September 2017

**Deputy Mayor –
Sept 2020 – Dec 2021**

Cllr Kim is a principal doctor of the Eastwood Skin Cancer Clinic, a law graduate, and resides in West Ryde. He was the first elected Councillor and Deputy Mayor from the Korean heritage. Cllr Kim acted as Chair and Deputy Chair of various Standing and Community Advisory Committees (Finance and Governance, Festival and Events, Multicultural, Works and Community and various other community advisory committees). He is passionate about serving the community and is working to achieve a Council that operates with fairness, equality and common sense.



Cllr Christopher Moujalli
Central Ward

Elected September 2017

Cllr Moujalli is a resident of Ryde, whose focus was 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, he was also committed to ensuring Ryde has adequate sporting facilities and open space for the community's benefit.



Cllr Simon Zhou
West Ward

Elected September 2017

**Deputy Mayor –
Sept 2018 – Sept 2020**

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

ELECTED COUNCIL'S RESPONSIBILITIES

Council meetings

Regular Council and Committee meetings are held at Level 1A Pope Street, Ryde, in the Council Chambers, and are live streamed through the City of Ryde website. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Council may consider a smaller number of matters, due to their nature and the need to maintain confidentiality, in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice.

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. The Mayor presides over and is responsible for the orderly conduct of Council meetings.

In response to the NSW Government's COVID-19 restrictions on large gatherings, since April 2020, the majority of regular Council and Committee meetings have been held remotely. While members of the public have mostly been unable to address Council in person during this period, they have been able to make submissions to Council in writing.

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'.

Depending on the nature of the issue, Council committees 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. At committee meetings, reports from Council officers are submitted, with a recommendation for consideration by committee members. If a committee does not have the appropriate delegated authority, it will either refer or make a recommendation to Council for determination.

Code of conduct

Council officials including Councillors and staff are bound by a Code of Conduct, which sets high standards for their ethical behaviour and decision-making. The Code outlines the expected standards of behaviour and explains the steps to be followed when making and investigating allegations of breaches of the Code.

Code of conduct matters

During 2021/22 there was one Code of Conduct complaint that involved Councillors. The complaints received were handled in accordance with the City of Ryde Code of Conduct – Complaints Procedure.

This complaint was resolved by alternative means under the Complaints Procedure.

Independent Commission Against Corruption

There were no matters referred to the Independent Commission Against Corruption (ICAC) during the year.

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. In 2020, the Local Government Remuneration Tribunal undertook an extensive review of the categories and allocation of Councils and determined that the City of Ryde be re-categorised from a 'Metropolitan Medium' to a 'Metropolitan Large' Council.

The Mayor's Fee for 2021/22 was \$90,370 plus a Councillor Fee of \$31,020.

The Councillor's Fee for 2021/22 was \$31,020 for each Councillor.

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 (Table 1).

Table 1. Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions – s 428(4)(b).

LOCAL GOVERNMENT ACT REFERENCE	ITEM	REPORT
cl 217(1)(a1)	Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions. This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy**	\$93,794.96
cl 217(1)(a1)(i) & (ii)	Provision of dedicated office equipment allocated to Councillors	\$44,333.81
	Telephone calls made by Councillors (communication expenses) ***	\$25,321.65
cl 217 (1)(a1)(iii)	Attendance of Councillors at conference and seminars, including registration, accommodation, transport etc	\$17,751.91
cl 217(1)(a1)(iv)	The provision of induction training and professional development for Mayor and other Councillors	\$4,908.10
	Training of Councillors and provision of skill development	NIL
cl 217 (1)(a1)(v)	Interstate visits by Councillors (excluding conferences)	NIL
cl 217(1)(a1)(vi)	Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	NIL
cl217(a)a1(vii)	Expenses of any spouse, partner or other person who accompanied a Councillor	\$351.00
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a Councillor	\$1,128.49
** This amount is for reimbursements up until and including 1 September 2022. Councillors are able to put in reimbursements up to three months after being received.		
*** This amount includes all communications expenses for Councillors (mobile, landline, internet, data usage, postage).		

There were no overseas visits by Councillors, Council staff or other persons representing Council on Council business during 2021/22.

Details of induction training for Councillors and ongoing professional development by Councillors are listed in Table 2.

Table 2. Information about induction training and ongoing professional development for Councillors.

INDUCTION TRAINING SESSION	ATTENDED BY
Code of Conduct Training – 3 February 2022	The Mayor, Councillor Jordan Lane Councillor Trenton Brown Councillor Shweta Deshpande Councillor Daniel Han Councillor Sophie Lara-Watson Councillor Jerome Laxale Councillor Katie O'Reilly Councillor Penelope Pedersen Councillor Charles Song Councillor Sarkis Yedelian OAM
Code of Meeting Practice Training – 10 February 2022	The Mayor, Councillor Jordan Lane Councillor Shweta Deshpande Councillor Daniel Han Councillor Sophie Lara-Watson Councillor Katie O'Reilly Councillor Penelope Pedersen Councillor Sarkis Yedelian OAM
Presentations by General Manager, Director – City Planning and Environment and General Counsel – 24 February 2022	The Mayor, Councillor Jordan Lane Councillor Trenton Brown Councillor Shweta Deshpande Councillor Daniel Han Councillor Sophie Lara-Watson Councillor Katie O'Reilly Councillor Penelope Pedersen Councillor Charles Song Councillor Sarkis Yedelian OAM
Presentations by Director – Corporate Services, Director – City Works and Director – Customer and Community Services – 3 March 2022	The Mayor, Councillor Jordan Lane Councillor Trenton Brown Councillor Sophie Lara-Watson Councillor Katie O'Reilly Councillor Penelope Pedersen Councillor Bernard Purcell Councillor Charles Song
PROFESSIONAL DEVELOPMENT COURSES	ATTENDED BY
Course on Democracy	The Mayor, Councillor Jordan Lane
Developing your Councillor Professional Development Plan	Councillor Katie O'Reilly

**COUNCILLORS AT THE MEADOWBANK
REGIONAL PLAYGROUND OPENING**



Councillor attendance at meetings and workshops

Fifteen Council meetings were held from 1 July 2021 to 30 June 2022, with Table 3 listing meetings and workshops attended during that period. 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.

Table 3. Councillor attendance at meetings and workshops for the period 1 July 2021 to 30 June 2022.

	WORKSHOPS ATTENDED 23 Workshops were held in 2021/22		COUNCIL MEETINGS ATTENDED 15 Council meetings held in 2021/22		COUNCIL COMMITTEE MEETINGS ATTENDED 6 Committee Meetings held in 2021/22	
	Number	%	Number	%	Number	%
Jerome Laxale – Mayor to December 2021	13/23	57%	13/15	87%	1/6 ¹	17%
Dr Peter Kim – Deputy Mayor to December 2021	1/4	25%	5/7	71%	2/6	33%
Trenton Brown	14/23	61%	14/15	93%	4/6	67%
Edwina Clifton	0/4	0%	7/7	100%	6/6	100%
Christopher Gordon	4/4	100%	7/7	100%	6/6	100%
Jordan Lane – Mayor from January 2022	21/23	91%	14/15	93%	0/0 ²	
Roy Maggio – Deputy Mayor from January 2022	11/23	48%	15/15	100%	2/6	33%
Christopher Moujalli	1/4	25%	7/7	100%	0/0 ³	
Penny Pedersen	23/23	100%	15/15	100%	6/6	100%
Bernard Purcell	19/23	83%	15/15	100%	6/6	100%
Sarkis Yedelian OAM	7/23	30%	15/15	100%	1/3 ⁴	33%
Simon Zhou	0/4	0%	7/7	100%	0/0 ⁵	
Shweta Deshpande	11/19	58%	8/8	100%	0/0 ⁶	
Daniel Han	19/19	100%	8/8	100%	0/0 ⁶	
Sophie Lara-Watson	19/19	100%	8/8	100%	0/0 ⁶	
Katie O'Reilly	19/19	100%	8/8	100%	0/0 ⁶	
Charles Song	14/19	74%	7/8	88%	0/0 ⁶	

1. The Mayor, Councillor Jerome Laxale Ex-Officio for 6 Committee Meetings.
2. Councillor Jordan Lane did not elect to sit on any Committees.
3. Councillor Christopher Moujalli did not elect to sit on any Committees.
4. Councillor Yedelian OAM sat only on the Works and Community Committee.
5. Councillor Simon Zhou did not elect to sit on any Committees.
6. No Committee Meetings were held after November 2021.

Committees

Council Committees make decisions and recommendations for their delegated areas of responsibility. Comprising elected members of Council, they play a significant role in managing and maintaining Council facilities and ensuring the functioning of the organisation meets community expectations. At its meeting held on 22 March 2022, Council resolved to discontinue the Works and Community Committee and the Finance and Governance Committee.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Finance and Governance Committee	Edwina Clifton (C) (to September 2021) Edwina Clifton (D) (October 2021 to November 2021) Bernard Purcell (D) (to September 2021) Christopher Gordon (C) (October 2021 to November 2021) Penny Pedersen Dr Peter Kim Trenton Brown Roy Maggio Jerome Laxale: (Mayor, Ex-Officio)	Deals with matters relating to finance, governance, procurement/tenders, audit and property.
Works and Community Committee	Bernard Purcell (C) Penny Pedersen (D) Edwina Clifton, Christopher Gordon Dr Peter Kim Trenton Brown Roy Maggio Sarkis Yedelian OAM Jerome Laxale (Mayor, Ex-Officio)	Deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing. Includes matters affecting Council facilities, awarding of community and cultural grants, requests for removal of trees, redevelopment of parks and capital works projects such as roads, footpaths and drainage.
Local Planning Panel	Ms Alison McCabe – Chair Ms Marcia Doheny, Mr Stephen O'Connor – Alternate Chair <i>Expert panel members:</i> Michael Leavey, Jennifer Bautovich, Graham Brown, David Epstein, Susan Hobley, Brett Newbold <i>Community representatives:</i> Bec Ho, Rob Senior, Donna Gaskill	A panel 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 2021/22, there were 15 Council Advisory Committees and reference groups operating within the City of Ryde. These Council Advisory Committees (with the exception of the Audit, Risk and Improvement Committee and the Traffic Committee) ceased operation at the end of November 2021 to coincide with the local government election held on 4 December 2021. Since the election, Council has undertaken an extensive review of its Advisory Committees and is currently in the process of establishing new Working Groups.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Arts Advisory Committee	Christopher Gordon (C) Penny Pedersen (D)	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	Mr Stephen Horne, (External Independent Member) (C) <i>External Independent Members:</i> Mr Andrew Cox, Ms Sheridan Dudley <i>Councillor Representatives:</i> Councillors Bernard Purcell and Jordan Lane (to December 2021) <i>Alternate Councillor Representatives:</i> Councillors Trenton Brown and Roy Maggio (to December 2021) <i>Councillor Representatives:</i> Councillors Sophie Lara-Watson and Trenton Brown (from January 2022)	Provides a forum for communication between all stakeholders i.e. Council, General Manager, senior management and internal and external audit. Ensures and supports the independence of the Internal Audit function.
Bicycle Advisory Committee	Bernard Purcell (C) Jordan Lane (D)	Advises Council on the needs of all cyclists who ride in the City of Ryde, including beginners, experienced cyclists and those who cycle for recreation or as a means of transport.
Bushland and Environment Committee	Penny Pedersen (C) Christopher Gordon (D) Edwina Clifton	Advises and makes recommendations to Council on matters relating to enhancement, preservation, conservation and management of natural areas, wildlife and their habitat corridors as well as local indigenous vegetation and environmental health and sustainability issues and initiatives within the City of Ryde. The Committee also acts as a Project Reference Group for the development, implementation and monitoring of the City of Ryde's Biodiversity Plan.
Economic Development Advisory Committee	Edwina Clifton (C) Jordan Lane (D) Bernard Purcell	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	Edwina Clifton (C) Roy Maggio (D) Bernard Purcell Trenton Brown	Provides advice and feedback on the delivery and development of festivals and events in the City of Ryde.
Heritage Advisory Committee	Christopher Gordon (C) Edwina Clifton (D)	Advises Council on 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.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Macquarie Park Forum	Bernard Purcell (C) Edwina Clifton (D) Trenton Brown Jordan Lane	Provides strategic and industry advice on achieving sustainable growth in Macquarie Park through the Macquarie Park Masterplan.
Multicultural Advisory Committee	Sarkis Yedelian OAM (C) Trenton Brown (D) Dr Peter Kim Roy Maggio	Advises and provides feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the Ryde Community.
Renewable Energy Advisory Committee	Penny Pedersen (C) Christopher Gordon (D) Edwina Clifton	Advises Council on priorities for the development and implementation of strategic programs and policies to promote the update of renewable energy technologies, services and other resilient energy efficient initiatives with the Ryde LGA and across the region.
Ryde Youth Council	Ryde Youth Member (C) Penny Pedersen Roy Maggio Jordan Lane	Advocates, provides advice, and makes recommendations to Council on matters affecting young people and the community, coordinates, plans and implements community activities and events, participates in community activities and consultations, promotes awareness in the community on issues impacting young people and encourages positive views and opinions of young people and their achievements in the community.
Social Inclusion Advisory Committee	Penny Pedersen (C)	Advises 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	Bernard Purcell (C) Roy Maggio (D) Trenton Brown Representatives from across the Ryde community who have an interest in local recreation facilities	Considers matters and informs Council and Council officers of community views and likely impacts of proposed strategies regarding sport and recreation in the City of Ryde.
Status of Women Advisory Committee	Penny Pedersen (C) Edwina Clifton (D)	Advises Council on improving the ways in which women in the City of Ryde are able to participate and engage actively in all aspects of community and civic life.
Traffic Committee	This is a Technical Advisory Committee with no formal Councillor representatives. Council's Manager Transport Representatives from Roads and Maritime Services (RMS), the Police Service and the Local Member of Parliament or their nominee.	Advises Council on all traffic-related matters.

CORPORATE GOVERNANCE – THE COUNCIL ORGANISATION

The City of Ryde is responsible for strategy, planning, policy, regulation and service delivery for the local government area. Between 2021 and 2025 Council will deliver a half-billion dollar program of investment in infrastructure and services with a focus on delivering new infrastructure and maintaining the City's existing assets, as well as high-quality services for residents. The Council is led by the General Manager. Council services are delivered through 23 departments that support the General Manager and make up four Directorates and the Office of the General Manager.

STRUCTURE AND LEADERSHIP

Executive Leadership Team

The Executive Leadership Team provides clear and consistent leadership and decision-making, which supports delivery of strategic priorities and outcomes expected by Council. The team is led by the General Manager and includes four directors, the Manager of Communications and Engagement, the Manager of People and Performance and the Chief Financial Officer. The Executive Leadership Team meets fortnightly and on other occasions as required.

GENERAL MANAGER

George Dedes

Office of the General Manager

General Counsel

The Office of the General Manager leads the Council and provides direct administrative support services for the General Manager and high-quality legal and consultative services for the City of Ryde.

ACTING GENERAL MANAGER*

Wayne Rylands

**Wayne Rylands, Director of City Works became Acting General Manager on 24 May 2022.*

CITY PLANNING AND ENVIRONMENT

Liz Coad - Director

Development Assessment
Urban Strategy
Environment
Health and Building
Business Improvement and
Customer Relations

The City Planning and Environment directorate provides the long-term policy and planning framework for the growth and ongoing liveability of the City. It also provides critical regulatory, enforcement and environmental services to oversee relevant policies and legislation, protecting and enhancing our environment, amenities and community safety.

CITY WORKS

Wayne Rylands - Director**

Operations
Parks
Assets and Infrastructure
Business Infrastructure
Project Development
Transport

The City Works directorate delivers a diverse range of services, maintenance and improvements for all of Council's assets, including civil infrastructure (roads, footpaths and drainage), public domain infrastructure (town and neighbourhood centres), parks and reserves, sportsgrounds and public buildings and amenities. It also manages the delivery of the City's essential waste services.

CUSTOMER AND COMMUNITY SERVICES

Angela Jones-Blayney
- Director

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

The Customer and Community Services directorate leads the planning, design and delivery of all customer engagement strategies and strategic customer services.

This includes overseeing the operations of the Customer Service Centre, the Ryde Aquatic Leisure Centre and Community and Ranger Services. It is also responsible for managing all internal and external communications for Council across a range of platforms, as well as our extensive calendar of events.

CORPORATE SERVICES

Mark Eady - Director

People and Performance
Strategic Property
Business Strategy and
Innovation
Corporate Governance
Financial Services
Technology and Procurement

The Corporate Services directorate 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.

This includes managing a substantial portfolio of commercial, residential, community and operational properties for the City of Ryde.

For more information on the General Manager and Directors, visit www.ryde.nsw.gov.au/seniorstaff

***Charles Mahfoud became Acting Director of City Works on 24 May 2022.*

INTERNAL AUDIT, RISK MANAGEMENT AND BUSINESS CONTINUITY PLANNING

Audit, Risk and Improvement Committee

The City of Ryde's Audit, Risk and Improvement Committee includes three external independent members (one of whom is the chair) and two Councillor representatives. The Committee provides a review and monitoring role in our risk management, internal audit, internal control, governance and external accountability functions, as well as financial reporting and legislative and regulatory compliance.

In 2021/22 the Committee has provided oversight across a range of areas, including:

Internal Audit Plan 2022 and three-year strategic internal audit planning 2022-2024	Reviewed with input provided to longer term audit planning
Interim COVID-19 internal audit plan	Reviewed and endorsed
Council's pandemic response	Reviewed with input provided
Annual engagement plan (Audit Office of NSW)	Reviewed with respect to conduct of the external financial audit
Draft Financial Statements for 2021/22	Reviewed with referral recommended for external audit
Internal audit	Briefings received on progress against planned activities and audit reports considered
Significant audit and risk management tasks	Progress against targets reviewed
Quality Assurance Improvement Program (QAIP) review	Progress and implementation of recommendations reviewed
Key Performance Indicator reporting	Reviewed
Implementation of internal audit recommendations by senior management	Progress reviewed
Enterprise Risk Management (ERM)	Briefings received on Council's approach to, and the ongoing development and maintenance of, our ERM and associated strategies, plans and registers
Governance	Briefings on corporate governance initiatives and activities reviewed
Matters arising from regulatory authorities (such as ICAC, Ombudsman, other statutory authorities and the Audit Office of NSW)	Findings and recommendations considered, and implications shared with the City of Ryde
External audit	Confidential 'in-camera' meetings held with external auditors and then with Internal Audit in the absence of management to enable full and frank discussions
Updated fraud and corruption prevention policy, strategy and action plan	Action plan implementation in progress

Internal audit

The internal audit function provides independent advice and assurance services to Council. Internal audit assists management to improve performance and advises on internal controls over business functions and processes and fraud and corruption risks.

It is governed by an Internal Audit Charter. Internal audits and reviews are based on 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, the General Manager and the Director concerned and Audit, Risk and Improvement Committee. A significant majority of agreed internal audit recommendations for 2021/22 were implemented. Where these recommendations were not implemented by the agreed timelines, these were reported to the Executive Leadership Team as part of the quarterly Key Performance Indicator reporting process.

During 2021/22, the following audits and reviews were undertaken:

- Councillor expenses review
- Partial implementation of Fraud and Corruption Prevention Action Plan
- IT super user access controls
- Work health and safety (WHS) gap analysis and interim roadmap
- Safety compliance gap analysis under heavy vehicle national law
- Motor vehicle claims management review
- IT general access controls
- Purchase card user compliance
- Quality Assurance Improvement Program implementation of recommendations
- RMS Drives 24
- Special projects, investigations and complaints handling
- Tender processes.

Recurring (standing) audits and reviews were also conducted in the following areas:

- Cash holdings count
- KPI corporate reporting (quarterly)
- Observing stores/Porters Creek stocktake (annually)
- Payroll (monthly)
- Procurement (monthly).

External audit

External Auditors provide reasonable assurance on whether the financial statements are free from material mis-statement and issue an Independent Auditor's Report.

Risk management and business continuity planning

We continued to proactively manage risk throughout our business in 2021/22. 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 our employees and Councillors are responsible for managing risk.

Our Enterprise Risk Management framework continues to deliver benefits to the organisation, including:

- Guidance for achieving a uniform approach to the management of risk and opportunities across all decision-making processes
- A framework for the identification of training and education in risk management, and 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 and the Executive Leadership Team.

Activities in 2021/22 included:

- Continuing to utilise our Business Continuity Plan to guide our COVID-19 response
- Ongoing management and monitoring of Council's Retro Paid Loss Scheme
- Desktop review and planning for Enterprise Risk Management workshops with all departments.

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 Enterprise Risk Management Plan.

WORKING AT THE CITY OF RYDE

At the City of Ryde, we are passionate about our people both in the workplace and in the community. Our talented employees are our most valuable asset and they are committed to delivering best value services to our community.

Workforce management strategies

Our workforce management strategies focus on the following:

- Flexibility of the workforce through ongoing service reviews to ensure the workforce is resourced and structured efficiently to deliver all its responsibilities
- Targeted strategies to recruit, select and retain the right workforce to support Council's delivery program and ensure the long-term supply of skills and resources
- Diversity and inclusion through promoting a workplace culture that displays fair practices and behaviour, and improved employment access and participation for Equal Employment Opportunity and diversity groups
- Developing capability through strategically targeted training and development of Council's workforce to ensure Council has the right skills at the right time to implement its strategies, plans and programs
- Innovation through technology, systems and processes to ensure Council's workforce is supported to efficiently and effectively deliver its responsibilities
- Brand and culture, through continuing to build on our reputation as an Employer of Choice
- Recognition and reward through a responsible benefits and incentives program that recognises and rewards staff, encourages productivity and supports staff retention
- Industrial relations through adherence to statutory requirements, collaboration and consultation and promotion of a safe and industrially stable work environment.

Our flexible workforce

We take pride in our flexible, diverse and skilled workforce which delivers quality services to our community, and helps to make the City of Ryde a better place to live, work and do business.

We have continued to review and update our COVID-Safe Plans in consultation with staff and Council's Work Health and Safety Committee to ensure the City of Ryde remains a safe place for staff to work and community members to visit. Our actions are guided by an overarching plan and relevant sub-plans that address the different operational needs of our departments and services.

As a result of the pandemic the way we work has changed, as it has for most organisations. Our approach to flexible working has shifted to enable a hybrid working environment encompassing the ability for staff to work at multiple work locations and from home subject to operational requirements. This means that we can continue to attract and retain talented people who are seeking challenging work and contemporary working conditions as they progress their careers.

Our staff have continued to work hard to ensure that Council delivers on its objectives within the operational plan. Through our commitment to equal employment opportunity we ensure that our recruitment policies and practices are merit-based and false barriers to employment are removed. We are proud that our workforce demographic closely represents the community demographic.

Activities undertaken to implement Council's EEO and Diversity 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 Equal Employment Opportunity (EEO) and Diversity Management Plan. 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.

In addition to adhering to legislative obligations, there are many studies that demonstrate that workplace diversity is beneficial to an organisation. A diverse workplace brings with it different views and perspectives that in turn can increase innovation and productivity. Diverse workplaces have also been shown to have lower turnover of staff as employees feel valued and accepted. 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.

Specific EEO and diversity initiatives delivered in the reporting period included:

- Merit-based recruitment and selection training was delivered to staff participating in recruitment panels
- A Lunch 'n' Learn session was held on International Women's Day
- Council achieved White Ribbon Accreditation and is continuing to improve awareness of family and domestic violence and investigate support that can be offered in the workplace to victims
- We launched the Elsa Dixon Program Grant to support career development for a staff member of Aboriginal background
- Council's Flexible Working Policy supported working from home arrangements, in particular for persons with disability and/or those who are potentially immunocompromised, due to the COVID-19 pandemic.

Employer of Choice recognition

The City of Ryde has been recognised as an Employer of Choice for a second time at the Australian Business Awards 2021.

The award recognises organisations that develop leading workplaces that benefit their staff. Following our initial award in 2017, we have continued to build on our policies, programs and practices to make City of Ryde a great place to work, including:

- Increased flexible working provisions
- Hosting our first all staff conference, Ticket to Ryde
- Achieving White Ribbon accreditation
- Development of a digital transformation program
- Improvements to our Learning and Development Strategy
- Enhanced leadership development programs.

Local Government Professionals Excellence Award – People, Workplace and Wellbeing

Our inaugural all-staff Ticket to Ryde conference won the Local Government Professionals Excellence Award in the People, Workplace and Wellbeing category.

Ticket to Ryde was initiated to reinforce a positive workplace culture, build staff capability and increase staff engagement following a particularly difficult year caused by the pandemic, lockdowns and remote working.

The conference was driven by results from our last staff engagement survey. This revealed that our workforce wanted to have a better understanding of our organisational direction and increased opportunities for involvement and cross-unit collaboration. Community and customers were also central to our strategic objectives as we strive to work better through business improvement initiatives that deliver quality services.

Overall, the event was extremely successful and is now planned to be an annual event. Staff gained a greater awareness of how their individual roles contribute to the bigger picture and our vision of making Ryde the place to be for lifestyle and opportunity at your doorstep.

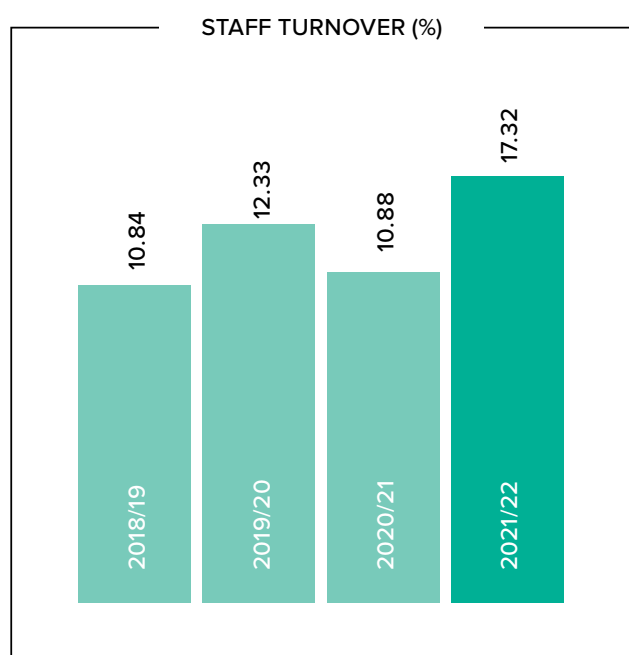
Workforce demographics

The City of Ryde has four Directorates (City Planning and Environment, City Works, Customer and Community Services, Corporate Services) and the Office of the General Manager.

Within these directorates in 2021/22 there were 23 departments that delivered services and projects made up of 545.89 full-time equivalent (FTE) positions and a total headcount of 691 staff.

Table 4. Total number of City of Ryde Council employees as at 30 June 2022

STAFF ESTABLISHMENT							
	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	529.50
30 June 20	456	55	22	7	214	754	533.47
30 June 21	469	55	15	5	241	785	544.36
30 June 22	434	51	19	6	181	691	545.89



Turnover for the year was 17.32 percent which has increased from the previous year and exceeds the organisational target of 15 percent.

Like many organisations, local government as an industry saw a rise in turnover throughout 2021/22. The great resignation has been reported globally as a talent reshuffle as people explore new opportunities. This is expected to stabilise over the coming 12 months.

It is important to note that a healthy turnover of staff provides Council with the opportunity to recruit new staff, who bring new ideas and perspectives that in turn help us to grow our skills, knowledge and capability.

Table 5. Workforce gender across Council

STAFF HEADCOUNT BY GENDER				
	Permanent	Temporary	Casual	Total
Female	201	11	105	317
Male	284	14	76	374
Total workforce	485	25	181	691

Table 6. Gender across Council

PERMANENT STAFF, HEADCOUNT BY GENDER AND GRADE				
Salary Grades	Male	Female	% Men	% Women
Grades 1-4	66	30	23%	15%
Grades 5-8	81	59	29%	29%
Grades 9-14	109	105	38%	52%
Senior Management	28	7	10%	4%
Total Permanent staff	284	201	59%	41%

Table 7. Workforce diversity across Council

PERMANENT STAFF, HEADCOUNT BY DIVERSITY GROUP		
	% of LGA population (ABS Census 2021)	Representation in Council workforce 2021/22
Aboriginal and Torres Strait Islanders	0.5%	1.3%
Women	51.2%	47.7%
People who speak a language other than English at home	49.5%	48%
People with Disability	4.8%	4.8%

*% of permanent workforce

Developing capability

In a highly competitive labour market, local government faces a continual challenge to secure and retain the best talent for our business. Providing a positive workplace culture where employees feel valued and are able to grow their skills and career is now essential to retaining a talented workforce.

We recognise that education and training is a lifelong process and therefore our learning and development strategy seeks to strengthen our workforce and build capability at all levels. Our philosophy of continuous improvement applies to the skills and knowledge of our employees and contributes to improving the delivery of services we provide to our community.

Leadership development at all levels has been a strong focus during the past 12 months. Our leadership team participated in a number of development opportunities, which included leadership forums as well as more formal training programs aimed at building leadership skills and a coaching culture.

Eight employees completed our Aspiring Leaders program, undertaking the Diploma of Leadership and Management in conjunction with a workplace project to further develop their skills.

Other learning and development programs covered:

- Work health and safety compliance training, including relevant tickets and licenses
- Systems and technology training related to Council's Digital Workplace Transformation Strategy
- The Diploma in Project Management, which supports our capacity to deliver projects to our community
- A number of organisational and role-specific initiatives to ensure our staff stay abreast of industry changes and trends
- 1,340 e-learning sessions, undertaken across a variety of subjects
- Education assistance, accessed by 24 staff wanting to participate in formal programs of study from Certificate II through to masters level.

Our volunteers

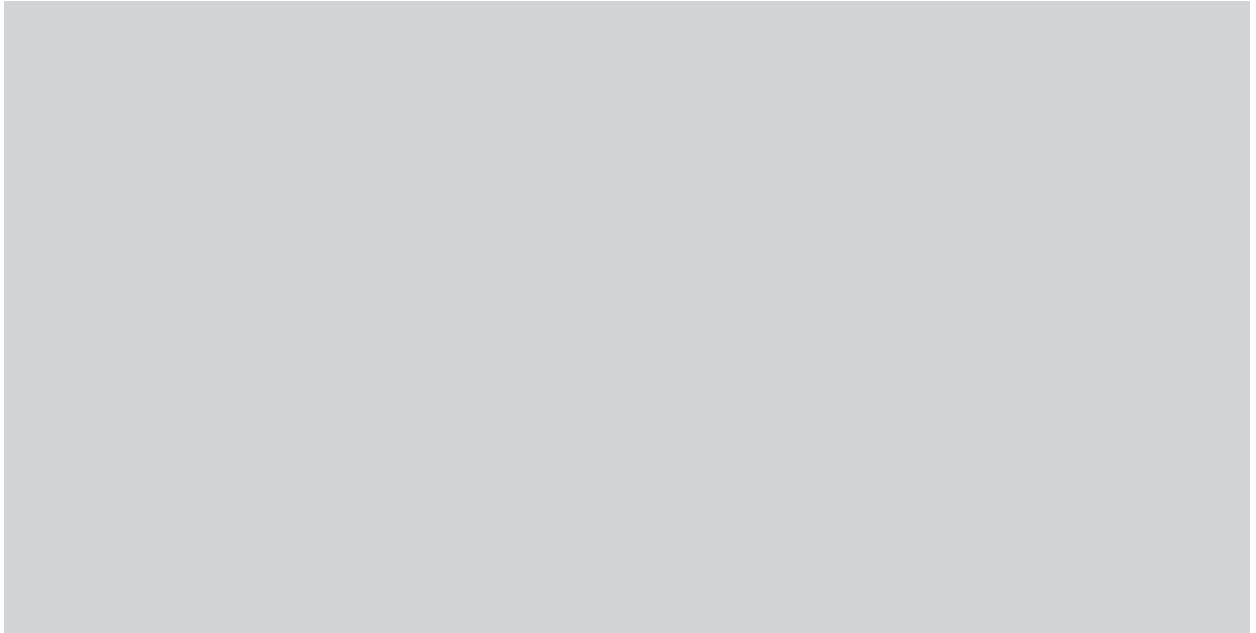
Every year a committed and largely unseen army of volunteers of all ages, abilities and backgrounds give their time and skills to enhance and uplift the life of the community within the City of Ryde. Our Volunteer Strategy provides guidance on volunteer opportunities and support programs within the local area.

We support local volunteer opportunities including Bushcare, Council events and opportunities in our libraries, and coordinate a volunteer referral service to help organisations to source volunteers. We also provide volunteer training sessions and recognition activities, including our annual Volunteer Recognition Awards which aim to acknowledge the contribution made by these unsung heroes. Refer to page 99 for the Volunteer Recognition Award winners.

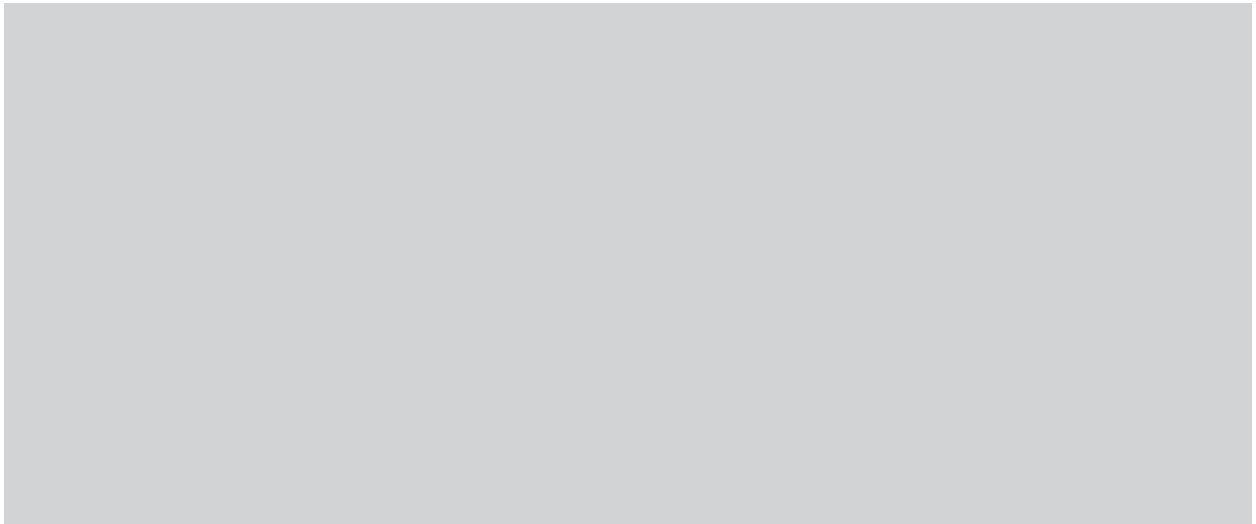
Industrial relations

The City of Ryde has a strong collaborative working relationship with relevant union associations. Our consultative committee met on nine occasions during the year to review and endorse workplace reform initiatives that improve staff resource allocation. We also engaged at an industry level to develop and implement the Local Government (COVID-19) Splinter (Interim) Award 2021, to provide security to Council staff during the pandemic period. Award working parties, including staff from People and Culture and the Manager People and Culture have commenced negotiations towards the new Award which will come into effect in July 2023.

ASPIRING LEADERS GROUP 2021



PROJECT MANAGEMENT GROUP 2021



GRADUATION OF ASPIRING LEADERS AND PROJECT MANAGEMENT GROUPS 2021



IMPROVING WORK HEALTH AND SAFETY

At the City of Ryde we are committed to providing a workplace that is safe and without risk to the health and welfare of all employees, contractors, apprentices, volunteers, work experience persons, visitors and members of the public in our workplaces, and to the effective rehabilitation of injured employees.

During the year:

- There were 53 consultations through Council's Employee Assistance Program, a large increase on previous years presumably in response to the impact of COVID-19 lockdowns
- We continued to engage with other councils and major external partners through our membership of StateCover's Metropolitan WHS Group
- Additional face-to-face training for wardens and evacuation exercises followed our return to the office in February 2022
- Our Bushfire Plan was reviewed and provided to the new North Ryde office external building manager and emergency planning consultancy group
- Our WHS Policy was reviewed in consultation with the Health and Safety Committee and endorsed by the Executive Team
- We successfully attained White Ribbon accreditation following introduction of a new Domestic Violence Policy – including 10 days paid domestic violence leave, as well as an updated WHS Policy and access to additional resources and support services
- A gap analysis was conducted on corporate procedures and on-site visits to high-risk areas, including the Ryde Aquatic Leisure Centre (RALC), Operations Department and libraries. A roadmap to making necessary changes will be rolled out 2022/23.

As with all organisations, the COVID-19 pandemic presented Council with ongoing challenges throughout 2020/22. A range of measures were implemented, including maintaining whole-of-Council and workgroup-specific COVID-Safe plans, site-specific work assessments, development of specific COVID-19 related protocols and installation of safety screens, hand sanitiser and masks for staff.

Employee consultation

Council's formal WHS employee consultative mechanisms are a combination of employee Health and Safety Representatives (HSRs) and the Health and Safety Committee (HSC). The two mechanisms provide opportunities for direct input into health and safety matters that may affect workers in their respective work groups across Council. Overall, we have nine HSRs widely distributed across office, outdoor and RALC workgroups. Newly elected HSRs attended the SafeWork NSW five day accredited training and all HSC members attended a one day familiarisation training covering the purpose and conduct of the Health and Safety Committee.

Health and wellbeing

It is widely recognised that staff wellbeing programs contribute to reduced absenteeism, increased morale and productivity, enhanced team and social work relationships and improved physical and mental health.

We offer staff a range of wellbeing programs including access to our Employee Assistance Program, skin checks and audiometry screening, health assessments, flu shots and monthly fruit boxes. We also provide access to corporate fitness provider Fitness Passport, which enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing.

During the year we also gave staff opportunities to review their financial wellbeing with superannuation sessions, promoted mental health awareness and support through the promotion of RUOK? Day and Movember and provided access to health and wellbeing information for staff working from home.

Health and safety training and development

During 2021/22, more than 1,000 staff members participated in work health and safety training programs, including 366 staff participating in face-to-face events. This was a decrease from the previous year (when 581 staff attended in person) due to extended lockdowns. Our WHS training investment for 2021/22 was \$46,042.10, a slight decrease from \$59,717 for 2020/21. Key programs delivered over the period included first aid, child protection, asbestos awareness, traffic control and working near overhead powerlines.

StateCover annual self-audit

Our annual StateCover self-audit and insurance assessment indicated an above average overall WHS performance of 80.2 percent, down from 83.8 percent the previous year. Due to changes in the audit process between years, overall performance scores cannot be directly compared and are indicative only.

Changes to the StateCover Mutual WHS audit process for 2022/23 will ensure active participation at the top executive level and require an action plan outlining three priority actions to be signed off by senior management and actioned during the year.

Workplace incident reporting and injury management

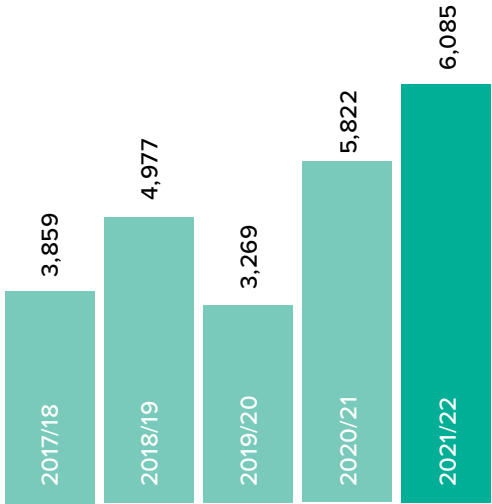
There were 85 reported workplace incidents in 2021/22, compared with 130 in 2020/21. The reduction is due to the 2021 lockdown period, where office staff worked from home and libraries and RALC were closed until late 2021. We also encourage hazard and near miss reporting as a means of identifying risks and preventing potential injuries. There were 11 near-miss reports (2020/21 – 16 reports), while there were five hazard reports (2020/21 – nil reports).

Notifiable incidents

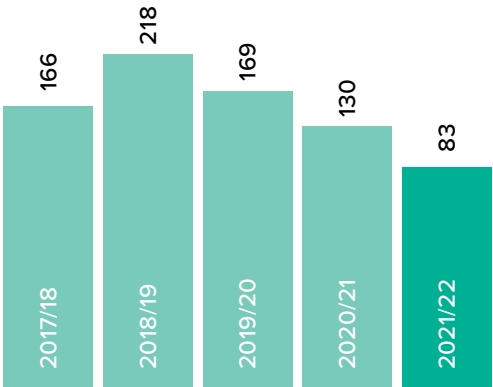
Six notifiable incidents were reported to SafeWork NSW. Of these, four were considered dangerous incidents (near misses) and two were injuries of varying degrees. To prevent re-occurrences, we:

- Reviewed management of potential fatigue at Council meetings
- Improved contractor fitness program reporting
- Collaborated with external parties to report potential faulty equipment for arborists
- Held refresher training in aerial rescue and tree trimming at heights for arborists
- Conducted refresher training in confrontation management for frontline staff
- Inspected library ceiling tiles following a tile falling during opening hours, likely caused by a possum. The 4kg tiles are scheduled for replacement throughout the library with lighter materials that would cause less potential impact if the situation occurred.

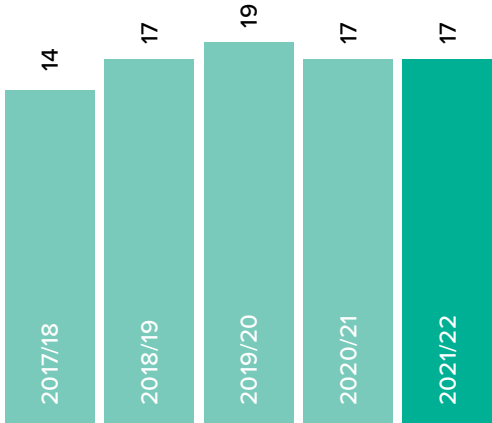
LOST TIME IN ALL HOURS DUE TO INJURY 2017-2022

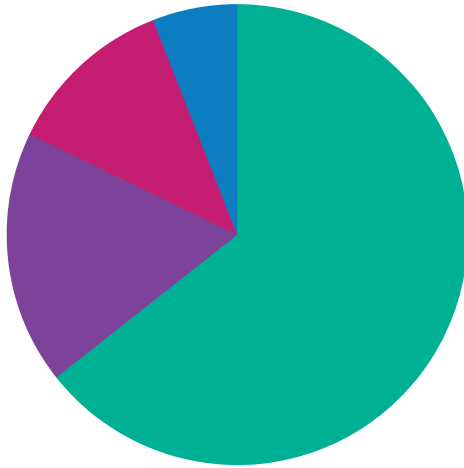


INCIDENT AND INJURY REPORTS 2017-2022



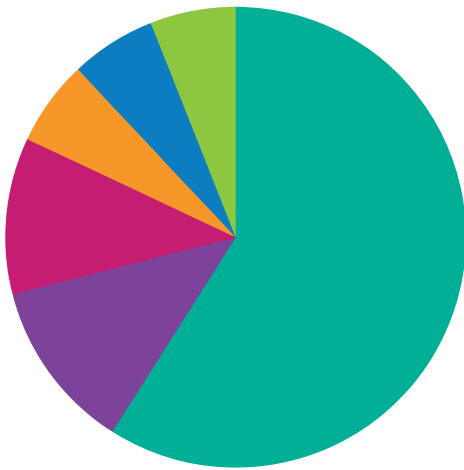
NUMBER OF CLAIMS 2017-2022





Nature of Injury 2021/22 (17 total injuries)

- **65%** Sprains/strains
- **18%** Open wound/foreign body
- **12%** Psychological
- **6%** Cancer



Mechanism of Injury 2021/22 (17 total injuries)

- **59%** Body stressing
- **12%** Hitting objects with a part of the body
- **11%** Mental stress
- **6%** Being hit by moving objects
- **6%** Fall, trips and slips of a person
- **6%** Heat, electrical and other environmental factors



COMMUNITY FINANCIAL REPORT

The City of Ryde has spent \$135 million this year to provide services to the community aligned with the seven outcomes within the City of Ryde's Community Strategic Plan. In addition, \$58 million has been spent on capital works across the plan's outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

Early in the financial year, business activities were again impacted as a result of the COVID-19 public order restrictions. The closure of Ryde Aquatic Leisure Centre, community halls and sports fields, together with a slowdown of business activities within the Ryde LGA contributed to a reduction in income.

FINANCIAL POSITION OF COUNCIL - SUMMARY

(AS AT 30 JUNE 2022)

To ensure 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. The City of Ryde's current financial position shows \$1.8 billion of net assets predominately made up of infrastructure assets. Cash reserves are maintained at adequate levels to ensure that Council renews or upgrades its assets (through its capital works program) to ensure community expectations are met.



The following table provides a summary of the financial results from the 2021/22 financial statements.

Table 8. Summary of financial results 2021/22

INCOME STATEMENT	ACTUAL	ACTUAL
\$'000	2022	2021
Income from continuing operations	168,622	198,473
Expenses from continuing operations	134,571	130,927
Net operating result for the year	34,051	67,546
Net operating result for the year before grants and contributions for capital purposes and revaluation decrements	15,644	43,909
STATEMENT OF FINANCIAL POSITION	ACTUAL	ACTUAL
\$'000	2022	2021
Current assets	122,847	157,108
Non-current assets	1,740,540	1,541,691
Total assets	1,863,387	1,698,799
Current Liabilities	54,660	52,656
Non-current liabilities	8,722	11,515
Total liabilities	63,382	64,167
Total equity	1,800,005	1,634,632

In 2021/22, our operating result including capital grants and contributions was a surplus of \$34 million, primarily driven by capital grants and contributions (including developer contributions) of \$18 million, a non-cash asset revaluation increment of \$13 million and a loss from disposal of assets of \$3 million.

Key financial highlights of the 2021/22 financial result include:

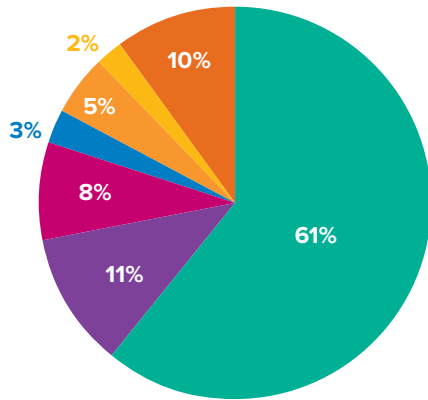
- An uncommitted working capital balance of \$4.5 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- Maintaining a strong cash reserves position of \$220 million as at 30 June 2022
- Spending \$58 million on capital works including \$32 million on renewing existing assets.

A summary of indicator trends shows that the City of Ryde is trending in a positive manner and has exceeded benchmarks this financial year.

Sourcing our revenue – where our money came from

The City of Ryde has many sources of revenue to ensure that it is not dependant on one stream of revenue. The main source of income, other than rates, was from capital grants and contributions of \$18 million or 11 percent. Income from rates and annual charges contributed \$103 million or 61 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.

The following graph shows the various sources of our \$168 million in revenue during 2021/22.



2022 (\$M)

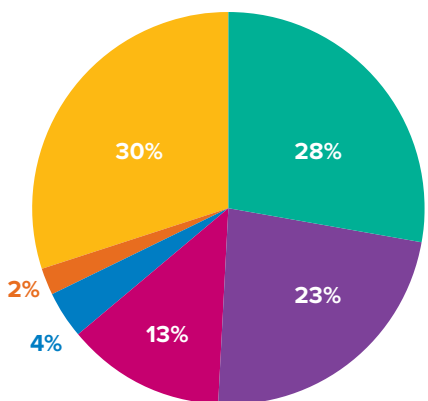
INCOME FROM CONTINUING OPERATIONS

2022 (\$M)	INCOME FROM CONTINUING OPERATIONS
103	Rates and annual charges
18	Grants and contributions provided for capital purposes
14	User charges and fees
5	Other revenues
8	Grants and contributions provided for operating purposes
3	Interest and investment revenue
17	Other income
168	TOTAL INCOME FROM CONTINUING OPERATIONS

Identifying our expenses – where our money was spent

In delivering the Community Strategic Plan outcomes, the City of Ryde has spent a combined \$192 million on both operating costs 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 its focus on addressing the infrastructure renewal backlog to ensure assets are serviceable.

The following graph shows the allocation of \$134 million of operating expenditure.



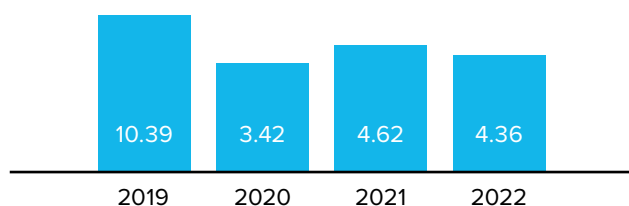
2022 (\$M)

EXPENSES FROM CONTINUING OPERATIONS

2022 (\$M)	EXPENSES FROM CONTINUING OPERATIONS
53	Employee benefits and on-costs
44	Materials and contracts
26	Depreciation and amortisation
7	Other expenses
4	Net loss from disposal of assets
0.2	Borrowing costs
134.2	Total expenses from continuing operations
58	Total capital expenditure
192.2	TOTAL EXPENDITURE

FINANCIAL RATIOS AND BENCHMARKS

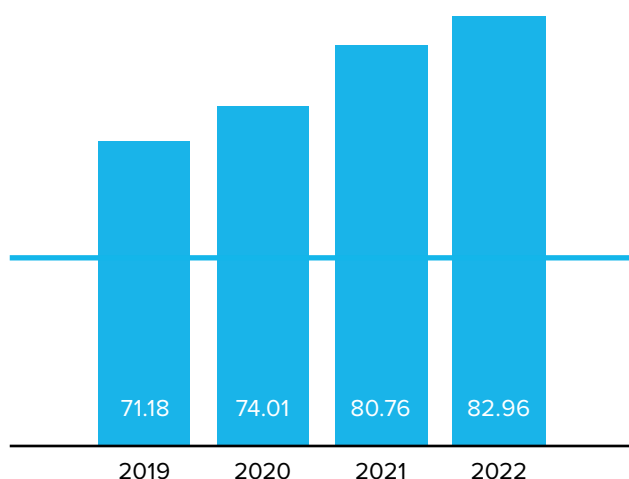
The Key Financial Performance indicators are outlined in the Code of Accounting Practice. The indicators allow for inter-council comparisons to be made across the NSW local government sector.



Operating performance ratio — 4.36%

This ratio measures the City of Ryde's ability to contain operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

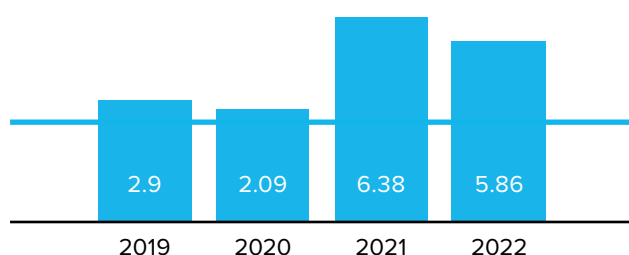
(Benchmark > 0.00%)



Own source operating revenue — 82.96%

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council'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.

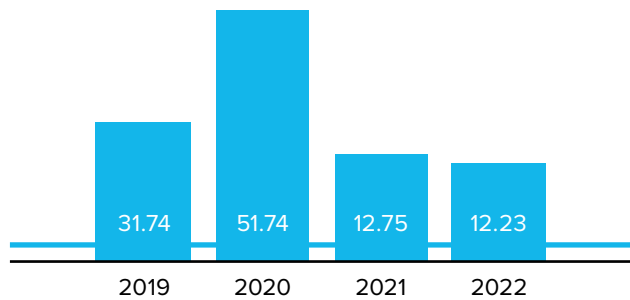
(Benchmark > 60.00%)



Unrestricted current ratio — 5.86x

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. Historically, City of Ryde's unrestricted current ratio has been 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).

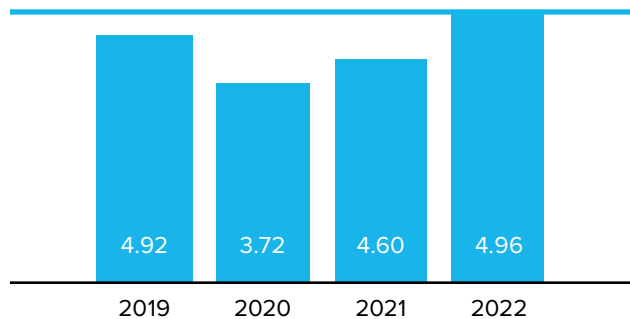
(Benchmark > 1.5x)



Debt service cover ratio — 12.23x

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. Council's debt service ratio is above the benchmark of 2 and is capable of servicing existing loan obligations as they are secured against rates income and factored into the budget. The City of Ryde's total debt is considered extremely low at \$1.1m.

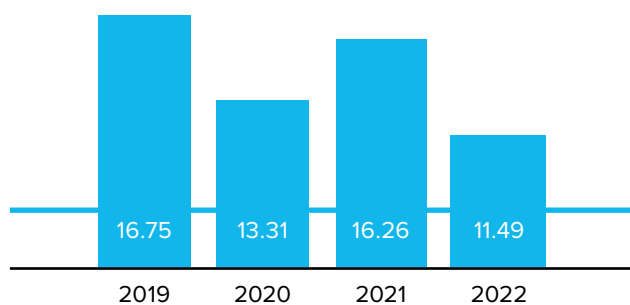
(Benchmark > 2.00x)



Rates and annual charges outstanding percentage — 4.96%

This ratio is the percentage of outstanding rates as a proportion to the total amount of rates and charges levied for the financial year. Council's outstanding rates and annual charges ratio increased during the year due to the COVID-19 pandemic reducing the ability for people to pay their rates in the short term.

(Benchmark < 5.00%)



Cash expense cover ratio — 11.49 months

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The City of Ryde's 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.

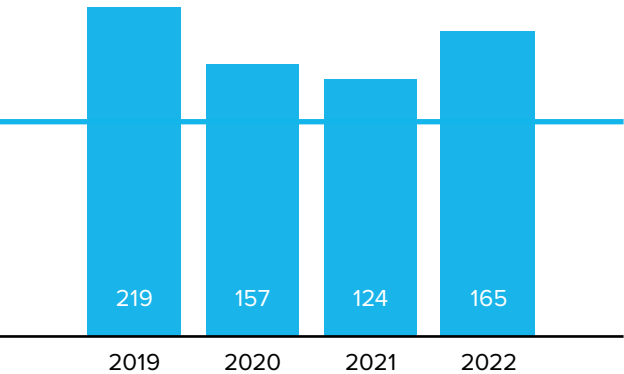
(Benchmark > 3.00 months)

How do our infrastructure spending and conditions compare against benchmark indicators?

The City of Ryde currently has a net value of infrastructure assets totalling \$1.44 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 \$14.6 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 infrastructure conditions for the financial year and are as follows:



Buildings and infrastructure renewal ratio — 165%

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%.

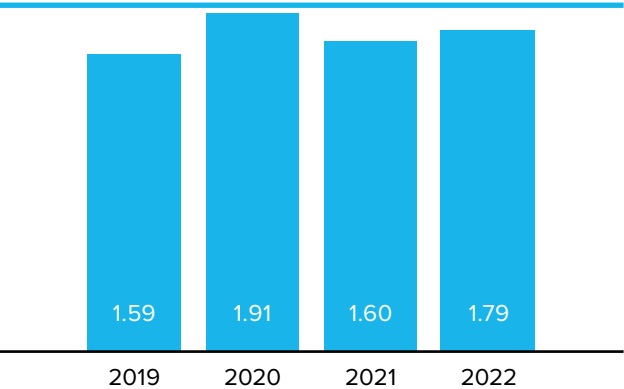
(Benchmark >= 100.00%)

Infrastructure backlog ratio

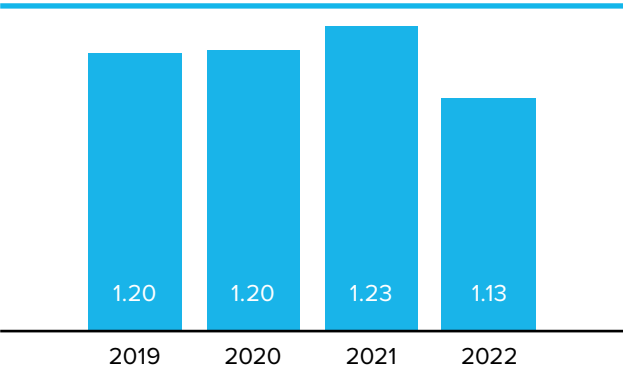
This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure. A benchmark of 2% has been set. A separate ratio to determine the Infrastructure backlog in accordance with the City of Ryde’s service level for each asset class has also been disclosed.

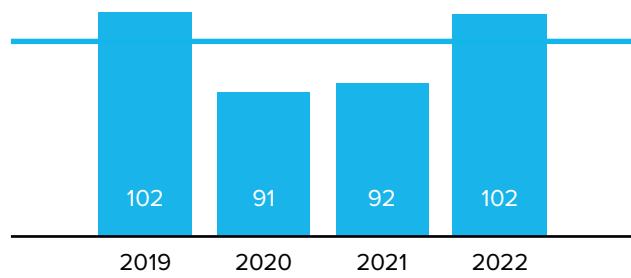
(Benchmark < 2.00%)

Infrastructure backlog ratio — 1.79%



Infrastructure backlog ratio to agreed service level — 1.13%





Asset maintenance ratio — 102%

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

(Benchmark >100.00%)



ANNUAL FINANCIAL STATEMENTS

This section includes the audited financial statements presented to Council and the community, to provide information about the financial performance, financial position and cash flows of Council for the year ended 30 June 2022.

The 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
Riverview Business Park
3 Richardson Place
North Ryde NSW 2113

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost.

All press releases, financial statements and other information are publicly available on our website:

www.ryde.nsw.gov.au

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GENERAL PURPOSE FINANCIAL STATEMENTS

Overview

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

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.ryde.nsw.gov.au.

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2022

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2022

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other 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:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

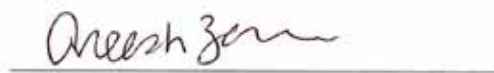
We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 25 October 2022.


 Councillor Jordan Lane
 Mayor
 25 October 2022


 Councillor Sarkis Yedelian
 Deputy Mayor
 25 October 2022


 Wayne Rylands
 Chief Executive Officer
 25 October 2022


 Aneesh Zahra
 Responsible Accounting Officer
 25 October 2022

Council of the City of Ryde

Income Statement

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
Income from continuing operations				
102,242	Rates and annual charges	B2-1	103,463	100,882
18,977	User charges and fees	B2-2	13,622	14,773
8,701	Other revenues	B2-3	4,493	6,428
6,040	Grants and contributions provided for operating purposes	B2-4	8,073	7,279
10,936	Grants and contributions provided for capital purposes	B2-4	18,407	23,637
2,486	Interest and investment income	B2-5	3,424	3,696
4,091	Other income	B2-6	17,140	40,478
100	Net gain from the disposal of assets	B4-1	–	1,300
153,573	Total income from continuing operations		168,622	198,473
Expenses from continuing operations				
57,398	Employee benefits and on-costs	B3-1	53,441	52,894
50,675	Materials and services	B3-2	44,276	46,810
168	Borrowing costs	B3-3	163	173
21,762	Depreciation, amortisation and impairment of non-financial assets	B3-4	25,822	24,248
6,297	Other expenses	B3-5	7,382	6,802
–	Net loss from the disposal of assets	B4-1	3,487	–
136,300	Total expenses from continuing operations		134,571	130,927
17,273	Operating result from continuing operations		34,051	67,546
17,273	Net operating result for the year attributable to Council		34,051	67,546
17,274	Net operating result for the year before grants and contributions provided for capital purposes		15,644	43,909

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

Council of the City of Ryde

Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
Net operating result for the year – from Income Statement		34,051	67,546
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	131,322	10,374
Total items which will not be reclassified subsequently to the operating result		131,322	10,374
Total other comprehensive income for the year		131,322	10,374
Total comprehensive income for the year attributable to Council		165,373	77,920

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

Council of the City of Ryde

Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	2021
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	22,874	27,945
Investments	C1-2	84,243	108,094
Receivables	C1-4	13,401	13,474
Inventories	C1-5	759	709
Other	C1-8	1,570	6,886
Total current assets		122,847	157,108
Non-current assets			
Investments	C1-2	112,789	94,666
Receivables	C1-4	1,812	22
Infrastructure, property, plant and equipment (IPPE)	C1-6	1,440,132	1,282,914
Investment property	C1-7	181,370	157,235
Right of use assets	C2-1	4,437	6,854
Total non-current assets		1,740,540	1,541,691
Total assets		1,863,387	1,698,799
LIABILITIES			
Current liabilities			
Payables	C3-1	29,985	29,083
Contract liabilities	C3-2	5,578	4,737
Lease liabilities	C2-1	2,254	2,117
Borrowings	C3-3	352	338
Employee benefit provisions	C3-4	16,491	16,381
Total current liabilities		54,660	52,656
Non-current liabilities			
Contract liabilities	C3-2	5,461	5,470
Lease liabilities	C2-1	1,981	4,235
Borrowings	C3-3	415	762
Employee benefit provisions	C3-4	865	1,044
Total non-current liabilities		8,722	11,511
Total liabilities		63,382	64,167
Net assets		1,800,005	1,634,632
EQUITY			
Accumulated surplus		1,301,668	1,267,617
IPPE revaluation reserve		498,337	367,015
Council equity interest		1,800,005	1,634,632
Total equity		1,800,005	1,634,632

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

Council of the City of Ryde
Statement of Changes in Equity
for the year ended 30 June 2022

	Notes	2022			2021		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,267,617	367,015	1,634,632	1,200,071	356,641	1,556,712
Net operating result for the year		34,051	-	34,051	67,546	-	67,546
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	-	131,322	131,322	-	10,374	10,374
Other comprehensive income		-	131,322	131,322	-	10,374	10,374
Total comprehensive income		34,051	131,322	165,373	67,546	10,374	77,920
Closing balance at 30 June		1,301,668	498,337	1,800,005	1,267,617	367,015	1,634,632

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

Council of the City of Ryde

Statement of Cash Flows

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
Cash flows from operating activities				
Receipts:				
102,359	Rates and annual charges		103,382	99,596
20,449	User charges and fees		13,723	15,579
2,486	Interest received		3,093	4,147
6,040	Grants and contributions		23,145	25,101
–	Bonds, deposits and retentions received		1,321	182
13,073	Other		8,733	9,847
Payments:				
(57,298)	Payments to employees		(53,510)	(51,035)
(40,085)	Payments for materials and services		(45,039)	(49,205)
(168)	Borrowing costs		(163)	(173)
(22,665)	Other		(2,124)	(9,429)
24,191	Net cash flows from operating activities	F1-1	52,561	44,610
Cash flows from investing activities				
Receipts:				
10,799	Sale of investments		–	19,703
–	Redemption of term deposits		47,950	–
1,353	Proceeds from sale of IPPE		1,591	3,163
Payments:				
–	Purchase of investments		(42,144)	–
–	Acquisition of term deposits		–	(16,450)
(5,688)	Purchase of investment property		(10,894)	(36)
(106,820)	Payments for IPPE		(51,685)	(48,254)
(100,356)	Net cash flows from investing activities		(55,182)	(41,874)
Cash flows from financing activities				
Payments:				
(332)	Repayment of borrowings		(333)	(308)
(2,223)	Principal component of lease payments		(2,117)	(1,932)
(2,555)	Net cash flows from financing activities		(2,450)	(2,240)
(78,720)	Net change in cash and cash equivalents		(5,071)	496
–	Cash and cash equivalents at beginning of year		27,945	27,449
(78,720)	Cash and cash equivalents at end of year	C1-1	22,874	27,945

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 27 September 2022. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the 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.

Council has closely monitored the economic impacts (both locally and globally) arising from the outbreak of the COVID-19 pandemic and the implications in preparing these financial statements. Council will continue to monitor the actions and directives issued by both State and Federal Government's to ensure that the spread of COVID-19 is controlled and assist local economic recovery in a fiscally responsible manner.

Council continue to monitor the developments and implications of the COVID-19 pandemic in the coming financial year through the detailed scenarios and business continuity planning to minimise operational business interruptions.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2005* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

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 judgement 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 Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of investment property – refer Note C1-7
- ii. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- iii. employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

A1-1 Basis of preparation (continued)

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

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

Volunteer services

Council offers a variety of services, events and programs that are fulfilled with the generosity of volunteers who offer their time and skills. Such services include bushcare, festivals, library and multicultural programs. The nature of such activities would not be purchased if not donated, and is not reliably measured. As such, Council does not recognise these services in the income statement.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2022.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.										
\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Functions or activities										
Catchment program	39	221	5,593	5,021	(5,554)	(4,800)	13	260	206,276	191,804
Centres and Neighbourhood program	524	4,433	3,093	3,376	(2,569)	1,057	446	4,308	—	—
Community and Cultural program	4,717	8,228	5,947	5,861	(1,230)	2,367	3,399	6,943	110	110
Customer and Community Relations program	13	13	2,458	3,427	(2,445)	(3,414)	—	—	—	—
Economic Development program	7	6	229	304	(222)	(298)	2	2	—	—
Environmental program	66	80	890	994	(824)	(914)	48	36	—	—
Foreshore program	536	6	184	180	352	(174)	537	6	—	—
Governance and Civic program	637	277	5,014	4,466	(4,377)	(4,189)	623	268	—	—
Internal Corporate Services program	13,992	39,162	18,068	22,914	(4,076)	16,248	—	7	292,859	314,748
Land Use Planning program	6,141	8,995	1,597	1,952	4,544	7,043	5,913	8,939	—	—
Library program	463	427	6,378	5,887	(5,915)	(5,460)	422	376	—	—
Open Space, Sport & Recreation program	8,445	7,408	20,333	19,991	(11,888)	(12,583)	3,219	1,207	286,002	266,150
Organisational Development program	—	—	325	411	(325)	(411)	—	—	—	—
Paths and Cycleways program	445	607	4,448	3,572	(4,003)	(2,965)	189	631	77,189	64,157
Property Portfolio program	2,192	2,256	6,073	6,487	(3,881)	(4,231)	16	28	693,906	566,650
Regulatory program	7,304	9,490	9,291	9,107	(1,987)	383	—	—	—	—
Risk Management program	146	317	4,272	4,416	(4,126)	(4,099)	—	—	—	—
Roads program	6,838	4,194	12,284	9,068	(5,446)	(4,874)	5,502	2,889	287,349	276,647
Strategic City program	—	—	520	700	(520)	(700)	—	—	—	—
Traffic & Transport program	3,339	2,807	4,346	3,326	(1,007)	(519)	2,224	1,999	19,696	18,533
Waste and Recycling program	26,108	25,157	23,228	19,467	2,880	5,690	303	182	—	—
General purpose income	86,670	84,389	—	—	86,670	84,389	3,624	2,835	—	—
Total functions and activities	168,622	198,473	134,571	130,927	34,051	67,546	26,480	30,916	1,863,387	1,698,799

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 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

B1-2 Components of functions or activities (continued)

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

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2022	2021
Ordinary rates		
Residential	34,946	33,667
Business	20,633	20,898
Less: pensioner rebates (mandatory)	(666)	(675)
Less: pensioner rebates (Council policy)	–	(1)
Rates levied to ratepayers	54,913	53,889
Pensioner rate subsidies received	367	368
Total ordinary rates	55,280	54,257
Special rates		
Environmental	7,904	7,700
Infrastructure special rate levy	13,397	13,037
Macquarie park	1,807	1,836
Rates levied to ratepayers	23,108	22,573
Total special rates	23,108	22,573
Annual charges		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	24,204	23,424
Stormwater management services	1,144	1,135
Section 611 charges	243	230
Non-rateable waste management charges	110	114
Less: pensioner rebates (mandatory)	(421)	(431)
Less: pensioner rebates (Council policy)	(437)	(654)
Annual charges levied	24,843	23,818
Pensioner subsidies received:		
– Domestic waste management	232	234
Total annual charges	25,075	24,052
Total rates and annual charges	103,463	100,882

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

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 and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing *	2022	2021
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Aquatic centre	2	3,739	4,943
Commercial waste service	2	1,273	1,273
Road restorations	2	1,041	109
Hall hire	2	762	632
Sports facility rental	2	165	320
Gutter crossings	2	70	88
Total specific user charges		7,050	7,365
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Regulatory/ statutory fees	2	2,856	3,310
Section 10.7 certificates (EP&A Act)	2	459	493
Section 603 certificates	2	250	258
Tree Preservation	2	83	74
Private works – section 67	2	9	20
Other	2	35	43
Total fees and charges – statutory/regulatory		3,692	4,198
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Road activity and hoarding	2	1,278	655
Parking fees	2	900	1,076
Environmental planning	2	485	1,344
Home maintenance and modification	2	74	86
Other	2	143	49
Total fees and charges – other		2,880	3,210
Total other user charges and fees		6,572	7,408
Total user charges and fees		13,622	14,773
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		13,622	14,773
Total user charges and fees		13,622	14,773

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 14 days of the provision of the service or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

B2-3 Other revenues

\$ '000	Timing *	2022	2021
Fines – parking	2	2,588	3,366
Materials recycling	2	517	729
Other rebates	2	465	759
Recoveries – other	2	113	117
Legal fees recovery – other	2	107	186
Sundry sales	2	251	149
Sale of abandoned vehicles	2	30	30
Fines	2	15	63
Other	2	407	1,029
Total other revenue		4,493	6,428
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		4,493	6,428
Total other revenue		4,493	6,428

Accounting policy for other revenue

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier. The only exception is Fines Revenue which is recognised as revenue upon payment of the infringement rather than at the time of the infringement being issued.

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

B2-4 Grants and contributions

\$ '000	Timing ^(*)	Operating 2022	Operating 2021	Capital 2022	Capital 2021
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance	2	1,944	1,863	—	—
Payment in advance - future year allocation					
Financial assistance	2	2,988	1,995	—	—
Amount recognised as income during current year		4,932	3,858	—	—
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Library	2	421	376	—	—
Kerb and Gutter	2	—	—	2,737	628
Street & traffic lighting	2	446	371	—	—
Transport	2	592	560	2,893	2,466
Home maintenance and modification	2	436	443	—	—
Waste Management	2	292	141	—	—
Community staff funding	2	185	253	—	—
Sportsground Expansion	2	—	—	878	—
Emergency Services Levy Contribution	2	623	268	—	—
Passive parks expansion	2	—	—	239	103
Sportsground amenities renewal	2	—	—	1,660	601
Playground renewals/upgrades	2	—	—	300	300
LEP grant	2	—	521	—	—
Other specific grants	2	133	228	875	327
Transport (roads to recovery)	2	—	—	175	695
Previously contributions:					
Other contributions	2	13	260	43	74
Total special purpose grants and non-developer contributions – cash		3,141	3,421	9,800	5,194
Total special purpose grants and non-developer contributions (tied)		3,141	3,421	9,800	5,194
Total grants and non-developer contributions		8,073	7,279	9,800	5,194
Comprising:					
– Commonwealth funding		5,553	3,858	—	—
– State funding		2,520	3,421	9,800	5,194
		8,073	7,279	9,800	5,194

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing *	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
F3						
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	200	410
S 7.4 – contributions using planning agreements		2	–	–	–	3,937
S 7.12 – fixed development consent levies		2	–	–	376	2,588
S 94 – community facilities		2	–	–	1,719	2,270
S 94 – open space		2	–	–	2,919	2,750
S 94 – traffic facilities		2	–	–	699	401
Total developer contributions – cash			–	–	5,913	12,356
Non-cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	2,694	6,087
Total developer contributions non-cash			–	–	2,694	6,087
Total developer contributions			–	–	8,607	18,443
Total contributions			–	–	8,607	18,443
Total grants and contributions			8,073	7,279	18,407	23,637
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			–	–	–	–
Grants and contributions recognised at a point in time (2)			8,073	7,279	18,407	23,637
Total grants and contributions			8,073	7,279	18,407	23,637

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
Unspent grants and contributions				
Unspent funds at 1 July	3,268	2,979	7,625	6,908
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	–	–
Add: Funds received and not recognised as revenue in the current year	560	2,901	3,337	1,409
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	–	–	–	–
Less: Funds received in prior year but revenue recognised and funds spent in current year	(3,086)	(2,612)	(2,121)	(692)
Unspent funds at 30 June	742	3,268	8,841	7,625
Unspent funds at 1 July	–	–	19,166	95,868
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	5,846	11,980
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(4,214)	(691)
Less: contribution plan repealed	–	–	–	(87,991)
Unspent contributions at 30 June	–	–	20,798	19,166

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

B2-4 Grants and contributions (continued)

Developer contributions

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* (EP&A Act).

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.

Developer contributions may only be expended for the purposes for which the contributions were required.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2022	2021
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	110	(2)
– Cash and investments	3,236	3,650
Amortisation of premiums and discounts		
– Debt securities at amortised cost	78	48
Total interest and investment income (losses)	3,424	3,696
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
General Council cash and investments	3,352	3,696
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	72	–
Total interest and investment income	3,424	3,696

Accounting policy

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

B2-6 Other income

\$ '000	Notes	2022	2021
Fair value increment on investment properties			
Fair value increment on investment properties		13,241	36,484
Total fair value increment on investment properties	C1-7	13,241	36,484
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		588	543
Total Investment properties		588	543
Other lease income			
Commercial buildings		998	1,084
Affordable housing		639	535
Leaseback fees - council vehicles		715	717
Other		959	1,115
Total other lease income		3,311	3,451
Total rental income	C2-2	3,899	3,994
Total other income		17,140	40,478

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	46,444	49,271
Employee leave entitlements (ELE)	4,686	4,225
Superannuation	5,384	6,419
Workers' compensation insurance	1,460	1,341
Fringe benefit tax (FBT)	176	177
Training costs (other than salaries and wages)	368	406
Other	510	655
Total employee costs	59,028	62,494
Less: capitalised costs ¹	(5,587)	(9,600)
Total employee costs expensed	53,441	52,894

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

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.

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 – refer to Note D3-1 for more information.

(¹) Prior year figures include temporary & agency staff capitalised costs expensed in B3-2 Materials and services

B3-2 Materials and services

\$ '000	Notes	2022	2021
Raw materials and consumables		3,633	2,758
Contractor Costs			
– Waste disposal, collection and recycling		15,005	14,174
– Building cleaning and maintenance		1,426	1,574
– Parks maintenance		1,380	1,575
– Temporary and agency staff		1,257	2,621
– Roads and footpaths maintenance		809	592
– Electrical		594	608
– Events		446	353
– Construction recycling		443	315
– Security		386	370
– Repairs and maintenance		359	294
– Labour hire		305	240
– Parking meter		177	177
– Other contractor costs		4,161	2,722
Consultancy Costs			
– Consultants fees – town planning		183	1,200
– Consultants fees – project development design		42	35
– Consultants fees – risk management		19	134
– Consultants fees – other consultancy costs		771	1,060
Audit Fees	E2-1	99	92
Infringement notice contract costs (SEINS)		284	563
Computer software charges		2,683	3,454
Insurance		1,624	1,314

B3-2 Materials and services (continued)

\$ '000	Notes	2022	2021
Street lighting		1,387	2,108
Electricity and heating		973	1,019
Election expenses		594	–
Membership fees		581	432
Property lease costs		555	578
Library books		503	500
Councillor and Mayoral fees and associated expenses	E1-2	483	469
Property rates and levies		411	344
Advertising		385	449
Printing and stationery		371	371
Postage		366	421
Water rates		361	407
Communications costs		206	330
Valuation fees		198	169
Office expenses (including computer expenses)		131	110
Bank fees and charges		111	230
Hire and rentals expense		57	123
Other expenses		992	692
Legal expenses:			
– Legal expenses: planning and development		932	1,357
– Legal expenses: other		423	476
Total materials and services		46,106	46,810
Less: capitalised costs		(1,830)	–
Total materials and services		44,276	46,810

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

Interest on leases	131	129
Interest on loans	32	44
Total borrowing costs expensed	163	173

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2022	2021
Depreciation and amortisation			
Plant and equipment		2,045	2,052
Office equipment		1,742	1,497
Infrastructure:	C1-6		
– Buildings – non-specialised		3,511	3,435
– Buildings – specialised		1,407	1,401
– Roads, bridges and other road assets		7,005	6,980
– Stormwater drainage		2,927	2,886
– Bridges		241	45
– Footpaths		1,645	1,554
– Other open space/recreational assets		2,423	2,260
– Other structures		459	420
Right of use assets	C2-1	2,417	1,718
Total gross depreciation and amortisation costs		25,822	24,248
Total depreciation and amortisation costs		25,822	24,248
Total depreciation, amortisation and impairment for non-financial assets		25,822	24,248

Accounting policy

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.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2022	2021
Impairment of receivables			
Other		83	209
Total impairment of receivables	C1-4	83	209
Other			
Contributions/levies to other levels of government			
– Contribution to Dept of Planning		291	286
– Emergency services levy (includes FRNSW, SES, and RFS levies)		2,069	2,254
– Waste levy		3,397	3,210
– Other contributions/levies		13	5
Contributions & donations - community grants		1,529	838
Total other		7,299	6,593
Total other expenses		7,382	6,802

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2022	2021
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		(63)	(117)
Gain (or loss) on disposal		(63)	(117)
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		1,591	2,224
Less: carrying amount of plant and equipment assets sold/written off		(764)	(1,053)
Gain (or loss) on disposal		827	1,171
Gain (or loss) on disposal of Roads, bridges and footpaths			
	C1-6		
Proceeds from disposal – Roads, bridges and footpaths		–	939
Less: carrying amount of Roads, bridges and footpaths assets sold/written off		(2,656)	(1,166)
Gain (or loss) on disposal		(2,656)	(227)
Gain (or loss) on disposal of Traffic Facilities & Structures			
Less: carrying amount of Road ancillary assets sold/written off		(691)	(28)
Gain (or loss) on disposal		(691)	(28)
Gain (or loss) on disposal of Recreation & Land Improvements			
Less: carrying amount of Park assets sold/written off		(241)	(149)
Gain (or loss) on disposal		(241)	(149)
Gain (or loss) on disposal of Drainage assets			
Less: carrying amount of drainage assets sold/written off		(115)	(60)
Gain (or loss) on disposal		(115)	(60)
Gain (or loss) on disposal of Kerb and gutter			
Proceeds from disposal – kerb and gutter		–	811
Less: carrying amount of kerb and gutter assets sold/written off		(548)	(101)
Gain (or loss) on disposal		(548)	710
Net gain (or loss) from disposal of assets		(3,487)	1,300

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 29/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
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Revenues

Other revenues 8,701 4,493 (4,208) (48)% **U**

During the current year, Council's income streams continued to be impacted as a result of the global pandemic. The major variations are mainly due to parking fines income being unfavourable by \$2.4m to budget and bus shelter advertising income by \$1.2m. Other income streams that were impacted included recoverable charges, merchandise sales, event income and recycling income. The unfavourable variance is offset by the favourable variance in employment costs and material & services expenditure.

Operating grants and contributions 6,040 8,073 2,033 34% **F**

A number of grant funded projects were completed during the financial year. These projects were not included in Council's original budget. In addition, Council also received additional financial assistance grant (FAG) payments in advance.

Capital grants and contributions 10,936 18,407 7,471 68% **F**

Council received additional in-kind developer contributions which were not included in the original budget. A number of additional capital grants were also received for projects such as the Local Roads and Community Infrastructure Program, Pittwater Rd Shared User Path, Federal Stimulus Safety Program, Kissing Point Park Project and Meadowbank Park Amenities and Playground.

Expenses

Materials and services 50,675 44,276 6,399 13% **F**

The variation is mainly due to savings in utilities, street lighting, and savings in materials and contracts for various operating and maintenance programs.

Depreciation, amortisation and impairment of non-financial assets 21,762 25,822 (4,060) (19)% **U**

Non-cash adjustment to depreciation expense due to the recent enhancements to Council's financial management of its assets through the implementation of a new asset management system. This depreciation amounts to 2.98% of the existing infrastructure asset base of \$784.2m.

Other expenses 6,297 7,382 (1,085) (17)% **U**

This is due to the rates rebate that was given to provide relief to ratepayers as a result of the global pandemic as per Council resolution. This amounted to \$1m.

Statement of cash flows

Cash flows from investing activities (100,356) (55,182) 45,174 (45)% **F**

A number of Council projects were deferred or delayed during the year which resulted in the variance from budget for the statement of cash flow. The current global environment sees extended lead times for replacement of plant which resulted in delays to replacement IPPE.

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2022	2021
Cash assets		
Cash on hand and at bank ¹	(1,312)	3,462
Cash equivalent assets		
– Deposits at call ²	24,186	24,483
Total cash and cash equivalents	22,874	27,945

(1) Bank account is not in overdraft. The balance includes the creditors payment run for the current financial year which was processed on 30 June 2022.

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

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	22,874	27,945
Balance as per the Statement of Cash Flows	22,874	27,945

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: 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.

C1-2 Financial investments

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Debt securities at amortised cost				
Long term deposits ²	53,000	23,000	97,950	26,000
NCD's, FRN's (with maturities > 3 months)	16,000	24,484	8,147	24,999
Fixed bonds	15,243	65,305	1,997	43,667
Total	84,243	112,789	108,094	94,666
Total financial investments	84,243	112,789	108,094	94,666
Total cash assets, cash equivalents and investments	107,117	112,789	136,039	94,666

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

Accounting policy

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.

C1-2 Financial investments (continued)

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

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.

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.

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.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	219,906	230,705
Less: Externally restricted cash, cash equivalents and investments	(62,550)	(58,608)
Cash, cash equivalents and investments not subject to external restrictions	157,356	172,097
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	9,583	8,898
External restrictions – included in liabilities	9,583	8,898
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	20,798	19,166
Stormwater management	1,143	1,624
Macquarie park special rate	2,293	1,955
Infrastructure special rate reserve	9,037	6,874
Other	–	580
Domestic waste management	19,696	19,511
External restrictions – other	52,967	49,710
Total external restrictions	62,550	58,608

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	157,356	172,097
Less: Internally restricted cash, cash equivalents and investments	(149,493)	(167,597)
Unrestricted and unallocated cash, cash equivalents and investments	7,863	4,500
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	6,670	4,642
Employees leave entitlement	5,541	5,538
Incomplete/carry over works and projects	881	410
Refundable deposits	19,000	17,447
Asset replacement reserve	3,155	2,431
Investment property reserve	24,023	21,674
Ryde Central reserve	50,093	54,283
Accommodation reserve	20,850	20,063
Workers compensation	3,000	3,000
Council election reserve	631	777
Asset expansion reserve	6,950	32,373
Affordable housing reserve	1,061	605

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2022	2021
Information Technology Reserve	2,270	—
Other	5,368	4,354
Total internal allocations	149,493	167,597
\$ '000	2022	2021

(c) Unrestricted and unallocated

Unrestricted and unallocated cash, cash equivalents and investments ¹	7,863	4,500
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(1) Internal allocations include those assets, the use of which are only restricted by a resolution or policy of Council. These assets are disclosed with details of the nature of the internal allocation.

C1-4 Receivables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Rates and annual charges ¹	3,299	1,790	4,573	–
Interest and extra charges	286	–	235	–
User charges & fees ²				
User charges and fees – recreational facilities	872	–	811	–
User charges and fees – environmental and health	801	–	934	–
User charges and fees – property and infrastructure works	533	–	772	–
User charges and fees – restorations	267	–	53	–
User charges and fees – Ryde Aquatic leisure centre	124	–	162	–
User charges and fees – home modification service	27	–	22	–
Government grants and subsidies	3,619	–	2,293	–
Net GST receivable	2,151	–	2,197	–
Contributions to works	–	–	7	–
Accrued revenues				
– Interest on investments	1,159	–	957	–
Commercial waste	435	–	417	–
Workers compensation	–	–	2	–
Fines	297	–	364	–
Asset sales	–	–	182	–
Other debtors	41	–	49	–
Community Recycle Centre	–	22	–	22
Total	13,911	1,812	14,030	22
Less: provision for impairment				
User charges and fees	(510)	–	(556)	–
Total provision for impairment – receivables	(510)	–	(556)	–
Total net receivables	13,401	1,812	13,474	22

(1) Rates and annual charges are secured by underlying properties

(2) User fees and charges are unsecured. A provision for impairment (doubtful debts) has already been provided

\$ '000	2022	2021
Movement in provision for impairment of receivables		
Balance at the beginning of the year	556	381
+ new provisions recognised during the year	70	175
– amounts provided for but recovered during the year	(116)	–
Balance at the end of the year	510	556

C1-4 Receivables (continued)

Accounting policy

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 14 days.

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

Impairment

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, the 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.

The 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.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, 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 the 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.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

	2022	2022	2021	2021
\$ '000	Current	Non-current	Current	Non-current
(i) Inventories at cost				
Stores and materials	759	—	709	—
Total inventories at cost	759	—	709	—
Total inventories	759	—	709	—

Current assets not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

\$ '000	2022	2021
Stores and materials ¹	447	447
	447	447

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

Accounting policy

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. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventory held for distribution

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

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2021							Asset movements during the reporting period					At 30 June 2022	
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Asset revaluation – accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	
\$ '000														
Capital work in progress	38,664	–	38,664	13,980	3,372	–	–	(17,743)	(3,781)	–	34,492	–	34,492	
Plant and equipment	30,185	(18,257)	11,928	–	1,766	(764)	(2,045)	–	–	–	29,455	(18,570)	10,885	
Office equipment	16,030	(10,524)	5,506	374	440	–	(1,742)	1,019	–	–	17,863	(12,266)	5,597	
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–	
Land:														
– Operational land	337,353	–	337,353	–	857	–	–	–	–	82,186	420,396	–	420,396	
– Community land	99,016	–	99,016	–	5,655	–	–	–	–	–	104,671	–	104,671	
– Crown land	46,203	–	46,203	–	–	–	–	–	–	–	46,203	–	46,203	
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234	
Infrastructure:														
Roadside structures	19,078	(4,633)	14,445	2,013	432	(9)	(651)	1,792	58	–	23,301	(5,221)	18,080	
– Foreshore Assets	15,010	(4,520)	10,490	–	736	–	(167)	254	–	889	17,291	(5,089)	12,202	
– Carparks	17,299	(5,945)	11,354	104	110	(27)	(292)	91	–	363	17,801	(6,098)	11,703	
– Traffic facilities and devices	23,578	(5,045)	18,533	723	816	(682)	(542)	848	–	–	25,028	(5,332)	19,696	
– Kerb and guttering	116,085	(51,254)	64,831	1,634	539	(548)	(1,161)	1,073	–	1,080	120,229	(52,781)	67,448	
– Buildings – non-specialised	162,618	(90,556)	72,062	1,409	3,429	(63)	(3,511)	1,209	5	17,600	158,034	(65,894)	92,140	
– Buildings – specialised	60,204	(19,370)	40,834	565	–	–	(1,407)	–	–	5,084	68,494	(23,418)	45,076	
– Other structures	–	–	–	–	–	–	–	–	–	–	–	–	–	
– Roads	273,532	(101,328)	172,204	3,634	422	(2,014)	(4,651)	2,171	–	2,513	279,367	(105,088)	174,279	
– Bridges	17,578	(4,999)	12,579	–	198	–	(241)	943	–	1,126	20,282	(5,677)	14,605	
– Footpaths and cycleways	127,322	(63,165)	64,157	3,965	4,711	(615)	(1,645)	5,829	–	787	142,059	(64,870)	77,189	
– Stormwater drainage	292,326	(100,522)	191,804	1,694	783	(115)	(2,927)	1,124	–	13,913	317,424	(111,148)	206,276	
– Recreation and land improvements	85,368	(15,761)	69,607	2,182	1,617	(241)	(2,423)	1,390	(63)	5,781	97,561	(19,711)	77,850	
Other assets:														
– Heritage collections	111	(1)	110	–	–	–	–	–	–	–	110	–	110	
Total infrastructure, property, plant and equipment	1,778,957	(496,043)	1,282,914	32,277	25,883	(5,078)	(23,405)	–	(3,781)	131,322	1,941,458	(501,326)	1,440,132	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period							At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Asset revaluation - gross book value	Asset revaluation – accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	17,508	–	17,508	14,870	17,108	–	–	(10,822)	–	–	38,664	–	38,664
Plant and equipment	30,149	(18,756)	11,393	3,640	–	(1,053)	(2,052)	–	–	–	30,185	(18,257)	11,928
Office equipment	13,625	(9,027)	4,598	1,428	225	–	(1,497)	752	–	–	16,030	(10,524)	5,506
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–
Land:													
– Operational land	337,353	–	337,353	–	–	–	–	–	–	–	337,353	–	337,353
– Community land	99,016	–	99,016	–	–	–	–	–	–	–	99,016	–	99,016
– Crown land	46,203	–	46,203	–	–	–	–	–	–	–	46,203	–	46,203
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234
Infrastructure:													
– Buildings – non-specialised	159,861	(87,138)	72,723	738	435	(117)	(3,435)	1,718	–	–	162,618	(90,556)	72,062
– Buildings – specialised	60,037	(17,969)	42,068	167	–	–	(1,401)	–	–	–	60,204	(19,370)	40,834
– Roads	270,939	(97,598)	173,341	2,074	1,153	(676)	(4,594)	906	–	–	273,532	(101,328)	172,204
– Traffic facilities and devices	23,092	(4,528)	18,564	522	–	(22)	(532)	–	–	–	23,578	(5,045)	18,533
– Bridges	4,273	(1,795)	2,478	421	–	–	(45)	–	12,883	(3,158)	17,578	(4,999)	12,579
– Footpaths and cycleways	119,983	(62,056)	57,927	739	4,424	(315)	(1,554)	2,936	–	–	127,322	(63,165)	64,157
– Kerb and guttering	115,157	(50,192)	64,965	372	127	(101)	(1,152)	618	–	–	116,085	(51,254)	64,831
– Carparks	13,309	(2,277)	11,032	116	–	(174)	(267)	–	4,056	(3,407)	17,299	(5,945)	11,354
– Foreshore Assets	13,633	(4,367)	9,266	804	–	–	(153)	574	–	–	15,010	(4,520)	10,490
Roadside structures	18,791	(3,933)	14,858	6	135	(6)	(702)	154	–	–	19,078	(4,633)	14,445
– Stormwater drainage	288,242	(97,756)	190,486	1,571	282	(59)	(2,886)	2,410	–	–	292,326	(100,522)	191,804
– Recreation and land improvements	81,312	(13,843)	67,469	1,169	2,624	(149)	(2,260)	754	–	–	85,368	(15,761)	69,607
Other assets:													
– Heritage collections	110	–	110	–	–	–	–	–	–	–	111	(1)	110
Total infrastructure, property, plant and equipment	1,713,990	(471,398)	1,242,592	28,637	26,513	(2,672)	(22,530)	–	16,939	(6,565)	1,778,957	(496,043)	1,282,914

C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

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 (internal valuation).
- Buildings – Specialised/Non Specialised (internal 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 externally valued as at 30 June 2020 and due to current economic conditions, this has been reviewed and indexation applied and subsequently revalued as at 30 June 2022. Community Land has been valued using the Valuer General rates with a base date of 1/7/2019.

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 at significantly below fair value, 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.

C1-6 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 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 does not have any Rural Fire Services assets.

C1-7 Investment properties

\$ '000	2022	2021
Owned investment property		
Investment property on hand at fair value	181,370	157,235
Total owned investment property	181,370	157,235

Owned investment property

At fair value

Opening balance at 1 July	157,235	120,715
Net gain/(loss) from fair value adjustments	13,241	36,484
Capitalised subsequent expenditure	10,894	36
Closing balance at 30 June	181,370	157,235

Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

C1-8 Other

Other assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Prepayments	751	—	1,102	—
Prepayments – waste alliance	819	—	784	—
Other	—	—	5,000	—
Total other assets	1,570	—	6,886	—

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets such as land and buildings. Information relating to the leases in place and associated balances and transactions is provided below.

Buildings

Council holds two leases for the administrative building at Richardson Place, North Ryde (NRO). The original lease terms were to 30 April 2021 and have subsequently been renewed to 30 April 2026, including a right to terminate with a minimum term of 3 years.

The building leases contain an annual pricing mechanism based on a fixed increase at each anniversary of the lease inception.

Extension options

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the early termination or extension options will be exercised.

(a) Right of use assets

\$ '000	Land & Buildings	Total
2022		
Opening balance at 1 July	6,854	6,854
Depreciation charge	(2,417)	(2,417)
Balance at 30 June	4,437	4,437
Right of Use asset is for the administrative building		
2021		
Opening balance at 1 July	6,052	6,052
Adjustments to right-of-use assets due to re-measurement of lease liability	2,520	2,520
Depreciation charge	(1,718)	(1,718)
Balance at 30 June	6,854	6,854
Right of Use asset is for the administrative building		

(b) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2022					
Cash flows	2,254	1,981	–	4,235	4,235
2021					
Cash flows	2,117	4,235	–	6,352	6,352

C2-1 Council as a lessee (continued)

(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	131	129
Depreciation of right of use assets	2,417	1,718
	2,548	1,847

(d) Statement of Cash Flows

Total cash outflow for leases	(2,252)	(2,060)
	(2,252)	(2,060)

(e) Leases at significantly below market value – concessionary / peppercorn leases

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2022	2021
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(i) Assets held as investment property

Investment property operating leases principally comprise of freehold buildings, commercial spaces and residential townhouses.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	587	543
Lease income relating to variable lease payments not dependent on an index or a rate	1	–
Total income relating to operating leases for investment property assets	588	543

Operating lease expenses

Direct operating expenses that generated rental income	(166)	(3)
Total expenses relating to operating leases	(166)	(3)

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council properties and buildings for the purpose of community services which must be provided by Council as well as where buildings may be leased at market value where the asset is held for future Council or community needs.

Lease income (excluding variable lease payments not dependent on an index or rate)	2,596	2,017
Lease income relating to variable lease payments not dependent on an index or a rate	715	717
Total income relating to operating leases for Council assets	3,311	2,734

Reconciliation of IPPE assets leased out as operating leases

\$ '000	2022	2021
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(iii) Maturity analysis of contractual lease income

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	610	466
1–2 years	481	451
2–3 years	111	301
3–4 years	–	99
Total undiscounted lease payments to be received	1,202	1,317

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Goods and services – operating expenditure	4,779	–	5,492	–
Accrued expenses:				
– Other expenditure accruals	4,004	–	5,311	–
Security bonds, deposits and retentions	18,722	–	17,401	–
Refundable fees	1,139	–	–	–
Government departments and agencies	20	–	10	–
Prepaid rates	1,257	–	822	–
Other	64	–	47	–
Total payables	29,985	–	29,083	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	14,987	13,920
Total payables	14,987	13,920

Accounting policy

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.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	3,380	5,461	–	5,470
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	742	–	3,428	–
Total grants received in advance		4,122	5,461	3,428	5,470
User fees and charges received in advance:					
Upfront fees – leisure centre	(iii)	18	–	18	–
Upfront fees - Bookings		397	–	–	–
Other		1,041	–	1,291	–
Total user fees and charges received in advance		1,456	–	1,309	–
Total contract liabilities		5,578	5,461	4,737	5,470

Notes

C3-2 Contract Liabilities (continued)

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centre do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Loans – secured ¹	352	415	338	762
Total borrowings	352	415	338	762

(1) Council is currently receiving a Low Interest Rate Subsidy (LIRS) for the loans to subsidise the interest payments of these loans.

(a) Changes in liabilities arising from financing activities

\$ '000	2021		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,100	(333)	–	–	–	–	767
Lease liability (Note C2-1b)	6,352	(2,117)	–	–	–	–	4,235
Total liabilities from financing activities	7,452	(2,450)	–	–	–	–	5,002

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,408	(308)	–	–	–	–	1,100
Lease liability (Note C2-1b)	5,764	588	–	–	–	–	6,352
Total liabilities from financing activities	7,172	280	–	–	–	–	7,452

(b) Financing arrangements

\$ '000	2022	2021
Total facilities		
Credit cards/purchase cards	110	106
Total financing arrangements ¹	110	106

Undrawn facilities

C3-3 Borrowings (continued)

\$ '000	2022	2021
– Credit cards/purchase cards	110	106
Total undrawn financing arrangements	110	106

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) Council has no bank overdraft facility

Accounting policy

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.

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.

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 borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2022	2022	2021	2021
	Current	Non-current	Current	Non-current
Annual and other accrued leave	4,768	–	4,694	–
Sick leave	131	–	163	–
Long service leave	9,343	865	9,480	1,044
Other employee provisions	2,249	–	2,044	–
Total employee benefit provisions¹	16,491	865	16,381	1,044

(1) The discount rate for calculating ELE, as set by the RBA, has increased for the current year. This movement results in a lower ELE liability and a lower ELE expense in B3-1 (all other things remaining equal).

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	10,727	8,250
	10,727	8,250

Accounting policy

Employee benefit provisions 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 and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) 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.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** 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 Council's finance section under policies approved by the Council.

The fair value of Councils financial assets and financial liabilities approximates their carrying value.

(a) Market risk – interest rate and price risk

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	2,212	2,307
Impact of a 10% movement in price of investments		
– Equity / Income Statement ¹	–	–

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

D1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

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 and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date was:

Credit risk profile

Receivables – rates and annual charges

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.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2022				
Gross carrying amount	–	4,957	132	5,089
2021				
Gross carrying amount	–	4,438	135	4,573

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts 31 - 60 days	61 - 90 days	> 91 days	Total
2022						
Gross carrying amount	10,634	–	–	–	–	10,634
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–
2021						
Gross carrying amount	9,479	–	–	–	–	9,479
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–

D1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk – 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 (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

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 for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2022							
Payables	0.00%	18,722	–	–	–	18,722	29,985
Borrowings	0.00%	–	–	–	–	–	767
Total financial liabilities		18,722	–	–	–	18,722	30,752
2021							
Payables	0.00%	17,401	–	–	–	17,401	29,083
Borrowings	0.00%	–	–	–	–	–	1,100
Total financial liabilities		17,401	–	–	–	17,401	30,183

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2022	2021	2022	2021	2022	2021
Recurring fair value measurements							
Investment property		C1-7					
Investment properties		181,370	157,235	—	—	181,370	157,235
Total investment property		181,370	157,235	—	—	181,370	157,235
Infrastructure, property, plant and equipment		C1-6					
- Operational land		420,396	337,353	—	—	420,396	337,353
- Community and Crown land		—	—	150,874	145,219	150,874	145,219
- Land under roads		—	—	1,234	1,234	1,234	1,234
- Buildings (Specialised and non-specialised)		—	—	137,216	112,896	137,216	112,896
- Roads, Bridges, Footpaths		—	—	353,217	332,304	353,217	332,304
- Stormwater drainage		—	—	206,276	191,804	206,276	191,804
- Plant & Equipment		—	—	10,885	11,928	10,885	11,928
- Office Equipment		—	—	5,597	5,506	5,597	5,506
- Roadside Structures		—	—	18,080	14,445	18,080	14,445
- Foreshore Assets		—	—	12,202	10,490	12,202	10,490
- Carparks		—	—	11,703	11,354	11,703	11,354
- Recreational Land Improvements		—	—	77,850	69,607	77,850	69,607
- Heritage Collections		—	—	110	110	110	110
Total infrastructure, property, plant and equipment		420,396	337,353	985,244	906,897	1,405,640	1,244,250
Non-recurring fair value measurements							

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 C1-6

D2-1 Fair value measurement (continued)

Investment property

On an annual basis, Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2022, the fair values of the properties have been determined by Southern Alliance Valuation Services 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.

Infrastructure, property, plant and equipment (IPPE)

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 30 June 2020 as determined by Scott Fullarton Valuations Pty Ltd. Due to the current economic environment, Council has applied an indexation and revalued operational land as at 30 June 2022.

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 2020 financial year and the fair values were determined by Scott Fullarton Valuations Pty Ltd. Due to the current economic environment, Council has applied an indexation and revalued buildings as at 30 June 2022.

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.

Level 3 measurements

Land (Community and Land under road)

Community Land has been valued by the Valuer General as at 1 July 2019. 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 2022.

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.

D2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Level 3	
	2022	2021
Opening balance	906,897	887,731
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	49,136	10,374
Other movements		
Purchases (GBV)	57,692	33,994
Disposals (WDV)	(5,078)	(2,672)
Other movements	(23,403)	(22,530)
Closing balance	985,244	906,897

Information relating to the transfers into and out of the level 3 fair valuation hierarchy includes:

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

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors 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 (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2022 (increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million until 31 December 2021, and \$20.0 million per annum thereafter remain in place and will continue to be reviewed on an annual basis or as required.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2022 was \$ 520,180.14. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2021.

The amount of additional contributions included in the total employer contribution advised above is \$85,008. Council's expected contribution to the plan for the next annual reporting period is \$25,000.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2022 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 1.04%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	7% per annum
Salary inflation *	3.15% for 22/23, 3.62% for 23/24, 2.87% for 24/25, 2.74% for 25/26, and 3.2%p.a. thereafter
Increase in CPI	4.8% for 21/22 and 2.5% p.a. thereafter

* 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, which will be a triennial actuarial investigation will be completed by December 2022

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

D3-1 Contingencies (continued)

(iv) Other guarantees

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

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) 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.

(iii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as reserved for the purpose specified in section 3.14 of the Environmental Planning and Assessment Act (1979).

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the potential liabilities (and subsequent land asset) from such potential acquisitions has not been possible.

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.

ASSETS NOT RECOGNISED

(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, Beville 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

D3-1 Contingencies (continued)

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.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. 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:

\$ '000	2022	2021
Compensation:		
Short-term benefits	2,301	2,211
Post-employment benefits	120	110
Other long-term benefits	61	59
Termination benefits	–	25
Total	2,482	2,405

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000					
2022					
GFTH Pty Ltd ⁽ⁱ⁾	1	–	30 days	–	–
2021					
GFTH Pty Ltd ⁽ⁱ⁾	–	–		–	–

(i) City of Ryde purchased the services from a company that has a close family member of Councils KMP as the Director. Amounts were billed based on normal rates for such services and were due and payable under normal payment terms following Councils procurement processes.

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
---------	------	------

The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	90	89
Councillors' fees	372	365
Other Councillors' expenses (including Mayor)	21	15
Total	483	469

E1-3 Other related parties

Nil

E2 Other relationships

E2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements	99	92
Remuneration for audit and other assurance services	99	92
Total Auditor-General remuneration	99	92
Total audit fees	99	92

F Other matters

F1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021
Net operating result from Income Statement	34,051	67,546
Add / (less) non-cash items:		
Depreciation and amortisation	25,822	24,248
(Gain) / loss on disposal of assets	3,487	(1,300)
Non-cash capital grants and contributions	(2,694)	(6,087)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(13,241)	(36,484)
Amortisation of premiums, discounts and prior period fair valuations		
– ‘Held to maturity’ financial assets	(78)	(48)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(1,671)	(1,705)
Increase/(decrease) in provision for doubtful debts	(46)	175
(Increase) / decrease of inventories	(50)	(14)
Decrease/(increase) in other assets	5,316	(4,722)
Increase / (decrease) in payables	(713)	(2,381)
Increase / (decrease) in other accrued expenses payable	(1,307)	2,142
Increase / (decrease) in other liabilities	2,922	(124)
Increase / (decrease) in contract liabilities	832	1,505
Increase/(decrease) in employee leave entitlements	(69)	1,859
Net cash flows from operating activities	52,561	44,610

(b) Non-cash investing and financing activities

Developer contributions ‘in kind’	2,694	6,087
Total non-cash investing and financing activities	2,694	6,087

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Land	218	–
Buildings	2,521	91,756
Other Structures	2,009	7,331
Plant and equipment	217	–
Infrastructure	150	2,895
Total commitments	5,115	101,982

Details of capital commitments

Major commitments include the Ryde Central project, Bowden St drainage upgrade works, culvert remediation and ELS Hall Amenities building.

F3 Statement of developer contributions as at 30 June 2022

F3-1 Summary of developer contributions

	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended/ repeated	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash				
Community & Culture	2,272	1,719	25	24	(307)	3,708	-
Open Space and Public Domain	2,370	2,919	2,411	21	(2,509)	2,801	-
Roads, Traffic, Carparks and Cycleways	401	699	-	5	(176)	929	-
Administration	410	200	-	3	(209)	404	-
S7.11 contributions – under a plan	5,453	5,537	2,436	53	(3,201)	7,842	-
S7.12 levies – under a plan	2,590	376	258	19	(790)	2,195	-
Total S7.11 and S7.12 revenue under plans	8,043	5,913	2,694	72	(3,991)	10,037	-
S7.4 planning agreements	11,123	-	-	-	(362)	10,761	-
Total contributions	19,166	5,913	2,694	72	(4,353)	20,798	-

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended/ repealed	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash				
CONTRIBUTION PLAN 2							
Community & Culture	2,272	1,719	25	24	(307)	3,708	-
Open Space and Public Domain	2,370	2,919	2,411	21	(2,509)	2,801	-
Roads, Traffic, Carparks and Cycleways	401	699	-	5	(176)	929	-
Administration	410	200	-	3	(209)	404	-
Total	5,453	5,537	2,436	53	(3,201)	7,842	-

S7.12 Levies – under a plan

CONTRIBUTION PLAN 2							
Other	2,590	376	258	19	(790)	2,195	-
Total	2,590	376	258	19	(790)	2,195	-

F3-3 S7.4 planning agreements

VPA							
Other	11,123	-	-	-	(362)	10,761	-
Total	11,123	-	-	-	(362)	10,761	-

F4 Statement of performance measures

F4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2022	Indicator 2022	Indicators 20212020		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	5,973	4.36%	4.62%	3.42%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	136,974				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	128,901	82.96%	80.76%	74.01%	> 60.00%
Total continuing operating revenue ¹	155,381				
3. Unrestricted current ratio					
Current assets less all external restrictions	113,418	5.86x	6.38x	2.09x	> 1.50x
Current liabilities less specific purpose liabilities	19,363				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	31,958	12.23x	12.75x	51.74x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,613				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	5,375	4.96%	4.60%	3.72%	< 5.00%
Rates and annual charges collectable	108,381				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	98,874	11.49	16.26	13.31	> 3.00
Monthly payments from cash flow of operating and financing activities	8,607	months	months	months	months

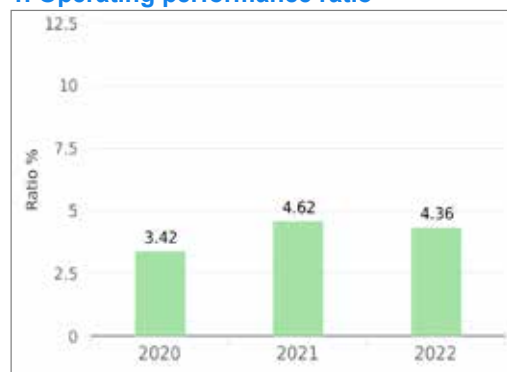
(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio 4.36%

This ratio continues to exceed benchmark and demonstrates Council's ability to contain operating expenditure within operating revenue.

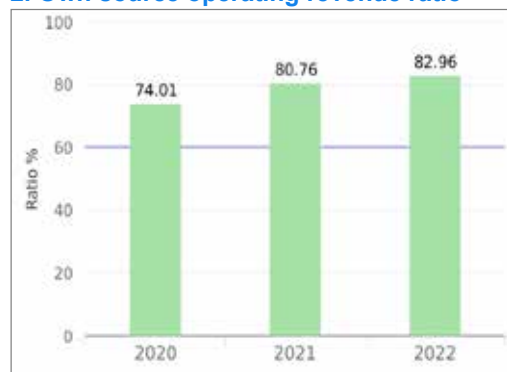
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 82.96%

This ratio is well above benchmark and Council continues to reduce its reliance on external funding sources like grants and contributions. City of Ryde achieves this ratio unlike some of the other growth Councils who have a substantial amount of developer contributions and sub-divider dedications.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

2021/22 ratio 5.86x

This remains high and represents council's ability to meet its short-term obligations as they fall due.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

Opinion

I have audited the accompanying financial statements of the Council of the City of Ryde (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

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 prepared, 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 2022, 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 (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2022 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 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 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.

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: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor 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 B5-1 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 to/from the financial statements.

A handwritten signature in blue ink, appearing to read 'K. Leung', with a horizontal line underneath.

Kenneth Leung
Delegate of the Auditor-General for New South Wales

31 October 2022
SYDNEY



Cr Jordan Lane
Mayor
Council of the City of Ryde
1 Pope Street
Ryde NSW 2112

Contact: Kenneth Leung
Phone no: 02 9275 7257
Our ref: D2222803/1783

31 October 2022

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2022 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 2022 as required by section 415 of the *Local Government Act 1993* (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 2022 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

	2022 \$m	2021 \$m	Variance %
Rates and annual charges revenue	103	101	2.5 ↑
Grants and contributions revenue	26.5	30.9	14.2 ↓
Operating result from continuing operations	34.1	67.5	49.5 ↓
Net operating result before capital grants and contributions	15.6	43.9	64.5 ↓

Rates and annual charges revenue (\$103 million) increased by \$2.5 million (2.5 per cent) in 2021–22 due to:

- \$1.3 million increase in residential rates
- \$780,000 increase in domestic waste management services charges.

Grants and contributions revenue (\$26.5 million) decreased by \$4.4 million (14.2 per cent) in 2021–22 due to:

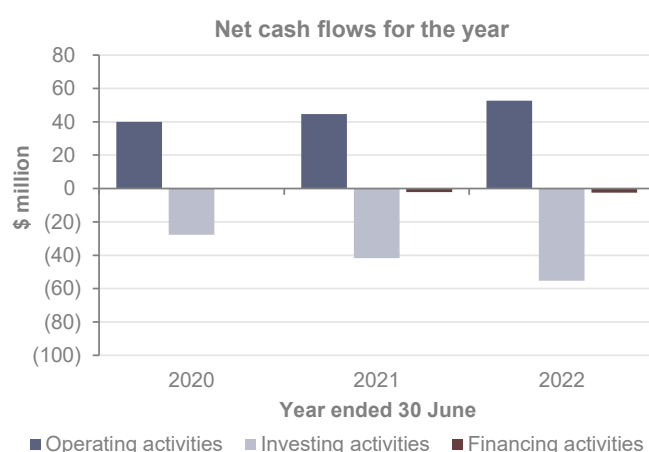
- decrease of \$6.4 million of developer contributions recognised during the year.

The Council's operating result from continuing operations (\$34.1 million including depreciation and amortisation expense of \$25.8 million) was \$33.4 million (49.5 per cent) lower than the 2020–21 result.

The net operating result before capital grants and contributions (\$15.6 million) was \$28.3 million (64.5 per cent) lower than the 2020–21 result.

STATEMENT OF CASH FLOWS

- Cash flows from operating activities in 2021-22 increased by \$8 million due to increased inflows in rates and annual charges of \$3.8 million and decreased outflows in other operating activities.
- Cash outflows in investing activities increased due to \$10.8 million increase in capitalised investment property expenditure.
- Cash flows from financing activities was minimal and remained relative stable compared to last year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	220	231	<ul style="list-style-type: none"> • Significant externally restricted cash and investments include developer contributions - general of \$20.8 million and domestic waste management of \$19.7 million
Restricted and allocated cash, cash equivalents and investments:			<ul style="list-style-type: none"> • Significant internal restriction includes \$50.1 million in Ryde Central reserve, \$24 million in investment property reserve and \$20.9 million in accommodation reserve.
• External restrictions	62.6	58.6	
• Internal allocations	149	168	

PERFORMANCE

Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

The Council exceeded the OLG benchmark for the current reporting period.

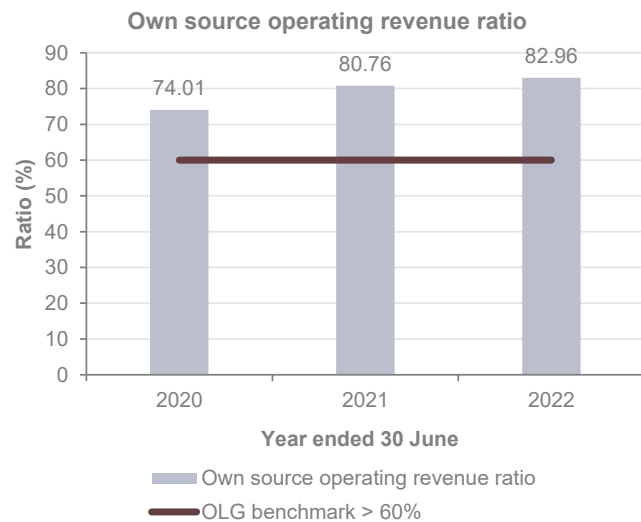
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

The Council exceeded the OLG benchmark for the current reporting period.

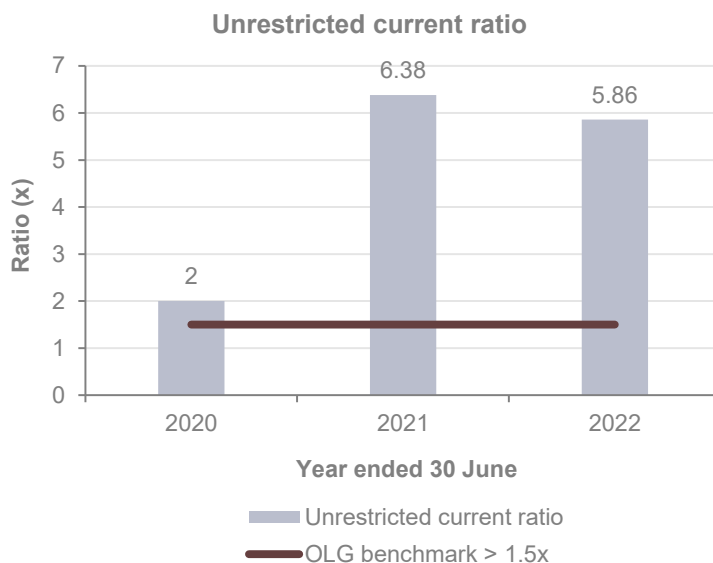
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

The Council exceeded the OLG benchmark for the current reporting period.

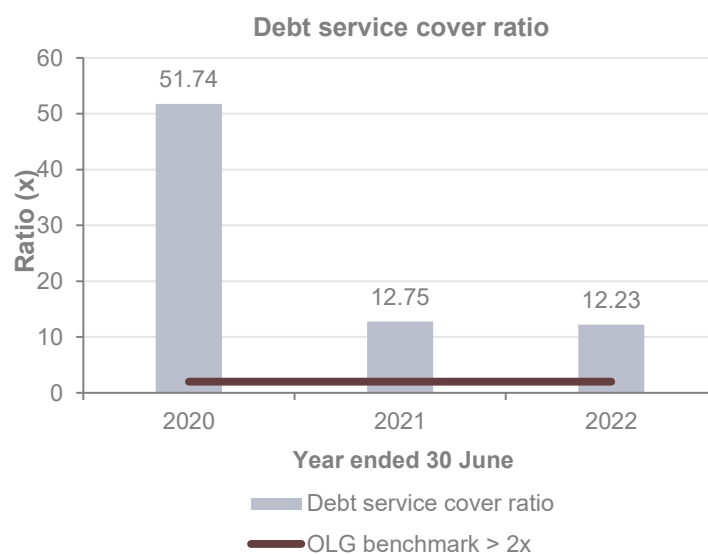
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

The Council exceeded the OLG benchmark for the current reporting period.

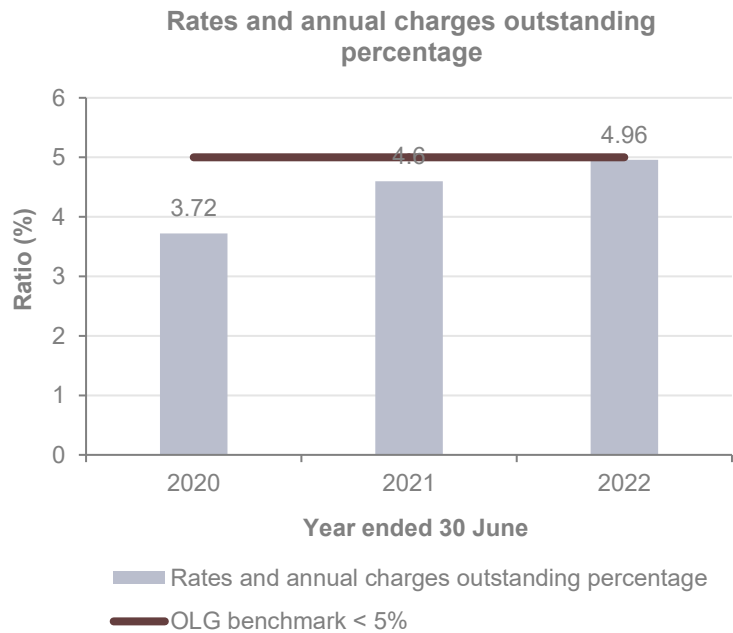
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

The Council met the OLG benchmark for the current reporting period.

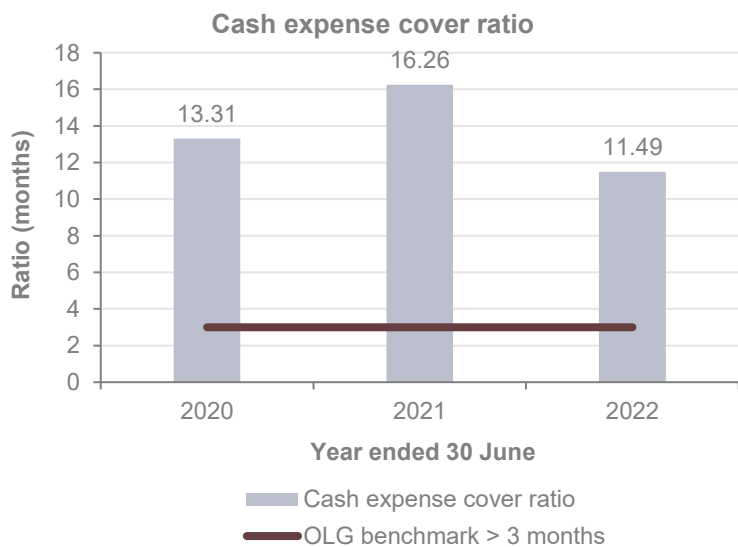
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



Cash expense cover ratio

The Council exceeded the OLG benchmark for the current reporting period.

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



Infrastructure, property, plant and equipment renewals

Council asset renewals have increased from \$28.6 million in 2020-21 to \$32.3 million in 2022-21. Renewals in 2021-22 primarily related to capital work in progress, road assets and footpaths and cycleways.

OTHER MATTERS

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.



Kenneth Leung

Delegate of the Auditor-General for New South Wales

SPECIAL SCHEDULES

Council of the City of Ryde

Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
Notional general income calculation ¹			
Last year notional general income yield	a	75,401	77,745
Plus or minus adjustments ²	b	819	1,364
Notional general income	c = a + b	76,220	79,109
Permissible income calculation			
Or rate peg percentage	e	2.00%	0.70%
Or plus rate peg amount	i = e x (c + g)	1,524	554
Sub-total	k = (c + g + h + i + j)	77,744	79,663
Plus (or minus) last year's carry forward total	l	1	—
Sub-total	n = (l + m)	1	—
Total permissible income	o = k + n	77,745	79,663
Less notional general income yield	p	77,745	79,663
Catch-up or (excess) result	q = o - p	—	—
Carry forward to next year ⁶	t = q + r + s	—	—

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of the Council of the City of Ryde (the Council) for the year ending 30 June 2023.

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 2021–22 (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 (including Independence Standards)' (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.

Other Information

The Council's annual report for the year ended 30 June 2022 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 and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

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.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor 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.

A handwritten signature in blue ink, appearing to read 'K. Leung', with a horizontal line underneath.

Kenneth Leung
Delegate of the Auditor-General for New South Wales

31 October 2022
SYDNEY

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost		2021/22 Required maintenance ^a	2021/22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		to bring assets to satisfactory standard	to bring to the service level of Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Buildings	Buildings	1,609	1,609	316	333	45,076	68,494	0.0%	0.0%	100.0%	0.0%	0.0%
	Buildings – non-specialised	–	–	4,561	4,110	92,140	158,034	33.0%	5.9%	46.4%	9.0%	5.7%
	Sub-total	1,609	1,609	4,877	4,443	137,216	226,528	23.0%	4.1%	62.6%	6.3%	4.0%
Roads	Roads	1,151	1,151	590	530	174,279	279,367	32.6%	38.8%	20.0%	8.1%	0.4%
	Bridges	4	4	57	11	14,605	20,282	42.3%	10.0%	46.2%	1.5%	0.0%
	Footpaths and cycleways	379	379	1,458	1,971	77,189	142,059	21.2%	20.2%	51.5%	6.8%	0.3%
	Kerb and Gutter	3	3	849	1,629	67,448	120,229	2.9%	27.1%	69.9%	0.1%	0.0%
	Other road assets	285	285	1,842	2,485	37,777	48,330	41.2%	47.7%	9.9%	0.6%	0.6%
	Sub-total	1,822	1,822	4,796	6,626	371,298	610,267	25.1%	31.9%	37.3%	5.4%	0.3%
Stormwater drainage	Stormwater drainage	10,558	10,558	954	764	206,276	317,424	10.7%	47.7%	26.3%	11.9%	3.6%
	Sub-total	10,558	10,558	954	764	206,276	317,424	10.7%	47.7%	26.3%	11.9%	3.6%
Open space / recreational assets	Other	609	609	6,757	5,884	77,850	97,561	54.2%	35.0%	9.9%	0.2%	0.7%
	Sub-total	609	609	6,757	5,884	77,850	97,561	54.2%	35.0%	9.9%	0.2%	0.7%
Other infrastructure assets	Foreshore Assets	–	–	86	18	12,202	17,291	25.4%	36.5%	29.1%	9.0%	0.0%
	Carparks	–	–	147	166	11,703	17,801	13.5%	0.4%	73.4%	12.7%	0.0%
	Sub-total	–	–	233	184	23,905	35,092	19.4%	18.2%	51.6%	10.9%	0.0%
Total – all assets		14,598	14,598	17,617	17,901	816,545	1,286,872	23.2%	30.8%	37.3%	6.9%	1.8%

^(a) Required maintenance is the amount identified in Council's asset management plans.
Infrastructure asset condition assessment 'key'

Satisfactory condition refers to an asset that is not due for renewal, where a condition rating scale from 1 (very good) to 5 (asset unserviceable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset. Condition 5 assets are taken as being overdue for renewal, as the end of condition 4 is the intervention point, useful life of the asset, at which time it should be renewed or disposed of.

Condition rating/ description

- 1 New or equivalent
- 2 Good condition without visible blemishes or deterioration

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2022 (continued)

- 3 Usable & safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths
- 4 usable condition with defects that interfere with use or reduce asset life, e.g. extensive road cracking. At the end of condition 4, the asset will be due for renewal or disposal.
- 5 Requires major repairs or is not suitable to remain in use due to a significant safety hazard, i.e. it is overdue for renewal.

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life). The backlog refers to asset renewals that have been deferred due to insufficient funds. Any asset in condition 5 is considered to have been deferred and overdue for renewal and therefore part of the backlog.

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2022

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2022	Indicator 2022	Indicators 20212020		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	32,277	164.53%	124.17%	157.39%	>= 100.00%
Depreciation, amortisation and impairment	19,618				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	14,598	1.79%	1.60%	1.91%	< 2.00%
Net carrying amount of infrastructure assets	816,545				
Asset maintenance ratio					
Actual asset maintenance	17,901	101.61%	91.94%	91.13%	> 100.00%
Required asset maintenance	17,617				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	14,598	1.13%	1.23%	1.21%	
Gross replacement cost	1,286,872				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2022



ADDITIONAL STATUTORY REPORTING

The 2021/22 Annual Report was completed before 30 November 2022 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 2021/22 using outcomes from the City of Ryde's Four-Year Delivery Plan 2021–2025 is presented in the Our Performance and Achievements section of this report (pages 22 to 115).

2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

Following the Council election 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 was tabled at the last meeting of the previous Council and was included in the 2020/21 Annual Report.

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 2021/22 financial year are presented from page 152 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4. Amount of rates and charges written off during 2020/21 – cl 132

Rates and charges written off = \$158.77

Statutory and voluntary pensioner rebates = \$1,524,035.77

Total = \$1,524,194.54

The Pensioner voluntary rebate was adjusted from \$150.00 in 2020/21 to \$100.00 in 2021/22.

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, staff or other persons representing Council on council business during 2021/22.

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)

Total costs during 2021/22 for the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions are presented on page 123 (see Our Council, Councillors' fees and expenses).

7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
Avant Construction Pty Ltd	Design and construction of Kissing Point amenities	\$434,900.00
Arcadia Pacific Group Pty Ltd	Provision of cleaning services for Council buildings	\$1,550,445.00
Celtic Civil Pty Ltd	Reconstruction of kerb and gutter along Hillview Road (Terry Road – Lakeside Road), Eastwood	\$842,746.00
Northern Contract Cleaning	Supply of cleaning services to North Ryde Office	\$589,388.00
TPG	Telco Aggregated Procurement Wave 3 (TAP3) for fixed data, internet and network application services	\$750,000.00
Avant Constructions Pty Ltd	Construction of a new public and sporting amenities building at ELS Hall Park, North Ryde	\$1,470,500.00
Shannon Group Services Pty Ltd	146 Bowden Street drainage upgrade	\$2,295,808.39
Swim Centres Pty Ltd	Sole professional squad coaching rights during peak times at the Ryde Aquatic Leisure Centre	\$810,225.00
Point Parking	Rowe Street Car Park Operator and Security Monitoring	\$400,000.00
Tambla	Provide and implement an electronic time and attendance solution to be used by all council staff	\$360,048.00
Boylson Pty Ltd	Replacement of the defective waterproofing membranes on level one and two balconies at West Ryde Community Centre	\$415,742.15
UAM Pty Ltd	Maintenance of Council-owned lighting. This includes Council owned multifunction poles (MFPs) street lights, park lights and bus shelter lighting	\$380,000.00
Sydney Sports Management Group and Voyager Tennis Pty Ltd	Lease of tennis court facilities located at Olympic Park	\$381,728.00
Sydney Sports Management Group and Voyager Tennis Pty Ltd	Lease of tennis court facilities located at Meadowbank Park	\$286,624.00
Rod Fahey Tennis School	Lease of tennis court facilities located at Kotara Park	\$550,000.00

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
Hix Group Pty Ltd	Upgrade an existing mid-block unsignalised pedestrian crossing into a signalised crossing with amended traffic flow, road markings, parking and signage, with all associated works in accordance to TfNSW approved drawings	\$318,826.86
Davis Earthmoving & Quarrying Pty Ltd	Provide crushing and screening of concrete asphalt and sandstone products at the City of Ryde's Porters Creek facility located at 162 Wicks Road Macquarie Park	\$406,605.00
Sarb Management Group Pty Ltd (DCA)	Delivery of an integrated parking system for on street parking	\$594,495.00
TreeServe Pty Ltd	Provide professional, reliable and a customer-focused chipping and mulching services for its local residents	\$336,600.00
Mono Constructions Pty Ltd	Construction of Council's multi-level amenities building at Christie Park, Macquarie Park	\$3,627,252.00
Celtic Civil Pty Ltd	Construction of Giffnock Avenue footpath upgrade (Stage 2)	\$657,544.00
Glascot Landscape and Civil Pty Ltd	Construction services for civil, landscape integration and floodlighting works at ELS Hall Park Field 3, North Ryde	\$987,324.29
MSB Electrical Services Pty Ltd	Construction Services for the Installation of Pedestrian Lighting along Shrimptons Creek Shared User Path, North Ryde/Marsfield	\$768,273.60
Avant Construction Pty Ltd	RALC re-cladding	\$353,000.00
Eptec Group	Waterloo Road culvert remediation project, undertaking repairs to existing culverts to prevent the loss of structural strength and increase service life	\$1,004,377.00
Cleary Bros (Bombo) Pty Ltd	Provide crushing and screening of concrete, asphalt and sandstone products at the City of Ryde's Porters Creek facility located at 162 Wicks Road Macquarie Park	\$3,500,000.00
Hames Sharley	Design, co-ordinate, deliver and construct 'the new heart of Ryde', Ryde Central Civic and Cultural Centre development at Devlin Street, Ryde	\$692,200.00

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
OCON Services	Provide crushing and screening of concrete, asphalt and sandstone products at the City of Ryde's Porters Creek facility located at 162 Wicks Road Macquarie Park	\$289,277.00
Jane Cavanough Artlandish Art & Design	Catherine Hamlin Park Public Art Project	\$150,000.00
Tiara & H Holdings Pty Ltd	Specialist cleaning services for the Ryde Aquatic Leisure Centre	\$1,048,040.00
Sydney Demo & Excavation Pty Ltd	Demolition of houses (86 Blenheim Rd, 12A and 14 Epping Rd) at North Ryde	\$218,486.00
Renworx Pty Ltd	Field renewal Westminster Park	\$181,016.32
Boylson Pty Ltd	North Ryde Park amenities refurbishment	\$187,444.00

8. Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

The following table (Table 1) summarises the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed). The subsequent table (Table 2) contains a summary of the state of progress of each legal proceeding and (if it has been finalised) the result, to which the Council of the City of Ryde has been a party during the period beginning on 1 July 2021 and ending on 30 June 2022.

Legal proceedings under insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters are not captured in Table 2.

Table 1. Summary of the amounts incurred by Council in relation to legal proceedings

	ACTUAL (EXCL GST)
Legal Fees – Planning and Development	1,328,664
Legal Fees – Other	90,308
Legal Fees – Recovered	-
Total	1,418,972

Table 2. Summary of the state of progress of each legal proceeding and results

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 260465 of 2016 – Class 4 Enforcement – 176 Princes Street, Putney	Enforcement proceedings commenced against the respondents for a failure to comply with Stop Work Order.	Ongoing
Land and Environment Court No 165218 of 2017– Class 4 Enforcement – 176 Princes Street, Putney	Appeal against Council’s actual refusal of a building certificate application.	Ongoing
Land and Environment Court No 404426 of 2019 – Class 1 Appeal – 155 Church Street, Ryde	Appeal against the deemed refusal of a development application for demolition, excavation, site works and construction of a part eight, part 12 storey mixed use building comprising of a supermarket, five speciality shops, two commercial tenancies and 43 residential dwellings.	Appeal upheld
Supreme Court Appeal No 232774 of 2019 – 41-45 Belmore Street, Ryde	The plaintiff (Owner’s Corporation) sues the first defendant (Builder) and second defendant (Developer) for defects and deficiencies in and affecting the common property of which it is the registered proprietor including encroachments over land owned by third defendant (Council).	Ongoing
Land and Environment Court No 168439 of 2020 – Class 3 Appeal – 86 Blenheim Road, North Ryde	Proceedings relating to dispute as to compensation amount to be paid to dispossessed owners as a result of the compulsory acquisition of land.	Finalised
Land and Environment Court No 168457 of 2020 – Class 3 Appeal – 12A & 14A Epping Road, North Ryde	Proceedings relating to dispute as to compensation amount to be paid to dispossessed owners as a result of the compulsory acquisition of land.	Finalised
Land and Environment Court No 213049 of 2020 – Class 4 Judicial Review – 257, 259 & 261 Pittwater Road, North Ryde	Judicial Review of Complying Development Certificate in relation to the premises.	CDC declared invalid

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 258084 of 2020 – Class 1 Appeal – 964-970 Victoria Road, West Ryde	Appeal against refusal of development application for the demolition of existing structures, excavation for one basement car park level, construction of a five-storey boarding house comprising 41 rooms, one manager's room, one commercial tenancy fronting Victoria Road and 15 car parking spaces contained within two levels of car parking.	Appeal upheld
Local Court Hornsby No 301715 of 2020 – Statement of Claim for Damages –8 Allengrove Crescent, North Ryde	Nuisance and negligence claim by owner of residential property against adjoining neighbour and Council for overflowing pool waters.	Claim against Council discontinued
NSW Civil and Administrative Tribunal No 315037 of 2020	Appeal against decision under <i>Government Information (Public Access) Act 2009</i> .	Appeal dismissed
Land and Environment Court No 342039 of 2020 – Class 1 Appeal – 6A to 8C Monash Road, Gladesville	Appeal against the refusal of development application for alterations and additions to the lower and ground floor of an existing commercial building to be used as a 53-place child care centre.	Appeal upheld
Supreme Court No 364207 of 2020	Contractual dispute as to advertising on Council bus shelters.	Ongoing
Land and Environment Court No 36545 of 2021 – Class 1 Appeal – 298-312 Blaxland Road, Ryde	Appeal against the deemed refusal of development application for the demolition of existing buildings and structures and construction of a multi-dwelling housing development containing 30 dwellings, in six multi-dwelling pods, three x dual dwelling buildings and one freestanding dwelling over a split basement.	Ongoing
Land and Environment Court No 51013 of 2021 – Class 1 Appeal – 142-148 Coxs Road, North Ryde	Appeal against the refusal of development application for alterations and additions to the existing building to accommodate a 135-places child-care centre on the first floor, change of use of tenancy five and seven on the ground floor to office.	Ongoing
Land and Environment Court No 52661 of 2021 – Class 1 Appeal – 99 Elliott Avenue, East Ryde	Appeal against refusal of Building Information Certificate.	Appeal upheld

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Local Court No 62767 of 2021	Penalty Infringement Notice for not comply with dangerous and menacing dog restrictions.	Ongoing
Land and Environment Court No 80512 of 2021 – Class 4 Judicial Review – 47-51 Irene Crescent, Eastwood	Judicial Review of Complying Development Certificate and Modified Complying Development Certificate.	Appeal discontinued
Local Court No 146753 of 2021	Application for annulment of penalty notice for Double Park in School Zone in Shaftsbury Road.	Annulment granted
Local Court No 3221402040	Appeal against Penalty Infringement Notice for vehicle not parked parallel to kerb.	Ongoing
Land and Environment Court No 149034 of 2021 – Class 1 Appeal – 2 Deakin Street, West Ryde	Appeal against refusal of development application for construction of a multi-unit dwelling development consisting of three dwellings (one x two-storey five-bedroom dwelling and two x single storey three-bedroom dwellings).	Appeal upheld
Land and Environment Court No 174218 of 2021 – Class 1 Appeal – 64 Pellisier Road, Putney	Appeal against the deemed refusal of development application for partial demolition, alterations and addition to existing dwelling.	Appeal upheld
NSW Civil and Administrative Tribunal No 179112 of 2021	Appeal against decision under <i>Government Information (Public Access) Act 2009</i> .	Appeal dismissed
Land and Environment Court No 185557 of 2021 – Class 4 Judicial Review – 835 Victoria Road, West Ryde	Judicial Review of a Complying Development Certificate for the construction of a manor house development.	Ongoing
Land and Environment Court No 186603 of 2021 – Class 1 Appeal – 26 Beattie Avenue, Denistone East	Appeal against refusal of development application for demolition of existing structures and construction of a two storey childcare centre for 68 children and 10 staff with basement parking for 13 vehicles.	Ongoing
Land and Environment Court No 195421 of 2021 – Class 1 Appeal – 45-47 Epping Road, Macquarie Park	Appeal against the deemed refusal of development application for the amalgamation of lots, the staged demolition of existing buildings, the construction of a café premises and two commercial buildings (with ground floor retail and basement parking) and associated works.	Appeal upheld

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 207187 or 2021 – Class 1 Appeal – 150 Wicks Road, Macquarie Park	Appeal against the issue of a Prevention Notice to take preventative action pursuant to Part 4.3 of the Protection of the <i>Environment Operations Act of 1997 (NSW) (PEOA)</i> .	Appeal discontinued
Land and Environment Court No 207884 of 2021 – Class 4 Appeal – 142-148 Coss Road, North Ryde	Proceedings seeking an order that an easement is imposed, under section 88K of the <i>Conveyancing Act 1919</i> , being an easement for a right of carriageway over Council Car Park.	Ongoing
Land and Environment Court No 209749 of 2021 – Class 1 Appeal – 1 Stansell Street, Gladesville	Appeal against the deemed refusal of a development application seeking consent for the construction of a six storey residential flat building.	Appeal upheld
Land and Environment Court No 216311 of 2021 – Class 1 Appeal – 1-20 Railway Road and 50 Constitution Road, Meadowbank	Appeal against the deemed refusal of a development application, which seeks consent for the demolition of existing structures and constructions of a mixed use development comprising four, six- or seven-storey buildings containing 133 apartments, 162 boarding rooms and commercial floor space with basement parking.	Ongoing
Land and Environment Court No 220838 of 2021 – Class 1 Appeal – 63-71 Waterloo Road, Macquarie Park	Appeal against the deemed refusal of a development application for the staged demolition of the existing buildings, and the staged construction of two commercial towers with basement parking, the provision of a new road and associated works.	Appeal upheld
Land and Environment Court No 272087 of 2021 – Class 1 Appeal – 2A Mellor Street, West Ryde	Appeal against the deemed refusal of a development application for the construction of a 3 storey mixed use boarding house development comprising ground floor commercial premises and a 30-room boarding house and basement parking.	Appeal upheld
Land and Environment Court No 298108 of 2021 – Class 4 Application – 23 Myra Avenue, Ryde	Judicial Review of a Complying Development Certificate for the construction of a dwelling house.	Appeal discontinued
Land and Environment Court No 293388 of 2021 – Class 4 Application – 44 Falconer Street, West Ryde	Enforcement proceedings to comply with a Development Control Order in connection with recovery of monetary contribution.	Finalised

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 298687 of 2021 – Class 1 Appeal – 85-87 Anzac Avenue, West Ryde	Appeal against the deemed refusal of a development application for the amalgamation of two lots, demolition of two existing dwellings, construction of a four-storey boarding house consisting of 74 rooms with associated basement car parking.	Ongoing
Land and Environment Court No 358473 of 2021 – Class 4 Application – 298-312 Blaxland Road, Ryde	Judicial Review of Complying Development Certificate for the construction of several dual-occupancy dwellings.	Appeal discontinued
Land and Environment Court No 15057 of 2022 – Class 1 Appeal – 60 Balaclava Road, Eastwood	Appeal against the refusal of a development application for construction of two-storey boarding house comprising 12 dwelling rooms including two accessible rooms, common area, communal kitchen, laundry and dining area. Five parking spaces, one accessible parking space, motorcycle parking space and waste storage facility on basement level and bicycle parking on ground level.	Appeal upheld
Land and Environment Court No 13924 of 2022 – Class 1 Appeal – 126-128 Pittwater Road, Gladesville	Appeal against the refusal of development application for alterations and additions to the existing three-storey mixed use development and the extension of the ground level commercial tenancy and enclosure of rear outdoor terrace for additional retail space.	Ongoing
Land and Environment Court No 106660 of 2022 – Class 1 Appeal – 50-52 Buffalo Road, Gladesville	Appeal against the deemed refusal of development application for alterations and additions to an industrial development and use of the site for the purposes of a resource recovery transfer station for scrap metal.	Ongoing
Land and Environment Court No 148202 of 2022 – Class 1 Appeal – 128 Wicks Road, North Ryde	Appeal against the refusal of development application for alterations to existing house and secondary dwelling to create a Dual Occupancy (attached) and strata subdivision.	Ongoing
NSW Civil and Administrative Tribunal No 156371 of 2022	Proceedings relating to an anti-discrimination complaint.	Ongoing
Land and Environment Court No 160547 of 2022 – Class 1 Appeal – 5 Cooney Street, North Ryde	Appeal against the refusal of a development application for internal alterations and additions to convert an existing dwelling to a dual occupancy development and its subsequent Torrens title subdivision.	Ongoing

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:

3-5 Gale Street – As part of Council's maintenance for stormwater assets, a stormwater pipe running down within the rear private property boundary of 3-5 Gale Street was identified as being in poor condition and was subsequently relined by Council. The extent of the works included the relining of 18 metres of a 300mm stormwater pipe. The cost of these works was approximately \$17,000 funded entirely by Council.

10. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)

Council provides a significant grants program to support local not-for-profit organisations and community groups (and in some cases individuals) to carry out special projects. The projects align with the needs of the 2028 Community Strategic Plan and contribute to community wellbeing and help build a vibrant community culture.

During the year Council approved a total of \$310,114.50 in community grants funding to support 64 projects.

We continued our partnership with Grant Guru to create the City of Ryde Grant Finder. This free service provides a comprehensive list of funding and grant opportunities across Australia. Users can search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

In 2021/22 funding was provided in the following categories:

- Community Wellbeing grants
- Events grants
- Arts and Creativity grants
- Community Facilities and Equipment grants
- Sport and Recreation grants
- Small Grants.

These grants are one way Council supports our local community groups to grow, prosper and carry out special projects that benefit the community.

11. Statement of all external bodies that exercised functions delegated by Council

No external bodies exercised functions delegated by Council.

12. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest

The Joint Library Service Agreement between the City of Ryde and Hunters Hill Council concluded on the 30 June 2020 and consequently, did not apply for the 2021/22 year.

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
- NSROC Sports Officers Group – Quarterly meetings between staff are held to discuss matters in relation to delivery of sport and recreation services and infrastructure
- Southern Sydney Regional Organisation of Councils (SSROC) – participation in group tendering and memorandum of understanding to address increasing renewable energy share for energy procurement, recycled materials for civil works to reduce landfill volumes and provide sustainable waste solutions
- SSROC and Ausgrid – Ausgrid is our major Distribution Network Service Provider (DNSP) providing power and lighting across Ryde LGA. We have recently entered into an agreement with Ausgrid to initiate accelerated LED replacements across Council's residential streets
- Parramatta River Catchment Group – catchment partnership group of 10 councils to oversee improvements to the health of the Parramatta River towards swimmability by 2025 under the Masterplan. Council currently sits on the Executive and several technical advisory committees for this group and will be delivering the new Putney Swim Site in 2023 as one of the first new swimming sites in the Parramatta River. Other works have included a regional litter grant and 'Designing for Country' grant to improve indigenous connection to the river and land
- Resilient Sydney – a joint initiative for all 33 Sydney metropolitan councils to plan for and address acute shocks and stresses associated with urbanisation, population growth and climate change impacts, involving working with State government agencies, community groups and business
- Green Building Council of Australia – peak sustainability and built environment performance body coordinating participating local government areas to improve building stock and controls to lessen environmental impact, improve performance and deliver healthy communities long term
- 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 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 MPID 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
- Northern Sydney Waste Alliance is a joint venture between Ryde, Ku-ring-gai, Hunters Hill, Lane Cove, Willoughby and Mosman councils to deliver a best value waste processing and disposal contract
- A non-binding Memorandum of Understanding with five local Chambers of Commerce signalling Council's intention to work in good faith and collaborate to support the local business community. Participants in this agreement are: City of Ryde Council, Eastwood Chamber of Commerce, Gladesville Chamber of Commerce, Korean Community of Commerce in the City of Ryde Inc, Macquarie Park Ryde Business Chamber Inc., and West Ryde Chamber of Commerce Inc.
- Eastwood Gladesville Liquor Accord. Council, NSW Police and NSW Health have non-voting representatives on the Executive Committee for this accord. Membership comprises the majority of the clubs and hotels in the local area and a number of restaurants and bottle shops, working to reduce alcohol-related problems, anti-social behaviour and violence in and around licensed premises
- Greater Sydney Harbour Coastal Management Program, a 25 Sydney Harbour catchment council partnership through the Sydney Coastal Councils, Parramatta River Catchment Group and DPE formed to update existing Coastal Zone Estuary Management Plan's to align with the new Coastal Management SEPP to improve waterway health
- Parks and Leisure NSW/ACT – Staff were members of this peak industry body and attended relevant development programs and workshops through the year.

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 Equal Employment Opportunity (EEO) Management Plan, the effective communication of the requirements of this plan 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.

Please refer to page 134 in the Working at City of Ryde Council section of this report for details of Council's activities to implement our EEO Management plan.

15. Statement of the total remuneration comprised in the remuneration package of the General Manager and senior staff

Remuneration levels for Council executives take many factors into account, including work value, the complexity of jobs and external independent and market-related benchmarks. This ensures remuneration levels for executives are appropriate and that Council is well placed to retain and attract executives with the skills necessary to help deliver value-for-money services to the community.

Executive staff members (the CEO and directors) are engaged under fixed-term, performance-based contracts.

The total remuneration comprised in the remuneration packages of the General Manager and senior staff are as follows:

TOTAL REMUNERATION

General Manager	\$473,688
Senior Staff	\$1,839,214

The City of Ryde's senior staff consist of the General Manager, four Directors, one Legal Counsel and the Chief Financial Officer.

16. A statement detailing the stormwater management services provided (if levied) – cl 217 (1) (e)

Please refer to the Catchment and Stormwater Management section on page 58 of this report for details of stormwater management services provided.

17. A statement detailing the coastal protection services provided

Please refer to the Foreshores and Seawalls section on page 60 of this report for details of Coastal protection services provided.

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 for the Council term was included as part of Council's 2020/21 Annual Report.

19. Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406

The City of Ryde has no policy on Environmental Upgrade Agreements, however it is exploring the role of these into the future to assist our corporate community to transition to a lower carbon economy and our Net Zero 2050 target for the City. In 2021/22 Council did not enter 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 2021/22 financial year.

a. The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows:

Council levied Special Rate Variation funds for the 2021/22 financial year in accordance with the IPART determination. These funds have been restricted and spent in accordance with their nominated purposes.

b. Any significant differences between the proposed program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences.

There 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 have 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 infrastructure such as roads, footpaths, recreation facilities and catchments, which would otherwise continue to deteriorate to a point of failure. It has meant that the works and costs to renew the infrastructure are reduced as damage to the underlying structures is not exacerbated by continued utilisation of these assets left in service. The 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.

	\$M
Opening Balance – SRV Restricted Fund	6.9
SRV funds levied during 2021/22 financial year	13.4
SRV funds expensed during the 2021/22 financial year	11.3
Restricted funds carried forward into 2021/22 financial year	9.0

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 2.11(e).

There were no significant differences noted.

21. Report on capital works projects

A summary report on the condition of Council's infrastructure assets and related costs can be found on page 229. Reports on the progress in implementing these projects are included in the Capital Works Program tables in relation to each Council service in the Delivering Our Services – Achieving Community Outcomes section commencing on page 22 of this report.

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

1. Animals seized by Council Rangers

ANIMAL	TOTAL	OWNER	RESCUE	BLACKTOWN H/F
Cats	8			8
Dogs	22	15		7

2. Decrease from the 54 recorded in the previous financial year

3. Data from Council seizure report – Animals at Blacktown Holding Facility

ANIMALS	ANIMALS CURRENTLY IN POUND	COUNCIL SEIZED	SURRENDERS	RELEASED TO OWNER	SOLD	REHOMED	EUTHANISED
Cats	19	8	1			5	1
Dogs	9	7		2	4	1	

4. There were fifty-nine reported dog attacks during 2021/22, which is an increase of one reported attack on the previous financial year

5. The combined expenditure budget for Companion Animal Management for 2021/22 was \$309,000. This financial year we were required to employ a temp to assist with cat registrations and annual permits. We experienced high costs associated with preparing education material and letters to cat owners. Companion Animal Administration is funded through this program and the position is vital in updating the register and collecting animal registrations and cat permits

6. Council continues to promote Companion Animals legislation through its website, various City of Ryde publications, our micro-chipping program and continued participation at selected community events

7. Council has several 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)

8. 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.' In addition, there was a recent amendment to the *Companion Animals Act 1998*, specifically Section 64B which requires councils to give notice to at least two rehoming organisations that the animal is available for rehoming or taking steps to advertise on a webpage or through social media before taking action under Section 64 or 64A to destroy a surrendered animal. Council has strategies in place to comply with the requirement under section 64 of the Act and our contractor Blacktown Council is complying with Section 64B of the *Companion Animals Act 1998*. Council is committed to either rehome or rescue any animals from the City of Ryde LGA that are in Blacktown Holding Facilities care

9. Council's Ranger Services Team, in consultation with various community organisations, reviews and updates companion animal information through a direct link on the City of Ryde website. In addition, staff 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. This is evident from our reduction in companion animals being taken to Blacktown Holding Facility last financial year

10. Blacktown Holding Facility works with various not-for-profit organisations that provide a rehoming service for cats and dogs

11. 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 dog recreation needs study was completed this year and our off-leash parks increased to seventeen parks
12. 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 increased pound fee charges, officers' wages, temp position to assist with registrations and to fund the new Companion Animal Administration position
13. Our main focus was to adopt a plan of action to notify residents with outstanding registration through an education program. The education program focused on the following:
 - Informing cat owners why permits are required
 - Offering material to assist them apply using the Pet Register
 - Provide a help line should the animal owner requires assistance.

The program has commenced post COVID-19 lockdown with the aim of providing education material to cat owners as well as dog owners whose dogs are not registered. Council is looking at new ways of notifying companion animal owners about registration and are looking into social media, SMS messaging to remind owners to register their pets, and updating our companion animal webpage.

23. Information included on government information public access activity. *Government Information (Public Access) Act 2009, s 125(1)*

Government Information (Public Access) Regulation 2018, cl 8, Schedule 2

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 at least once every 12 months to identify the kinds of information that can be made publicly available.

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.

The most common requests for information received by council continue to relate to development or building records, with increasing interest in developments by private certifiers, the details of which are now noted on our website.

The Development Application page on the City of Ryde website includes information on the status of development applications with details about new applications and those that have recently been determined. As of the beginning of 2022, documents and plans relating to all new development applications can now be viewed on the website.

Access to pre-Open Access development and building information is still provided in response to informal requests for information and a formal access application is only required when lengthy and detailed searches are required. This is facilitated by providing viewing access at our offices free of charge or by return email where possible (subject to copyright or public interest considerations).

Social media continues to be 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.

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

75

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 City of Ryde refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED DUE TO SCHEDULE 1

Wholly

1

Partly

0

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	29	2	0	6	1	0	0	4
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	5	0	6	0	0	0	0
Members of the public (other)	16	3	1	6	1	0	0	3

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	45	9	1	15	2	0	0	7
Access applications that are partly personal information applications and partly other	1	1	0	3	0	0	0	0

*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	7
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	7
Invalid applications that subsequently became valid applications	5

**TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE:
MATTERS LISTED IN SCHEDULE 1 OF THE ACT**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	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

*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	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	42
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	18
Total	66

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT
(BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	1	0	0
Internal review following recommendation under section 93 of Act	0	1	0
Review by NCAT	0	0	0
Total	1	1	0

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT
(BY TYPE OF APPLICANT)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION
2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

24. Environmental Planning and Assessment Act 1979

Particulars of compliance with and effect of planning agreements in force during the year – s7.5(5)

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2021/22
North Ryde M2 Site (Lachlan's Line)	Urban Growth (t/a Landcom)	A Planning Agreement was entered into in October 2016 and proposed the following public benefits:	The community facility was delivered September 2020 and was under defects liability period until September 2021.
	Part of Deed Novated to Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited	<ul style="list-style-type: none"> Community facility to value of \$7.8 million on Lot 104 in Stratum Central Park land and embellishment Linear Park land and embellishment Lot 101 – Bushland reserve Lot 103 – Community/civic plaza Lot 108 – Land for open space Shared pathways Public roads Stormwater assets Public art. 	Lot 103 – Community/civic plaza was dedicated to Council on 1 July 2022. This was the last public benefit under the Planning Agreement to be transferred to Council
25-27 Epping Road, Macquarie Park NSW 2113	Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited	<p>The Agreement was entered into on 29 November 2017 and proposed the following public benefit:</p> <ul style="list-style-type: none"> \$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. Road closure cannot progress until further information is submitted by the applicant to resolve concerns expressed by other public agencies
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	<p>The agreement was entered into on 27 March 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Road land and works Pedestrian link works Monetary contributions to approximate amount of \$17 million The total value of the VPA is approximately \$22 million. 	Completion and dedication of Banfield Road occurred early in the 2020/21 financial year and the defects liability period concluded in the latter half of the 2021/22 financial year

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
45-61 Waterloo Road, Macquarie Park NSW 2113	John Holland Macquarie Park Land Custodian Pty Ltd	<p>The Agreement was entered into on 31 August 2018 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Road land and works Pedestrian link works Monetary contribution \$2.1 million Total value of the VPA is approximately \$11 million 	<ul style="list-style-type: none"> Development is under construction. Securities over public benefits have been submitted Monetary contribution paid prior to construction commencing in the 2019/20 financial year Deed of Variation Entered into 13 February 2020 No particular matters in relation to the VPA occurred during reportable period
312 Victoria Road, Gladesville	Buildex Gladesville Pty Ltd	<p>The Agreement was entered into on 18 April 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Road land and works for extension of Gerard Lane to approximate value of \$1.16 million. 	Public benefits under construction during reportable period
197 – 223 Herring Road, Macquarie Park (Macquarie Shopping Centre)	AMP Capital Funds Management Limited and AMP Macquarie Pty Ltd	<p>The Agreement was entered into on 2 November 2018 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Approx. 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 to an approximate value of \$25 million. 	Operating. No particular matters in relation to the VPA occurred during reportable period
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	<p>The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits:</p> <ul style="list-style-type: none"> 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.

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2021/22
11-17 Khartoum Road and 33-39 Talavera Road, Macquarie Park	The Trust Company Limited and Stockland Trust Management Limited as Trustee for Advance Property Fund and Sydney North Planning Panel	<p>The Planning Agreement was entered into on 2 December 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Dedication of public road - \$1.7 million Construction of public road - \$3.12 million Pedestrian link and public access easement \$1.8 million Public domain works \$1.62 million Monetary contribution \$5.76 million. 	Operating. No particular matters in relation to the VPA occurred during reportable period, other than public benefits under construction.
2-6 Chatham Road, West Ryde	Hurstville Apartments Pty Ltd	<p>The Planning Agreement was entered into on 18 January 2021 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Three x affordable housing Apartments; and Upgrade of the public domain and road improvements <p>Estimated (combined) Construction cost of Public Benefits \$1.24 million.</p>	Deed was novated from Tesco projects Pty Ltd to Hurstville Apartments Pty Ltd with the sale of the land on 20 May 2022
1 Eden Park Drive, Macquarie Park	Kamirice Pty Limited	<p>The Planning Agreement was entered into 24 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Construction of pedestrian access path and provision of public access easement Monetary contribution \$176,546.69. 	<p>Operating and:</p> <ul style="list-style-type: none"> Securities provided Monetary contributions paid Construction continued on public access path during the reporting period
63-71 Waterloo Road, Macquarie Park	UT 65 Pty Ltd	<p>The Planning Agreement was entered into on 24 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Construction and dedication of part of Road 1 in the Macquarie Park Access Network to value of \$2.9 million Monetary contributions in stages to total amount of \$5,770,350. 	<p>Operating and:</p> <ul style="list-style-type: none"> Developer failed to provide Council with \$6 million security upon issue of development consent Council investigating enforcement action under the provisions of the Planning Agreement and <i>Environmental Planning and Assessment Act 1979</i>

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
45 to 47 Epping Road, Macquarie Park	Total Forms Pty Limited and PS1875 Property Holdings Pty Limited	<p>The Planning Agreement was entered into on 19 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Payment of monetary contribution of \$2,148,620 in stages over the life of the development 	<p>Operating and:</p> <ul style="list-style-type: none"> Deed of Variation was exhibited during the reporting period. Deed of Variation introduces the dedication of land to Council that currently contains footpath and part of Wicks Road
9 to 13 Waterloo Road, Macquarie Park	Waterloo Projects Pty Ltd	<p>The Planning Agreement was entered into on 12 August 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Payment of \$336,300 to Council toward the construction of pedestrian footpath upgrades 	Operating. No particular matters in relation to the VPA occurred during reportable period.

25. Public Interest Disclosure Act 1994 and Regulation

During 2021/22, the City of Ryde received no new Public Interest Disclosures.

Council continues to maintain its framework for the reporting of any potential Public Interest Disclosures. Council is also preparing to implement the new *Public Interest Disclosures Act 2022* within its existing framework. The new Act provides more comprehensive protections for whistle-blowers and witnesses as well as fewer “trip hazards” for potential whistle-blowers.

Council remains informed of the new Act by attending information sessions hosted by the Corruption Prevention Network and subscribing to the NSW Ombudsman’s newsletter. These sources have provided valuable knowledge to help Council implement an extensive revamp of its existing Public Interest Disclosures. While preparing for the new Act to commence, Council continues to promote awareness to staff through email messaging, e-learn modules, newsletters and posters.

26. Capital Expenditure Reviews

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2021/22 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 partnered 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.

In developing the DIAP, City of Ryde, Hunter’s Hill and Lane Cove councils made a strong commitment to consult with people with disability. This consultation provided the community and Council staff with an opportunity to identify and address local barriers and opportunities to inclusion.

The DIAP is guided by the *Disability Inclusion Act 2014 (NSW)* and the NSW Disability Inclusion Action Planning Guidelines produced by Local Government NSW. The DIAP was adopted by City of Ryde on the 22 August 2017.

Action	Outcome
i. Developing positive community attitudes and behaviours	
1c. Create a regional recognition system to identify businesses that are accessible and welcoming to people with disability, eg. identifying stickers, new App.	Council has partnered with Zero Barriers to work with and educate businesses on how they can become more inclusive and accessible for members of the community. Businesses who meet the accessible business guidelines will be provided the Zero Barriers sticker to be displayed at their business and will be included on the Zero Barriers Business Directory.
2a. Deliver a targeted community education campaign on appropriate language and respectful behaviours towards people with disability for schools, businesses and community.	Due to COVID-19 restrictions, this action was not completed. Action has been carried over to the new DIAP 2022-2026.
2b. Include information regarding accessibility and inclusion to the community when dealing with Council through the hire of venues and facilities or grant applications.	<p>Council updated its website to include different community languages and introduced a new venue hire booking system that displays icons and text outlining what accessible features are available at each facility.</p> <p>Grants were awarded to community organisations that focus on being accessible and inclusive including:</p> <ul style="list-style-type: none"> • A social support project for people with disabilities from CALD backgrounds and their families • Inclusion matters — activities to support and connect people with disability, seniors and people who are disadvantaged • Community Access Project — community outings for people with disability • Bike North — Cycling without Age and Advocacy — series of events to raise awareness and life experiences of people with disability.
2c. Offer workshops to local businesses on inclusion, accessibility, and the rights of people with disability.	An information workshop was facilitated at the Northern District Business Chambers to educate business owners on inclusion of people with disability in the workplace and the rights of people with disability. Further workshops have been included, as an action in the DIAP 2022-2026.
3h. Work with organisations to identify opportunities to support innovative and inclusive activities for people with disability such as a new inclusion grant category that facilitates new technologies for digital inclusion.	The City of Ryde Grants Program now includes the community wellbeing category — this category aims to develop a connected and inclusive community that promotes health, safety, accessibility and liveability.
3i. Review and facilitate provision of sport and recreation programs for people with disability.	Activate Inclusion Sports Day in partnership with Sports NSW and Lane Cove Council was cancelled due to COVID-19 restrictions and has been rescheduled for November 2022. Recreational activities held in 2022 have included blind tennis and modified football.

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, with a filter established on Council's events listing webpage for All Abilities and a space within the event submission form for organisers to add accessibility information.

Due to COVID-19 restrictions, many Council events have been held online, which has made them more accessible to members of our community who are not able to attend events in person. A variety of events are now held in a hybrid format where people can attend in person or online.

When planning events, Council takes into consideration the accessibility of an event and provides accessibility options for the community who are attending or who are participating in the event.

4b. Encourage volunteers to assist people with disabilities at Council events.

Volunteers will continue to assist attendees at events including people with disability.

4c. Create opportunities for people with a disability to be a volunteer at Council events.

Due to COVID-19 restrictions, this action was not completed. Action has been carried over to new DIAP 2022-2026.

4d. Provide an exclusive day and free entry for people with disability at major Council facilities (e.g. at the Ryde Aquatic Leisure Centre, libraries, gallery or other facilities)

Free activities are provided throughout the year including free come and try Aqua at the Ryde Aquatic Leisure Centre and free come and try exercise classes, as part of the Seniors Festival.

Modified sports opportunities are provided through Inclusive Sports Day which has been postponed to November 2022 due to COVID-19.

Action	Outcome
ii. Creating liveable communities	
1e. Increase funding and implementation of PAMP items and footpath configuration within a new funding cluster	PAMP upgrades being completed under the footpath renewal (PAMP replacement), footpath expansion (PAMP construction) and road kerb renewal clusters.
1j. Review and revise public domain signage to improve legibility and consistency, to assist people with disability move around our City.	Strategy developed and progressively implemented. Completion of a Parks Signage Strategy to occur in the 2021/22 financial year.
2e. Review the function and services provided at RALC to support better access and inclusion.	Increased opportunities for people with disability to access the RALC with the installation of two new lifts and change facilities and improved access to the pool by modifying the entrance steps in the main pool which are now easier to use for people with mobility issues.
3d. Review the progress of bus shelter contract renewal. Annual program of accessibility upgrades and renewal for the public domain to support implementation of adaptable lighting to deliver above compliance bus stops in accordance with the Disability Standards for Accessible Public Transport 2002.	Bus shelter audit was completed and Council has adopted a five-year DDA bus stop upgrade program (2020-2025) to upgrade all the bus stops within our LGA. To comply with the DSAPT 2002 and DDA 1992 requirements bus stops will be lit above the roadway lighting requirements as per AS1158. Council is progressively upgrading streetlights to LED. More than 54 percent of our entire lighting network is now upgraded to LED. This provides better visibility and uniform light distribution across the streets.
3e. Establish audit program to assess signage for Council facilities on both existing and new facilities.	QR code signs and instructions were installed at all facilities to adhere with COVID-19 guidelines. New pin access system was installed at facilities to improve access for hirers.
3f. Upgrade and renew the provision of public accessible toilets in key facilities and recreational spaces such as aquatic centres, main shopping centres and regional parks.	Universal design identified as a key planning principle in the Social and Cultural Infrastructure Plan for new facilities. All upgrades and enhancements consider accessibility, including a new lift and change facilities at the Ryde Aquatic Leisure Centre and the new inclusive playground at Meadowbank Park.
iii. Supporting access to meaningful employment	
2a. Encourage major local shopping centres to offer a certain percentage of spaces at reduced rents for social enterprises that employ people with disability at standard wages.	This action has remained deferred as the retail sector is still experiencing significant impacts, including staff shortages. This will be revisited when staffing issues are resolved with the inflow of a migrant labour force.
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	This action has been carried forward to 2022-2026 DIAP with education for employers starting 1 November 2022. We will continue to educate business through regular meetings of the local business chambers throughout the year.
3a. Work in partnership with a disability employment agency to recruit and refer people with disability to volunteer with community organisations	Programming focused on volunteer engagement through disability employment agencies has been postponed due to COVID-19. Council continues to promote new volunteering opportunities in the community through our local interagency meetings and Council's website.
3d. Facilitate partnerships between schools, local businesses, and education institutions to create outcome-based pathways to employment for people with disability - align courses to industry employment need.	Council collaborates with the National Disability Coordinators Office, local TAFE's, local businesses and interagencies to find pathways to employment. Council is continuing to build relationships to further explore career opportunities for people with disability.

Action	Outcome
iv. Improving access to services through better systems and processes	
1d. Promote availability of Auslan sign language interpreter at Council meetings, events and on a 'at request' basis	The promotion of Auslan sign language interpreter at events is available through Council's online access statement.
2a. Update community engagement protocols to include principles of Universal Design for Learning in engagement approaches.	The principles of Universal Design have been considered in the updated Communications and Engagement Strategy and Policy, which was endorsed by Council in June 2021.
2b. Develop a checklist and training for staff for community engagement to be accessible and inclusive.	The development of a checklist and training for staff is to be carried over to new DIAP 2022-2026.
3d. Provide a request process to allow people with disability to seek adjustments and modifications to Council offices.	<p>Council has incorporated a Reasonable Adjustment Policy for potential job applicants and employees. Potential job applicants may make a request for reasonable adjustment when invited to attend an interview. If the request can be accommodated to the satisfaction of both parties, the adjustment will be implemented.</p> <p>Employees may make requests in writing to their supervisor or manager for reasonable adjustment.</p> <p>People and Culture in consultation with Work Health and Safety will assess the requests for reasonable adjustments in consideration of the inherent requirements of the role and the provision of a safe work environment.</p>
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.	<p>Customers with disability can access Council's Customer Service Centre at Top Ryde or engage with the Customer Service team via telephone and other communication mediums.</p> <p>Council has also provided technology training for community members at our libraries through the Be Connected program and through Seniors Festival events. Council also worked with its community partners to promote the Be Connected programs for different community groups.</p> <p>Council increased its online resources during COVID-19 and delivered a range of webinars to be inclusive of everyone in the community.</p>
3f. Investigate opportunities to reduce fees at Council facilities and for Council services for people with disability.	Council provides reduced hire fees for local not-for-profit organisations that provide support and programs for people with disability accessing Council's community facilities.
3g. Investigate the provision of a one stop shop for information and Council customer services in a central and accessible location.	<p>Community members can access Council's main Customer Service Centre for assistance and information through other forms of communication including email, phone and post.</p> <p>Upgrades have been made to Council's website so people can now convert webpage content into community languages.</p> <p>The DIAP 2022-2026 is available in various community languages and an Easy Read Guide. Other documents can be converted into Easy Read on request.</p>
4g. Provide support and services for young carers with caring responsibilities.	Council provided information sessions through webinars during COVID-19 and events and activities during Carers Week provided referral pathways for young carers through our local community organisations.

29. 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.

30. 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 88 private swimming pool barrier fence audits during 2021/22.

NUMBER OF SWIMMING POOL INSPECTIONS THAT WERE CARRIED OUT UNDER DIVISION 5 OF PART 2 OF THE SWIMMING POOLS ACT 1992 THAT:

(a) Were of tourist and visitor accommodation	-
(b) Were of premises on which there were more than two dwellings	4
(c) Resulted in the Council issuing the following: <i>Note: Totals include privately certified swimming pool barriers</i>	
(i) a certificate of compliance under section 22D of the <i>Swimming Pools Act 1992</i>	51
(ii) a certificate of non-compliance under clause 21 of the <i>Swimming Pools Regulation 2018</i>	55

GLOBAL REPORTING INDEX

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- Provide a balanced and reasonable picture of their economic, environmental and social performance
 - Facilitate comparability, benchmarking and assessment of performance address issues of concern to stakeholders
- The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four-Year Delivery Program, department planning and the Annual Report
- The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Strategy and Analysis	
G4-1 CEO statement	A year in review – A message from our Mayor A message from our General Manager
G4-2 Risk and Opportunities	A year in review – A message from our Mayor A message from our General Manager A Year in Review Corporate Governance – The Council Organisation – Internal audit, risk management and business continuity planning Community Financial Report All Outcome reports
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	Our Annual Report – Our vision, purpose and values All Outcome reports
G4-5 Location of operational headquarters	Introduction – page 2 Contact – Page 277
G4-6 Jurisdiction or areas in which the council operates	The City of Ryde in Profile Democratic Governance – Our Council Corporate Governance – The Council Organisation
G4-7 Legal form of the Council	Democratic Governance – Our Council Corporate Governance – The Council Organisation

GENERAL STANDARD DISCLOSURES

SECTION / COMMENT

Organisational Profile continued

G4-8 The main target customers of the Council's activities	Delivering Our Services – Our Stakeholders All Outcome reports
G4-9 Scale of the Council number of employees net revenues total assets	Corporate Governance – The Council Organisation– Working at the City of Ryde Community Financial Report General Purpose Financial Statements Special Purpose Financial Statements
G4-10 Size and compilation of the workforce	Corporate Governance – The Council Organisation Working at the City of Ryde
G4-11 Workforce covered by collective bargaining agreements	Corporate Governance – The Council Organisation Working at the City of Ryde
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G4-21 Aspect boundary and limitations outside the organisation	About this report Our City General Purpose Financial Statements Special Purpose Financial Statements
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	No significant changes

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G4-24 List of stakeholder groups engaged by the organisation

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All Outcome reports – Reference to stakeholder groups are included in the performance report for each outcome.

G4-25 Basis for identification and selection of stakeholders with whom to engage

Delivering our services — Our Stakeholders

G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group

Delivering our services — Our Stakeholders

G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded

All Outcome reports

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G4-28 Reporting period for information provided

Introduction

A Year in Review

City of Ryde's Annual Report 2021/22 was published in November 2022 and is available on www.ryde.nsw.gov.au/annualreport

G4-29 Date of most recent previous report

City of Ryde's Annual Report 2020/21 was published in November 2021 and is available at www.ryde.nsw.gov.au/annualreport

G4-30 Reporting cycle

1 July 2021 to 30 June 2022

G4-31 Contact point

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G4-32 GRI Content Index for Standard disclosures

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G4-33 Policy and current practice with regard to seeking external assurance for the report

Delivering Our Services

Integrated Planning and Reporting Framework

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G4-37 The process for consultation between stakeholders and highest governance body	Democratic Governance – Our Council
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G4-44 Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Delivering Our Services – Community Integrated Planning and Reporting Framework Community Financial Report Sustainability Statement Our Outcomes
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Democratic Governance – Our Council
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G4-52 The process for determining remuneration	Corporate Governance – The Council Organisation
G4-56 The values, principles and code of conduct	Our vision, purpose and values Democratic Governance – Our Council

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G4-EC1 Economic value generated and distributed	All Outcome reports Community Financial Report General Purpose Financial Statements
G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change	Planning for our future Our Outcomes – Our Natural and Sustainable City
G4-EC4 Financial assistance received from government	General Purpose Financial Statements
G4-EC7 Development and Impact of Infrastructure Investments and Services supported	All Outcome reports General Purpose Financial Statements
G4-EC8 Significant Indirect Economic Impacts	Our Outcomes – Our Natural and Sustainable City General Purpose Financial Statements

GENERAL STANDARD DISCLOSURES**SECTION / COMMENT****Environmental performance indicators**

G4-EN2 Percentage of materials used that are recycled input materials	Our Outcomes – Our Natural and Sustainable City 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	Our Outcomes – Our Natural and Sustainable City
G4-EN6 Reduction of Energy Consumption	Our Outcomes – Our Natural and Sustainable City
G4-EN13 Habitats protected or restored	Our Outcomes – Our Natural and Sustainable City
G4-EN16/17 Indirect greenhouse gas emissions	Our Outcomes – Our Natural and Sustainable City
G4-EN19 Reduction of greenhouse gas emissions	Our Outcomes – Our Natural and Sustainable City
G4-EN23 Total weight of waste by type and disposal method	Our Outcomes – Our Natural and Sustainable City

Social performance indicators

G4-LA1 Total number and rates of new employee hires and employee turnover	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA5 Percentage of workforce represented in health and safety committees	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA6 Rates of injury and lost days	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA9 Hours of training per year	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA11 Employees receiving regular performance and career development reviews	Corporate Governance - The Council Organisation – Working at the City of Ryde

Society performance indicators

G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Our Diverse and Inclusive City Our Active and Healthy City
G4-SO3 Business units assessed for risks related to corruption	Corporate Governance – The Council Organisation – Internal Audit, risk management and business continuity planning
G4-SO4 Communication and Training on anti-corruption policies and procedures	Corporate Governance – The Council Organisation – Internal Audit, risk management and business continuity planning Statutory Reporting
G4-SO5 Confirmed incidents of corruption and actions taken	Democratic Governance – The Elected Council Statutory Reporting

Product responsibility performance indicators

G4-PR2 Incidents of non-compliance – health and safety	Corporate Governance – The Council Organisation – Working at the City of Ryde
G4-PR5 Results of surveys measuring customer satisfaction	Customer Satisfaction survey results are collected for Council services underpinning

GLOSSARY

ABS

Australian Bureau of Statistics

ADVOCACY

The act of speaking or arguing in favour of something, such as a cause, idea, or policy

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

CONNECT MPID

Connect Macquarie Park Innovation District is a stakeholder-led not-for-profit association that works with leading employers, landowners, government agencies and institutions to grow and evolve Macquarie Park, while nurturing its innovation ecosystem

COR

City of Ryde

COVID-19

Coronavirus disease (COVID-19) is an infectious disease caused by a coronavirus discovered in 2019.

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

DIAP

Disability Inclusion and Action Plan

EDS

The Economic Development Strategy 2020–2024 helps businesses grow by leveraging and building on Ryde's existing strengths and assets, exploring new opportunities and responding to challenges

EEO

Equal Employment Opportunity

ET

The City of Ryde's Executive Team is led by the General Manager and includes four directors (Corporate Services, City Planning and Environment, City Works and Customer and Community Services), the Manager of Communications and Engagement, the Manager of People and Performance and the Chief Financial Officer

EV

Electric vehicle

FINANCIAL YEAR

The financial year we are reporting on in this annual report is the period from 1 July 2021 to 30 June 2022

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

HMMS

Home Modification and Maintenance Service

HPAA

High Pedestrian Activity Area

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

ITS

The City of Ryde's Integrated Transport Strategy establishes the vision, policy, direction and strategy to achieve safe, convenient, accessible and sustainable public transport.

LEP

Local Environment Plan

LGA

Local Government Area

MOU

Memorandum of Understanding

MUD

Multi-unit dwelling

NAIDOC

National Aborigines Day Observance Committee

NSROC

Northern Sydney Regional Organisation of Councils

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

PANDEMIC

A pandemic is the worldwide spread of a new disease, such as a new influenza virus or COVID-19.

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

PRCG

Parramatta River Catchment Group

RALC

Ryde Aquatic Leisure Centre

PRCG

Parramatta River Catchment Group, a group of Councils and other bodies leading efforts to improve the health and condition of the Parramatta River and its tributaries by improving their environmental management

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

RISK MANAGEMENT

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

RLEP

Ryde Local Environment Plan 2014

RYDE 2028 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

SSROC

Southern Sydney Regional Organisation of Councils

SUP

Shared User Pathway

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

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

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TRANSLATION INFORMATION

English

If you do not understand this document, please come to 1 Pope Street, Ryde (within Top Ryde Shopping Centre), to discuss it with Council staff, who will arrange an interpreter service. Or you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact you. Council's phone number is 9952 8222. Council office hours are 8.00am to 5.00pm, Monday to Friday.

Arabic

إذا لم تفهم محتوى هذه الرسالة، يرجى الحضور إلى 1 Pope Street, Ryde (في Top Ryde Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي. أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفهية على الرقم 131 450 لتتطلب من المترجم الاتصال بك. رقم هاتف المجلس هو 9952 8222. ساعات عمل المجلس هي 8:00 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

Armenian

Եթե դուք չէք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Քաղաքային Խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն: Կամ կարող եք զանգահարել Թարգմանչական Ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի: Խորհրդի հեռախոսահամարն է 9952 8222: Խորհրդի աշխատանքային ժամերն են առավոտյան ժամը 8:00-ից մինչև երեկոյան ժամը 5:00, երկուշաբթիից մինչև ուրբաթ:

Chinese

如果你不明白这封信的内容，敬请前往1 Pope Street, Ryde（位于Top Ryde Shopping Centre内），向市政府工作人员咨询，他们会为您安排口译服务。此外，您也可以拨打131 450联络翻译和口译服务，要求口译员与您联系。市政府电话号码为9952 8222。市政府办公时间为周一至周五上午8:00至下午5:00。

Farsi

لطفاً اگر نمی توانید منترجات این نامه را درک کنید، به نشانی 1 Pope Street, Ryde (در Top Ryde Shopping Centre) در Ryde مراجعه کنید تا با استفاده از یک مترجم دراین باره با یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس گرفته و بخواهید که به یک مترجم ارتباط داده شوید. شماره تماس شورای شهر 9952 8222 و ساعات کاری آن از 8:00 صبح تا 5:00 بعد از ظهر روزهای دوشنبه تا جمعه است.

Italian

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 8.00 alle 17 dal lunedì al venerdì.

Korean

이 서신을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 통역사 서비스를 주선할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화하셔서 통역사가 여러분에게 연락하도록 요청하십시오. 시의회의 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 금요일, 오전 8시 00분에서 오후 5시까지입니다.

CONTACT

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways.

Website

www.ryde.nsw.gov.au

Telephone

Call (+61 2) 9952 8222
between 8.00am and 5.30pm,
Monday to Friday

Post

Write to us at:

City of Ryde
Locked Bag 2069
North Ryde NSW 1670

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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