

Meeting Date: Tuesday 22 October 2024
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde and Online
Time: 6.00pm

Council Meetings will be recorded on audio tape for minute-taking purposes as authorised by the Local Government Act 1993. Council Meetings will also be webcast.

Statement of Ethical Obligations
Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the Local Government Act 1993 and their obligation under Council's Code of Conduct to disclose and appropriately manage Conflicts of Interest.

NOTICE OF BUSINESS

Item	Page
COUNCIL REPORTS	
1 ITEMS PUT WITHOUT DEBATE	1
2 CONFIRMATION OF MINUTES - Council Meeting held on 27 August 2024	2
3 CONFIRMATION OF MINUTES - Extraordinary Council Meeting held on 15 October 2024.....	15
4 (1) CHIEF EXECUTIVE OFFICER'S DELEGATION AND (2) INTERFACE AND DAY TO DAY OVERSIGHT OF THE CHIEF EXECUTIVE OFFICER BY THE MAYOR INCLUDING THE MAYOR'S ROLES AND RESPONSIBILITIES POLICY.....	23
5 ANNUAL DISCLOSURE OF PECUNIARY INTERESTS FOR THE PERIOD OF 1 JULY 2023 TO 30 JUNE 2024.....	50
6 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 15 JULY 2024	52
7 REPORT ON COUNCILLOR EXPENSES - 1 JANUARY 2024 TO 30 JUNE 2024.....	65
8 COUNCILLOR DANIEL HAN - ATTENDANCE AT WASHINGTON CONFERENCE OF THE GLOBAL STRATEGY SPECIAL COMMITTEE - 29 OCTOBER 2024 TO 31 OCTOBER 2024.....	72
9 REQUEST FOR LEAVE OF ABSENCE - Councillor Daniel Han	76
INFORMATION REPORTS	
10 REPORT FOR THE INFORMATION OF COUNCIL - INVESTMENT REPORT AS AT 31 AUGUST 2024	77
11 REPORT FOR THE INFORMATION OF COUNCIL - INVESTMENT REPORT AS AT 30 SEPTEMBER 2024	86
12 REPORT FOR THE INFORMATION OF COUNCIL - STATE OF OUR CITY REPORT 2021-2024.....	94

Meeting Date: Tuesday 22 October 2024
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde and Online
Time: 6.00pm

NOTICE OF BUSINESS (CONTINUED)

Item	Page
NOTICES OF MOTION	
1	INVESTIGATION INTO THE INSTALLATION OF KERB, GUTTER AND DRAINAGE INFRASTRUCTURE ALONG QUEBEC ROAD, CHATSWOOD WEST – Deputy Mayor, Councillor Sophie Lara-Watson..... 168
2	BUILDING OF NEW EASTWOOD CAR PARK AND COMMUNITY FACILITIES - Councillor Justin Li..... 169
3	24/7 LIBRARY IN CITY OF RYDE - Councillor Justin Li 169
4	COMPLETION OF CURRENT COUNCIL PROJECTS - Councillor Roy Maggio 170
5	RYDE CENTRAL PROJECT - Councillor Roy Maggio..... 171
6	PUTNEY VILLAGE COMMUNITY INITIATIVE - Councillor Roy Maggio..... 171

COUNCIL REPORTS

1 ITEMS PUT WITHOUT DEBATE

Report prepared by: Acting Manager – Business Assurance and Governance
File No.: CLM/24/1/1/2 - BP24/749

REPORT SUMMARY

In accordance with Council's Code of Meeting Practice, Council can determine those matters on the Agenda that can be adopted without the need for any discussion.

RECOMMENDATION:

That Council determine the Items on Council's Agenda that will be adopted without debate.

OR

That Council determine all Items on the Agenda.

2 CONFIRMATION OF MINUTES - Council Meeting held on 27 August 2024

Report prepared by: Acting Manager – Business Assurance and Governance
File No.: CLM/24/1/1/2 - BP24/750

REPORT SUMMARY

In accordance with Council's Code of Meeting Practice, a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true record of the proceedings.

RECOMMENDATION:

That the Minutes of the Council Meeting 11/24, held on 27 August 2024 be confirmed.

ATTACHMENTS

- 1 MINUTES - Council Meeting - 27 August 2024**

ITEM 2 (continued)

ATTACHMENT 1



Council Meeting
MINUTES OF MEETING NO. 11/24

Meeting Date: Tuesday 27 August 2024
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde and Online
Time: 6.04pm

Councillors Present in Chambers: The Mayor, Councillor Brown and Councillors Deshpande, Han, Lane, Lara-Watson, Li, Maggio, O'Reilly, Pedersen, Purcell and Yedelian OAM.

Leave of Absence: Councillor Song.

Note: Councillor Purcell left the meeting at 7:34pm and did not return. He was not present for voting on Item 4, Item 6, Item 7 and the Matter of Urgency.

Staff Present: Chief Executive Officer, General Manager – Business and Operations, General Manager – City Shaping, Acting General Counsel, Acting Chief Financial Officer, Executive Manager – City Development, Executive Manager – City Infrastructure, Executive Manager – City Life, Executive Manager – People and Business, Manager – Business Assurance and Governance, Manager – Traffic Services, Manager – Engineering and Project Delivery, Manager – Parks and Open Spaces, Manager – Property Management, Executive Officer – City Fabric, Executive Officer – City Spaces, Chief Property Officer, City Architect, Senior Governance Officer, Governance Specialist, Media and Communications Officer, Executive Assistant to the Mayor and Councillors, IT Support Officer, Civic Services Manager, Civic Support Officer.

PRAYER

The Mayor, Councillor Brown was present and offered prayer prior to the commencement of the meeting.

NATIONAL ANTHEM

The National Anthem was sung prior to the commencement of the meeting.

LEAVE OF ABSENCE

The Mayor, Councillor Brown advised the meeting that Councillor Song had requested a Leave of Absence for tonight's Council meeting, Tuesday 27 August 2024.

RESOLUTION: (Moved by Councillors Purcell and O'Reilly)

That Councillor Song's Leave of Absence for tonight's meeting, Tuesday 27 August 2024 be approved.

Record of Voting:

For the Motion: Unanimous

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

DISCLOSURES OF INTEREST

The Mayor, Councillor Brown disclosed a Less than Significant Non-Pecuniary Interest in Mayoral Minute 33/24 – TG Millner Rezoning Proposal for the reason that he is a social member of the North Ryde RSL.

Councillor Purcell disclosed a Less than Significant Non-Pecuniary Interest in Mayoral Minute 33/24 – TG Millner Rezoning Proposal for the reason that he is a social member of the North Ryde RSL.

TABLING OF PETITIONS

Councillor Li tabled a petition with 21 signatures in relation to Heavy Traffic and Speeding Vehicles along Donovan Street, Eastwood and a copy is ON FILE.

Councillor Li tabled a petition with 104 signatures in relation to Unpaved Footpaths on Vimiera Road, Marsfield and a copy is ON FILE.

PUBLIC PARTICIPATION ON ITEMS LISTED ON THE AGENDA

The following persons provided a written submission to Council:-

Name	Topic
Tobias Lord	Mayoral Minute 33/24 – TG Millner Rezoning Proposal
Jeanette Friend	Mayoral Minute 33/24 – TG Millner Rezoning Proposal

PUBLIC PARTICIPATION ON ITEMS NOT LISTED ON THE AGENDA

The following person provided a written submission to Council:-

Name	Topic
Carmen Kong (representing Brush Farm Dog Training Club Inc)	Inclusion of Brush Farm Dog Training Club in the Brush Farm Park Masterplan.

PRESENTATION TO CURRENT SERVING COUNCILLORS OF THE CITY OF RYDE

The Chief Executive Officer, Mr Wayne Rylands thanked and congratulated the current serving Councillors for their contribution and dedication to their role during their tenure with the City of Ryde and presented each Councillor with a Certificate in Recognition of their Service.

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

PRESENTATION TO COUNCILLOR YEDELIAN OAM BY THE MAYOR

The Mayor, Councillor Trenton Brown thanked and congratulated Councillor Yedelian OAM on his 20 years of service as both a Councillor and a Mayor at the City of Ryde.

COUNCIL REPORTS

1 ITEMS PUT WITHOUT DEBATE

RESOLUTION: (Moved by Councillors Li and Maggio)

That Council adopt Mayoral Minute 29/24, Mayoral Minute 32/24, Item 2, Item 5, Item 8, Notice of Motion 1, Notice of Motion 2 and Item 10 listed on the Council Agenda as per the Recommendations in the Reports.

Record of Voting:

For the Motion: Unanimous

MAYORAL MINUTES

**MM29/24 MAYOR FOR A DAY – EDUCATION WEEK EVENT – Mayor,
Councillor Trenton Brown**

RESOLUTION:

That staff:

- (a) Provide a report to Council investigating the feasibility, including the financial implications of carrying out any of the proposals put forward by the students as detailed in this Mayoral Minute.
- (b) Liaise with each of the schools to provide appropriate advice on the respective ideas tabled at the Mayor for a Day event.

**MM32/24 PARKING MATTER – RYEDALE ROAD – Mayor, Councillor
Trenton Brown**

RESOLUTION:

That Council:

- (a) Organise lines for car parking to provide drivers with clear guidance on the spots for parking opposite the train station on Ryedale Road.

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

- (b) Work with the Traffic Committee to come back with a report within three months on the feasibility of restricting parking to 30 minutes all day rather than the current limit of 30 minutes which only applies to the hours of 8.30am to 3.30pm.

COUNCIL REPORTS

2 CONFIRMATION OF MINUTES – Council Meeting held on 23 July 2024

RESOLUTION:

That the Minutes of the Council Meeting 10/24, held on 23 July 2024 be confirmed.

5 PUBLIC EXHIBITION OF DEVELOPMENT CONTROL PLAN – TREE PRESERVATION

RESOLUTION:

- (a) That Council endorse the amended draft Ryde Development Control Plan, 2024 - Part 9.5 Tree Preservation as provided in **ATTACHMENT 1**, and that the document be placed on public exhibition in accordance with the provisions of the NSW Environmental Planning and Assessment Act.
- (b) That the Public Exhibition occur for an extended period of a total of 42 days.
- (c) That a further report come back to Council following the exhibition period, outlining the feedback received and any amendments proposed for the document.

8 COUNCILLOR DISCRETIONARY FUNDS – VIMIERA ROAD FOOTPATH

RESOLUTION:

- (a) That Council approves the allocation of \$49,000 excluding GST from the Councillor Discretionary Fund to the 2024/25 Footpath Expansion Capital Works Program for the construction of the Vimiera Road footpath extension subject to recommendation part (b).
- (b) That the project proceeds only if no additional costs (in excess of the discretionary funding limit) for service relocation or protection are required. Should such costs arise, the project feasibility will need to be reassessed and Councillors will be informed accordingly through the Councillor Information Bulletin.

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

NOTICES OF MOTION

1 DISABILITY PARKING AT CHURCH – CUTLER PARADE – NORTH RYDE – Councillor Pedersen

RESOLUTION:

That City of Ryde explore making the current weddings and funerals parking spot a permanent disability parking space.

2 CONSERVATION OF THE SYDNEY TURPENTINE IRONBARK FOREST: AND COASTAL ENRICHED SANDSTONE MOIST FOREST AT THE FORMER IVANHOE ESTATE REDEVELOPMENT SITE – Councillor Pedersen

RESOLUTION:

That staff conduct a workshop for Councillors before the Ordinary Council meeting in November 2024 to discuss the preparation of an independent ecology expert report on the current state of (and any damage to) the natural area's at the State Significant Development Site of the former Ivanhoe Estate, detailing the health of the Sydney Turpentine Ironbark Forest; and the Coastal Enriched Sandstone Moist Forest, the state of the natural areas and progression of Council's request to extend the E2 (now C2) conservation zone into the site.

COUNCIL REPORT

10 CHIEF EXECUTIVE OFFICER PERFORMANCE AGREEMENT 2023-2025

RESOLUTION:

That Council notes the Chief Executive Officer Performance Agreement 2023 - 2025.

MAYORAL MINUTES

MM28/24 MRS EDNA WILDE OAM - Mayor, Councillor Trenton Brown

RESOLUTION: (Moved by the Mayor, Councillor Brown)

ITEM 2 (continued)

ATTACHMENT 1

That Council observe a one minute silence and note the passing of Mrs Edna Wilde, OAM and her contribution to the City of Ryde's Council and community.

Record of Voting:

For the Motion: Unanimous

Note: Council then observed a one minute silence.

MM29/24 MAYOR FOR A DAY - EDUCATION WEEK EVENT - Mayor, Councillor Trenton Brown

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

MM30/24 PLANTING OF 2,000 NEW TREES TO INCREASE URBAN COVERAGE IN THE CITY OF RYDE - Mayor, Councillor Trenton Brown

RESOLUTION: (Moved by the Mayor, Councillor Brown and Councillor Deshpande)

- (a) That Council approve the planting of 2,000 new trees and plants within the City of Ryde over the next 12 months to significantly increase urban tree coverage and address the reduction observed since 2017.
- (b) That Council staff develop and implement a detailed planting strategy, including the selection of suitable species, planting locations, and a maintenance plan to ensure the long-term health of the newly planted trees.
- (c) That Council engage the community through workshops, education campaigns, and volunteer planting days to foster a sense of ownership and participation in the greening of our city.

Record of Voting:

For the Motion: Unanimous

ITEM 2 (continued)

ATTACHMENT 1

MM31/24 INTRODUCING CITY OF RYDE'S COMMUNITY TREE DAY - Mayor, Councillor Trenton Brown

RESOLUTION: (Moved by the Mayor, Councillor Brown and Councillor Deshpande)

That Council:

- (a) Designate an additional City of Ryde Tree Day, to be celebrated bi-annually.
- (b) Collaborate with local small businesses interested in partnering with the City of Ryde to reduce costs for ratepayers.
- (c) Develop a strategy for promoting City of Ryde's Community Tree Day within the calendar year, utilising regular online and media channels to engage the community.

Record of Voting:

For the Motion: Unanimous

MM32/24 PARKING MATTERS - RYEDALE ROAD - Mayor, Councillor Trenton Brown

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

MM33/24 TG MILLNER REZONING PROPOSAL - Mayor, Councillor Trenton Brown

Note: The Mayor, Councillor Brown disclosed a Less than Significant Non-Pecuniary Interest in this Item for the reason that he is a social member of North Ryde RSL.

Note: Councillor Purcell disclosed a Less than Significant Non-Pecuniary Interest in this Item for the reason that he is a social member of North Ryde RSL.

Note: Tobias Lord and Jeanette Friend made a written submission on this Item and copies are ON FILE.

ITEM 2 (continued)

ATTACHMENT 1

RESOLUTION: (Moved by the Mayor, Councillor Brown)

- (a) That Council develop and lodge a Planning Proposal to the NSW State Government for protection of critical public recreation space at TG Millner Field site through an amendment to the *Ryde Local Environmental Plan (RLEP) 2014* to classify the site as an RE1 – Public Recreation zone.
- (b) That Council write to NSROC and its member Councils to enlist their support for the preservation of TG Millner fields, recognising the strategic imperative for all Northern Sydney Councils to maintain open green space of significant size such as Westleigh Park and TG Millner fields.

On being put to the meeting, Councillors O'Reilly, Pedersen and Purcell abstained from voting and accordingly their votes were recorded Against the Motion.

Record of Voting:

For the Motion: The Mayor, Councillor Brown and Councillors Deshpande, Han, Lane, Lara-Watson, Li and Yedelian OAM

Against the Motion: Councillor Maggio, O'Reilly, Pedersen and Purcell

MM34/24 CONTROL OF SPANISH MOSS - Mayor, Councillor Trenton Brown

RESOLUTION: (Moved by the Mayor, Councillor Brown)

That:

- (a) Council investigate the removal of Spanish Moss from key locations in civic spaces including local parks, the Field of Mars and in streetscapes where its presence is reported, and report back to Council on the cost and resources that would be required to undertake this within the next 3 months.
- (b) Bush care groups be encouraged to manually remove Spanish Moss where it is identified in local areas that they maintain.
- (c) Council undertake an education program through the design and distribution of a flyer outlining why Spanish Moss is a problem. The flyer to be distributed to areas where the plant has been reported and/or recently removed.

Record of Voting:

For the Motion: Unanimous

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

MM35/24 HOUSING FOR VICTIMS OF DOMESTIC AND FAMILY VIOLENCE - Mayor, Councillor Trenton Brown

RESOLUTION: (Moved by the Mayor, Councillor Brown)

- (a) That Council continue to advocate strongly to relevant State and Federal Ministers for them to provide additional housing options and services to support women and children experiencing domestic and family violence.
- (b) That Council conduct a review of its own housing policies with a view to developing a housing category which supports victims of domestic and family violence.
- (c) That a report be brought back to Council for consideration following this review.

Record of Voting:

For the Motion: Unanimous

COUNCIL REPORTS

2 CONFIRMATION OF MINUTES - Council Meeting held on 23 July 2024

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

3 JUNE QUARTERLY REVIEW REPORT (UNAUDITED) INCLUDING 2023/24 CARRYOVERS - FOUR YEAR DELIVERY PLAN 2022-2026 AND 2023/24 OPERATIONAL PLAN

RESOLUTION: (Moved by Councillors Lara-Watson and Yedelian OAM)

- (a) That the proposed variations, FY23/24 carryover funds and proposed movements in reserves as detailed in **ATTACHMENTS 1 and 2**, be adopted by Council.
- (b) That the June 2024 Quarterly Review report (Four Year Delivery Plan 2022 - 2026 and One Year 2023/24 Operational Plan) for Quarter Four, *April – June 2024*, be received and adopted by Council. **ATTACHMENT 3 - CIRCULATED UNDER SEPARATE COVER.**

Record of Voting:

For the Motion: Unanimous

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

4 PUTNEY PARK DRAFT PLAN OF MANAGEMENT (UPDATE) AND PUBLIC EXHIBITION

Note: Councillor Purcell left the meeting at 7.34pm during discussion on this Item and was not present for voting on this Item.

RESOLUTION: (Moved by Councillors Lara-Watson and Deshpande)

- (a) That Council refers the draft Putney Park Plan of Management (update June 2024) to the Minister for Lands and Property seeking approval to place on public exhibition as required by the *Crown Lands Management Act 2016*.
- (b) That following approval from the Minister, the Plan be placed on public exhibition for 42 days and a report be brought back to Council following this process.

Record of Voting:

For the Motion: Unanimous

5 PUBLIC EXHIBITION OF DEVELOPMENT CONTROL PLAN - TREE PRESERVATION

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

6 SAFETY FOR CHILDREN PLAYING AT HEATLEY RESERVE IN EAST RYDE

Note: Councillor Purcell was not present for consideration or voting on this Item.

Note: Councillor Han left the meeting at 7.38pm and was not present for consideration or voting on this Item.

RESOLUTION: (Moved by Councillors Pedersen and Lara-Watson)

That Council endorses Option 1 to retain and maintain the existing planting along the frontage of Moncrieff Drive, this can be accommodated in the existing Parks Maintenance Base Budget.

Record of Voting:

For the Motion: Unanimous

ITEM 2 (continued)

ATTACHMENT 1

7 INSTALLATION OF SHADE SAILS AT DENISTONE PARK

Note: Councillor Purcell was not present for consideration or voting on this Item.

Note: Councillor Han returned to the meeting at 7.41pm.

RESOLUTION: (Moved by Councillors Yedelian OAM and Lane)

- (a) That Council supports the use of trees to achieve shade at Denistone Park in accordance with the adopted Play Implementation Plan policy.
- (b) That Denistone Park Playground continues to operate in its current arrangement.

Record of Voting:

For the Motion: Unanimous

8 COUNCILLOR DISCRETIONARY FUNDS - VIMIERA ROAD FOOTPATH

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

INFORMATION REPORT

9 REPORT FOR THE INFORMATION OF COUNCIL - INVESTMENT REPORT AS AT 31 JULY 2024

Note: An Information Report was presented to Council.

NOTICES OF MOTION

1 DISABILITY PARKING AT CHURCH - CUTLER PARADE, NORTH RYDE - Councillor Penny Pedersen

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

2 CONSERVATION OF THE SYDNEY TURPENTINE IRONBARK FOREST; AND COASTAL ENRICHED SANDSTONE MOIST FOREST AT THE FORMER IVANHOE ESTATE REDEVELOPMENT SITE - Councillor Penny Pedersen

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

ITEM 2 (continued)

ATTACHMENT 1

COUNCIL REPORT

10 CHIEF EXECUTIVE OFFICER PERFORMANCE AGREEMENT 2023-2025

Note: This Item was dealt with earlier in the meeting as detailed in these Minutes.

MATTER OF URGENCY

Councillor Maggio advised the meeting that he wished to raise a Matter of Urgency regarding Traffic Control Devices at Charles Street, Ryde, the time being 7.45pm.

The Mayor, Councillor Brown accepted this matter as an Urgent Item.

Note: Councillor Purcell was not present for consideration or voting on this Item.

RESOLUTION: (Moved by Councillor Maggio and the Mayor, Councillor Brown)

That Council consider a Matter of Urgency, raised by Councillor Maggio, regarding Traffic Control Devices at Charles Street, Ryde.

Record of Voting:

For the Motion: Unanimous

MATTER OF URGENCY – TRAFFIC CONTROL DEVICES AT CHARLES STREET, RYDE

Note: Councillor Purcell was not present for consideration or voting on this Item.

RESOLUTION: (Moved by Councillor Maggio and the Mayor, Councillor Brown)

- (a) That the traffic devices at the intersection of Charles and Kenneth Streets, Ryde be removed immediately with the traffic island to remain.
- (b) The cost of removal to be funded from Councillor Maggio's Councillor discretionary fund.

Record of Voting:

For the Motion: Unanimous

The meeting closed at 8:00pm.

CONFIRMED THIS 22ND DAY OF OCTOBER 2024

Chairperson

Minutes of the Council Meeting No. 11/24, dated 27 August 2024.

3 CONFIRMATION OF MINUTES - Extraordinary Council Meeting held on 15 October 2024

Report prepared by: Acting Manager – Business Assurance and Governance
File No.: CLM/24/1/1/2 - BP24/751

REPORT SUMMARY

In accordance with Council's Code of Meeting Practice, a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true record of the proceedings.

RECOMMENDATION:

That the Minutes of the Extraordinary Council Meeting 12/24, held on 15 October 2024 be confirmed.

ATTACHMENTS

- 1** MINUTES - Extraordinary Council Meeting - 15 October 2024

ITEM 1 (continued)

ATTACHMENT 1



Extraordinary Council Meeting
MINUTES OF MEETING NO. 12/24

Meeting Date: Tuesday 15 October 2024
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde and Online
Time: 6.06pm

Councillors Present in Chambers: The Mayor, Councillor Brown and Councillors Deshpande, Han, Howison, Kordrostami, Last, Li, Lo, Maggio, Pedersen and Tracey.

Councillors Present via online Audio Visual: Councillors Arya and Lara-Watson.

Apologies: Nil.

Staff Present: Chief Executive Officer, General Manager – Business and Operations, General Manager – City Shaping, General Counsel, Acting Chief Financial Officer, Executive Manager – City Development, Executive Manager – City Life, Executive Manager – People and Business, Executive Officer – City Spaces, Executive Officer – City Fabric, Acting Manager – Business Assurance and Governance, Communications Coordinator, IT System Support Officers and Civic Support Officer.

PRAYER

The Mayor, Councillor Brown was present and offered prayer prior to the commencement of the meeting.

NATIONAL ANTHEM

The National Anthem was sung prior to the commencement of the meeting.

DISCLOSURES OF INTEREST

Councillor Pedersen disclosed a Less than Significant Non-Pecuniary Interest in Item 7 – 2024 Local Government NSW Annual Conference – Tamworth – 17 to 19 November 2024 for the reason that she is a Board Member for Local Government NSW.

TABLING OF PETITIONS

No Petitions were tabled.

Minutes of the Extraordinary Council Meeting No. 12/24, dated 15 October 2024.

ITEM 1 (continued)

ATTACHMENT 1

PUBLIC PARTICIPATION ON ITEMS LISTED ON THE AGENDA

No written submissions were received.

PUBLIC PARTICIPATION ON ITEMS NOT LISTED ON THE AGENDA

No written submissions were received.

COUNCIL REPORTS

1 MAYOR AND COUNCILLORS' OATH OR AFFIRMATION OF OFFICE

In accordance with section 233A of the Local Government Act 1993, Councillors (including Mayors) are required to take an Oath or Affirmation of Office at or before the first meeting of Council.

The Chief Executive Officer invited each Councillor to stand and undertake either the Oath or Affirmation of Office.

The following Councillors undertook the Oath of Office:-

- The Mayor, Councillor Trenton Brown
- Councillor Daniel Han
- Councillor Lyndal Howison
- Councillor Cameron Last
- Councillor Justin Li
- Councillor Roy Maggio
- Councillor Kathy Tracey

The following Councillors undertook the Affirmation of Office:-

- Councillor Shweta Deshpande
- Councillor Tina Kordrostami
- Councillor Dr Felix Lo
- Councillor Penny Pedersen

Note: Councillor Sophie Lara-Watson previously undertook the Oath of Office before the Chief Executive Officer in the Council Chambers on 4 October 2024.

Note: Councillor Keanu Arya previously undertook the Affirmation of Office before the Chief Executive Officer in the Council Chambers on 4 October 2024.

ITEM 1 (continued)

ATTACHMENT 1

2 DETERMINATION OF OFFICE AND FEE OF DEPUTY MAYOR

RESOLUTION: (Moved by Councillors Han and Li)

- (a) That Council elect a Deputy Mayor for the ensuing period until September 2025, then annually for a 12 month term.
- (b) That where the Deputy Mayor is to act in the Office of the Mayor, that this is to be done by way of a Council resolution.
- (c) That where there is a Council resolution in accordance with (b) above, the Deputy Mayor will be paid a fee to undertake the responsibilities of the Office of the Mayor on a pro rata basis, deducted from the Mayoral Fee.

Record of Voting:

For the Motion: Unanimous

3 ELECTION OF DEPUTY MAYOR

The Chief Executive Officer, as Returning Officer, presented the options on the method of voting for Deputy Mayor and requested a motion in respect of this Item.

RESOLUTION: (Moved by Councillors Li and Deshpande)

- (a) That the method of voting for the election of Deputy Mayor be open voting by show of hands.
- (b) That the Chief Executive Officer, as Returning Officer, undertake the election of Deputy Mayor for the ensuing period until September 2025 by announcing the nominations and then conducting the election.

Record of Voting:

For the Motion: Unanimous

As a result, THE METHOD OF VOTING FOR ELECTION OF DEPUTY MAYOR WAS OPEN VOTING BY SHOW OF HANDS.

The Chief Executive Officer, as Returning Officer, advised that there were two (2) nominations for Office of Deputy Mayor, namely Councillor Sophie Lara-Watson and Councillor Felix Lo.

The Chief Executive Officer invited further nominations. There were no further nominations.

ITEM 1 (continued)

ATTACHMENT 1

THE ELECTION FOR DEPUTY MAYOR was conducted by the Chief Executive Officer, as Returning Officer, which resulted in the following voting:

Councillor Sophie Lara-Watson **8 votes**

Voting in favour: The Mayor, Councillor Brown and Councillors Arya, Deshpande, Han, Lara-Watson, Last, Li, and Tracey

Councillor Felix Lo **5 votes**

Voting in favour: Councillors Howison, Kordrostami, Lo, Maggio and Pedersen

As a result of the voting, COUNCILLOR SOPHIE LARA-WATSON WAS DULY ELECTED DEPUTY MAYOR FOR THE ENSUING PERIOD UNTIL SEPTEMBER 2025.

4 CASUAL VACANCIES OCCURRING IN THE OFFICE OF A COUNCILLOR WITHIN 18 MONTHS OF THE ORDINARY ELECTION HELD ON 14 SEPTEMBER 2024

RESOLUTION: (Moved by Councillors Li and Tracey)

That pursuant to Section 291A(1)(b) of the *Local Government Act* 1993 (the Act), City of Ryde Council declares that casual vacancies occurring in the office of a Councillor within 18 months after the last ordinary election of Councillors for the Council on 14 September 2024 are to be filled by a countback of votes cast at that election for the office in accordance with Section 291A of the Act, and directs the Chief Executive Officer to notify the NSW Electoral Commissioner of the Council's decision within seven days of the decision.

Record of Voting:

For the Motion: Unanimous

5 SCHEDULE OF PROPOSED MEETING DATES

RESOLUTION: (Moved by Councillors Deshpande and Tracey)

(a) That Council endorse the draft Schedule of Meeting Dates as detailed in the report and provided for in **ATTACHMENT 1**, noting that the schedule may be amended at any time, subject to one month transition period to allow for public notices to be given.

(b) That Council endorse a Council meeting to be held on the second Tuesday of December 2024, being 10 December 2024.

Minutes of the Extraordinary Council Meeting No. 12/24, dated 15 October 2024.

ITEM 1 (continued)

ATTACHMENT 1

- (c) That Council note that the Council Meeting to be held on Tuesday, 22 April 2025 has been moved to Tuesday, 29 April 2025.

Record of Voting:

For the Motion: Unanimous

6 EXTERNAL COMMITTEES - Appointment of Delegates

MOTION: (Moved by Councillors Deshpande and Lara-Watson)

- (a) That Council appoint the following delegates to NSROC:-

- The Mayor, Councillor Trenton Brown
- Councillor Shweta Deshpande as a formal delegate
- Councillor Sophie Lara-Watson and Councillor Keanu Arya as alternate delegates

- (b) That Council appoint Councillor Cameron Last, Councillor Keanu Arya, Councillor Tina Kordrostami and Councillor Kathy Tracey as Council's delegates to the Sydney North Planning Panel.

- (c) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Tina Kordrostami and Councillor Shweta Deshpande as alternate delegates to the Parramatta River Catchment Group.

- (d) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Daniel Han as an alternate delegate to the NSW Public Libraries Association (NSWPLA) Committee.

AMENDMENT: (Moved by Councillors Pedersen and Howison)

- (a) That Council appoint the following delegates to NSROC:-

- The Mayor, Councillor Trenton Brown
- Councillor Penny Pedersen as a formal delegate
- Councillor Lyndal Howison and Councillor Felix Lo as alternate delegates

- (b) That Council appoint Councillor Tina Kordrostami and Councillor Felix Lo as delegates and Councillor Penny Pedersen and one other Councillor as alternate delegates to the Sydney North Planning Panel.

- (c) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Tina Kordrostami as an alternate delegate to the Parramatta River Catchment Group.

Minutes of the Extraordinary Council Meeting No. 12/24, dated 15 October 2024.

ITEM 1 (continued)

ATTACHMENT 1

(d) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Daniel Han as an alternate delegate to the NSW Public Libraries Association (NSWPLA) Committee.

(e) That Council appoint Councillor Penny Pedersen as a delegate to the Hunters Hill/Lane Cove/Parramatta/Ryde Bush Fire Management Committee.

On being put to the meeting, the voting on the Amendment was five (5) votes For and eight (8) votes Against. The Amendment was LOST. The Motion was then put and **CARRIED**.

Record of Voting:

For the Amendment: Councillors Howison, Kordrostami, Lo, Maggio and Pedersen

Against the Amendment: The Mayor, Councillor Brown and Councillors Arya, Deshpande, Han, Lara-Watson, Last, Li and Tracey

RESOLUTION: (Moved by Councillors Deshpande and Lara-Watson)

(a) That Council appoint the following delegates to NSROC:-

- The Mayor, Councillor Trenton Brown
- Councillor Shweta Deshpande as a formal delegate
- Councillor Sophie Lara-Watson and Councillor Keanu Arya as alternate delegates

(b) That Council appoint Councillor Cameron Last, Councillor Keanu Arya, Councillor Tina Kordrostami and Councillor Kathy Tracey as Council's delegates to the Sydney North Planning Panel.

(c) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Tina Kordrostami and Councillor Shweta Deshpande as alternate delegates to the Parramatta River Catchment Group.

(d) That Council appoint Councillor Penny Pedersen as a formal delegate and Councillor Daniel Han as an alternate delegate to the NSW Public Libraries Association (NSWPLA) Committee.

Record of Voting:

For the Motion: The Mayor, Councillor Brown and Councillors Arya, Deshpande, Han, Lara-Watson, Kordrostami, Last, Li, Lo, Maggio and Tracey

Against the Motion: Councillors Howison and Pedersen

ITEM 1 (continued)

ATTACHMENT 1

**7 2024 LOCAL GOVERNMENT NSW ANNUAL CONFERENCE - TAMWORTH
- 17 TO 19 NOVEMBER 2024**

Note: Councillor Pedersen disclosed a Less than Significant Non-Pecuniary Interest in this Item for the reason that she is a Board Member for Local Government NSW.

RESOLUTION: (Moved by Councillors Li and Last)

- (a) That Council resolve to not send any voting delegates to the Local Government NSW Annual Conference.
- (b) That Council recommend to the CEO that no staff attend the LGNSW Annual Conference.

Record of Voting:

For the Motion: The Mayor, Councillor Brown and Councillors Arya, Deshpande, Han, Kordrostami, Lara-Watson, Last, Li, Maggio and Tracey

Against the Motion: Councillors Howison, Lo and Pedersen

The meeting closed at 7.30pm.

CONFIRMED THIS 22ND DAY OF OCTOBER 2024

Chairperson

Minutes of the Extraordinary Council Meeting No. 12/24, dated 15 October 2024.

**4 (1) CHIEF EXECUTIVE OFFICER'S DELEGATION AND
(2) INTERFACE AND DAY TO DAY OVERSIGHT OF THE CHIEF
EXECUTIVE OFFICER BY THE MAYOR INCLUDING THE MAYOR'S
ROLES AND RESPONSIBILITIES POLICY**

Report prepared by: Senior Governance Officer
File No.: CLM/24/1/1/2 - BP24/731

REPORT SUMMARY

This report addresses two matters that are reported to Council in one report due to the inter-relationship between these matters.

The first part of the report seeks Council's endorsement of the Chief Executive Officer's delegation, which in accordance with Section 380 of the *Local Government Act 1993*, Council must review its delegations during the first 12 months of each term of office.

The delegation detailed in this report, delegates all functions of Council that it can lawfully delegate pursuant to Section 377 of the *Local Government Act 1993*. These delegated powers have been previously delegated to the Chief Executive Officer (formerly General Manager) since 1 July 2007.

The second part of this report is seeking Council's endorsement of the Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy.

The purpose of the Policy is to strengthen the awareness by detailing the relationship, obligations and roles of both the Chief Executive Officer and the Mayor.

The Business Assurance and Governance Team have reviewed this Policy and made minor amendments such as:

- Updating relevant references to legislation and agency guidelines;
- Updating of staff position titles;
- The removal of the Mayor being a position on the City of Ryde's Audit Risk and Improvement Committee; and
- Amendments to the section "Management of the Chief Executive Officer's Performance including the Mayor's Responsibilities" based on the amended 2022 OLG Guideline.

It should be noted throughout this report, where there is a reference to the "General Manager" such a reference is a reference proper to the "Chief Executive Officer" of the City of Ryde Council.

ITEM 4 (continued)

RECOMMENDATION:

- (a) That in accordance with Section 380 of the *Local Government Act 1993*, Council confirms that the delegation (**ATTACHMENT 1**) be granted to the Chief Executive Officer for the 2024-2028 term of office for the Council.
- (b) That Council adopt the Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy – October 2024 (**ATTACHMENT 2**).

ATTACHMENTS

- 1 2024 - 2028 CEO Instrument of Delegation
- 2 Track Changes Version - Interface and Day to Day Oversight of the Chief Executive Officer by the Mayors Roles and Responsibilities Policy

Report Prepared By:

Robyn Winn
Senior Governance Officer

Report Approved By:

Amanda Janvrin
Acting Manager - Business Assurance and Governance

Wayne Rylands
Chief Executive Officer

ITEM 4 (continued)

Discussion

(1) Chief Executive Officer's Delegation

Section 380 of the *Local Government Act 1993* states:

Each council must review all its delegations during the first 12 months of each term of office.

The matters that can be delegated to the Chief Executive Officer by the Council, and those that can in turn be delegated by the Chief Executive Officer to staff, are prescribed in the *Local Government Act 1993*. The relevant sections of the Act are provided below.

Section 377 of the *Local Government Act 1993* states:

- (1) *A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:*
- (a) *the appointment of a general manager,*
 - (b) *the making of a rate,*
 - (c) *a determination under section 549 as to the levying of a rate,*
 - (d) *the making of a charge,*
 - (e) *the fixing of a fee,*
 - (f) *the borrowing of money,*
 - (g) *the voting of money for expenditure on its works, services or operations,*
 - (h) *the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),*
 - (i) *the acceptance of tenders to provide services currently provided by members of staff of the council,*
 - (j) *the adoption of an operational plan under section 405,*
 - (k) *the adoption of a financial statement included in an annual financial report,*
 - (l) *a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,*
 - (m) *the fixing of an amount or rate for the carrying out by the council of work on private land,*
 - (n) *the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,*

ITEM 4 (continued)

- (o) *the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,*
 - (p) *the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,*
 - (q) *a decision under section 356 to contribute money or otherwise grant financial assistance to persons,*
 - (r) *a decision under section 234 to grant leave of absence to the holder of a civic office,*
 - (s) *the making of an application, or the giving of a notice, to the Governor or Minister,*
 - (t) *this power of delegation,*
 - (u) *any function under this or any other Act that is expressly required to be exercised by resolution of the council.*
- (1A) *Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:*
- (a) *the financial assistance is part of a specified program, and*
 - (b) *the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and*
 - (c) *the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and*
 - (d) *the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.*
- (2) *A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.*

Chief Executive Officer's – Approval of Tenders

Amendments have been made to Section 377(1) of the *Local Government Act* which enable Council to delegate the function of accepting tenders (other than for services currently provided by council staff members).

ITEM 4 (continued)

At its meeting held on 22 March 2022, Council resolved in part as follows:-

- (e) *That in relation to tenders invited under Section 55 of the Local Government Act 1993 (NSW) (**Act**), Council delegates to the General Manager the function:-*
1. *Under clause 178(1) of the Local Government (General) Regulation 2021 (NSW) (**Regulation**) to either:-*
 - (i) *accept the tender that, having regard to all the circumstances, appears to it to be the most advantageous; or*
 - (ii) *decline to accept any of the tenders.*
 2. *If the General Manager decides to accept a tender in accordance with clause 178(1)(a) of the Regulation, to finalise and execute the contract resulting from the acceptance of the tender.*
 3. *This delegation does not apply to tenders for a contract that involves an estimated expenditure or receipt of an amount greater than \$1,000,000 plus GST.*
 4. *If the General Manager exercises this delegation by declining to accept any of the tenders, a report must be provided to Council to enable Council to make a resolution under clause 178(3) of the Regulation.*

It should be noted that the Chief Executive Officer's delegations were updated to include the above regarding tenders when adopted by Council on 25 October 2022.

Delegations are important to the efficient operation of the organisation. They enable the legitimate sharing of authority and decision-making, facilitating the broad range of Council functions to be carried out efficiently.

Currently, the Council delegates to the Chief Executive Officer (formerly General Manager) all functions that it can lawfully delegate pursuant to Section 377 of the *Local Government Act 1993*. This practice has been in place since 1 July 2007 with no examples or issues of concern being raised by Council.

The power of the Chief Executive Officer to delegate throughout the organisation is covered in Section 378 of the *Local Government Act 1993*.

Section 378 of the *Local Government Act 1993* states:

- (1) *The general manager may delegate any of the functions of the general manager, other than this power of delegation.*
- (2) *The general manager may sub-delegate a function delegated to the general manager by the council to any person or body (including another employee of the council).*
- (3) *Subsection (2) extends to a function sub-delegated to the general manager by the council under section 377(2).*

ITEM 4 (continued)

At the City of Ryde, the Chief Executive Officer (formerly General Manager) has utilised the power of delegations and sub-delegations to ensure the organisation operates efficiently.

This report recommends that Council's updated Instrument of Delegation to the Chief Executive Officer be adopted for the 2024-2028 term of Council, with the only variation being current dates, titles, signatures (**ATTACHMENT 1**).

In accordance with Section 380 of the *Local Government Act*, Council's Business Assurance and Governance Team are in the process of an extensive review and update of the Delegations Register (including the implementation of a new software solution).

(2) Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy

This Policy (**ATTACHMENT 2**) aims to provide, as far as practicable, a single source of information regarding the Interface between the Mayor and Chief Executive Officer, as well as to provide clarity and transparency regarding the role and responsibilities of the Mayor in accordance with Section 226 of the *Local Government Act, 1993*. Clarity and consistent understanding of these roles strengthens the executive management of the City of Ryde and facilitates a positive working relationship between all parties.

The Policy includes extracts and references from legislation, regulations, Office of Local Government (OLG) guidelines and Council policies. It is required to be reviewed each term of Council and endorsed by Council.

The Business Assurance and Governance Team have reviewed this Policy and made minor amendments such as:

- Updating relevant references to legislation and agency guidelines;
- Updating of staff position titles;
- The removal of the Mayor being a position on the City of Ryde's Audit Risk and Improvement Committee; and
- Amendments to the section "Management of the Chief Executive Officer's Performance including the Mayor's Responsibilities" based on the amended 2022 OLG Guideline.

This report seeks Council's adoption of the Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy – October 2024.

ITEM 4 (continued)

ATTACHMENT 1

Instrument of Delegation

The Council of the City of Ryde, pursuant to a resolution made on XXXXXXXX,

1. Delegates to the Chief Executive Officer of the Council all of its functions except for those functions which must not be delegated pursuant to section 377(1) of the *Local Government Act 1993* (NSW),
2. That in relation to tenders invited under section 55 of the *Local Government Act 1993* (NSW), the Council of the City of Ryde delegates to the Chief Executive Officer the following additional functions:
 - A. Under clause 178(1) of the *Local Government (General) Regulation 2021* (NSW) (**Regulation**) to either:
 - i. accept the tender that, having regard to all the circumstances, appears to it to be the most advantageous; or
 - ii. decline to accept any of the tenders.
 - B. If the Chief Executive Officer decides to accept a tender in accordance with clause 178(1)(a) of the Regulation, to finalise and execute the contract resulting from the acceptance of the tender.
 - i. This delegation does not apply to tenders for a contract that involves an estimated expenditure or receipt of an amount greater than \$1,000,000 plus GST.
 - C. If the Chief Executive Officer exercises this delegation by declining to accept any of the tenders, a report must be provided to Council to enable Council to make a resolution under clause 178(3) of the Regulation.

This instrument of delegation shall take effect on XXXXXXXX. The common seal of the Council of the City of Ryde was affixed hereto, pursuant to a resolution of Council made on XXXXXXXXXX, in the presence of:

.....
Councillor Trenton Brown
Mayor

.....
Councillor Sophie Lara-Watson
Deputy Mayor

.....
Witness (PRINT NAME) Witness' Signature

ITEM 4 (continued)

ATTACHMENT 2

TRACK CHANGES VERSION



Lifestyle and opportunity @ your doorstep



**Interface and Day to Day Oversight
of the Chief Executive Officer by the
Mayor including Mayor's Roles and
Responsibilities Policy**

~~October 2022~~

ITEM 4 (continued)

ATTACHMENT 2

Document Version Control

Document Name:	Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy
Content Manager Reference (Word):	D22/143506
Content Manager Reference (PDF)	D22/143508
Document Status:	Approved by Council
Version Number:	Version 3.24.0
Date:	October 2022XXXXXX
Author:	Corporate Governance <u>Business Assurance and Governance</u>
Endorsed By:	Council
Distribution:	Internal and External

Change History

Version	Issue Date	Author	Reason for Change
1.0	12 November 2013	Customer Service and Governance	Initial Approval by Council and Publication of Document
2.0	11 February 2014	Customer Service and Governance	(D14/12411)
3.0	24 October 2017	Audit, Risk and Governance	(D17/151607)
3.1	12 April 2021	Corporate Governance	Style and formatting changes to align with current Council templates. Updated reference to position titles (D21/47907)
3.2	25 October 2022	Corporate Governance	Updated reference to align with position titles. Presented to Council for Adoption and Publication of Document (D22/143506)
<u>4.0</u>	XXXXXXX	<u>Business Assurance and Governance</u>	

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: <u>Business Assurance and Governance</u> Corporate Governance	Adopted by Council: 25-October-2022XXXXXX
CM Reference (Word): D22/143506	Next Review date: August 2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>
CM Reference (PDF): D22/143508		

ITEM 4 (continued)

ATTACHMENT 2

Contents

1. Purpose.....	<u>44</u>
2. Scope.....	<u>44</u>
3. Legislative Provisions	<u>44</u>
4. Guidelines / Procedures.....	<u>66</u>
5. References – Legislation and City of Ryde Policies	<u>66</u>
6. Review Process and Endorsement.....	<u>76</u>
Attachment A – Specific Responsibilities.....	<u>87</u>

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/443506	Next Review date: August-2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>
CM Reference (PDF): D22/443508		

ITEM 4 (continued)

ATTACHMENT 2

1. Purpose

The aim of the Policy is to strengthen the executive management of the Council by detailing the relationship, appropriate interface and the day-to-day oversight by the Mayor of the Chief Executive Officer and aims to ensure that there is a clear understanding between the Chief Executive Officer and the Mayor of the day. It will ensure that expectations and transparency of the interface between the Mayor and Chief Executive Officer is consistently applied to strengthen and maintain a positive working relationship between both parties.

This document also aims to provide clarity and transparency regarding the role and responsibilities of the Mayor in accordance with Section 226 of the *Local Government Act 1993*, which includes the statement, to "exercise any ~~such other~~ functions of the Council as the Council determines".

2. Scope

This Policy governs the appropriate interface between the Mayor of the City of Ryde and the Chief Executive Officer in keeping with the *Guidelines for the Appointment and Oversight of the ~~General Manager~~ General Manager (Chief Executive Officer)* (Office of Local Government – July 2022~~44~~) and other related policies and guidelines.

The relationship between the Chief Executive Officer and the Mayor of the City of Ryde is a critical interface required to ensure that the Mayor's role in the ~~day-to-day~~ day-to-day management of the Chief Executive Officer is transparent and appropriately delegated by Council. Constructive professional relationships between the Mayor and the Chief Executive Officer are essential to enable the effective executive management of the Council.

This Policy also addresses the Roles and Responsibilities of the Mayor in accordance with the *Local Government Act 1993*, relevant guidelines and Council Policies.

The Policy aims to provide, as far as practicable, a single source of information regarding the Interface between the Mayor and Chief Executive Officer, as well as the Mayor's Roles and Responsibilities. As a result, there are references to legislation, existing Council Policies and resolutions of Council.

3. Legislative Provisions

Role of the Mayor

Section 226 of the *Local Government Act 1993* sets out the role of Mayor as follows:-

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance Business Assurance and Governance	Accountability: Business Assurance and Governance Corporate Governance	Adopted by Council: 25-October-2022XXXXXX
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August 2025October 2028	Last Review Date: October 20222024

ITEM 4 (continued)

ATTACHMENT 2

- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the ~~general-manager~~Chief Executive Officer in relation to the implementation of the strategic plans and policies of the council,
- (k) in conjunction with the ~~general-manager~~Chief Executive Officer, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- (n) in consultation with the councillors, to lead performance appraisals of the ~~general manager~~Chief Executive Officer,
- (o) to exercise any other functions of the council that the council determines.

Role of the Deputy Mayor

Section 231, Clause 3 of the *Local Government Act 1993* describes the role of the Deputy Mayor as follows:-

The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function, or if there is a casual vacancy in the office of mayor.

Functions of the ~~General-Manager~~Chief Executive Officer

Section 335 of the *Local Government Act 1993* sets out the functions of ~~General-Manager~~Chief Executive Officer as follows:-

- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance Business Assurance and Governance	Accountability: Business Assurance and Governance Corporate Governance	Adopted by Council: 25-October-2022XXXXXX
CM Reference (Word): D22/43506 CM Reference (PDF): D22/43508	Next Review date: August-2025October 2028	Last Review Date: October 20222024

ITEM 4 (continued)

ATTACHMENT 2

- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the ~~general-manager~~Chief Executive Officer,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the ~~general-manager~~Chief Executive Officer by or under this or any other Act.

4. Guidelines / Procedures

This Policy is drafted to ensure compliance with appropriate legislative requirements, existing Council Policies and is supported by the attached Annexure.

5. References – Legislation and City of Ryde Policies

- The Local Government Act 1993 and Regulations
- Public Interest Disclosures Act ~~2022~~1994
- Anti-Corruption Safeguards and the NSW Planning System – ICAC 2012
- Guidelines for the Appointment and Oversight of ~~General-Manager~~Chief Executive Officers (Office of Local Government July 20~~22~~14)
- City of Ryde Code of Conduct
- City of Ryde Code of Meeting Practice
- City of Ryde Media Policy
- City of Ryde Expenses Relating to the ~~General-Manager~~Chief Executive Officer and Senior Staff Policy
- City of Ryde Corporate Credit Card Policy
- City of Ryde Gifts and Benefits Policy
- City of Ryde Public Interest Disclosures Internal Reporting Policy
- City of Ryde Policy on Ethical Lobbying
- City of Ryde Councillor Expenses and Facilities Policy
- City of Ryde Councillor and Staff Interaction Policy

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/43506	Next Review date: August-2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>
CM Reference (PDF): D22/43508		

ITEM 4 (continued)

ATTACHMENT 2

6. Review Process and Endorsement

This Policy should be reviewed each term of Council and endorsed by the Council.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August-2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>

ITEM 4 (continued)

ATTACHMENT 2

Attachment A – Specific Responsibilities

1. The Chief Executive Officer's Appointment

The Mayor will establish and chair a selection panel for the purpose of selecting the Chief Executive Officer in accordance with the Guidelines for the *Appointment and Oversight of ~~General Manager~~Chief Executive Officers* (Office of Government July 20~~22~~~~14~~).

Council's practice has been that this process has been coordinated by the Manager – People and Culture in liaison with the Mayor.– The recruitment process has then been reported to Council, in closed session.

This process includes the appointment of a recruiting organisation that would assist Council in the advertising and selection process, including Council determining the selection panel for the position of Chief ~~Operating-Executive~~ Officer.

Following the selection of a Chief Executive Officer, ~~athe~~ recruiting ~~organisation- agent~~ would assist Council in the formulation of a performance plan and then facilitate the annual performance review of the Chief Executive Officer.

2. Management of the Chief Executive Officer's Performance including the Mayor's Responsibilities

The Chief Executive Officer's performance management process will be conducted annually in accordance with the Guidelines for the *Appointment and Oversight of ~~General-Manager~~Chief Executive Officers* (Office of Local Government July 20~~22~~~~14~~).

The Mayor will chair the Performance Review Panel and oversee the appointment of an external facilitator to assist with the process of performance appraisal and the development of performance plans.

The Office of Local Government's (OLG) Guidelines set out the following:

Selection Panel Report

The selection panel is responsible for preparing a report to the council's governing body that:

- outlines the selection process
- recommends the most meritorious applicant with reasons
- recommends an eligibility list if appropriate
- recommends that no appointment is made if the outcome of interviews is that there are no suitable applicants.

This report should be confidential and reported to a closed meeting of the Council.

The appointment of a Chief Executive Officer is a non-delegable function of the Council under section 377 of the Act and a Chief Executive Officer cannot be appointed without a formal resolution of the Council.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): <u>D22/443506</u> CM Reference (PDF): <u>D22/443508</u>	Next Review date: August 2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>

ITEM 4 (continued)

ATTACHMENT 2

The Council's governing body must by resolution approve the position of the Chief Executive Officer being offered to the successful candidate before the position is offered to the candidate

actions that are to be taken as part of this process. The Mayor, as chair of the Performance Review Panel, is responsible for these actions:-

- Ensuring all Councillors not on the panel can contribute to the process by providing feedback to the Mayor on the Chief Executive Officer's performance.
- Ensuring all Councillors are notified of relevant dates in the performance review cycle.
- Ensuring all Councillors are kept advised of the Panel's findings and recommendations.
- Reporting to Council in closed session the findings and recommendations of the Review Panel.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: <u>Corporate GovernanceBusiness Assurance and Governance</u>	Accountability: <u>Business Assurance and GovernanceCorporate Governance</u>	Adopted by Council: <u>25-October-2022XXXXXX</u>
CM Reference (Word): <u>D22/143506</u> CM Reference (PDF): <u>D22/143508</u>	Next Review date: <u>August-2025October 2028</u>	Last Review Date: October <u>20222024</u>

ITEM 4 (continued)

ATTACHMENT 2

3. ~~Audit of the Chief Executive Officer's Accountabilities~~

~~If the Mayor is a member of the City of Ryde Audit, Risk and Improvement Committee, the Mayor will participate in setting the priorities and the program of the audit of Council's operations, to ensure independent oversight of the risk and compliance environment of the Chief Executive Officer's accountabilities.~~

~~The Mayor will also be briefed annually by Council's external auditors to ensure robust financial reporting is in place.~~

4.3. Chief Executive Officer's Leave Applications

The Mayor will be the approval authority for all leave applications made by the Chief Executive Officer in accordance with Council's Leave policies.

5.4. Chief Executive Officer's Expense Claims

The Mayor will be the approval authority for all expense claims relating to the Chief Executive Officer's out-of-pocket expenses and use of Council's Corporate Credit Card in keeping with the Chief Executive Officer's Terms of Engagement, Council's Policy on Expenses ~~Relating to the General Manager and Senior Staff~~, and Council's Corporate Credit Card Policy.

6.5. Chief Executive Officer's Gifts and Benefits Claims

The Mayor will be the acknowledging authority for all Gifts and Benefits Disclosure Forms completed by the Chief Executive Officer in keeping with the ~~General Manager~~Chief Executive Officer's Terms of Engagement, and Council's Gifts and Benefits Policy.

7.6. Training and Development – Applications by the Chief Executive Officer

It is recognised that the Chief Executive Officer is required to keep abreast of local government issues, industry best practice and to keep his/her knowledge and skills relevant. To this end, the Chief Executive Officer will attend industry seminars, conferences and forums such as those provided by Local Government Professionals Australia, the ~~General Manager /Chief Executive~~ Chief Officers' Group of Australasia, the Local Government NSW conference, and the National General Assembly of Local Government.

When deemed that attendance at an industry forum/conference is appropriate, the Chief Executive Officer will seek the Mayor's approval to attend.

Should the Chief Executive Officer seek to attend formal training or education relating to advancing his/her knowledge and skills and in accordance with Council's Policy on Tertiary Education, Conferences and Training, the Chief Executive Officer will seek the Mayor's approval to do so.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/143506	Next Review date: August 2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>
CM Reference (PDF): D22/143508		

ITEM 4 (continued)

ATTACHMENT 2

8.7. Presiding at Council Meetings including the Mayor's Responsibilities

Under Section 226 of the *Local Government Act 1993*, the Mayor presides at meetings of the Council.

Setting the Agenda for Council or Committee Meetings

The Agenda must be set in accordance with Section 240 of the *Local Government (General) Regulation 2015*, which provides that:-

- 1) The ~~general-manager~~Chief Executive Officer must ensure that the agenda for a meeting of the council states:
 - (a) all matters to be dealt with arising out of the proceedings of former meetings of the council, and
 - (b) if the mayor is the chairperson - any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) subject to subclause (2), any business of which due notice has been given.
- 2) The ~~general-manager~~Chief Executive Officer must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the ~~general-manager~~Chief Executive Officer, the business is (or the implementation of the business would be) unlawful. The ~~general-manager~~Chief Executive Officer must report (without giving details of the item of business) any such exclusion to the next meeting of the council.

Once the agenda has been set, the Chief Executive Officer or his/her nominee may meet with the Mayor to discuss the matters on the agenda of either a Council or Committee meeting prior to the meeting being convened. To ensure that the independence of advice to the Council is maintained, the Mayor cannot direct the Chief Executive Officer or his/her staff to either prepare or remove reports set on an existing or future agenda.

Clause 240 of the Regulation also stipulates that the Chief Executive Officer must cause the agenda for a meeting of Council or a Committee of the Council to be prepared as soon as practicable before the meeting. This supplements Section 367 of the *Local Government Act 1993* which requires that

"the ~~general-manager~~Chief Executive Officer of a council must send to each councillor, at least 3 days before each meeting of the council, a notice specifying the time and place at which and the date on which the meeting is to be held and the business proposed to be transacted at the meeting."

Clause 240 of the Regulation also specifies that for meetings where the Mayor is the Chairperson, the Agenda is to include "any matter or topic that the Mayor proposes at the time when the Agenda is prepared". This is to be done in accordance with Council's adopted Code of Meeting Practice.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance Business Assurance and Governance	Accountability: Business Assurance and Governance Corporate Governance	Adopted by Council: 25-October-2022 XXXXXX
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August-2025 October 2028	Last Review Date: October 2022 2024

ITEM 4 (continued)

ATTACHMENT 2

Calling Extraordinary or Special Meetings

In accordance with Council's Code of Meeting Practice, the Mayor does not have the authority, in their own right, to call an Extraordinary or Special Council Meeting.

The Mayor, following a written request signed by at least two Councillors, must call an Extraordinary Council meeting. The Mayor can be one of the two Councillors, but the Mayor cannot call Extraordinary meetings by him or herself without having a written request with another Councillor's signature. The Mayor must then 'call' the meeting, which is to be held as soon as practical but within fourteen (14) days after the request is made (OLG Meeting Practice Note 1.1.2 and Section 366 of the *Local Government Act 1993*). However, "notice of less than 3 days may be given of an Extraordinary meeting called in an emergency." (Section 367(2) of the *Local Government Act 1993*).

The Chief Executive Officer must ensure that the agenda for an Extraordinary meeting of a Council deals only with the matters stated in the notice of the meeting (CI 242 of the Regulation).

9.8. Conducting Meetings with Ministers and Members of Parliament

The Mayor and Chief Executive Officer will from time to time have reason to meet with Ministers and Members of Parliament to discuss issues of importance to the City of Ryde and the implementation of its *Community Strategic Plan* and Council resolutions.

These meetings are to be included in the Councillors' Information Bulletin Calendar including who the meeting is with, and the topic to be discussed. Where practicable, Councillors are to be consulted in advance of the meeting to ensure all relevant information and issues are gathered.

As per Council's resolution of 22 November 2011, the Chief Executive Officer and/or his/her nominee will accompany the Mayor to any meeting with a State Minister or Member of Parliament at which Council business will be discussed.

In accordance with this resolution, "a report of the meeting is to be presented to Councillors through the Councillors' Information Bulletin, and if appropriate, through the Council business papers (and) that the report include all matters raised, any advice or commitments given by either side and other relevant information to ensure that Council remains fully informed."

These actions will ensure appropriate briefings can be given relating to Council's Policies, operational matters or strategic impacts relating to the discussions, and to ensure that the follow up of agreed actions at the meeting will take place.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: <u>Corporate GovernanceBusiness Assurance and Governance</u>	Accountability: <u>Business Assurance and GovernanceCorporate Governance</u>	Adopted by Council: <u>25-October-2022XXXXXX</u>
CM Reference (Word): <u>D22/443506</u> CM Reference (PDF): <u>D22/443508</u>	Next Review date: <u>August-2025October 2028</u>	Last Review Date: October <u>20222024</u>

ITEM 4 (continued)

ATTACHMENT 2

10.9. Conducting Meetings with Constituents and those wishing to make representations to the Mayor

It is acknowledged that the Mayor will meet with constituents relating to a range of matters and may request the presence of the Chief Executive Officer. In some instances, the Chief Executive Officer may delegate attendance to the relevant senior staff member.

- *General Matters*

From time to time, the Mayor will request that the Chief Executive Officer attend meetings with constituents or other parties. Adequate notice (where practicable, no less than three working days) and background information will be given to the Chief Executive Officer to ensure that the Chief Executive Officer is able to prepare for the meeting in advance. Meetings will be held in the Mayoral suite during business hours and secretarial support will be provided for meetings that occur to ensure that records are kept detailing the agenda and minutes of the meeting.

- *Meetings relating to Complaints*

The Mayor may receive complaints about the level of service provided by the Council's staff. These complaints will be referred to the Chief Executive Officer prior to any meeting between the complainant, the Mayor and the Chief Executive Officer taking place. This will ensure that appropriate preparations can be made and will be dealt with in accordance with the Council's Customer Feedback Policy. Meetings will be convened as outlined above in General Matters.

Should the complaint relate to a development matter the procedure outlined below will be followed.

- *Matters relating to Proposed Development Matters (either Planning Proposals or proposed major Development Applications)*

No meetings will take place with any developer or their representative unless a detailed agenda item is prepared prior to the meeting. Council's Ethical Lobbying Policy will apply to meetings attended by those lobbying on behalf of their client. At such meetings the **General Manager/Chief Executive Officer —Business Operations** (or his/her nominee) is also be in attendance. Meetings will be convened as outlined above under General Matters and will be minuted by the Mayor **and Councillors Executive 's-Executive** Assistant or an appropriate **Planning** staff member.

In accordance with Council's resolution of 27 September 2005, "*.. in the interest of transparency, all significant meetings held by the Mayor, or by the Mayor's nominee with parties participating or seeking to participate in development or other activities in the City of Ryde, (are to) be reported to all Councillors via the Councillors Bulletin papers on a fortnightly basis.*"

It is inappropriate for the Mayor to attempt to influence the independent advice of Planning staff on any planning proposal or development assessment report. No meetings will be held on matters where a development application assessment process is already underway, to ensure there can be no perception of inappropriate influence.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance/Business Assurance and Governance	Accountability: Business Assurance and Governance/Corporate Governance	Adopted by Council: 25-October-2022XXXXXX
CM Reference (Word): D22/143506 CM Reference (PDF): D22/143508	Next Review date: August-2025October 2028	Last Review Date: October 20222024

ITEM 4 (continued)

ATTACHMENT 2

11.10. Public Relations Management

The Chief Executive Officer will ensure that the Mayor is provided with adequate resources to meet his/her requirements for public relations management. Public relations management relates to the provision of advice and preparation of:

- press releases
- issues management
- speeches
- Mayoral pieces in Council publications – for example the Annual Report
- Social media monitoring articles
- opinion pieces for journals etc.

In accordance with Council's Media Policy, both the Mayor and the Chief Executive Officer can make comments to the media on policy matters. When doing so, the Mayor and Chief Executive Officer will communicate with members of the press through Council's media advisor to ensure consistency of message. All articles and speeches etc relating to or quoting the Mayor will be approved by the Mayor prior to their release.

The Chief Executive Officer will comment on administration issues in accordance with the Media Policy.

The Chief Executive Officer will ensure that Council staff provide necessary public relations support for all non-political issues relating to Council's operations and the adopted resolutions of Council. Should the Mayor wish to make commentary that in the opinion of the Chief Executive Officer is of a political nature and does not relate to matters of Council policy, business or resolution etc, Council's media staff will not be used to draft or place such statements.

11.11. Mayor's Responsibilities with respect to Council's Media Policy

In accordance with Council's Media Policy the Mayor and the Chief Executive Officer are Council's official spokespersons on all matters. The Mayor may nominate another Councillor to speak on a particular matter.

Council's Media Officer is responsible for the coordinating media liaison and issuing press releases. All media enquiries should be directed to the Media Officer.

In addition:

- 1) Every Councillor has a right to express a private opinion on any issue, whether or not that opinion reflects Council's official position, but Councillors must carefully identify the role in which they speak or write.
- 2) Whenever Councillors publicly express their own opinions they must make it clear they are speaking for themselves, unless delegated by the Mayor, and not for Council, unless they are supporting a Council position.
- 3) When Councillors speak "for the Council" when delegated by the Mayor, they must express and support Council's entire Policy on the issue at hand.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: <u>Corporate GovernanceBusiness Assurance and Governance</u>	Accountability: <u>Business Assurance and GovernanceCorporate Governance</u>	Adopted by Council: <u>25-October-2022XXXXXX</u>
CM Reference (Word): <u>D22/443506</u> CM Reference (PDF): <u>D22/443508</u>	Next Review date: <u>August-2025October 2028</u>	Last Review Date: October <u>20222024</u>

ITEM 4 (continued)

ATTACHMENT 2

13. Managing Complaints about the Chief Executive Officer

All complaints about the Chief Executive Officer's conduct will be referred to the Mayor and will be managed in accordance with Council's ~~Customer Feedback Policy, Council's~~ Code of Conduct and if necessary, the *Public Interest Disclosures Act 1994-2022* and Council's Public Interest Disclosures Internal Reporting Policy. The Mayor may seek the independent assistance of the Manager – ~~Corporate Governance~~ *Business Assurance and Governance*, external experts and Council's General Counsel should she/he so require, when undertaking investigations or seeking advice. The procurement of external experts will be managed by Council's Manager – ~~Corporate Governance~~ *Business Assurance and Governance*.

All Code of Conduct complaints relating to Councillors made by the Chief Executive Officer will be made to the Mayor, and managed in accordance with Council's Code of Conduct and if necessary the *Public Interest Disclosures Act 1994-2022* and Council's Public Interest Disclosures Internal Reporting Policy.

Clauses 5.27 – 5.33 of the 'Code of Conduct – Complaints Procedure' sets out the Mayor's role with regard to Code of Conduct complaints while Part 10 of the 'Public Interest Disclosures Internal Reporting Procedure' sets out the Mayor's role with regard to Public Interest Disclosure reporting.

14. Mayor's Responsibilities with respect to Council's Code of Conduct

In accordance with Council's Code of Conduct, the Mayor is responsible for receiving written Code of Conduct complaints about the Chief Executive Officer. Where the complaint cannot be made in writing, the Mayor is to confirm the complaint in writing as soon as possible after the receipt of the complaint.

The Mayor must give consideration to the complainant's preferences in deciding how to deal with the complaint.

Where the Mayor becomes aware of a possible breach of the Code of Conduct by the Chief Executive Officer, they may initiate the process for the consideration of the matter in accordance with the Code of Conduct without a written complaint. The Mayor also has senior staff available to assist in such matters including Council's ~~Complaints Coordinator~~, General Counsel or the Manager – ~~Corporate Governance~~ *Business Assurance and Governance*.

The specific provisions regarding Code of Conduct complaints about the Chief Executive Officer are set out below:

How are code of conduct complaints about the Chief Executive Officer to be dealt with?

The Mayor must refer the following code of conduct complaints about the Chief Executive Officer to the NSW Office of Local Government (OLG):

- (a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the Code of Conduct – ~~Standards of Conduct~~,
- (b) complaints alleging a breach of Part 9 of the code of conduct relating to the maintenance of the integrity of the code, and

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <i>Business Assurance and Governance</i>	Accountability: Business Assurance and Governance <i>Corporate Governance</i>	Adopted by Council: 25-October-2022 <i>XXXXXX</i>
CM Reference (Word): D22/143506	Next Review date: August 2025 <i>October 2028</i>	Last Review Date: October 2022 <i>2024</i>
CM Reference (PDF): D22/143508		

ITEM 4 (continued)

ATTACHMENT 2

- (c) complaints the subject of a special complaints management arrangement with the Office under clauses 5.48 and 5.49.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August-2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>

ITEM 4 (continued)

ATTACHMENT 2

Where the Mayor refers a complaint to the OLG under clause 5.28, the Mayor must notify the complainant of the referral in writing.

Where the Mayor considers it to be practicable and appropriate to do so, he or she may seek to resolve code of conduct complaints about the Chief Executive Officer, other than those requiring referral to OLG under clause 5.27, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation or apology instead of referring them to the Complaints Coordinator under clause 5.33.

Where the Mayor resolves a code of conduct complaint under clause 5.32 to the Mayor's satisfaction, the Mayor must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of the receipt of the complaint and this shall finalise the consideration of the matter under these procedures.

The Mayor must refer all code of conduct complaints about the Chief Executive Officer other than those referred to the OLG under clause 5.27 or finalised under clause 5.30 or resolved under clause 5.31 to the Complaints Coordinator.

The detailed procedure for complaint management is set out in the Code of Conduct – Complaints Procedure.

In addition, where complaints about the Chief Executive Officer are received by the Mayor, the Mayor is to advise all Councillors in writing that a complaint has been received and, where appropriate, the nature of the complaint. In addition, the Mayor is to advise all Councillors of the intended course of action and subsequently report the complaint handling plan to Council as a confidential Mayoral Minute.

15. Mayor's Responsibilities with respect to Public Interest Disclosures

The provisions for the reporting of Public Interest Disclosures are set out in Council's adopted Internal Reporting Policy – Public Interest Disclosures which aligns to the *Public Interest Disclosures Act 2022-1994*.

The Mayor is identified as a Public Interest Disclosure Officer and as such is able to receive complaints regarding Councillors or the Chief Executive Officer.

In this role the Mayor is responsible for:

- deciding if a report is a protected disclosure
- determining what needs to be done next, including referring it to other authorities
- deciding what needs to be done to correct the problem that has been identified

The Mayor must make sure there are systems in place in the City of Ryde to support and protect staff who report wrongdoing.

If the report is about the Chief Executive Officer, the Mayor is also responsible for referring actual or suspected corrupt conduct to the Independent Commission Against Corruption (*ICAC*).

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: <i>Corporate GovernanceBusiness Assurance and Governance</i>	Accountability: <i>Business Assurance and GovernanceCorporate Governance</i>	Adopted by Council: <i>25-October-2022XXXXXX</i>
CM Reference (Word): <i>D22/443506</i> CM Reference (PDF): <i>D22/443508</i>	Next Review date: <i>August-2025October 2028</i>	Last Review Date: October <i>20222024</i>

ITEM 4 (continued)

ATTACHMENT 2

To support the Mayor in this role, training will be provided regarding the management and handling of public interest disclosures. This training will also be offered to the Deputy Mayor where possible. The Mayor also has senior staff available to assist in such matters including Council's Disclosures Coordinator/~~Manager Business Assurance and Governance or the~~, General Counsel ~~or the Manager—Corporate Governance~~.

16. Civic Events, Ceremonies, Conferences and Forums

It is acknowledged that both the Mayor and the Chief Executive Officer will represent Council at Civic Events, Ceremonies and professional forums etc. When both the Mayor and Chief Executive Officer are speaking at an event the Mayor will always speak first. Media staff will coordinate the content of each speech to ensure consistency of message and avoid duplication.

When the Chief Executive Officer is speaking at a forum or conference, he/she will advise the Mayor of the topic of address. The Mayor will respect the independence of the content and the format of the presentation to enable the Chief Executive Officer to provide his/her professional views. The Chief Executive Officer must make it clear when doing so if they are not the views of Council or its policies.

When speaking about the City of Ryde Council, Council's policies and views will always be clearly stated by the Mayor and Chief Executive Officer.

17. Civic and Ceremonial Functions of the Mayoral Office

In accordance with the provisions of the *Local Government Act 1993*, the Mayor will undertake the civic and ceremonial functions of the Mayoral Office.

The Mayoral chains and robes are generally only to be worn at official Council functions. Should the Mayor identify another event or occasion where it would be appropriate for the ceremonial clothing to be worn, that this be at the discretion of the Mayor.

In accordance with the Councillor Expenses and Facilities Policy, Council shall meet the cost of providing refreshments and associated expenses for civic receptions hosted by the Mayor at Council premises, subject to funds being available within the appropriate allocation in the Mayor's Office Budget.

18. Exercise of Policy Making Functions

Where in cases of necessity, the Mayor exercises the policy-making functions of the Council in between Council meetings, in accordance with Section 226 of the *Local Government Act 1993*, this is to be communicated to all Councillors and the Chief Executive Officer as soon as possible. Any action taken is to be reported to the next available Council Meeting by way of a Mayoral Minute.

It is recommended that the Mayor liaise and seek guidance from the Chief Executive Officer, and communicate the intent to exercise such functions to Councillors, prior to the taking of any action.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance Business Assurance and Governance	Accountability: Business Assurance and Governance Corporate Governance	Adopted by Council: 25-October-2022 XXXXXX
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August 2025 October 2028	Last Review Date: October 2022 2024

ITEM 4 (continued)

ATTACHMENT 2

19. Role of the Deputy Mayor

As provided by Section 231 of the *Local Government Act 1993*, the Deputy Mayor may exercise any function of the Mayor at the request of the Mayor, or if the Mayor is prevented by illness, absence or otherwise from exercising the function of the Office of the Mayor, or if there is a casual vacancy in the office of Mayor.

Mayoral Leave of Absence

The *Local Government Act 1993* deals with an endorsed Leave of Absence in relation to attendance at Council Meetings only.

Where the Mayor applies for and is granted a Leave of Absence, the Mayor must specifically state as part of the application whether this leave applies only to Council Meetings or whether the Deputy Mayor is to assume the Mayoral duties in accordance with the Act and this document. This will also require a resolution of Council with regard to the payment of any fee to the Deputy Mayor from the Mayor's fee to undertake these duties.

Where the Mayor is on an endorsed Leave of Absence, the Deputy Mayor by resolution of Council will undertake the roles as responsibilities of the Mayor in accordance with this document, legislation and relevant Council policies.

Where the Mayor is not present at a Council Meeting, the Deputy Mayor will preside at that meeting without the requirement of a resolution of Council. In the absence of the Mayor, this policy applies to the interface and day to day oversight between the deputy mayor and the Chief Executive Officer.

20. Updating Relevant Information

Both the Mayor and Chief Executive Officer will use their best endeavours to keep each other apprised of relevant issues relating to Council's operations and the local government industry. Whilst this should take place on an 'as needs' basis, a more formal regular update meeting may take place between the Mayor and the Chief Executive Officer and his/her executive team as agreed by both parties.

~~The Mayor may call fortnightly meetings with the Chief Executive Officer and the Executive Team. At the Council meeting held 27 August 2013, it was confirmed that any minutes of meetings that the Mayor conducts with the Executive Team were to be provided to all Councillors for their information.~~

~~Additionally on 12 February 2013, Council resolved the following with regard to the fortnightly Executive Team meetings:~~

~~That the Mayor or his nominated representative attend Council fortnightly Executive Team Meetings noting that some parts of the meeting may be closed sessions due to operational issues (with reasons provided). That the meetings be minuted and copies be provided to all Councillors.~~

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: <u>Business Assurance and Governance</u> Corporate Governance	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): <u>D22/143506</u> CM Reference (PDF): <u>D22/143508</u>	Next Review date: <u>August 2025</u> October 2028	Last Review Date: October <u>2022</u> 2024

ITEM 4 (continued)

ATTACHMENT 2

In accordance with Council's resolution dated 12 February 2013, the Mayor and Chief Executive Officer may agree to fortnightly meetings including with members of the executive leadership team and Manager Business Assurance and Governance.

Interface and Day to Day Oversight of the Chief Executive Officer by the Mayor including Mayor's Roles and Responsibilities Policy		
Owner: Corporate Governance <u>Business Assurance and Governance</u>	Accountability: Business Assurance and Governance <u>Corporate Governance</u>	Adopted by Council: 25-October-2022 <u>XXXXXX</u>
CM Reference (Word): D22/443506 CM Reference (PDF): D22/443508	Next Review date: August-2025 <u>October 2028</u>	Last Review Date: October 2022 <u>2024</u>

**5 ANNUAL DISCLOSURE OF PECUNIARY INTERESTS FOR THE PERIOD
OF 1 JULY 2023 TO 30 JUNE 2024**

Report prepared by: Senior Governance Officer
File No.: COR2024/76 - BP24/555

REPORT SUMMARY

Under clause 4.21 of the *City of Ryde Code of Conduct* Councillors and designated persons must lodge a Pecuniary Interest Disclosure with the Chief Executive Officer by 30 September each year.

This report provides a summary of the Pecuniary Interest Disclosures that are required to be lodged for the period of 1 July 2023 to 30 June 2024.

RECOMMENDATION:

That the Register of Pecuniary Interest Disclosures is tabled as required under Clause 4.25 of the *City of Ryde Code of Conduct*.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Robyn Winn
Senior Governance Officer

Report Approved By:

Amanda Janvrin
Acting Manager - Business Assurance and Governance

Wayne Rylands
Chief Executive Officer

ITEM 5 (continued)

Discussion

Clause 4.21 of the *Code of Conduct* requires Councillors and designated persons to lodge an annual Pecuniary Interest Disclosure by 30 September each year.

Clause 4.24 of the *Code of Conduct* requires the Chief Executive Officer to keep a register of Pecuniary Interest Disclosures and to table the Disclosures at the first Council meeting after 30 September.

Council is advised that 12 Councillors, 16 Council staff, 3 independent members of Council's Audit, Risk and Improvement Committee and 10 independent members of the City of Ryde Local Planning Panel have completed a 2023-2024 Pecuniary Interest Return.

In accordance with clause 4.25 of the *Code of Conduct*, the 2023-2024 Register of Disclosure of Pecuniary Interests Returns is tabled.

Financial Implications

Adoption of the recommendation will have no financial impact.

6 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 15 JULY 2024

Report prepared by: Senior Governance Officer
File No.: ARI/24/38/6 - BP24/617

REPORT SUMMARY

In accordance with Section 428A of the Local Government Act (1993), the City of Ryde Council has established an Audit Risk and Improvement Committee (ARIC) which meets on a quarterly basis.

The purpose of this report is to consider the minutes of the ARIC meeting held on 15 July 2024 as recommended in the Office of Local Government Risk Management and Internal Audit Guidelines for Local Government in NSW.

Financial Implications

Adoption of the recommendation will have no financial impact.

RECOMMENDATION:

That the minutes of the Audit, Risk and Improvement Committee meeting held on 15 July 2024 be noted.

ATTACHMENTS

- 1 Minutes - Audit Risk and Improvement Committee meeting held on 15 July 2024

Report Prepared By:

Robyn Winn
Senior Governance Officer

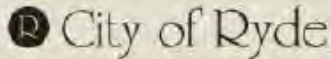
Report Approved By:

Amanda Janvrin
Acting Manager - Business Assurance and Governance

Wayne Rylands
Chief Executive Officer

ITEM 6 (continued)

ATTACHMENT 1



Lifestyle and opportunity
@ your doorstep

Audit, Risk and Improvement Committee Meeting

MINUTES OF MEETING NO. 3/24

Meeting Date: Monday, 15 July 2024
Location: Woolwich Meeting Room, Level 1, North Ryde Office,
3 Richardson Place, North Ryde
Time: 2.00pm

Committee Members Present:

Dr Sheridan Dudley (Independent Chair)
Carl Millington (Independent)
Mathew Broom (Independent)
Councillor Sophie Lara-Watson (Councillor- non-voting member)

Staff Present:

Wayne Rylands (Chief Executive Officer)
Luke Homann (General Manager – Business and Operations)
Daniel Cameiro (Acting General Manager – City Shaping)
Sacha Thirimanne (Acting Chief Financial Officer)
Graham Humphreys (Manager – Business Assurance and Governance)
Graham Pares (Executive Manager – People and Business)
Jerome Pagitz (Chief Information Officer)
Jim Pserras (Senior Solicitor – Commercial and Property)
Raj Autar (Project Director)
Glenn Bentley (Senior Coordinator – Procurement)
Judy Malpas (Partner, Internal Auditor – OCM)
Saurabh Bamecha (Internal Auditor – OCM)
Robyn Winn (Senior Governance Officer)
Amanda Janvrin (Civic Services Manager) – Minute Taker

WELCOME

The Chairperson welcomed everyone to the meeting and introduced the Committee's new Independent Member, Mr Mathew Broom.

APOLOGIES

The Mayor, Councillor Trenton Brown
Weini Liao (External Auditor – Audit Office of NSW)
Ray Bailey (External Auditor – Audit Office of NSW)

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

DISCLOSURES OF INTEREST

Mathew Broom (Independent Member) disclosed an Interest being he is a member on the Audit, Risk and Improvement Committee for Mosman Council.

STANDING REPORTS

1 CONFIRMATION OF MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETINGS HELD ON 13 NOVEMBER 2023 AND 15 APRIL 2024

Resolved

The Committee received and confirmed the Minutes of the Audit, Risk and Improvement Committee meeting held on 13 November 2023.

Resolved

The Committee received and confirmed the Minutes of the Audit, Risk and Improvement Committee meeting held on 15 April 2024.

Action Items

Nil.

2 CHIEF EXECUTIVE OFFICER BRIEFING

The Chief Executive Officer (CEO) provided an update on the following areas: -

- a) Council's Financial Sustainability.
- b) Meeting with the Auditor General.
- c) Catch up with the Secretary Department of Planning, Housing, and Infrastructure.
- d) City Shaping – City Places:
 - West Ryde – Meadowbank Masterplan
 - Eastwood Masterplan
 - Affordable Housing Policy.
- e) City Shaping – City Economy.
- f) Asset Renewal Ratio.
- g) Harmonising Flood Studies Project

Resolved

The Committee received and noted the update provided by the CEO.

Action Items

Nil.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

**3 AUDIT RISK AND IMPROVEMENT COMMITTEE ACTIONS ARISING
REPORT JULY 2024**

The Committee was presented with the ARIC Actions Arising Report by the Internal Auditor, which included a cover report, a summary, and a full report of the previous actions arising from ARIC meetings.

The updated report excludes all 'Completed' items that were previously presented in the ARIC meeting. These items have since been archived.

The Committee discussed the following points regarding the report:

- a) Update on the "Overdue" items in the reporting pertaining to CCTV Policy and Procedure and Surveillance Policy.
- b) The inclusion of a risk level/rating against each of the items in the report.
- c) The approval process of due dates/revised dates against each item.

Resolved

The Committee received and noted the ARIC Actions Arising Report. It was resolved that the Report be maintained by the Internal Audit staff for version control purposes.

Action Items

The following changes to be made to the Report:-

1. Inclusion of the level of risk for overdue items. (*Actions Arising Report – AAR ref no.: Action no. 1*)
2. Revised due date for all overdue items to include information on how the new date was approved. (*AAR Action no. 2*)

4 UPDATE ON THE INTERIM AUDIT - FINANCIAL STATEMENTS FY23/24

The Committee was presented with an update on the Interim Audit on Financial Statements by the Acting Chief Financial Officer (ACFO). The following points were discussed:

- a) The significant increase in the External Audit fee and Council's negotiation efforts to reduce the fees.
- b) The financial viability of completing the Ryde Central project in the future.
- c) The Committee's suggestion on reporting on the effectiveness of the External Audit process.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

Resolved

1. The Committee resolved to receive and note the report on Council's Interim Audit for the FY23/24 Financial Statements.
2. The Committee suggested monitoring the effectiveness of External Audit and reporting to ARIC on important matters.

Action Items

1. To prepare and present a report on effectiveness of External Audit at ARIC once the process is established. (AAR Action no. 3)

5 MARCH 2024 QUARTERLY BUDGET REVIEW

The Committee was presented with the Quarterly Budget Review for March 2024 by the Acting Chief Financial Officer (ACFO). The following points were discussed regarding the report:

- a) The submission of the Quarterly Budget Review to the Council on 28 May 2024.
- b) The Operating Performance Ratio which was below the benchmark.
- c) The Council's spending on consultancy-related costs which were high.
- d) Clarity on the Council's financial position being at a "satisfactory" level.

Resolved

The Committee resolved to receive and note the March 2024 Quarterly Budget Review Report and the Operational Plan 2023/2024 3rd Quarter Progress Report.

Action Items

Nil.

6 2024/2025 ONE YEAR OPERATIONAL PLAN AND 2022 - 2026 FOUR YEAR DELIVERY PROGRAM

The Committee was presented with the 2024/2025 One Year Operational Plan and 2022 – 2026 Four Year Delivery Program by the Acting Chief Financial Officer (ACFO). The following points were discussed regarding the report:

1. Consideration of three scenarios for the preparation of the Four-Year Delivery Program by the ACFO.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

2. Surplus calculation within the statutory/management accounts.
3. Voluntary Planning Agreements (VPAs) procedure in place.
4. Offline discussion between the Independent Committee Members and ACFO regarding statutory/management accounts.

Resolved

1. The Committee resolved to receive and note the FY2024/2025 One Year Operational Plan and Four-Year Delivery Program Council Report and corresponding attachments, FY24/25 Fees, and Charges and the 2024 – 2034 Long Term Financial Plan.
2. The Committee noted that an offline discussion between the Independent Committee Members and the Acting CFO regarding statutory/management accounts will be held and a report would be presented to the Committee, if required.

Action Items

1. Council will provide to the ARIC details of its policy and processes regarding Voluntary Planning Agreements for the Committee's information. (AAR Action no. 4)
2. Independent Committee Members and the Acting CFO to have an offline discussion regarding statutory/management accounts and bring a report back to the Committee, if required. (AAR Action no. 5)

7 INTERNAL AUDIT PLAN 2024-2028

The Committee was presented with an Annual Internal Audit Plan and an indicative Four-Year Internal Audit Plan for 2024-2028 by the Internal Auditor. The following points were discussed regarding the report:

- a) Independent Committee Members suggested an internal audit on financial sustainability with a view to testing internal controls on financial procedures as a health check.
- b) Prioritising the Internal Audit on the Swimming Pool for the first quarter of 2024-2025, which was initially scheduled for the third quarter in the Annual Internal Audit Plan.
- c) Postponing the Councillor Expenses Review to the fourth quarter from the first quarter due to the upcoming Councillor election.

Resolved

1. The Audit, Risk and Improvement Committee resolved to note and endorse the Annual Internal Audit Plan.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

2. The Audit, Risk and Improvement Committee resolved to note and endorse the Four-Year Internal Audit Plan subject to discussions between Independent ARIC members and the Acting CFO.

Action Items

1. Report from Finance on the Council's financial practices and procedures to ensure best practices are followed. (AAR Action no. 6)
2. Review of the Four-Year Plan following the Finance report on existing processes. (AAR Action no. 7)
3. To move the Councillor Expenses Review to Quarter Four for 10 days noting that best practices are being followed. (AAR Action no. 8)
4. To move the Swimming Pools Review to Quarter One. (AAR Action no. 9)

8 INTERNAL AUDIT STATUS REPORT - JULY 2024

The Committee was presented with the Internal Audit Status Report for July 2024 by the Internal Auditor. The following points were discussed regarding the report:

- a) The contract management and compliance reviews for aquatic centers have been rolled over into the 2024-2025 audit plan.
- b) Proposal to integrate internal audits with service reviews to avoid siloed approaches and maximize efficiency.
- c) A recognition of the cultural shift required to embed a focus on outcomes and improve processes over time.
- d) Update from Executive Manager – People and Business on Records Management and service improvements approach in the next 12 months.

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the Internal Audit status update for July 2024.

Action Items

1. The Executive Manager P&B to report back to the Audit, Risk and Improvement Committee (ARIC) in relation to service improvement reviews and the plan moving forward. (AAR Action no. 10)

9 INTERNAL AUDIT RECOMMENDATIONS REPORT - JULY 2024

The Committee was presented with the Internal Audit Recommendations Report by the Internal Auditor. It stated the status of all the outstanding action items from completed Internal Audits. The following points were discussed regarding the report:

- a) The Leadership Team has completed the review of all the policies and a confirmation of minutes is pending to allow for publishing of new ICT policies.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

- b) Existing controls on access to the USB drive are in place.
- c) Closing out outstanding items based on evidence sighted by the Internal Audit and not a management attestation.
- d) The revised due dates approval process from the Executive team.

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the Internal Audit Recommendations update for July 2024.

Action Items

Nil.

10 DRIVES24 COMPLIANCE AUDIT

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the DRIVES24 annual audit compliance statement.

Action Items

Nil.

11 AUDIT RISK AND IMPROVEMENT REPORT CALENDAR

The Committee was presented with the Audit Risk and Improvement Report Calendar by the Internal Auditor. The following points were discussed regarding the report:

- a) Duplication of reports in the standing and special items.
- b) Reformatting of Calendar for alignment with Section 428A of the Act.

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the ARIC Report Calendar.

Action Items

1. Take the calendar offline and include procurement recommendation regarding quarterly reports presented back to the Audit, Risk and Improvement Committee. (AAR Action no. 11)
2. Reformatting the Calendar to ensure that Statutory requirements and Charter are being met. (AAR Action no. 12)

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

3. Updated Calendar to presented in the next Audit, Risk and Improvement Committee meeting. (AAR Action no. 13)

12 INTERNAL AUDIT ON PROCUREMENT

The Committee was presented with the Internal Audit report on Procurement. The overall rating indicated significant control weaknesses and highlighted two high-risk areas: procurement processes and non-compliance with procurement guidelines.

The Acting Chief Financial Officer (ACFO) explained the rationale behind the benchmarks used for procurement thresholds and the establishment of a Procurement Improvement Taskforce to review and enhance the Council's procurement policies.

The Manager of Business Assurance and Governance and the Chief Executive Officer acknowledged the issues and highlighted the ongoing rebuilding activities aimed at realigning the delegations system and TechOne. Additionally, conversations with senior staff will be aimed to promote accountability as part of the first line of risk ownership.

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the status update and final report on the Internal Audit of Procurement and looks forward to receiving the Quarterly Reports.

Action Items

1. The ACFO to report on progress of Procurement process improvements at ARIC at a future date. (AAR Action no. 14)

13 UPDATE ON IMPLEMENTATION STATUS - HVNL

The Committee was provided with an update on the implementation status of the Heavy Vehicle National Law gap analysis by the Executive Manager, People and Business.

Resolved

The Committee resolved that the update on progress of implementation of actions from the Gap Analysis on Heavy vehicle National Legislation is noted.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

Action Items

1. The Committee agreed that this report now be reported by exception. (AAR Action no. 15)

14 MAJOR PROJECTS UPDATE

The Committee was presented with the Major Projects Update by the Project Director. It was stated that further staff engagement and the introduction of a Project Governance framework are underway. Furthermore, the logical progression of the existing activities is to provide ongoing updates on the status of major projects via a web-based portal.

Resolved

The Committee resolved to receive and note the major projects updates.

Action Items

1. The Committee commended the work that has been undertaken and requested that the guidelines be included in the report to close the loop. (AAR Action no. 16)

15 CYBER SECURITY UPDATE

The Committee was presented with the Cyber Security Update from the Chief Information Officer (CIO). The following points were discussed regarding the report:

- a) The achievement of a high Microsoft Secure score and no internal breaches for the quarter.
- b) No third-party breaches reported.
- c) Cybersecurity awareness programs are on track with phishing simulation campaigns and the continuous improvement maturity improvement being on track.
- d) The ideal success rate was discussed, and a division based on the employee life cycle.
- e) The Committee suggested it to use targeted approach in running the phishing campaigns.
- f) The management of third-party exposure by requiring third party vendors to have relevant certifications.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

Resolved

1. The Audit, Risk and Improvement Committee resolved to receive and note the Cyber Security Update report.
2. The Audit, Risk and Improvement Committee resolved to note a further detailed self-assessment of cyber maturity, as referred to in the OLG's Cyber Security Guidelines – Local Government.

Action Items

1. The inclusion of Cyber Security Awareness in the Councillor Induction from Day 1 – prior to obtaining system access. (AAR Action no. 17)
2. Divisions based results from phishing campaigns to be provided in the next ARIC report. (AAR Action no. 18)
3. Targeted phishing campaign to be considered by the Council. (AAR Action no. 19)

16 AUDIT RISK AND IMPROVEMENT COMMITTEE CHARTER APPROVED BY COUNCIL

Resolved

The Committee noted that the Audit, Risk, and Improvement Committee Charter was approved by Council on 25 June 2024.

17 LEGAL REPORT

The Committee was presented with the Legal Report from the Senior Solicitor – Commercial and Property. The update and discussion included the status of ten matters concerning the Land & Environment Court and Supreme Court cases.

The Chair highlighted that the number of cases was high compared to other councils.

Resolved

The Audit, Risk and Improvement Committee resolved to receive and note the report.

Action Items

1. To include any Court matters and to incorporate commentary regarding costs – to be considered in Confidential. (AAR Action no. 20)
2. That an Exception Report to be presented to the Committee if something is urgent. (AAR Action no. 21)

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

18 BUSINESS ASSURANCE AND GOVERNANCE UPDATE

The Committee was provided with the Business Assurance and Governance Update by the Manager, Business Assurance and Governance. The following points were discussed regarding the report:

- a) Work is underway to get the Delegations systems along with the legislative compliance register.
- b) A policy working group is set up for the review of 42 policies that are a priority.

Resolved

The Committee resolved to receive and note the Business Assurance and Governance update.

Action Items

Nil.

19 COMPLIMENTS AND COMPLAINTS

Resolved

The Committee resolved to note the update on compliment and complaints statistics and recommendations on process improvement.

Action Items

Nil.

20 RISK MANAGEMENT UPDATE

The Committee was presented with the Risk Management Update by the Executive Manager, People and Business. The following points were discussed regarding the report:

- a) A review of the strategic risks and the Risk Appetite Statement has been completed.
- b) A Risk Management Committee has been established, and a maturity roadmap has been drafted based on the Internal Audit recommendations within the Risk Maturity Assessment report.
- c) All required insurance renewals and claims have been completed, and a Certificate of Currency for each product is available.

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

ITEM 6 (continued)

ATTACHMENT 1

- d) A breakdown of all the insurance renewals and claims, including information on the issues and actions to be provided.
- e) Metrics to measure the risks to be included to allow for transparency among the readers of the report.

Resolved

The Audit, Risk and Improvement Committee resolved to note the progress of actions identified in the Risk Maturity Improvement Plan and information on insurances and claims.

Action Items

- 1. A breakdown of types of claims (insurance claims and public liability claims) to be included in the report to determine what Council is actually doing with regards to risk. (AAR Action no. 22)
- 2. The inclusion of metrics to measure the 20 risks. (AAR Action no. 23)

GENERAL BUSINESS

Nil.

NEXT MEETINGS

Tuesday, 15 October 2024 – online meeting to review the engagement letter and accounts to be sent to the Audit Office.

Monday, 18 November 2024.

The meeting closed at 5.20pm.

Dr Sheridan Dudley
Chair
Audit, Risk and Improvement Committee

Minutes of the Audit, Risk and Improvement Committee Meeting No. 3/24, dated 15 July 2024.

7 REPORT ON COUNCILLOR EXPENSES - 1 JANUARY 2024 TO 30 JUNE 2024

Report prepared by: Civic Support Officer
File No.: CLM/24/1/1/2 - BP24/738

REPORT SUMMARY

In accordance with the Councillor Expenses and Facilities Policy, a detailed report on the provision of expenses and facilities to Councillors is required to be publicly tabled at a Council meeting every six months and published in full on Council's website.

This report covers the period 1 January 2024 to 30 June 2024 and includes expenditure summarised by individual Councillors and a total for all Councillors.

RECOMMENDATION:

That Council receive and note the report and Attachment 1 regarding Councillor expenses and facilities for the period 1 January 2024 to 30 June 2024.

ATTACHMENTS

- 1 Councillor Expenses - 1 January 2024 to 30 June 2024

Report Prepared By:

Kathryn Fleming
Civic Support Officer

Report Approved By:

Amanda Janvrin
Acting Manager - Business Assurance and Governance

Wayne Rylands
Chief Executive Officer

ITEM 7 (continued)

Context

In accordance with the *Councillor Expenses and Facilities Policy – Better Practice Model Template* released by the Office of Local Government (OLG), Council at its meeting on 22 November 2022 adopted a Councillor Expenses and Facilities Policy which includes the following under Part 18:-

18. REPORTING

- (1) *Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.*
- (2) *Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council meeting every six months and published in full on Council's website. These reports will include expenditure summaries by individual Councillor and as a total for all Councillors.*

Discussion

In accordance with Council's Councillor Expenses and Facilities Policy, a detailed report on the provision of expenses and facilities to Councillors is required to be publicly tabled at a Council meeting every six months and published in full on Council's website.

This report includes expenditure summarised by individual Councillor and as a total for all Councillors.

All expenditure is in accordance with Council's adopted Councillor Expenses and Facilities Policy with expenses being reported as provided for in **ATTACHMENT 1** covering the period 1 January 2024 to 30 June 2024.

Financial Implications

Expenditure associated with the Councillor Expenses and Facilities Policy is included in Council's budget.

Policy Implications

In accordance with the Councillor Expenses and Facilities Policy, Council is complying with the Policy by presenting this report to Council and tabling this information.

ITEM 7 (continued)

ATTACHMENT 1

COUNCILLOR EXPENSES 1 JANUARY 2024 TO 30 JUNE 2024

Total for all Councillors

Account Description	1 January 2024 to 30 June 2024
Travel within the LGA	\$0
Travel outside the LGA	\$0
Conferences and Seminars	\$1,300.00
Professional Development	\$16,515.54
Communication Expenses	\$9,641.63
Information Technology (IT) Equipment	\$322.50
Accommodation	\$0
Carer Expenses	\$0
Dinners and Non-Council Functions	\$0

Mayor, Councillor Sarkis Yedelian OAM (1 January 2024 – 19 March 2024)

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors Additional \$2,380 for Mayor	\$0
Professional Development	\$4,000 per Councillor	\$1,198.53
Communication Expenses	\$3,600 per Councillor Additional \$3,000 for Mayor	\$2,297.96
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Mayor, Councillor Trenton Brown (19 March 2024 – 30 June 2024)

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors Additional \$2,380 for Mayor	\$0
Professional Development	\$4,000 per Councillor	\$3355.01
Communication Expenses	\$3,600 per Councillor Additional \$3,000 for Mayor	\$2,292.02
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

ITEM 7 (continued)

ATTACHMENT 1

Deputy Mayor, Councillor Daniel Han

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$588.16
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Shweta Deshpande

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$502.56
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Jordan Lane

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$495.49
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Meals and Non-Council Functions	\$300 per Councillor	\$0

ITEM 7 (continued)

ATTACHMENT 1

Councillor Sophie Lara-Watson

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$120.00
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Justin Li

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$354.00
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Roy Maggio

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$1,433.20
Information Technology Equipment	\$5,000 per Councillor per term	\$322.50
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

ITEM 7 (continued)

ATTACHMENT 1

Councillor Katie O'Reilly

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$120.00
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Penny Pedersen

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$1,300.00
Professional Development	\$4,000 per Councillor	\$1,612.00
Communication Expenses	\$3,600 per Councillor	\$180.00
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Councillor Bernard Purcell

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	An incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$425.00
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

ITEM 7 (continued)

ATTACHMENT 1

Councillor Charles Song

Account Description	Annual Cap	1 January 2024 to 30 June 2024
Travel within the LGA	As incurred	\$0
Travel outside the LGA	As incurred	\$0
Conferences and Seminars	\$30,400 total for all Councillors	\$0
Professional Development	\$4,000 per Councillor	\$1,150.00
Communication Expenses	\$3,600 per Councillor	\$833.24
Information Technology Equipment	\$5,000 per Councillor per term	\$0
Accommodation	\$0	\$0
Carer Expenses	\$4,000 per Councillor	\$0
Dinners and Non-Council Functions	\$300 per Councillor	\$0

Note: Above expenses reflect time of reimbursement noting that Councillor reimbursements can be made up to three (3) months after an expense is incurred in accordance with the Councillor Expenses and Facilities Policy.

**8 COUNCILLOR DANIEL HAN - ATTENDANCE AT WASHINGTON
CONFERENCE OF THE GLOBAL STRATEGY SPECIAL COMMITTEE - 29
OCTOBER 2024 TO 31 OCTOBER 2024**

Report prepared by: Acting Manager – Business Assurance and Governance
File No.: CLM/24/1/1/2 - BP24/754

REPORT SUMMARY

This report seeks Council's approval for Councillor Daniel Han to attend the Global Strategy Special Committee Conference in Washington D.C. from 29 October 2024 to 31 October 2024 and to accept the accommodation, meals and travel rebate provided by the Peaceful Unification Advisory Committee (PUAC).

RECOMMENDATION:

- (a) That Council approves Councillor Daniel Han's attendance at the Global Strategy Special Committee Conference in Washington D.C. from 29 October 2024 to 31 October 2024.
- (b) That Council notes that Councillor Han has advised that he will be attending the Conference as a member of the Australian Chapter of PUAC and not as a City of Ryde Councillor.
- (c) That Council notes that Councillor Daniel Han will be accepting subsidised accommodation, meals and a travel rebate from the organisers of the Conference, the Peaceful Unification Advisory Committee (PUAC) as outlined in the report and accordingly must complete the necessary Gifts and Benefits Form.
- (d) That Councillor Han provide a report to Council regarding the Conference upon his return.

ATTACHMENTS

- 1 Global Strategy Special Conference - Draft Program**

Report Prepared By:

Amanda Janvrin
Acting Manager - Business Assurance and Governance

Report Approved By:

Wayne Rylands
Chief Executive Officer

ITEM 8 (continued)

Discussion

Councillor Daniel Han is seeking approval for attendance at the Global Strategy Special Committee Conference to be held in Washington D.C. from 29 October 2024 to 31 October 2024 and to accept the accommodation, meals and travel rebate provided by the Peaceful Unification Advisory Committee (PUAC). A copy of the Draft Conference Program is provided for in **ATTACHMENT 1**.

Councillor Han is a member of the Peaceful Unification Advisory Council (PUAC) who are the organisers of the Conference. Councillor Han's involvement with PUAC sees him actively engaged in raising awareness of Korean Peninsula issues and he has previously held the role of Secretary in the Australian Chapter until 2021 when he resigned from the position due to his election as a Councillor in the December 2021 Local Government Election.

PUAC, of which Councillor Han is a member, has organised a follow-up conference for the Global Strategy Committee to be held in Washington D.C. from 29 October 2024 to 31 October 2024. The Conference will bring together members of many countries worldwide to discuss the results of a global survey on perceptions of the Korean situation and outline future steps. The event will feature experts from various fields, including education, law, health, science and international relations from across the globe.

Councillor Han has confirmed that although he will not be representing the City of Ryde at the Conference, there is a possibility that he may be referred to as a Councillor during the event. In light of this potential situation, Councillor Han is seeking Council's approval to accept the accommodation, meals and travel rebate provided by the PUAC.

As part of the Conference, the Peaceful Unification Advisory Committee (PUAC) is offering Councillor Han a modest "two nights" accommodation 2 in 1 room share (estimated cost of \$250 in total), meals for the event (estimated at \$250 for two days) and a 50% airfare rebate (\$1,200) for members travelling from outside the USA.

Councillor Han has outlined the benefits from his participation in the Conference as being the opportunity to meet and hear from international experts in various fields which will significantly broaden his understanding of global peace efforts. Councillor Han believes this especially valuable for our multicultural city where diverse perspectives on international issues such as peace and unification are relevant to the local community.

Additionally, service as a Councillor in a Local Government area with the highest population of Korean migrants, participation in the Conference will deepen his understanding of the cultural and political context of Korea and enhance his ability to engage with the Korean community in Ryde and support the city's values and inclusivity and multiculturalism.

ITEM 8 (continued)

At a time when global conflicts are rampant, the peaceful unification of the Korean peninsula remains an important element of the global peace puzzle. Councillor Han sees this as an opportunity to enrich his perspective on this complex issue and how it may impact not only the Korean diaspora but broader world peace.

Financial Implications

Adoption of the recommendation will have no financial impact to Council.

ITEM 8 (continued)

ATTACHMENT 1

글로벌 전략 컨퍼런스 프로그램(안) Global Strategy Special Conference Program (Draft)			
일자 Date	시간 Time		내용 Content
10.29.(화) <1일차> Oct 29(Tue) <Day 1>	13:00-15:30	100	· 참가자 등록 및 객실 배정 Participant Registration and Room Assignment
	15:30-16:00	30	· 일정안내 Program Overview
	16:00-16:30	30	· 개회식 Opening Ceremony
	16:30-16:50	20	· 임명장 수여(미수령자 29명 대상) Certificate of Appointment Ceremony(for 29 unreceived certificates)
	16:50-17:20	30	· 기조강연 Keynote Speech
	17:20-17:40	20	· 커피 브레이크 Coffee Break
	17:40-17:50	20	· 업무 보고 Operational Report
	17:50-18:00	40	· 전문가 초청 강연 Special Lecture by an Expert
	18:00-20:00	120	· 만찬 Dinner
10.30.(수) <2일차> Oct 30(Wed) <Day 2>	07:30-09:00	90	· 조찬 Breakfast
	09:00-09:10	10	· 인사말 Welcome Address
	09:10-12:00	170	· 특위 위원 활동 발표 Presentations by Subcommittee Members
	12:00-13:30	90	· 오찬 Lunch
	13:30-14:00	30	· 토론을 위한 주제 강연, 질의응답 Thematic Lecture for Discussion, Q&A
	14:00-18:30	270	· 주제 토론 Thematic Discussion
	18:30-20:30	120	· 만찬 Dinner
10.30.(수) 3일차 Oct 31(Thu) <Day 3>	07:30-09:30	120	· 조찬 및 체크아웃 Breakfast and Checkout
	09:30-11:00	90	· 토론 결과 및 특별 건의안 제안 Discussion Summary and Special Proposal Suggestions
	11:00-11:10	20	· 특별 건의안 채택 Adoption of Special Proposal
	11:10-11:30	20	· 폐회식 Closing Ceremony
	11:30-12:30	60	· 오찬 Lunch
	12:30-17:00	270	· 현장시찰 Field Visits - 한국전쟁 참전용사 기념비(헌화 및 참배) Korean War Veterans Memorial(Wreath Laying and Tribute) - 대한제국 공사관 등 Old Korean Legation Museum and other historical sites

9 REQUEST FOR LEAVE OF ABSENCE - Councillor Daniel Han

Report prepared by: Acting Manager – Business Assurance and Governance
File No.: CLM/24/1/1/2 - BP24/780

REPORT SUMMARY

Councillor Han has requested a Leave of Absence from Saturday, 26 October 2024 to Sunday, 3 November 2024 inclusive.

RECOMMENDATION:

That Councillor Han's Leave of Absence for the period from Saturday, 26 October 2024 to Sunday, 3 November 2024 inclusive be approved.

ATTACHMENTS

There are no attachments for this report.

INFORMATION REPORTS

10 REPORT FOR THE INFORMATION OF COUNCIL - INVESTMENT REPORT AS AT 31 AUGUST 2024

Report prepared by: Acting Chief Financial Officer
File No.: GRP/24/36 - BP24/697

REPORT SUMMARY

This report details Council's performance of its investment portfolio as at 31 August 2024, and compares it against key benchmarks. The report includes Council's loan liabilities.

Council's rate of return on investments for the reporting period is 4.93%, which is 0.39% above the benchmark figure of 4.54%.

Income from interest on investments is budgeted at \$9.9m and as at 31 August 2024 funds of \$2.6m have been earned.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Sacha Thirimanne
Acting Chief Financial Officer

Report Approved By:

Luke Homann
General Manager - Business and Operations

ITEM 10 (continued)

Background

Council's Responsible Accounting Officer is required to report monthly on Council's Investment Portfolio as per the Local Government (General) Regulation 2021 Section 212 and certify that the Investments are held in accordance with Council's Investment Policy and Section 625 of the *Local Government Act* 1993.

The **preservation of capital is the principal objective** of Council's Cash Investment Policy. Investments are to be placed in a manner that safeguards the investment portfolio and risk tolerances are prescribed to ensure the best financial outcome for residents.

Funds are to be invested at the most favorable interest rate available at the time, whilst having due consideration of the following parameters to mitigate risk:

- **Liquidity:** Investment terms should be sufficient to meet cash flow requirements of Council operations.
- **Legislative Compliance:** Council is guided by both the Local Government Act 1993, Local Government Regulations 2021 and to the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.
- **Institutional Limitations:** Council is not permitted to invest in Authorised Deposit taking Institutions (ADI) that is an Australian subsidiary of a foreign bank, all ADI's Council invests with must comply to ratios monitored by Australian Prudential Regulation Authority (APRA).
- **Overall Portfolio Limits:** In order to diversify risk of Council's Investment Portfolio, maximum limits apply based on Standard & Poor (S&P) credit rating. Council is not permitted to invest in any ADI which is BBB- or less.
- **Term to Maturity:** maximum limits apply to term deposit terms that are between 1 - 3 years and greater than 3 years.

Standard & Poor (S&P) Rating Scale:

AAA	An obligor has extremely strong capacity to meet its financial commitments
AA+	An obligor has very strong capacity to meet its financial commitments. It differs from the highest rated obligors only to a small degree
AA	
AA-	
A+	An obligor has strong capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in higher rated categories
A	
A-	
BBB+	An obligor has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity for the obligor to meet its financial commitments
BBB	
BBB-	

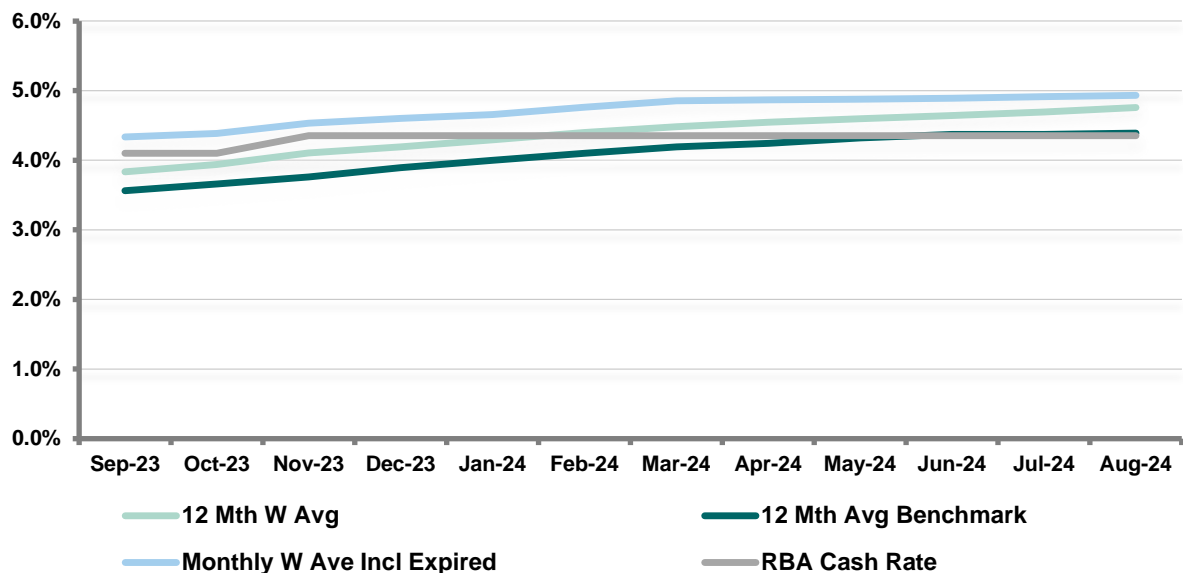
ITEM 10 (continued)

Investment Performance Commentary

Council's performance against the benchmark for returns of its investment portfolio for August 2024 and the past 12 months are as follows:

	August	12 Month	FYTD
Council Return	4.93	4.76	4.93
Benchmark	4.54	4.39	4.52
Variance	0.39	0.37	0.41

Performance - All Investments



Council's investment portfolio as at 31 August 2024 was as follows:

Cash/Term Deposits	\$174.44m	53.01%
Floating Rate Notes	\$93.45m	28.40%
Fixed Bonds	\$61.18m	18.59%
Total Investments	\$329.07m	

Council continues to utilise the Federal Government's current guarantee (\$250k) investing in Term Deposits with a range of Authorised Deposit Taking Institutions (ADI's) on short to medium term investments (Generally 30 days to 365 days maturity) where more competitive rates are available.

Council's income from investments continues to exceed original budgeted expectations, primarily due to Council's cash reserves balances being higher than anticipated and higher interest rates being offered reflective of recent economic conditions.

ITEM 10 (continued)

Loan Liability

Council's loan liability as at 31 August 2024 is \$47k, which represents the balance of a \$1.5m loan drawn down on 1 September 2014 at 4.95% for Phase 2 of the Children's Play Implementation Plan, which was established under the Local Infrastructure Renewal Scheme (LIRS). Council receives a 3% interest subsidy payment from the OLG twice a year.

ITEM 10 (continued)

INVESTMENT SUMMARY AS AT 31 AUGUST 2024

Issuer	Investment Name	Investment Rating	Fossil Fuel Free	Invested at 31-Aug-24 \$000's	Annualised Period Return (%)	12 Month Average Return	Return since 01 July 2024	% of Total Invested	Maturity	Tenor
Australia and New Zealand Banking Group	1. Suncorp Covered Bond	AAA	N	3,980	3.62	3.54	3.59	1.21	24/08/2026	1593
Bank of Queensland	2. Bank of Queensland Floating Rate Note	AAA	Y	1,200	5.54	5.52	5.55	0.36	14/05/2025	1826
Bank of Queensland	3. BoQ FRN	AAA	Y	2,000	5.53	5.51	5.54	0.61	14/05/2025	1051
Bendigo and Adelaide Bank	4. Bendigo FRN (Covered)	AAA	Y	4,000	5.43	5.39	5.43	1.22	11/11/2025	1096
Westpac Banking Corporation	5. WBC Covered Bond	AAA	N	3,198	3.94	3.95	3.94	0.97	20/05/2025	1096
Australia and New Zealand Banking Group	6. ANZ Fixed Bond	AA-	N	2,000	1.69	1.69	1.70	0.61	16/01/2025	1827
Australia and New Zealand Banking Group	7. ANZ Fixed Bond	AA-	N	2,000	4.09	4.07	4.09	0.61	12/05/2025	1096
Australia and New Zealand Banking Group	8. ANZ FRN	AA-	N	1,200	5.64	5.49	5.64	0.36	31/03/2028	1827
Australia and New Zealand Banking Group	9. ANZ FRN	AA-	N	2,800	5.39	5.33	5.39	0.85	11/09/2028	1827
Commonwealth Bank of Australia	10. CBA Business Online Saver	AA-	N	30,442	4.43	4.37	4.43	9.25		
Commonwealth Bank of Australia	11. CBA Fixed Bond	AA-	N	2,999	4.36	4.27	4.33	0.91	18/08/2025	1096
Commonwealth Bank of Australia	12. CBA Fixed Bond	AA-	N	3,914	5.45	5.36	5.42	1.19	18/08/2027	1756
Commonwealth Bank of Australia	13. CBA FRN	AA-	N	2,400	5.72	5.57	5.70	0.73	13/01/2028	1826
Commonwealth Bank of Australia	14. CBA	AA-	N	2,500	5.40	5.37	5.40	0.76	17/08/2028	1827
Commonwealth Bank of Australia	15. CBA FRN	AA-	N	1,000	5.34	5.34	5.34	0.30	22/08/2029	1826
National Australia Bank	16. NAB Fixed Bond	AA-	N	3,496	3.02	2.96	3.00	1.06	25/02/2027	1826
National Australia Bank	17. NAB FRN	AA-	N	3,000	5.48	5.44	5.48	0.91	12/05/2028	1827
National Australia Bank	18. NAB FRN	AA-	N	3,200	5.50	5.50	5.50	0.97	16/11/2028	1827
National Australia Bank	19. NAB FRN	AA-	N	2,800	5.42	5.38	5.42	0.85	22/03/2029	1826
National Australia Bank	20. NAB Term Deposit	AA-	N	4,000	5.27	5.21	5.27	1.22	22/10/2024	362
National Australia Bank	21. NAB Term Deposit	AA-	N	4,000	5.06	5.04	5.06	1.22	21/01/2025	330
National Australia Bank	22. NAB Term Deposit	AA-	N	4,000	5.06	5.25	5.06	1.22	15/07/2025	342
National Australia Bank	23. NAB Term Deposit	AA-	N	4,000	5.09	5.09	5.09	1.22	10/12/2024	294
National Australia Bank	24. NAB Term Deposit	AA-	N	2,000	5.27	5.27	5.27	0.61	26/09/2024	365
National Australia Bank	25. NAB Term Deposit	AA-	N	3,000	5.25	5.23	5.25	0.91	3/10/2024	365
National Australia Bank	26. NAB Term Deposit	AA-	N	4,000	5.15	5.17	5.15	1.22	19/06/2025	365
National Australia Bank	27. NAB Term Deposit	AA-	N	4,000	5.32	5.32	5.32	1.22	9/10/2024	345
National Australia Bank	28. NAB Term Deposit	AA-	N	4,000	5.37	4.99	5.37	1.22	9/07/2025	363
National Australia Bank	29. NAB Term Deposit	AA-	N	4,000	5.18	5.18	5.18	1.22	17/09/2024	365
National Australia Bank	30. NAB Term Deposit	AA-	N	4,000	5.45	5.45	5.45	1.22	22/04/2025	299
National Australia Bank	31. NAB Term Deposit	AA-	N	4,000	5.02	5.15	5.02	1.22	4/02/2025	301
National Australia Bank	32. NAB Term Deposit	AA-	N	4,000	5.13	5.13	5.13	1.22	6/05/2025	272
National Australia Bank	33. NAB Term Deposit	AA-	N	2,000	5.15	5.15	5.15	0.61	2/04/2025	238
Westpac Banking Corporation	34. Westpac Fixed Bond	AA-	N	2,599	2.76	2.75	2.76	0.79	17/03/2025	1096
Westpac Banking Corporation	35. Westpac FRN	AA-	N	2,600	5.22	5.19	5.23	0.79	10/08/2026	1096
Westpac Banking Corporation	36. WBC FRN	AA-	N	3,500	5.42	5.34	5.42	1.06	19/09/2028	1827
Westpac Banking Corporation	37. Westpac Term Deposit	AA-	N	4,000	5.43	5.43	5.43	1.22	5/11/2024	371
Westpac Banking Corporation	38. Westpac Term Deposit	AA-	N	4,000	5.41	5.41	5.41	1.22	29/10/2024	365
Westpac Banking Corporation	39. Westpac Term Deposit	AA-	N	4,000	5.10	3.65	5.10	1.22	11/03/2025	386
Westpac Banking Corporation	40. Westpac Term Deposit	AA-	N	4,000	5.43	5.43	5.43	1.22	10/12/2024	406
Westpac Banking Corporation	41. Westpac TD	AA-	N	4,000	5.28	5.28	5.28	1.22	17/12/2024	379
Australia and New Zealand Banking Group	42. Suncorp-Metway Fixed Bond	A+	N	3,595	2.58	2.57	2.60	1.09	25/01/2027	1826
Australia and New Zealand Banking Group	43. Suncorp Fixed Bond	A+	N	3,912	3.60	3.59	3.63	1.19	25/01/2027	1763
Australia and New Zealand Banking Group	44. Suncorp Fixed Bond	A+	N	1,416	5.49	5.48	5.51	0.43	25/01/2027	1683
Australia and New Zealand Banking Group	45. Suncorp-Metway Floating Rate Note	A+	N	1,200	5.71	5.57	5.67	0.36	24/04/2025	1823
Australia and New Zealand Banking Group	46. Suncorp FRN	A+	N	2,578	5.71	5.67	5.71	0.78	25/02/2027	1711
Australia and New Zealand Banking Group	47. Suncorp FRN	A+	N	2,200	5.74	5.66	5.74	0.67	14/12/2027	1826
Australia and New Zealand Banking Group	48. Suncorp FRN	A+	N	3,000	5.51	5.47	5.51	0.91	18/05/2026	1096
Australia and New Zealand Banking Group	49. Suncorp FRN	A+	N	2,000	5.47	5.45	5.47	0.61	19/03/2029	1826
Macquarie Bank	50. Macquarie Bank Fixed Bond	A+	N	4,000	1.74	1.72	1.73	1.22	12/02/2025	1827
Macquarie Bank	51. Macquarie Bank FRN	A+	N	3,200	5.32	5.25	5.32	0.97	14/09/2026	1096

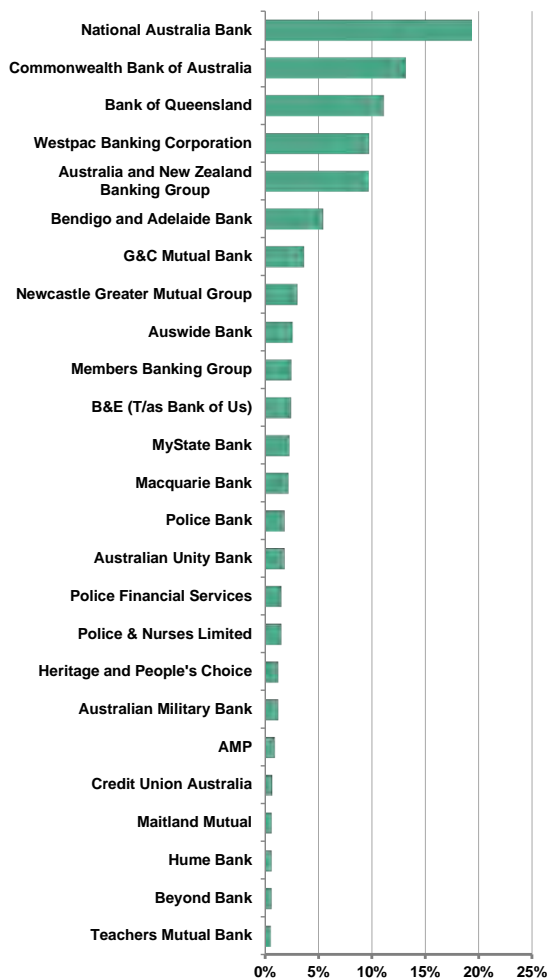
ITEM 10 (continued)

Issuer	Investment Name	Investment Rating	Fossil Fuel Free	Invested at 31-Aug-24 \$'000's	Annualised Period Return (%)	12 Month Average Return	Return since 01 July 2024	% of Total Invested	Maturity	Tenor
Bank of Queensland	52. BoQ Fixed Bond	A-	Y	3,797	2.14	2.13	2.14	1.15	27/10/2026	1826
Bank of Queensland	53. BoQ Fixed Bond	A-	Y	1,925	4.06	4.06	4.06	0.58	6/05/2026	1496
Bank of Queensland	54. BoQ Fixed Bond	A-	Y	756	5.26	5.24	5.26	0.23	27/10/2026	1498
Bank of Queensland	55. BoQ Fixed Bond	A-	Y	482	5.22	5.20	5.22	0.15	27/10/2026	1495
Bank of Queensland	56. BoQ Fixed Bond	A-	Y	2,559	5.14	5.14	5.14	0.78	6/05/2026	1321
Bank of Queensland	57. BoQ Fixed Bond	A-	Y	3,292	5.44	5.44	5.44	1.00	30/04/2029	1826
Bank of Queensland	58. BoQ Fixed Bond	A-	Y	3,941	5.47	5.24	5.24	1.20	27/01/2027	937
Bank of Queensland	59. BoQ FRN	A-	Y	3,520	5.72	5.72	5.72	1.07	30/04/2029	1712
Bank of Queensland	60. Bank of Queensland Term Deposit	A-	Y	3,000	5.04	5.32	5.04	0.91	15/04/2025	364
Bank of Queensland	61. Bank of Queensland Term Deposit	A-	Y	2,000	5.10	3.19	5.10	0.61	13/06/2025	365
Bank of Queensland	62. Bank of Queensland Term Deposit	A-	Y	4,000	5.13	5.27	5.13	1.22	25/03/2025	273
Bank of Queensland	63. Bank of Queensland Term Deposit	A-	Y	4,000	5.15	5.15	5.15	1.22	16/10/2024	218
Bendigo and Adelaide Bank	64. Bendigo Fixed Bond	A-	Y	3,749	3.10	3.08	3.10	1.14	17/03/2025	1096
Bendigo and Adelaide Bank	65. Bendigo Bank Fixed Bond	A-	Y	998	3.44	3.43	3.44	0.30	17/03/2025	1088
Bendigo and Adelaide Bank	66. Bendigo Fixed Bond	A-	Y	2,569	3.26	3.26	3.26	0.78	6/09/2024	882
Bendigo and Adelaide Bank	67. Bendigo Bank FRN	A-	Y	3,500	5.72	5.70	5.73	1.06	15/05/2026	1096
Bendigo and Adelaide Bank	68. Bendigo and Adelaide Bank Term Deposit	A-	Y	3,000	5.06	4.86	5.06	0.91	29/10/2024	273
AMP	69. AMP FRN	BBB+	N	2,000	6.25	6.10	6.25	0.61	29/06/2026	1096
AMP	70. AMP Term Deposit	BBB+	N	1,000	5.05	5.23	5.15	0.30	4/08/2025	367
Australian Military Bank	71. Australian Military Bank Term Deposit	BBB+	Y	4,000	5.14	5.14	5.14	1.22	14/01/2026	540
Australian Unity Bank	72. Australian Unity Bank Term Deposit	BBB+	Y	2,000	4.98	4.78	4.98	0.61	28/10/2024	270
Australian Unity Bank	73. Australian Unity Term Deposit	BBB+	Y	4,000	5.10	5.25	5.10	1.22	14/01/2025	364
B&E (T/as Bank of Us)	74. Bank of us Term Deposit	BBB+	Y	2,000	5.12	5.12	5.12	0.61	17/10/2024	365
B&E (T/as Bank of Us)	75. Bank of us Term Deposit	BBB+	Y	4,000	5.32	5.20	5.32	1.22	29/07/2025	364
B&E (T/as Bank of Us)	76. Bank of us TD	BBB+	Y	2,000	5.05	5.05	5.05	0.61	13/11/2024	282
Beyond Bank	77. Beyond Bank Term Deposit	BBB+	Y	2,000	5.40	5.31	5.40	0.61	17/12/2024	371
Credit Union Australia	78. Great Southern Bank Floating Rate Note	BBB+	Y	1,000	5.71	5.57	5.67	0.30	24/10/2024	1827
Credit Union Australia	79. Great Southern Bank FRN	BBB+	Y	1,200	6.17	6.12	6.17	0.36	9/02/2027	1461
G&C Mutual Bank	80. G&C Mutual Bank Term Deposit	BBB+	Y	2,000	5.11	5.11	5.11	0.61	22/07/2025	350
G&C Mutual Bank	81. G&C Mutual Bank Term Deposit	BBB+	Y	4,000	5.35	5.35	5.35	1.22	24/06/2025	364
G&C Mutual Bank	82. G&C Mutual Bank Term Deposit	BBB+	Y	2,000	5.10	5.10	5.10	0.61	6/08/2025	365
G&C Mutual Bank	83. G&C Mutual Bank TD	BBB+	Y	4,000	4.98	4.98	4.98	1.22	12/08/2025	350
Heritage and People's Choice	84. Heritage Bank Term Deposit	BBB+	Y	4,000	5.17	5.65	5.17	1.22	9/01/2025	181
Hume Bank	85. Hume Bank TD	BBB+	Y	2,000	4.98	4.82	4.98	0.61	27/10/2024	269
Members Banking Group	86. RACQ FRN	BBB+	Y	2,000	5.71	5.67	5.71	0.61	23/05/2025	1096
Members Banking Group	87. RACQ FRN	BBB+	Y	3,100	5.97	5.93	5.97	0.94	24/02/2026	1096
Members Banking Group	88. RACQ FRN	BBB+	Y	3,000	6.09	6.08	6.09	0.91	5/03/2027	1095
MyState Bank	89. MyState FRN	BBB+	Y	1,500	5.11	5.04	5.11	0.46	16/06/2025	1461
MyState Bank	90. MyState Bank Term Deposit	BBB+	Y	4,000	5.28	4.21	5.28	1.22	10/04/2025	289
MyState Bank	91. MyState Bank Term Deposit	BBB+	Y	2,000	5.15	3.42	5.15	0.61	4/03/2025	365
Newcastle Greater Mutual Group	92. NPBS FRN	BBB+	Y	2,000	5.07	5.01	5.07	0.61	4/03/2026	1826
Newcastle Greater Mutual Group	93. NPBS FRN	BBB+	Y	3,244	5.23	5.17	5.23	0.99	4/03/2026	1458
Newcastle Greater Mutual Group	94. NPBS FRN	BBB+	Y	3,718	5.94	5.91	5.95	1.13	10/02/2027	1720
Newcastle Greater Mutual Group	95. NPBS FRN	BBB+	Y	989	6.07	6.03	6.07	0.30	10/02/2027	1482
Police & Nurses Limited	96. P&N Bank Term Deposit	BBB+	Y	1,000	5.13	4.89	5.13	0.30	7/01/2025	280
Police & Nurses Limited	97. P&N Bank Term Deposit	BBB+	Y	2,000	5.15	3.94	5.15	0.61	30/01/2025	365
Police & Nurses Limited	98. P&N Bank Term Deposit	BBB+	Y	2,000	5.43	5.37	5.43	0.61	7/01/2025	189
Police Bank	99. Police Bank FRN	BBB+	Y	2,000	5.98	5.94	5.98	0.61	21/11/2025	1096
Police Bank	100. Police Bank FRN	BBB+	Y	4,000	6.03	6.04	6.03	1.22	17/11/2026	1096
Police Financial Services	101. BankVic Term Deposit	BBB+	Y	2,000	5.27	4.97	5.27	0.61	29/04/2025	363
Teachers Mutual Bank	102. Teachers Mutual Bank FRN	BBB+	Y	1,100	5.15	5.07	5.15	0.33	16/06/2026	1826
Teachers Mutual Bank	103. Teachers Mutual Bank FRN	BBB+	Y	700	5.83	5.83	5.83	0.21	21/06/2027	1095
Auswide Bank	104. Auswide FRN	BBB	Y	3,000	6.01	5.93	6.01	0.91	17/03/2026	1096
Auswide Bank	105. Auswide FRN	BBB	Y	3,500	6.14	6.11	6.14	1.06	22/03/2027	1095
Auswide Bank	106. Auswide Bank Term Deposit	BBB	Y	2,000	5.22	3.56	5.22	0.61	28/01/2025	358
Maitland Mutual	107. The Mutual FRN	BBB	Y	2,000	6.12	6.12	6.12	0.61	10/05/2027	1095
Police Financial Services	108. BankVic TD	BBB	Y	3,000	5.21	5.21	5.21	0.91	10/09/2024	371
				329,068	5.00	4.87	4.99	100		

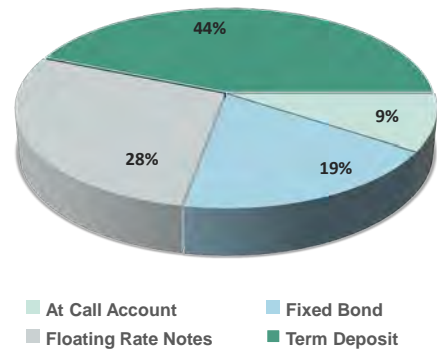
ITEM 10 (continued)

	<365 days	>365 days
Cash/TDs	\$170.4M	\$4.0M
FRNs	\$8.9M	\$84.5M
Fixed Bonds	\$24.1M	\$37.1M
	\$203.5M	\$125.6M

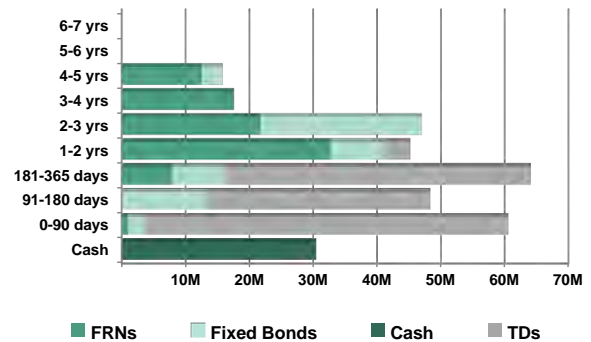
Active Investment by Institution



Summary by Investment Type

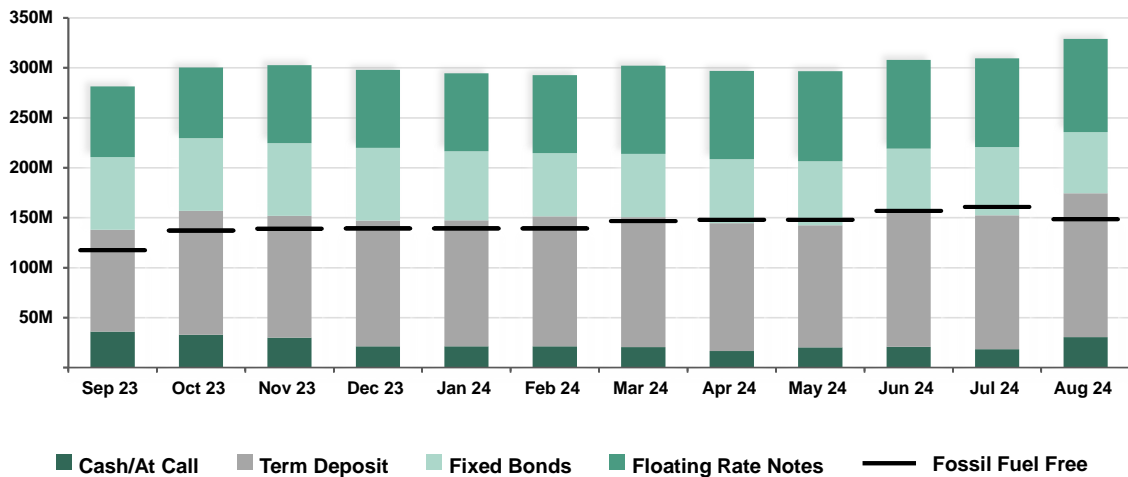


Summary by Duration

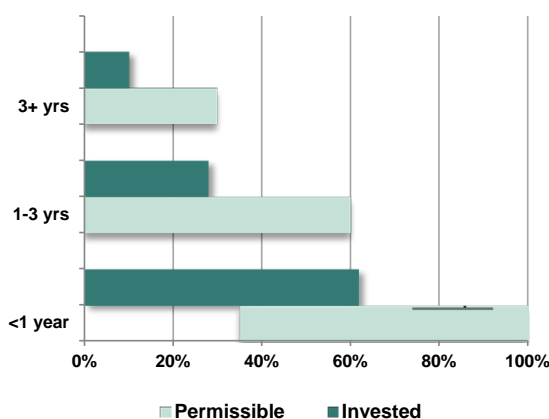


ITEM 10 (continued)

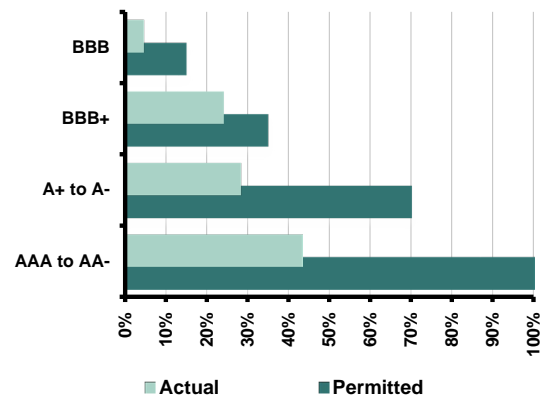
Total Funds Invested



Policy Limits on Maturities



Investment Summary by Rating



Note: Portion of deposits covered by Federal Guarantee are rated 'AAA'

Divestment of Fossil Fuel Aligned Financial Institutions

Council uses the entity Market Forces to validate its classes of investments into either fossil fuel or non-fossil fuel aligned institutions. Market Forces is a publicly available website and is not a contractor that Council has engaged for this information.

As at 31 August 2024, Council has a total amount of \$148.3m invested in non-fossil fuel aligned financial institutions, which is 45.8% of its total investment portfolio. This compared to total of funds invested non-fossil fuel aligned financial institutions at 31 July 2024 of 160.7m.

ITEM 10 (continued)

The reduction from July to August is mainly due to Australia and New Zealand Banking Group's (ANZ) acquisition of Suncorp Bank. This acquisition resulted in a recategorisation of the non-fossil fuel status.

Whilst Council has a preference for non-fossil fuel aligned institutions, these institutions are often rated at the lower end of the (S&P) rating scale and in order to manage risk, Council's Investment Policy places limits on BBB+ (35%) BBB (15%) and Council cannot risk divesting 100% in these institutions as adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity for the obligor to meet its financial commitments. The Investment Policy ensures that the divestment in these categories are restricted to minimise risk and ensure preservation of capital. Council cannot breach its Policy, and any losses of income experienced as a result of poor investment decisions is ultimately Council's responsibility.

Financial Implications

Council's return for the reporting period is 4.93%, which is 0.39% above the benchmark figure of 4.54%.

The budget for interest income from investments is \$9.9m and as at 31 August 2024 funds of \$2.6m have been earned.

Summary

Council's investment portfolio continues to perform well and is consistent with Section 625 of the *Local Government Act* 1993, which deals with the investment of surplus funds by Councils.

Certificate of the Chief Financial Officer (Responsible Accounting Officer)

I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Sacha Thirimanne
Acting Chief Financial Officer
Responsible Accounting Officer

**11 REPORT FOR THE INFORMATION OF COUNCIL - INVESTMENT REPORT
AS AT 30 SEPTEMBER 2024**

Report prepared by: Acting Chief Financial Officer
File No.: GRP/24/36 - BP24/742

REPORT SUMMARY

This report details Council's performance of its investment portfolio as at 30 September 2024, and compares it against key benchmarks.

Council's rate of return on investments for the reporting period is 5.02%, which is 0.57% above the benchmark figure of 4.45%.

Income from interest on investments is budgeted at \$9.9m and as at 30 September 2024 funds of \$3.9m have been earned.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Sacha Thirimanne
Acting Chief Financial Officer

Report Approved By:

Luke Homann
General Manager - Business and Operations

ITEM 11 (continued)

Background

Council's Responsible Accounting Officer is required to report monthly on Council's Investment Portfolio as per the Local Government (General) Regulation 2021 Section 212 and certify that the Investments are held in accordance with Council's Investment Policy and Section 625 of the *Local Government Act* 1993.

The **preservation of capital is the principal objective** of Council's Cash Investment Policy. Investments are to be placed in a manner that safeguards the investment portfolio and risk tolerances are prescribed to ensure the best financial outcome for residents.

Funds are to be invested at the most favorable interest rate available at the time, whilst having due consideration of the following parameters to mitigate risk:

- **Liquidity:** Investment terms should be sufficient to meet cash flow requirements of Council operations.
- **Legislative Compliance:** Council is guided by both the Local Government Act 1993, Local Government Regulations 2021 and to the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.
- **Institutional Limitations:** Council is not permitted to invest in Authorised Deposit taking Institutions (ADI) that is an Australian subsidiary of a foreign bank, all ADI's Council invests with must comply to ratios monitored by Australian Prudential Regulation Authority (APRA).
- **Overall Portfolio Limits:** In order to diversify risk of Council's Investment Portfolio, maximum limits apply based on Standard & Poor (S&P) credit rating. Council is not permitted to invest in any ADI which is BBB- or less.
- **Term to Maturity:** maximum limits apply to term deposit terms that are between 1 - 3 years and greater than 3 years.

Standard & Poor (S&P) Rating Scale:

AAA	An obligor has extremely strong capacity to meet its financial commitments
AA+	An obligor has very strong capacity to meet its financial commitments. It differs from the highest rated obligors only to a small degree
AA	
AA-	
A+	An obligor has strong capacity to meet its financial commitments but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in higher rated categories
A	
A-	
BBB+	An obligor has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity for the obligor to meet its financial commitments
BBB	
BBB-	

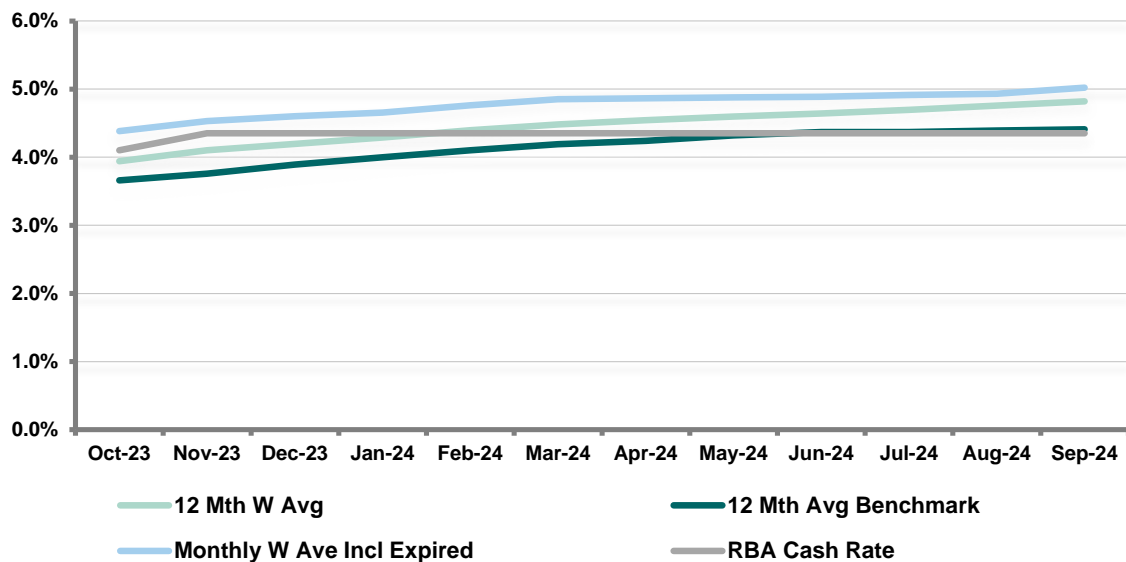
ITEM 11 (continued)

Investment Performance Commentary

Council's performance against the benchmark for returns of its investment portfolio for September 2024 and the past 12 months are as follows:

	September	12 Month	FYTD
Council Return	5.02	4.82	4.96
Benchmark	4.45	4.41	4.50
Variance	0.57	0.41	0.46

Performance - All Investments



Council's investment portfolio as at 30 September 2024 was as follows:

Cash/Term Deposits	\$169.12M	51.35%
Floating Rate Notes	\$101.55M	30.84%
Fixed Bonds	\$58.63M	17.81%
Total Investments	\$329.31M	

Council continues to utilise the Federal Government's current guarantee (\$250k) investing in Term Deposits with a range of Authorised Deposit Taking Institutions (ADI's) on short to medium term investments (Generally 30 days to 365 days maturity) where more competitive rates are available.

Council's income from investments continues to exceed original budgeted expectations, primarily due to Council's cash reserves balances being higher than anticipated and higher interest rates being offered reflective of recent economic conditions.

ITEM 11 (continued)

INVESTMENT SUMMARY AS AT 30 SEPTEMBER 2024

Issuer	Investment Name	Investment Rating	Fossil Fuel Fre	Invested at 30-Sep-24 \$000's	Annualised Period Return (%)	12 Month Average Return	Return since 01 July 2022	% of Total Invested	Maturity	Tenc
Australia and New Zealand Banking Group	1. Suncorp Covered Bond	AAA	N	3,981	3.57	3.54	3.58	1.21	24/08/2026	1593
Bank of Queensland	2. Bank of Queensland Floating Rate Note	AAA	Y	1,200	5.53	5.53	5.54	0.36	14/05/2025	1826
Bank of Queensland	3. BoQ FRN	AAA	Y	2,000	5.51	5.52	5.53	0.61	14/05/2025	1051
Bendigo and Adelaide Bank	4. Bendigo FRN (Covered)	AAA	Y	4,000	5.42	5.41	5.43	1.21	11/11/2025	1096
Westpac Banking Corporation	5. WBC Covered Bond	AAA	N	3,198	3.93	3.95	3.94	0.97	20/05/2025	1096
Australia and New Zealand Banking Group	6. ANZ Fixed Bond	AA-	N	2,000	1.70	1.69	1.70	0.61	16/01/2025	1827
Australia and New Zealand Banking Group	7. Suncorp-Metway Fixed Bond	AA-	N	3,595	2.58	2.57	2.59	1.09	25/01/2027	1826
Australia and New Zealand Banking Group	8. Suncorp Fixed Bond	AA-	N	3,915	3.60	3.59	3.62	1.19	25/01/2027	1763
Australia and New Zealand Banking Group	9. ANZ Fixed Bond	AA-	N	2,000	4.09	4.07	4.09	0.61	12/05/2025	1096
Australia and New Zealand Banking Group	10. Suncorp Fixed Bond	AA-	N	1,419	5.49	5.48	5.50	0.43	25/01/2027	1683
Australia and New Zealand Banking Group	11. Suncorp-Metway Floating Rate Note	AA-	N	1,200	5.70	5.58	5.68	0.36	24/04/2025	1823
Australia and New Zealand Banking Group	12. Suncorp FRN	AA-	N	2,579	5.70	5.67	5.71	0.78	25/02/2027	1711
Australia and New Zealand Banking Group	13. Suncorp FRN	AA-	N	2,200	5.77	5.68	5.75	0.67	14/12/2027	1826
Australia and New Zealand Banking Group	14. ANZ FRN	AA-	N	1,200	5.40	5.48	5.56	0.36	31/03/2028	1827
Australia and New Zealand Banking Group	15. Suncorp FRN	AA-	N	3,000	5.53	5.49	5.51	0.91	18/05/2026	1096
Australia and New Zealand Banking Group	16. ANZ FRN	AA-	N	2,800	5.45	5.35	5.41	0.85	11/09/2028	1827
Australia and New Zealand Banking Group	17. Suncorp FRN	AA-	N	2,000	5.49	5.46	5.48	0.61	19/03/2029	1826
Commonwealth Bank of Australia	18. CBA Business Online Saver	AA-	N	14,120	4.41	4.39	4.42	4.29		
Commonwealth Bank of Australia	19. CBA Fixed Bond	AA-	N	2,999	4.29	4.27	4.32	0.91	18/08/2025	1096
Commonwealth Bank of Australia	20. CBA Fixed Bond	AA-	N	3,916	5.39	5.36	5.41	1.19	18/08/2027	1756
Commonwealth Bank of Australia	21. CBA FRN	AA-	N	2,400	5.73	5.58	5.71	0.73	13/01/2028	1826
Commonwealth Bank of Australia	22. CBA	AA-	N	2,500	5.42	5.39	5.41	0.76	17/08/2028	1827
Commonwealth Bank of Australia	23. CBA FRN	AA-	N	1,000	5.34	5.34	5.34	0.30	22/08/2029	1826
National Australia Bank	24. NAB Fixed Bond	AA-	N	3,496	2.98	2.96	2.99	1.06	25/02/2027	1826
National Australia Bank	25. NAB FRN	AA-	N	3,000	5.49	5.46	5.48	0.91	12/05/2028	1827
National Australia Bank	26. NAB FRN	AA-	N	3,200	5.51	5.50	5.50	0.97	16/11/2028	1827
National Australia Bank	27. NAB FRN	AA-	N	2,800	5.37	5.38	5.40	0.85	22/03/2029	1826
National Australia Bank	28. NAB Term Deposit	AA-	N	4,000	5.27	5.27	5.27	1.21	22/10/2024	362
National Australia Bank	29. NAB Term Deposit	AA-	N	4,000	5.06	5.04	5.06	1.21	21/01/2025	330
National Australia Bank	30. NAB Term Deposit	AA-	N	4,000	5.06	5.22	5.06	1.21	15/07/2025	342
National Australia Bank	31. NAB Term Deposit	AA-	N	4,000	5.09	5.09	5.09	1.21	10/12/2024	294
National Australia Bank	32. NAB Term Deposit	AA-	N	3,000	5.25	5.25	5.25	0.91	3/10/2024	365
National Australia Bank	33. NAB Term Deposit	AA-	N	4,000	5.15	5.17	5.15	1.21	19/06/2025	365
National Australia Bank	34. NAB Term Deposit	AA-	N	4,000	5.32	5.32	5.32	1.21	9/10/2024	345
National Australia Bank	35. NAB Term Deposit	AA-	N	4,000	5.37	5.06	5.37	1.21	9/07/2025	363
National Australia Bank	36. NAB Term Deposit	AA-	N	4,000	4.88	5.16	5.08	1.21	23/09/2025	371
National Australia Bank	37. NAB Term Deposit	AA-	N	4,000	5.45	5.45	5.45	1.21	22/04/2025	299
National Australia Bank	38. NAB Term Deposit	AA-	N	4,000	5.02	5.13	5.02	1.21	4/02/2025	301
National Australia Bank	39. NAB Term Deposit	AA-	N	4,000	5.13	5.13	5.13	1.21	6/05/2025	272
National Australia Bank	40. NAB Term Deposit	AA-	N	2,000	5.15	5.15	5.15	0.61	2/04/2025	238
Westpac Banking Corporation	41. Westpac Fixed Bond	AA-	N	2,600	2.72	2.76	2.75	0.79	17/03/2025	1096
Westpac Banking Corporation	42. Westpac FRN	AA-	N	2,600	5.22	5.21	5.22	0.79	10/08/2026	1096
Westpac Banking Corporation	43. WBC FRN	AA-	N	3,500	5.42	5.35	5.42	1.06	19/09/2028	1827
Westpac Banking Corporation	44. Westpac FRN	AA-	N	3,400	5.37	5.37	5.37	1.03	19/09/2029	1826
Westpac Banking Corporation	45. Westpac Term Deposit	AA-	N	4,000	5.43	5.43	5.43	1.21	5/11/2024	371
Westpac Banking Corporation	46. Westpac Term Deposit	AA-	N	4,000	5.41	5.41	5.41	1.21	29/10/2024	365
Westpac Banking Corporation	47. Westpac Term Deposit	AA-	N	4,000	5.10	3.94	5.10	1.21	11/03/2025	386
Westpac Banking Corporation	48. Westpac Term Deposit	AA-	N	4,000	5.43	5.43	5.43	1.21	10/12/2024	406
Westpac Banking Corporation	49. Westpac TD	AA-	N	4,000	5.28	5.28	5.28	1.21	17/12/2024	379
Westpac Banking Corporation	50. Westpac Floating TD	AA-	N	4,000	5.40	5.40	5.40	1.21	11/09/2025	372
Westpac Banking Corporation	51. Westpac Floating TD	AA-	N	4,000	5.34	5.34	5.34	1.21	9/09/2026	735

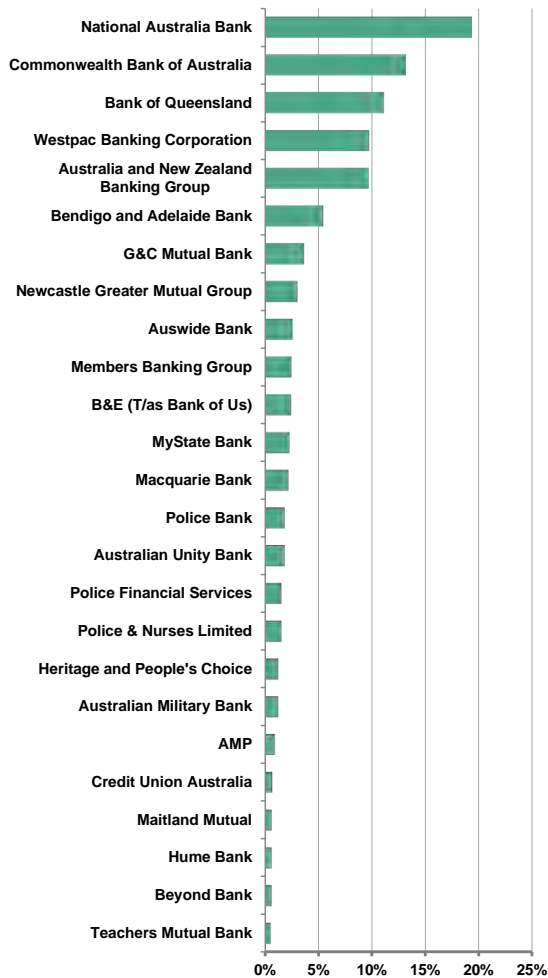
ITEM 11 (continued)

Issuer	Investment Name	Investment Rating	Fossil Fuel Fre	Invested at 30-Sep-24 \$'000's	Annualised Period Return (%)	12 Month Average Return	Return since 01 July 2022	% of Total Invested	Maturity	Tenor
Westpac Banking Corporation	52. Westpac Floating TD	AA-	N	4,000	5.21	5.21	5.21	1.21	9/09/2027	1100
Macquarie Bank	53. Macquarie Bank Fixed Bond	A+	N	4,000	1.71	1.72	1.72	1.21	12/02/2025	1827
Macquarie Bank	54. Macquarie Bank FRN	A+	N	3,200	5.35	5.26	5.33	0.97	14/09/2026	1096
Bank of Queensland	55. BoQ Fixed Bond	A-	Y	3,797	2.15	2.13	2.14	1.15	27/10/2026	1826
Bank of Queensland	56. BoQ Fixed Bond	A-	Y	1,928	4.06	4.06	4.06	0.59	6/05/2026	1496
Bank of Queensland	57. BoQ Fixed Bond	A-	Y	758	5.26	5.24	5.26	0.23	27/10/2026	1498
Bank of Queensland	58. BoQ Fixed Bond	A-	Y	483	5.23	5.20	5.22	0.15	27/10/2026	1495
Bank of Queensland	59. BoQ Fixed Bond	A-	Y	2,566	5.14	5.14	5.14	0.78	6/05/2026	1321
Bank of Queensland	60. BoQ Fixed Bond	A-	Y	3,292	5.44	5.44	5.44	1.00	30/04/2029	1826
Bank of Queensland	61. BoQ Fixed Bond	A-	Y	3,943	5.46	5.32	5.32	1.20	27/01/2027	937
Bank of Queensland	62. BoQ FRN	A-	Y	3,519	5.74	5.74	5.74	1.07	30/04/2029	1712
Bank of Queensland	63. Bank of Queensland Term Deposit	A-	Y	3,000	5.04	5.28	5.04	0.91	15/04/2025	364
Bank of Queensland	64. Bank of Queensland Term Deposit	A-	Y	2,000	5.10	3.40	5.10	0.61	13/06/2025	365
Bank of Queensland	65. Bank of Queensland Term Deposit	A-	Y	4,000	5.13	5.26	5.13	1.21	25/03/2025	273
Bank of Queensland	66. Bank of Queensland Term Deposit	A-	Y	4,000	5.15	5.15	5.15	1.21	16/10/2024	218
Bendigo and Adelaide Bank	67. Bendigo Fixed Bond	A-	Y	3,749	3.05	3.10	3.08	1.14	17/03/2025	1096
Bendigo and Adelaide Bank	68. Bendigo Bank Fixed Bond	A-	Y	998	3.40	3.44	3.43	0.30	17/03/2025	1088
Bendigo and Adelaide Bank	69. Bendigo Bank FRN	A-	Y	3,500	5.70	5.71	5.72	1.06	15/05/2026	1096
Bendigo and Adelaide Bank	70. Bendigo and Adelaide Bank Term Deposit	A-	Y	3,000	5.06	4.91	5.06	0.91	29/10/2024	273
AMP	71. AMP FRN	BBB+	Y	2,000	6.63	6.15	6.38	0.61	29/06/2026	1096
AMP	72. AMP FRN	BBB+	Y	2,700	5.82	5.82	5.82	0.82	13/09/2027	1095
AMP	73. AMP Term Deposit	BBB+	Y	1,000	5.05	5.22	5.12	0.30	4/08/2025	367
Australian Military Bank	74. Australian Military Bank Term Deposit	BBB+	Y	4,000	5.14	5.14	5.14	1.21	14/01/2026	540
Australian Unity Bank	75. Australian Unity Bank Term Deposit	BBB+	Y	2,000	4.98	4.82	4.98	0.61	28/10/2024	270
Australian Unity Bank	76. Australian Unity Term Deposit	BBB+	Y	4,000	5.10	5.22	5.10	1.21	14/01/2025	364
B&E (T/as Bank of Us)	77. Bank of us Term Deposit	BBB+	Y	2,000	5.12	5.12	5.12	0.61	17/10/2024	365
B&E (T/as Bank of Us)	78. Bank of us Term Deposit	BBB+	Y	4,000	5.32	5.21	5.32	1.21	29/07/2025	364
B&E (T/as Bank of Us)	79. Bank of us TD	BBB+	Y	2,000	5.05	5.05	5.05	0.61	13/11/2024	282
Beyond Bank	80. Beyond Bank Term Deposit	BBB+	Y	2,000	5.40	5.34	5.40	0.61	17/12/2024	371
Credit Union Australia	81. Great Southern Bank Floating Rate Note	BBB+	Y	1,000	5.70	5.58	5.68	0.30	24/10/2024	1827
Credit Union Australia	82. Great Southern Bank FRN	BBB+	Y	1,200	6.17	6.14	6.17	0.36	9/02/2027	1461
G&C Mutual Bank	83. G&C Mutual Bank Term Deposit	BBB+	Y	2,000	5.11	5.11	5.11	0.61	22/07/2025	350
G&C Mutual Bank	84. G&C Mutual Bank Term Deposit	BBB+	Y	4,000	5.35	5.35	5.35	1.21	24/06/2025	364
G&C Mutual Bank	85. G&C Mutual Bank Term Deposit	BBB+	Y	2,000	5.10	5.10	5.10	0.61	6/08/2025	365
G&C Mutual Bank	86. G&C Mutual Bank TD	BBB+	Y	4,000	4.98	4.98	4.98	1.21	12/08/2025	350
Heritage and People's Choice	87. Heritage Bank Term Deposit	BBB+	Y	4,000	5.17	5.61	5.17	1.21	9/01/2025	181
Hume Bank	88. Hume Bank TD	BBB+	Y	2,000	4.98	4.85	4.98	0.61	27/10/2024	269
Members Banking Group	89. RACQ FRN	BBB+	Y	2,000	5.72	5.69	5.71	0.61	23/05/2025	1096
Members Banking Group	90. RACQ FRN	BBB+	Y	3,100	5.98	5.95	5.97	0.94	24/02/2026	1096
Members Banking Group	91. RACQ FRN	BBB+	Y	3,000	6.12	6.09	6.10	0.91	5/03/2027	1095
MyState Bank	92. MyState FRN	BBB+	Y	1,500	5.15	5.06	5.12	0.46	16/06/2025	1461
MyState Bank	93. MyState Bank Term Deposit	BBB+	Y	4,000	5.28	5.06	5.28	1.21	10/04/2025	289
MyState Bank	94. MyState Bank Term Deposit	BBB+	Y	2,000	5.15	3.71	5.15	0.61	4/03/2025	365
Newcastle Greater Mutual Group	95. NPBS FRN	BBB+	Y	2,000	5.13	5.04	5.09	0.61	4/03/2026	1826
Newcastle Greater Mutual Group	96. NPBS FRN	BBB+	Y	3,244	5.28	5.19	5.25	0.99	4/03/2026	1458
Newcastle Greater Mutual Group	97. NPBS FRN	BBB+	Y	3,719	5.94	5.93	5.95	1.13	10/02/2027	1720
Newcastle Greater Mutual Group	98. NPBS FRN	BBB+	Y	989	6.06	6.05	6.07	0.30	10/02/2027	1482
Police & Nurses Limited	99. P&N Bank Term Deposit	BBB+	Y	1,000	5.13	5.02	5.13	0.30	7/01/2025	280
Police & Nurses Limited	100. P&N Bank Term Deposit	BBB+	Y	2,000	5.15	4.24	5.15	0.61	30/01/2025	365
Police & Nurses Limited	101. P&N Bank Term Deposit	BBB+	Y	2,000	5.43	5.38	5.43	0.61	7/01/2025	189
Police & Nurses Limited	102. P&N Bank TD	BBB+	Y	4,000	5.08	5.08	5.08	1.21	17/03/2025	181
Police Bank	103. Police Bank FRN	BBB+	Y	2,000	6.01	5.96	5.99	0.61	21/11/2025	1096
Police Bank	104. Police Bank FRN	BBB+	Y	4,000	6.05	6.04	6.04	1.21	17/11/2026	1096
Police Financial Services	105. BankVic Term Deposit	BBB+	Y	2,000	5.27	5.02	5.27	0.61	29/04/2025	363
Teachers Mutual Bank	106. Teachers Mutual Bank FRN	BBB+	Y	1,100	5.17	5.09	5.16	0.33	16/06/2026	1826
Teachers Mutual Bank	107. Teachers Mutual Bank FRN	BBB+	Y	700	5.83	5.83	5.83	0.21	21/06/2027	1095
Auswide Bank	108. Auswide FRN	BBB	Y	3,000	6.02	5.94	6.01	0.91	17/03/2026	1096
Auswide Bank	109. Auswide FRN	BBB	Y	3,500	6.11	6.11	6.13	1.06	22/03/2027	1095
Auswide Bank	110. Auswide FRN	BBB	Y	2,000	5.88	5.88	5.88	0.61	13/09/2027	1095
Auswide Bank	111. Auswide Bank Term Deposit	BBB	Y	2,000	5.22	3.89	5.22	0.61	28/01/2025	358
Maitland Mutual	112. The Mutual FRN	BBB	Y	2,000	6.11	6.12	6.12	0.61	10/05/2027	1095
				329,303	5.02	4.94	5.02	100		

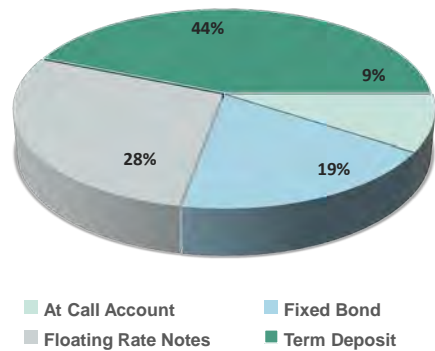
ITEM 11 (continued)

	<365 days	>365 days
Cash/TDs	\$157.1M	\$12.0M
FRNs	\$8.9M	\$92.7M
Fixed Bonds	\$21.5M	\$37.1M
	\$187.6M	\$141.7M

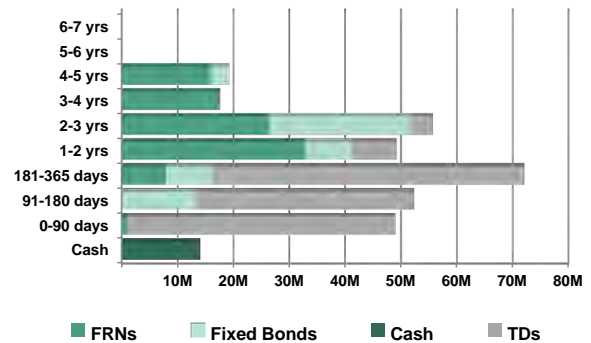
Active Investment by Institution



Summary by Investment Type

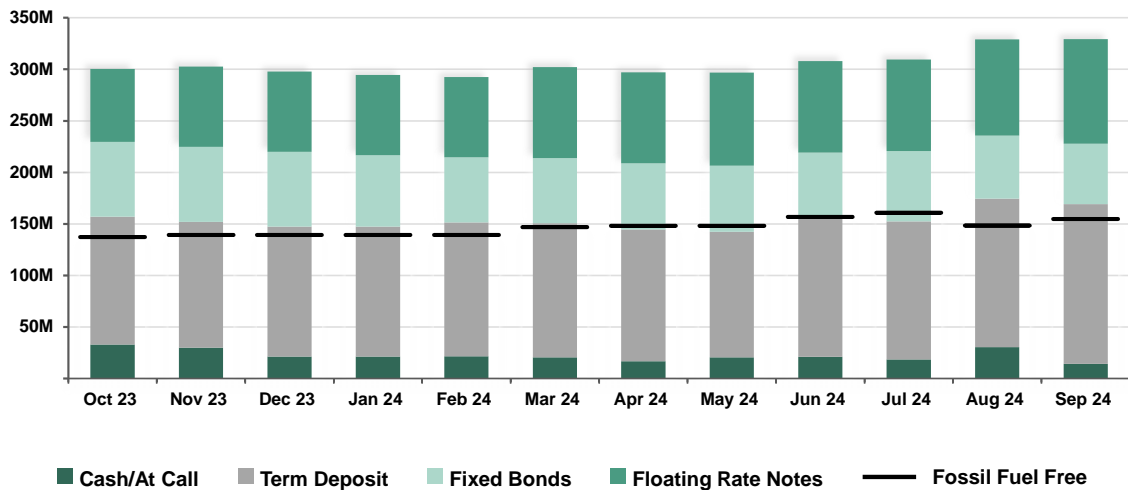


Summary by Duration

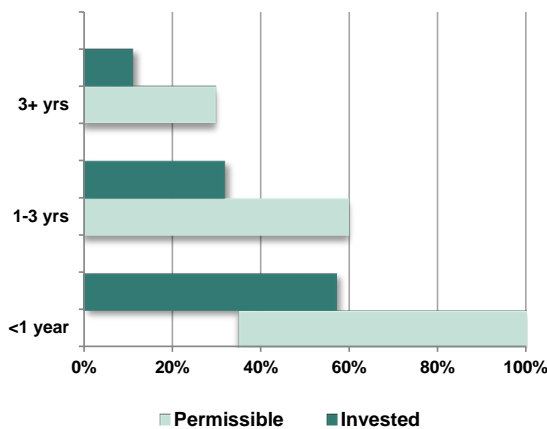


ITEM 11 (continued)

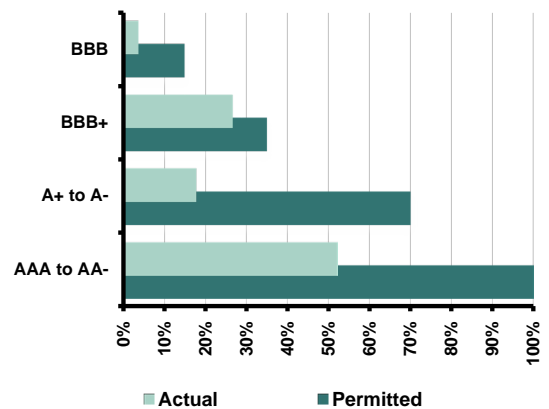
Total Funds Invested



Policy Limits on Maturities



Investment Summary by Rating



Note: Portion of deposits covered by Federal Guarantee are rated 'AAA'

Divestment of Fossil Fuel Aligned Financial Institutions

Council uses the entity Market Forces to validate its classes of investments into either fossil fuel or non-fossil fuel aligned institutions. Market Forces is a publicly available website and is not a contractor that Council has engaged for this information.

As at 30 September 2024, Council has a total amount of \$154.5m invested in non-fossil fuel aligned financial institutions, which is 46.9% of its total investment portfolio.

ITEM 11 (continued)

Whilst Council has a preference for non-fossil fuel aligned institutions, these institutions are often rated at the lower end of the (S&P) rating scale and in order to manage risk, Council's Investment Policy places limits on BBB+ (35%) BBB (15%) and Council cannot risk divesting 100% in these institutions as adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity for the obligor to meet its financial commitments. The Investment Policy ensures that the divestment in these categories are restricted to minimise risk and ensure preservation of capital. Council cannot breach its Policy, and any losses of income experienced as a result of poor investment decisions is ultimately Council's responsibility.

Financial Implications

Council's return for the reporting period is 5.02%, which is 0.57% above the benchmark figure of 4.45%.

The budget for interest income from investments is \$9.9m and as at 30 September 2024 funds of \$3.9m have been earned.

Summary

Council's investment portfolio continues to perform well and is consistent with Section 625 of the *Local Government Act 1993*, which deals with the investment of surplus funds by Councils.

Certificate of the Chief Financial Officer (Responsible Accounting Officer)

I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Sacha Thirimanne
Acting Chief Financial Officer
Responsible Accounting Officer

12 REPORT FOR THE INFORMATION OF COUNCIL - STATE OF OUR CITY REPORT 2021-2024

Report prepared by: Manager - Business Strategy and Innovation
File No.: GRP/24/36 - BP24/608

REPORT SUMMARY

The State of the City Report is a statutory document required under the Integrated Planning and Reporting framework that confirms what has been delivered for the community during the term of Council and the effectiveness of progress towards the outcomes of the Community Strategic Plan.

In accordance with the provisions of the Local Government Act 1993 and Local Government (General) regulation 2021 pertaining to local government elections, the **State of Our City Report 2021-2024 (ATTACHMENT 1)** is tabled for Council's information only.

The report will be tabled for endorsement at the second meeting of the new Council and publicly released in conjunction with both the Annual Report 2023-2024 before 30 November 2024 in accordance with the published Office of Local Government NSW IP&R Guidelines September 2021.

RECOMMENDATION:

That Council notes the tabling of the State of Our City Report 2021-2024 report.

ATTACHMENTS

- 1 The State of Our City Report 2021-2024

Report Prepared By:

Benjamin Tso
Manager - Business Strategy and Innovation

Report Approved By:

Graham Pares
Executive Manager - People and Business

Luke Homann
General Manager - Business and Operations

ITEM 12 (continued)

Discussion

Under section 428(2) of the Local Government Act, as part of the Integrated Planning and Reporting (“IP&R”) Framework introduced in 2009 and revised in September 2021, all Councils are required to produce a State of Our City Report on the Council’s progress in implementing and the effectiveness of the Community Strategic Plan (“CSP”) at the end of the Council term.

As detailed within the Office of Local Government (OLG) Integrated Planning and Reporting Guidelines for Local Government in NSW, September 2021 in the year of the ordinary election, the State of Our City Report 2021-2024, formerly referred to as the ‘End of Term Report’, is required to be tabled for endorsement at the second meeting of the incoming new Council and must be appended to or incorporated into the Annual Report 2023-2024.

In accordance, with the legislative requirements and the provisions of section 428(2) of the Local Government Act 1993, the Annual Report 2023-2024 must contain the State of Our City Report 2021-2024 and will be prepared and submitted to the Office of Local Government and then made available to the public on Council’s website by 30 November 2024.

There is currently no legislative IP&R requirements for the State of Our City Report to be presented to the outgoing Council, however, it should be noted that the previous End of Term Report 2017-2021 was provided to the outgoing Council as a ‘Report for the information of Council’ during the caretaker period on the 23 November 2021 and ahead of the Local Government (LG) election which took place on 4 December 2021. For this reason and the set precedent, the upcoming State of Our City Report 2021-2024 is presented for information only.

The State of Our City Report is structured by the seven long-term outcomes of the CSP: our vibrant and liveable city, our active and healthy city, our natural and sustainable city, our smart and innovative city, our connected and accessible city, our diverse and inclusive city, and our open and progressive city. It includes CSP priorities, services and performance highlights, and areas of improvement covering the period from 2021 to 2024 for each of these outcomes, and a summary of key achievements and work being done towards each of the outcomes.

Integrated Planning and Reporting (IP&R) is aligned with the NSW Local Government election cycle. Each newly elected Council considers the information from the previous Council’s State of Our City Report and engages with the community anew as part of the IP&R review process.

Financial Implications

Adoption of the recommendation will have no financial impact.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



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 past, present and emerging, and extend that respect to other Aboriginal and Torres Strait Islander people.

We are pleased to present the State of Our City Report 2021-2024 for the City of Ryde

Guided by the Integrated Planning and Reporting requirements of the *Local Government Act 1993*, the City of Ryde is required to report on its progress in implementing the actions outlined in the Ryde 2028 Community Strategic Plan during the Council term.

Our Community Strategic Plan supports the vision of the City of Ryde as 'The place to be for lifestyle and opportunity at your doorstep'. It guides our integrated planning framework to ensure that Council delivers projects and actions in alignment with long-term community outcomes. This is a dynamic strategy that is evaluated annually to ensure we remain on track to meet our targets while responding to any new challenges and opportunities.

This State of the City Report provides our readers with insights into how Council has responded to the issues raised by the community in the development of our Community Strategic Plan and will inform its review and update by the incoming Council.

This report focuses on the current Council term. Its structure demonstrates Council's progress towards achieving the seven strategic goals set by the community, with the effectiveness of these actions measured by highlighting key achievements by Council and our performance against the set targets.

Acknowledgements

The work of the City of Ryde would not be possible without the support of our partners in the state and federal governments. This support includes grant funding, ongoing guidance and engagement and collaboration on significant projects. We are very grateful for these enduring partnerships, which tangibly enrich the broader Australian community by creating better places for us all to live, work and play.

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.

Accessing this Report

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

Copies of this report are available 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 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.

ITEM 12 (continued)

ATTACHMENT 1

Contents

Our Guiding Principles	4
A Message from our Mayor	5
A Message from our Chief Executive Officer (CEO)	5
The City of Ryde in Profile	6
Our Council	8
Our Wards	9
Our Councillors	10
Our Executive Leadership Team	11
Our Organisational Structure	12
A Snapshot of our Performance During the Council Term	13
Awards and Recognition	14
Delivering our Services	16
Integrated Planning and Reporting (IP&R) Framework	
Council's Strategic Documents and Reports (IP&R)	17
Other Council Strategies and Plans	18
Opportunities	19
Challenges	21
How we Inform and Engage with our Community	24
Our Community Strategic Plan Outcomes	25
Our Vibrant and Liveable City	27
Our Active and Healthy City	33
Our Natural and Sustainable City	39
Our Smart and Innovative City	47
Our Connected and Accessible City	53
Our Diverse and Inclusive City	59
Our Open and Progressive City	65
Financial Summary	69
Next Steps	70

ITEM 12 (continued)

ATTACHMENT 1



MORRISON BAY PARK

Our Guiding Principles



Our Vision

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



Our Values

At City of Ryde we value:

- Health and Safety**
We take personal responsibility for our own health, wellbeing and safety. As well as the health, wellbeing and safety of our colleagues and customers
- Excellence**
We do the best we can for our customers and embrace innovation in the way we work
- Accountability**
We are honest, transparent and act in the best interest of Council and the community
- Respect**
We listen, seek to understand, and celebrate the diversity of the people within our organisation and the community
- Teamwork**
We work within both our own teams and other teams to successfully achieve Council's goals



Our Mission

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

4 City of Ryde

ITEM 12 (continued)

ATTACHMENT 1

A Message from our Mayor

It is my pleasure to present to you City of Ryde's State of Our City Report 2021-2024, which details the activities of the past elected Council term.

It was an eventful and challenging period as our resilient community transitioned out of debilitating COVID-19 lockdowns and returned to life as normal.

Council was at the forefront of ensuring a community isolated by stay-at-home orders was reunited by fun and joy – major events like the Granny Smith Festival and Cork & Fork by the Riverside roared back to life in 2022, bringing with them healthy attendances that have continued to this day.

Combined with our annual other gatherings for Australia Day, Lunar New Year, West Ryde Easter, Cinema in the Park, the Sustainability Festival, and our occasional live major event sport sites, these events mean we entertain, thrill, and inform approximately 130,000 people each year.

Also worth noting over this Council term were the more than 1.7 million visits to our Ryde Aquatic Leisure Centre, and the more than 1.5 million visits to Council's five libraries.

Outstanding members of our community continue to be recognised each year through Council's Volunteer Recognition Awards and Citizen of the Year ceremonies, and there is wonderful local engagement with the Spring Garden Competition, the SWAP art prize, Battle of the Bands, and Youth Creative Competition.

One of the most outstanding aspects of our community is its diversity and harmony – City of Ryde is home to people from over 130 countries, with over 100 different languages spoken.

I'm immensely proud of the fact that we are an inclusive and welcoming City for everyone, regardless of background or age. It truly makes us the place for lifestyle and opportunity at your doorstep.



Clr Trenton Brown
City of Ryde Mayor



A Message from our Chief Executive Officer (CEO)

After I was appointed Chief Executive Officer of City of Ryde in September 2022, I embarked on a significant restructure of Council's operations which has enabled us to evolve into a modern, nimble organisation with a focus on delivering future growth and prosperity to our community.

Through the new City Shaping division we have created and begun to enact a vision for our City as a progressive, economic powerhouse via our state significant Macquarie Park Innovation District (MPID) and the key strategic centres of Meadowbank, West Ryde and Eastwood.

We want to preserve and enhance the key precinct of innovation and science that Macquarie Park provides for our country, and our staff have been proactively engaging with companies both in Australia and in some of south-east Asia's most technologically advanced nations about making the City of Ryde a preferred location to not only do business but as a premium research and development hub.

Renewal strategies for our key town centres – West Ryde, Meadowbank, and Eastwood – are underway and have the potential to transform all three key strategic centres through well-considered, holistic planning that encompasses housing, business and employment, infrastructure, and open space – "Striking the Right Balance".

We have also developed strategies aimed at boosting business more generally and establishing a vibrant night-time economy.

Of course, growth like this comes with challenges. Ambitious new housing targets thrust upon us by the State Government could have a negative impact on the ongoing viability of the MPID, while confusion and uncertainty on how employment opportunities, commensurate infrastructure, and the provision of open space fits within those plans affects not only the City of Ryde, but the broader Northern Sydney Region.

The crucial message that I'll keep delivering to the NSW Government is that we must "Strike the Right Balance" to ensure our community has all its needs met, guaranteeing that we remain Sydney's premiere place to work, live, and play.



Wayne Rylands
City of Ryde
Chief Executive Officer



ITEM 12 (continued)

ATTACHMENT 1

The City of Ryde in Profile

Our Community



Population

135,716

residents

Children

22,040 – 16 percent

Young people

15,241 – 11 percent

Older people

20,425 – 15 percent



Households

53,829

households

Families

34,987

Couple families without children

13,495

Single-person households

12,979



A Culturally Diverse City

OVER 130

countries of origin

OVER 100

languages spoken

49.05 percent

of residents born overseas

49.53 percent

of residents speak a language other than English at home



A Prosperous Area

38.29 percent

of households earned an income of more than \$3,000 per week in 2021

65,563

employed residents

73.41 percent

of resident workers have a tertiary qualification

6,115

residents require assisted living due to disability – 5 percent



A Growing Region

54,235

rateable properties

21,508

dwellings are separate houses

9,524

dwellings are medium density housing

24,382

dwellings are in high density housing



A Powerhouse Economy

\$19.196B

(gross regional product)

14,361

local businesses (approximately)

91,764

local jobs

Data sources:
REMPAN
Profile.id
ABS

ITEM 12 (continued)

ATTACHMENT 1

Our City



OVER 320kms

of roads



665kms

of kerbs and guttering (approx)



825,000m²

of paths and cycleways (approx)



205 hectares

of natural areas distributed over
71 parks and reserves



98

playgrounds



56

sportsfields



27

halls and facilities



5

libraries and an aquatic centre



14,361

local businesses



53,829

households

Data sources:
REMPAN
Profile.id
ABS

ITEM 12 (continued)

ATTACHMENT 1



8 City of Ryde

Our Council

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 relevant 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 fulfil our statutory roles, functions and objectives through a corporate and civic governance structure that comprises:

- Council
- Chief Executive Officer
- Executive Leadership Team.

The elected Council weighs up the issues facing our growing City and ensures that ratepayers' money is allocated to priority areas and spent in the most effective way. This means balancing the needs of the community against the needs of individuals and taking into account the long- and short-term implications of decisions.

The Elected Council

The community normally elects councillors for a four-year term. The City of Ryde is divided into three wards (West, Central and East) 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 Act. 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.

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

- Councillor Trenton Brown
- Councillor Sarkis Yedelian OAM
- Councillor Shweta Deshpande
- Councillor Daniel Han
- Councillor Jordan Lane
- Councillor Sophie Lara-Watson
- Councillor Justin Li (from October 2022)
- Councillor Roy Maggio
- Councillor Katie O'Reilly
- Councillor Penny Pedersen
- Councillor Bernard Purcell
- Councillor Charles Song
- Councillor Jerome Laxale (to July 2022)

ITEM 12 (continued)

ATTACHMENT 1

Our Wards

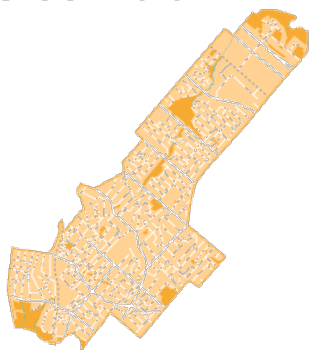
West Ward



The West Ward includes areas of:

- Denistone
- Denistone East
- Denistone West
- Eastwood
- Macquarie Park
- Marsfield
- Melrose Park
- West Ryde

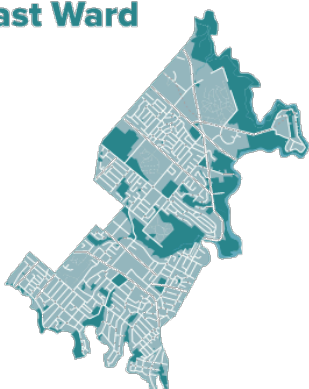
Central Ward



The Central Ward includes areas of:

- Denistone East
- Meadowbank
- Macquarie Park
- North Ryde
- Ryde
- West Ryde

East Ward



The East Ward includes areas of:

- Chatswood West
- Gladesville
- East Ryde
- North Ryde
- Putney
- Ryde
- Tennyson Point

ITEM 12 (continued)

ATTACHMENT 1

Our Councillors

West Ward



Mayor Trenton Brown
Elected September
2017
Mayor
Mar 2024 – current



Cllr Daniel Han
Elected December
2021
Deputy Mayor
Sept 2023 – current



Cllr Justin Li
Elected October 2022
**Previous
Councillor term**
Sept 2008 – Sept 2017
Deputy Mayor
Sept 2012 – Sept 2014



Cllr Charles Song
Elected December
2021



Cllr Jerome Laxale
Elected September
2012 – Jul 2022
Mayor
Sept 2015 – Sept 2016
Sept 2017 – Dec 2021
Jan 2022 – Jul 2022

Central Ward



**Cllr Shweta
Deshpande**
Elected December
2021
Deputy Mayor
Feb 2023 – Sept 2023



Cllr Katie O'Reilly
Elected December
2021



Cllr Bernard Purcell
Elected September
2017



Cllr Sarkis Yedelian
OAM
Elected March 2004
Mayor
Dec 2022 – Mar 2024
Deputy Mayor
Sept 2007 – Sept 2009
Sept 2022 – Dec 2022

East Ward



Cllr Jordan Lane
Elected September
2017
Mayor
Jan 2022 – Dec 2022



Cllr Roy Maggio
Elected September
2008
Mayor
Sept 2013 – Sept 2014
Deputy Mayor
Sept 2009 – Sept 2010
Sept 2014 – Sept 2016
Sept 2021 – Dec 2021
Jan 2022 – Sept 2022



Cllr Penny Pedersen
Elected September
2017



**Cllr Sophie
Lara-Watson**
Elected December
2021

ITEM 12 (continued)

ATTACHMENT 1

Our Executive Leadership Team

Our Organisation

The City of Ryde is responsible for strategy, planning, policy, regulation, and service delivery for the local government area. During 2021-2025 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 Chief Executive Officer (CEO).

Office of the Chief Executive Officer



Chief Executive Officer |
Wayne Rylands

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

Appointed: 2022

Previously: Director City Works (July 2018- May 2022);
Acting General Manager (2022)

Wayne has over 30 years' experience in local government. Prior to his appointment to the Chief Executive Officer position he spent four years as City of Ryde's Director of City Works. Before commencing at City of Ryde, he was also the Director of City Delivery at Campbelltown City Council where he oversaw their provision of infrastructure, asset management, open space, City safety and security, and operations functions. Prior to that, he was the Executive Manager (Director) Open Space and Urban Services at Lane Cove Council for 10 years.

The extensive management experience Wayne brings to his role has enabled him to review the City of Ryde organisation structure to more closely align with the Council's vision to develop a modern City that will provide the great "places and spaces" that our community desires and deserves.

Business and Operations



General Manager –
Business and Operations |
Luke Homann

Qualification: Masters of
Management Studies,
Bachelor of Arts

Appointed: 2024

Luke has over 27 years of management experience in multidisciplinary teams in both the public and

private sectors across multiple industries including Defence, Transport, Energy, and consultancies. He has experience at all levels of Government in various functions including, asset management, project and programme management, operations, change management, human resources and organisational development. Before commencing at City of Ryde, he worked as a Director at Transport for NSW in a number of roles and prior to this as a consultant and in the Australian Defence Force.

He has a proven track record in senior leadership, leading and delivering a range of planning, business improvement and organisational development and capability building programs and projects. Together, this cross-functional and senior leadership experience underpins the development of innovative business practices that balance operational efficiencies with great customer outcomes.

City Shaping



General Manager –
City Shaping |
Michael Galderisi

Qualifications: Bachelor of
Commerce (Honours) degree

Appointed: 2022

Michael has played integral roles in the planning, approval and delivery phases of significant infrastructure projects, including in rail, roads, water, energy, and ports, as well as pivotal roles in government public policy and regulatory reform projects, working in cross-disciplinary teams where his extensive experience, knowledge, and skills have contributed to successful outcomes in the public good.

His work, over more than 25 years, in policy development and implementation, stakeholder engagement, strategic communications, infrastructure advisory, and change management, within the private sector, for major companies such as Lend Lease and Deloitte, as well as across critical public sector portfolios, demonstrate the breadth of experience and capability that Michael brings to any project or challenge.

This holistic and strategic level of expertise ensures that innovative solutions to complex public policy issues are implemented, and that opportunities are maximised through cutting-edge initiatives being explored and applied in the most impactful manner practicable.

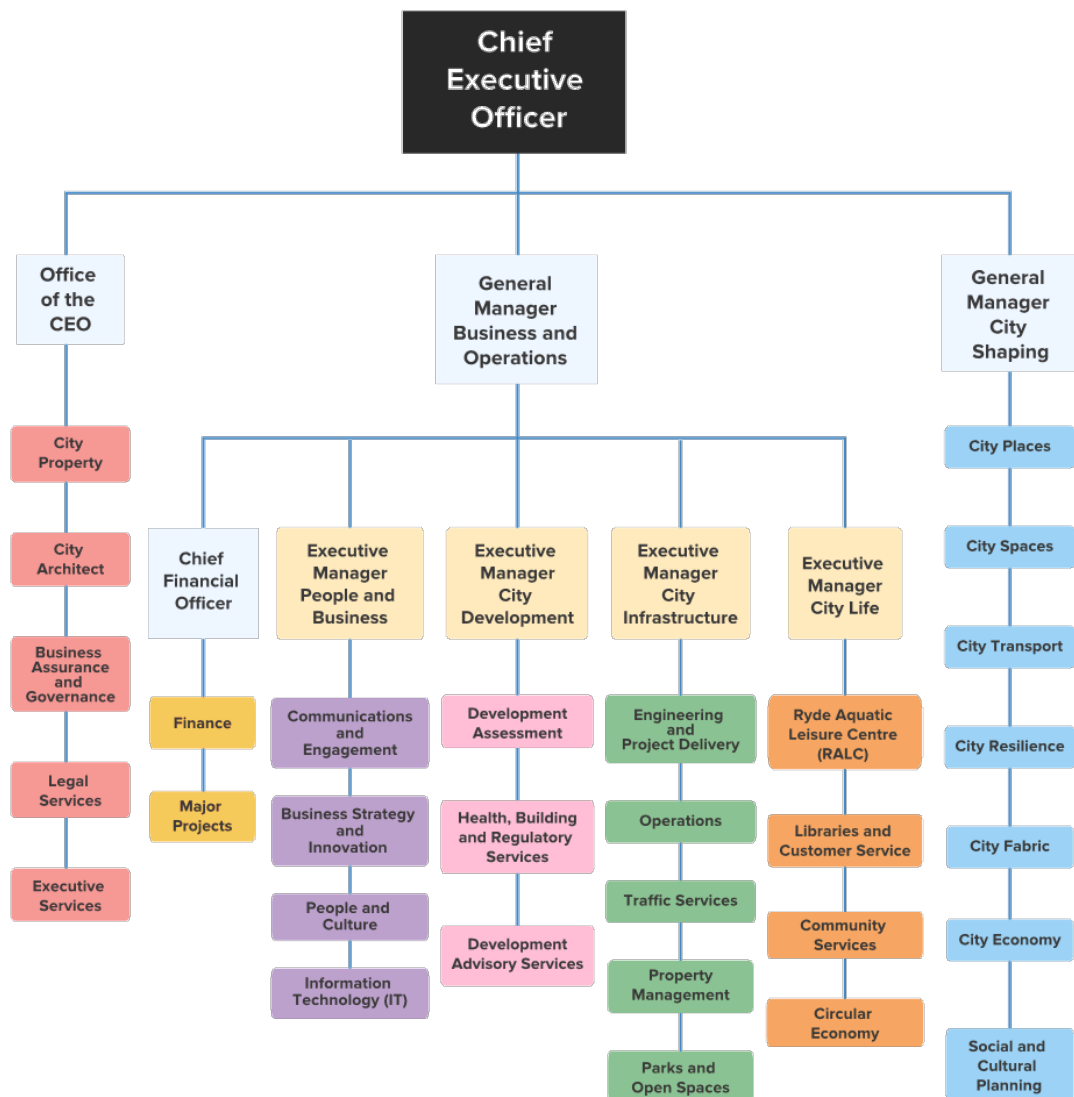
ITEM 12 (continued)

ATTACHMENT 1

Our Organisational Structure

Council's administration is under the leadership of Chief Executive Officer (CEO) Wayne Rylands, appointed in 2022. The CEO is supported by two General Managers, together forming the Executive Leadership Team (ELT).

Council services, programs and strategies are delivered through 30 departments that support the Chief Executive Officer and the ELT in implementing Council's decisions and commitments.



ITEM 12 (continued)

ATTACHMENT 1

A Snapshot of our Performance During the Council Term



OVER \$4.2 billion
of approved development

OVER 70,000
development enquiries received

OVER 1,461
development applications

OVER 1,218
new dwellings approved

97 days
required to determine each
development application
on average



84 percent of over 201,000
Customer Service Centres calls
were resolved at the first point
of contact on average

OVER 48,000
customers
served in-person at the
Customer Service Centre

92 percent
customer requests received
were actioned within
10 working days on average



OVER 1,703,478
visitors
to Ryde Aquatic Leisure
Centre

OVER 1,550,300
visits
to our five libraries, and 41,679
active library members

Library programs and events
Over 77,343 attendees at
3,088 in-person and online
programs and events

1,078,300 visits
to Council's halls and
community facilities

\$1,018,980
allocated to 207
projects
through community grants



OVER 10.75
million
page views on Council's
website



8.5 percent
reduction
in energy consumption
compared with 2018/2019
baseline

OVER 4,007 GJ
renewable electricity
generated from Council's
solar systems

40.11 percent of
over 156,098.41
tonnes
of domestic waste recycled
on average

ITEM 12 (continued)

ATTACHMENT 1

Awards and Recognition



Highly Commended: Excellence in the Environment Awards – Local Government NSW, Behaviour Change in Waste category for – Our Reusable Health Products Program which encouraged the City of Ryde community to reduce their footprint on the environment by transitioning to reusable health products

Finalist: Excellence in the Environment Awards – Local Government NSW, innovation in the application of integrated environmental management and sustainability practices in planning, policies and decision-making category for – Our Urban Forest Strategy, developed to maximise the benefits of the City's greening actions and align those actions with State Government and local canopy targets

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

Highly Commended: Institute of Public Works Engineering Australia The City of Ryde was awarded Highly Commended at the 2019 IPWEA Australasia Awards for Excellence for Multi-Disciplinary Project Management for the Meadowbank Skate Park

Highly Commended: LG Excellence Awards 2024. The commendation was awarded to the Community Services team in the Community Development category for the Supporting Inclusive Volunteering for People with Disability program which enables people with disability to discover volunteering opportunities and engage with the community.

Urban Forest Strategy – **Highly Commended** in the 2023 Local Government NSW Awards (Environment)

ITEM 12 (continued)

ATTACHMENT 1

Honourable Mention: 2021 National Awards for Local Government – City of Ryde was honoured in the 2021 National Awards for Local Government for its Make A Stand campaign. First launched in 2019 as a community march and rally, the campaign has evolved and now features a range of activities and initiatives that are centred around the United Nations 16 Days of Activism against Gender-Based Violence

Australian Institute of Traffic Planning & Management (AITPM) **Excellence Award** for Transport Planning for – Our Integrated Transport Strategy 2041, which explores the future of local transport and land use and examines the impacts of a growing population and an expanding economy

ARA Australasian Reporting Awards: Gold Award in the ARA 2024 General Award (Financial Years 2021-2022, 2022-23) – making it 14 years in a row

ARA Australasian Reporting Award: Communication – Public Sector Award (2021/22 Annual Report)

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

Winner: Local Government Excellence Awards (People, Workplace and Wellbeing) – City of Ryde was awarded the Local Government Professionals Excellence Award (People, Workplace and Wellbeing) in 2022 for its inaugural Ticket to Ryde all-staff conference

Winner: Excellence in Multicultural Services Award – NSW Public Libraries Association for – The Job Ready at Ryde Program, which provided support to people from Culturally and Linguistically Diverse (CALD) communities to pursue employment

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**

Urban Forest Strategy – **Finalist** in the 2024 NSW Local Government Awards of Excellence (Environmental Leadership)

Ryde Resilience Plan 2030 – First council in NSW to endorse a comprehensive local resilience plan with the release of the Ryde Resilience Plan 2030

White Ribbon Accredited – Committed to the prevention of violence against women and families and is a White Ribbon Accredited Workplace

ITEM 12 (continued)

ATTACHMENT 1

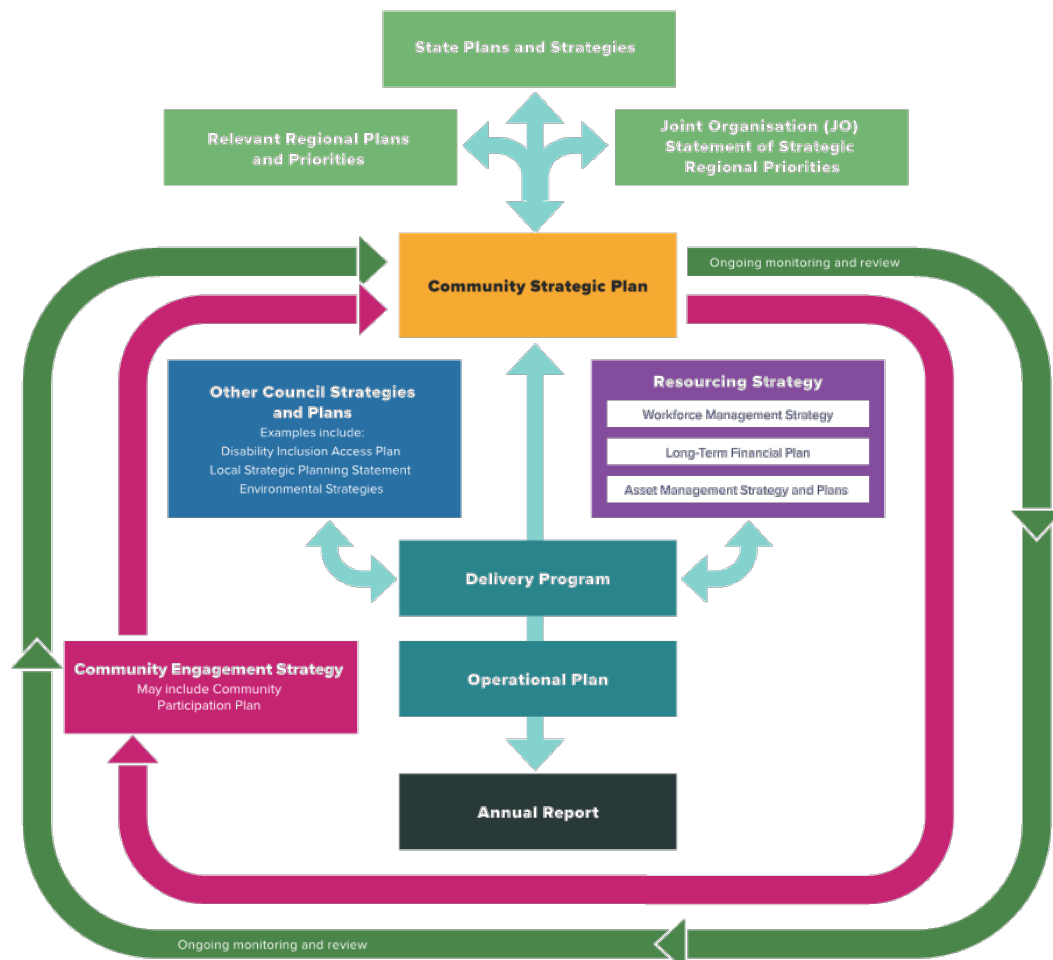
Delivering our Services

Local councils in New South Wales are required to develop a series of plans called the Integrated Planning and Reporting (IP&R) Framework under the *NSW Local Government Act 1993*. This framework, established by the Office of Local Government on 1 October 2009, comprises a set of interconnected documents designed to provide a consistent and structured approach to community planning across all local councils in NSW. It ensures that the plans are in line with regional and state priorities.

The Community Strategic Plan (CSP) acts as the overarching document that guides all council plans and strategies. Developed on behalf of the community, the CSP outlines our long-term vision, goals, aspirations, and the strategic pathways to

achieve them. It has been formulated in accordance with the social justice principles of equity, access, participation and rights, and economic, environmental and governance principles that are important to our community.

The IP&R Framework necessitates that councils demonstrate how they will put into practice components of the CSP through a comprehensive four-year Delivery Program and an annual Operational Plan. These documents need to be reviewed annually and clearly articulate the activities and initiatives the Council will undertake to help achieve the strategic outcomes outlined in the Ryde 2028 Community Strategic Plan.



ITEM 12 (continued)

ATTACHMENT 1

Integrated Planning and Reporting (IP&R) Framework Council's Strategic Documents and Reports (IP&R)

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

Reporting on our progress

Legislation states that we must assess and regularly report on our progress towards implementing the actions in our Four-Year Delivery Program 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 Progress Reports

The quarterly report to Council provides an assessment of progress against the objectives and key performance indicators identified in the Four-Year Delivery Program 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 Cities Regional Plan

20 YEAR PLAN

The Greater Cities Plan

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 four to ten 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

See page 18.

KEY

- | | |
|--|---|
|  NSW Government |  Plans |
|  City of Ryde |  Reports |
|  Strategies | |

FOUR YEAR PLAN (Council Term)

Four-Year Delivery Program

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

Delivery Programs

State of our City Report

ONE 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

Quarterly Progress Reports

Quarterly Budget Review Statements

Annual Report

Annual Financial Statements

ITEM 12 (continued)

ATTACHMENT 1

Other Council Strategies and Plans

- Creativity Strategy 2019-2024
- Ryde Resilience Plan 2030
- Integrated Transport Strategy 2041
- Community Strategic Plan
- Social and Cultural Infrastructure Framework
- Economic Development Strategy
- Library Service Strategic Plan
- Community Engagement Strategy
- Social Plan 2019-2024
- Sports Field Action Plan
- Urban Forest Strategy
- Disability Inclusion Action Plan
- Sustainable Transport Strategy
- Integrated Open Space Plan
- Ryde Local Strategic Planning Statement LSPS
- Reflect Reconciliation Action Plan
- Integrated Transport Strategy Road Safety Plan
- Bicycle Strategy and Action Plan 2022-2023
- Disability Inclusion Action Plan
- Net Zero Emissions Pathway
- Open Space Future Provision Plan
- Infrastructure Strategy
- Events Plan 2024-2028
- Live Music Plan 2024-2028

Parks Plans of Management

- ELS Hall Park
- Field of Mars
- Putney Park

Generic Open Space Plans of Management

- Natural Areas
- Parks, General Community Use
- Sportsgrounds

Park Masterplans

- Anzac Park
- Blenheim Park
- Gannan and McCauley Park
- Meadowbank and Memorial Park

ITEM 12 (continued)

ATTACHMENT 1

Opportunities

Taking advantage of our strategic strengths

The City of Ryde is strategically located in Sydney's geographic centre. It is a gateway between regional NSW and metropolitan Sydney, with access to the M2 and NorthConnex alongside heavy freight and an extensive public transport network that includes rail, metro, ferries and buses.

Broadly an innovation-based economy, the City is home to a globally competitive innovation district – the Macquarie Park Innovation District with more than \$700 million invested annually in R&D – and highly productive industries with multi-billion-dollar gross revenue. Multinational businesses benefit from proximity to a diverse pipeline of talent through Macquarie University, two TAFE NSW campuses and the Institute of Applied Technology – Digital.

Our historically strong local centres and communities, including West Ryde-Meadowbank, Eastwood and Gladesville, are on the cusp of renewal. And an increasing number of families call the City home, supported by professionals and other highly skilled workers drawn by the area's business ecosystem.

Our opportunity is to continue to build on our strategic strengths to provide a platform for business to grow and innovation to prosper. This includes creating a flourishing night-time economy, underpinned by diverse communities, appropriately located development and infrastructure and a thriving economic landscape that encourages ideas to flourish and businesses to grow.

Our growing and changing population

In the 2028 Community Strategic Plan, demographic projections suggested that the population of the City of Ryde would increase to 160,000 by 2031. Since then, government housing targets have increased substantially, with the City of Ryde population now projected to increase by 36.56 percent from 135,716 in 2023 to 177,222 by 2041. Residential development forecasts assume the number of dwellings in City of Ryde will increase by an average of 1,042 dwellings per annum to 76,518 in 2041.

The overall composition of our community is also expected to shift. Between 2021 and 2026, age structure forecasts for City of Ryde indicate a 14.2 percent increase in the retirement age population and a 17.9 percent increase in the working age population. The ageing community will require greater access to services designed for seniors as well as access to the places and activities that bring this part of our community together. In addition, many young families are choosing to call the City of Ryde home, drawn by our great lifestyle, education and employment opportunities. Numbers

of children and teenagers are projected to increase by 15 percent by 2026, while denser living means that more people will be living in units, increasing demand on the area's many lifestyle assets, public spaces and local services such as our libraries.

Housing in our area needs to meet the demand for choice and variety in the type of homes available to accommodate different household types, while also providing affordable living options for key workers in our community. To maintain the current standard of liveability and lifestyle offered by our City, we need to protect our commercial centres, like Macquarie Park, to provide attractive local workplaces, and invest in transport, services, green space and community facilities.

The increasing and changing population will influence planning for schools – with 28 percent of schools already over capacity by more than 100 students – organised sports and youth services. It also requires us to reassess the services and facilities we offer, to ensure reasonable access for people at all stages of their lives.

By harnessing this growth to enhance the City's prosperity, uniqueness and liveability, we have the opportunity to strategically plan for affordable and varied housing options for our growing community while maintaining the individual characters of our many neighbourhoods. We can also plan to meet the changing needs of our community by protecting and revitalising the places, facilities and services that people use.

Our part in Sydney's future

Sydney is expected to grow to a City of more than 6.4 million people by 2036 and 8 million by 2056.

State agencies such as the NSW Department of Planning, Housing and Infrastructure and Transport for NSW take a metropolitan perspective to plan for this growth and guide Sydney's development. A Metropolis of Three Cities – the Greater Cities Regional Plan, Future Transport 2056 and the State Infrastructure Strategy align land use, transport and infrastructure planning to reshape Greater Sydney as three unique but connected cities and set the parameters for the City of Ryde's future development and growth.

We have an opportunity to work with the NSW government and other stakeholders to advocate for outcomes for the City of Ryde that protect its character and enhance the City's future prosperity, uniqueness and liveability.

ITEM 12 (continued)

ATTACHMENT 1

Adapting to climate change

Over the coming decade, natural hazards such as heatwaves, increased overnight temperatures and unseasonally hot days during the year, as well as the frequency of extreme rainfall events and high intensity storms, are expected to accelerate as the climate changes. Adapting to life in a changing climate will also need to consider wider social and economic shocks.

The CSIRO, the insurance industry and State agencies predict that climate changes have the potential to threaten the future health and liveability of communities, especially for those living in vulnerable areas.

We have an opportunity to build resilience in partnership with our community to ensure our neighbourhoods are prepared for changes to weather patterns, while ensuring our infrastructure and urban areas are able to cope with more frequent extreme weather, bushfires, erosion and flooding.

Valuing our cultural heritage

In 2021, 49.05 percent of the City of Ryde's population were born overseas. People from over 130 different countries call our City home, with more than 100 languages spoken and half of Ryde's residents speaking a language other than English at home. Our City is active in supporting the not-for-profit sector and building our multicultural community. We host some of Sydney's biggest cultural events, including the Granny Smith Festival, which has been running for more than 30 years and is enjoyed by up to 100,000 people each year. Immigration is expected to continue as the major contributor to Sydney's and Ryde's population growth over the next decade.

We have an opportunity to protect and revitalise the places, facilities and services that people use and better target these to meeting the changing needs of our community. We also have the opportunity to find new ways of communicating with our diverse population and ensuring their diverse needs are met, enriching the whole community in the process.

Broadening our international focus

Investing in the advanced technology sector has the potential to transform the City of Ryde community by creating new and diverse job opportunities. It also has the potential to spur innovation and creativity, and to attract the best and brightest minds to live, work, play and stay in our City.

In February 2023, Council approved a new International Relations Policy, which establishes clear principles around Council's relations with international organisations, governments and institutions to support inward growth in investment and ensure our City remains a vibrant place for international companies to do business.

At its meeting on 24 October 2023, Council approved the City of Ryde entering an MoU with Taiwan's Hsinchu Science Park Bureau and for the Mayor to sign the MoU on behalf of Council, as per its International Relations Policy. This agency focuses on the advancement of the semiconductor and biomedical industries and the incubation of startup companies, opening the door to the establishment of a semiconductor presence in the Macquarie Park Innovation District. Our opportunity is to create an inviting destination for international investment, enriching the economic prosperity and vibrancy of our City.

Increasing resource recovery

Council's Waste Management Strategy 2019-2024 commits to helping residents improve their total diversion of materials from landfill. Waste staff have implemented a number of programs to achieve this, including Edible Gardens for schools, Our Common Ground in large multi-unit developments, and Waste Wise Ryde. In December 2023 staff commenced the RecycleSmart kerbside collection trial, in response to strong community interest. In the first five months of operation, RecycleSmart collected 4,100 bags and more than 7.1 tonnes of waste. This program is complemented by Council's suite of targeted resource recovery programs, including its provision of clothing bin recovery locations, kerbside television and computer recycling collection, and problem waste stations that have collected and recycled 381 tonnes of material since December 2021. Council will continue to further develop services for high-density developments to divert various problem waste streams from landfill.

ITEM 12 (continued)

ATTACHMENT 1



Challenges

Sydney is expected to grow to a city of more than 6.4 million people by 2036 and 8 million by 2056. State agencies such as the NSW Department of Planning, Housing and Infrastructure and Transport for NSW take a metropolitan perspective to plan for this growth and guide Sydney's development. A Metropolis of Three Cities – the Greater Cities Regional Plan, Future Transport 2056 and the State Infrastructure Strategy align land use, transport and infrastructure planning to reshape Greater Sydney as three unique but connected cities and set the parameters for the City of Ryde's future development and growth.

However, recent changes to planning regulations for low and medium density housing could result in an 83 percent population increase – over 100,000 extra people – within existing low density residential zones in our local government area under the Explanation of Intended Effects – Changes to Create Low and Mid-Rise Housing (EIE) and Build to Rent proposals from the NSW State Government. In addition, rezoning around metro stations in Macquarie Park as part of the Transport Oriented Development strategy could potentially contribute an additional 22,000 apartments.

While the City of Ryde supports greater residential density in our LGA, especially at the Macquarie Park Metro Station, the plan will replace vital employment lands with residential units, potentially leading to the loss of a promised 23,000 new jobs and jeopardising the 70,000 existing jobs in the Macquarie Park Innovation District (MPID). Big companies have already begun shifting to other areas such as Wentworth Point, resulting in the loss of local jobs and the small businesses that serve them.

City of Ryde modelling indicates limited benefit to the community from these policies, with none positively addressing the housing crisis, particularly in relation to affordable housing. Planning for social infrastructure, including hospitals and schools, has also fallen significantly behind the demand arising from population growth, with Council having limited capacity to influence decisions made by the State Government.

Our challenge is to plan for a significantly increased population in the absence of additional infrastructure and services and the potential loss of our commercial powerhouse district. We are advocating to preserve the employment precinct and for the implementation of a State Environmental Planning Policy (SEPP) to safeguard spaces for innovation and enterprise employment, similar to measures taken for the Western Sydney Aerotropolis.

Council's strategic City Shaping and City Architect teams stand ready to assist the Department of Planning, Housing and Infrastructure to deliver tens of thousands of homes and jobs over the next 10 to 20 years, under a well-considered, long-term plan developed with due consideration given to housing diversity and form, employment opportunities and the required infrastructure. We believe this can only happen if these new homes are built in the right places, places like Macquarie Park, Eastwood and West Ryde, where rail infrastructure ensures City-wide connection.

ITEM 12 (continued)

ATTACHMENT 1

Ensuring sufficient open space for our growing community

Providing enough high-quality open space to support our rapidly growing community is an ongoing challenge. We have added to local parks, such as Blenheim Park in North Ryde, by acquiring adjacent property, however, open space remains under pressure from development.

In 2023 Council supported a community campaign to preserve the TG Millner Fields in Marsfield as public open space, endorsing a submission to the NSW Department of Planning and Environment that opposed a planning proposal to convert the 6.2-hectare green space into a housing development. We welcomed the subsequent decision by the independent Sydney North Planning Panel in late November 2022 to prevent the sports fields being redeveloped. However, an application to compulsorily acquire the ground and its surrounds was rejected by the NSW Local Government Minister in April 2024. Council has appealed the decision to the NSW Premier, and we will continue to seek opportunities to grow our network of diverse open spaces and natural areas across the City.

Adapting to macroeconomic factors

Overall, the Australian economy rebounded robustly in the wake of the pandemic with local businesses showing great resilience, increasing economic output from \$18.06 billion to \$19.196 billion in 2023; the number of local businesses increased from 13,800 to 14,361 in 2023; and there were 91,764 local jobs. Changes to the way people work that began during pandemic lockdowns have persisted, with many employees now permanently working from home several days a week. This has resulted in vacant office space, with companies rethinking the amount of floor space needed to deliver their services.

In the years following the pandemic, increasing inflation, interest rate rises, geopolitical disruption and stalling homebuilding have delayed a return to broad economic growth in Australia and globally. The ageing population and climate change also weigh on the economy.

Population growth is continuing, particularly in the desirable suburbs comprising the City of Ryde, but is also contributing to the housing affordability crisis, with insufficient homes to house the rapidly increasing population. Builders are working through a backlog of incomplete properties, held up by supply chain issues and lack of staff. In the recent budget the Federal government announced funding for 15,000 fee-free TAFE and VET places, with another 5,000 places in pre-apprenticeship programs provided from 2025. Applications will also be fast-tracked to recognise the skills of 4,500 migrants with building and construction skills to help fill gaps in the sector.

The cost of land, materials and labour is expected to stay at higher levels for the foreseeable future, with homebuilding prices to remain high. For households, planned tax cuts and gradual improvements in real wages will bring relief to those struggling with the cost-of-living crisis. However, broader economic factors will impact the unemployment rate, with an additional 100,000 staff expected to be out of work by the end of 2024.

Our challenge is to support employment through education and creating policy settings that support sustainable housing growth, while balancing development with the need to maintain diverse urban character.

Reining in traffic, congestion and parking

Despite substantial investment and ongoing efforts to tame traffic, calm congestion and provide parking during the Council term, Sydney's growing population and commensurate increase in numbers of vehicles continue to cause issues for our community. Our challenge is to maintain the liveability and amenity of our City while advocating for improvements to the public transport network, so people are happy to leave their cars at home when they head out to work, shop or play.

Waste management planning

Council's waste planning practices are constantly adapting and responding to new challenges, including changes in resource recovery legislation. The City of Ryde community also continues to grow, with an increase of more than 9,000 high density dwellings since 2016. The changing density has increased pressure on our existing waste services and resources, which provide more than 3 million services a year.

We have adapted our waste planning practices to reflect best practice and to ensure the continued provision of safe and efficient essential waste services into the future.

Futureproofing waste services requires space for various activities including onsite waste collection with heavy rigid vehicles, bulky waste storage and technology for resource recovery. Council has also begun encouraging all new developments to innovate and prepare for food organics recovery ahead of the proposed EPA food organics garden organics (FOGO) mandate for all households by 2030. Due to the absence of standardised practices and design requirements for food organics recovery in multi-unit dwellings, it is critical for Council to ensure developers include a system or processes – including negative pressure rooms design to combat odour, onsite digestors and composters – for future residents to participate.

ITEM 12 (continued)

ATTACHMENT 1

Long-term financial sustainability

In August 2022, the Chief Executive Officer was alerted by Council's Chief Financial Officer in relation to concerns regarding various transfers of funds obtained through Developer Contributions which had been placed in Internally Restricted Reserves. Based on this information the Chief Financial Officer was authorised to engage accounting and legal experts to examine these issues.

Section 7.3 of the *Environmental Planning and Assessment Act 1979 (Act)* provides that Developer Contributions collected pursuant to section 7.11 and 7.12 of the Act must be held and spent for the purposes for which they were collected in line with Council's Contributions Plans. It is not permitted for these funds to be transferred to Council's Internally Restricted Reserves.

Those investigations revealed three key transactions of concern which occurred around mid-2020:

1. There was a transfer of \$35.5 million from Developer Contributions obtained under the 2014 Contributions Plan to the 'Ryde Central Reserve' when only \$12.5m should have been transferred.
2. Some \$52.5m from developer contributions was also transferred to an Asset Expansion Reserve. The bulk of this was spent on projects identified in the 2014 and 2020 Contributions Plan. However, some \$11.6 million of these funds were spent on matters not included in either of these Contributions Plans, although these matters did provide amenities or services to the community.
3. The transfer of \$1.1 million from developer contributions to the Council's Employee Leave Entitlement reserve and the expenditure of those funds.

In addition, other transactions occurred involving restricted cash reserves including the transfer of funds collected under Voluntary Planning Agreements and Domestic Waste Levies.

On 27 June 2023, Council resolved to rectify these breaches by returning these funds to their appropriate sources and a Cash Reserves Policy was Adopted to ensure that controls are in place so this does not occur in the future.

Following initial investigations, a further review of 17 of Council's Voluntary Planning Agreements (VPA) which were in either operating or executed status was undertaken to determine any current and future liabilities to Council.

Council's Asset Management team reviewed the details of the selected VPAs and calculated the estimated annual costs for maintenance and renewal of the contributed assets.

It had been determined that approximately \$2.6m will be required for maintenance and \$1.5m for renewal, totalling \$4.1m per annum.

As per Council resolution dated 26 September 2023, it was resolved that the financial implications arising from this review were to be incorporated into the Long-Term Financial Plan Base Case from FY24/25. As a result, from FY25/26, Council's Operating Surplus will start to decline and from FY26/27 onwards, Council will experience operating deficits and will not meet the Operating Performance Ratio. As there are insufficient funds to allocate for the renewal of existing assets after including VPA's and there will initially be significant decreases in Unrestricted Cash and eventually result in deficits in Unrestricted Cash. Council will not have sufficient funds to fund its day-to-day operations which can be seen in the Cashflow Statement. Further details can be found in Council's Long Term Financial Plan which is available on Council's website.

'Going concern' is an accounting term which means whether the organisation can continue operations financially sustainably in the future and can continue to meet its obligations. Due to the current VPA liabilities detailed above there are now serious doubts about Council's 'Going Concern.' The forecasted future financial position is unsatisfactory.

Council will have to either consider a cut to existing services and/or seek additional streams of revenue such as a special rates variation.

ITEM 12 (continued)

ATTACHMENT 1

How we Inform and Engage with our Community



Almost half of our residents speak a language other than English at home, so new ways to reach and connect with those from culturally and linguistically diverse backgrounds are always being sought. Where appropriate, translated information is provided in a range of community languages and relevant media organisations are utilised to help reach specific audiences.

Major community engagement projects over the term have included the Integrated Open Space Plan Update, Draft Local Infrastructure Strategy, Draft Economic Development Strategy and Night-Time Economy Strategy, Draft Delivery Plan 2022-2026, Draft Operational Plan 2024-2025, Eastwood Masterplan, West Ryde-Meadowbank Renewal Strategy, Blenheim Park Masterplan delivery, and Macquarie Park Innovation District Rezoning.

Council keeps our community informed through a range of communication channels. These include various print publications, such as regular advertisements in local newspapers and a quarterly print publication delivered throughout the area, digital channels including e-newsletters, Council's website and social media channels and external channels such as bus shelter and website advertising.

An updated Social Media and Media Policy was released for consultation towards the end of Council's term to provide guidance and consistency for Councillors.

Council's website is a central hub for news and information on impacts to our services, support for businesses and the community, resources, emergency contacts and events, supported by our social media channels, which amplify and tailor content to the needs of our many audiences. Over the course of the term, website upgrades continued to support the development of Council's website to improve search functionality, security and accessibility.

ITEM 12 (continued)

ATTACHMENT 1



Our Community Strategic Plan Outcomes



Our Vibrant and Liveable City



Our Active and Healthy City



Our Natural and Sustainable City



Our Smart and Innovative City



Our Connected and Accessible City



Our Diverse and Inclusive City



Our Open and Progressive City

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



Our Vibrant and Liveable City

The City of Ryde is a City of welcoming and vibrant precincts – 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 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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Advocating for our City's future

During the Council term, we advocated to the State Government across a wide range of planning issues affecting our City. These included the Ivanhoe Estate redevelopment, the Macquarie Park Place Strategy, state significant development proposals and policy changes such as those regarding build-to-rent and affordable housing. Our efforts led to a redesigned proposal for the Macquarie Park Bus Interchange, prioritising pedestrian amenities and placemaking initiatives.

We raised concerns about the reinvestment of infrastructure contributions from developers back into the area to ensure the cost of funding for community facilities to support population growth does not fall to ratepayers. Advocacy by Councils across the state resulted in the proposed state government changes to infrastructure contributions being placed on hold for further consideration.

We advocated for changes to Employment Zone Reforms to prevent incompatible land uses in residential areas, and to ensure the quality of affordable and social housing, including liaising with City of Parramatta on improvements to the Melrose Park redevelopment. The City of Ryde also undertook a multi-year campaign to halt the proposed rezoning of the TG Millner fields in Marsfield.

Updating our environment plan

Following eight years of significant change in our City, during the Council term we amended the Ryde Local Environmental Plan 2014 (RLEP 2014) to refine and realign a range of administrative anomalies identified in the Operational Plan. Amendments corrected historic errors, omissions and anomalies, and introduced new provisions for community facilities, recreation areas, advertising and signage to ensure we are able to support the needs of our community.

Upgrading our neighbourhood centres

As part of the City of Ryde's commitment to creating neighbourhoods that thrive and grow through sustainable design and planning, we upgraded the Cops Road neighbourhood centre in North Ryde with a new streetscape featuring shade, landscaping, a raised pedestrian crossing, footpath and drainage upgrades, as well as street furniture and a new plaza. The entire Ryedale Road, West Ryde, streetscape was rebuilt, with a raised pedestrian crossing and road resheeting.

We also supported the upgrade of West Ryde train station commuter car park by Transport for NSW. Shops in the Pittwater Road, Gladesville, neighbourhood centre were upgraded with new footpaths, kerb and gutters, additional drainage pits and the installation of night-light planter boxes.

Streamlining development application lodgement

To make managing development applications easier for our community, we digitally integrated the NSW Planning Portal with Council's systems. This resulted in considerable changes to the way applications are processed and quickly showed efficiencies in application acceptance and processing. The upgrade significantly reduced manual processes in data entry, downloading documents and updating the portal, and streamlined the DA lodgement process for customers and Council users.

Community members were also helped by the recommencement of our Duty Town Planner Service at the 1 Pope Street Customer Service Centre from the end of March 2023. The Duty Town Planner Service, which had been placed on hold during the pandemic, allows face-to-face development enquiries three days a week. More than 700 face-to-face enquiries were received in 2023, with the service continuing to gain popularity among local residents and developers.

Breathing new life into West Ryde and Meadowbank

During 2023/24 Council developed a new, holistic long-term vision for the centres at West Ryde and Meadowbank. Council and the then-Greater Sydney Commission had previously considered the future of West Ryde Town Centre and the Meadowbank Education and Employment Precinct as separate pieces of work. However, given the strong strategic connections between the areas around West Ryde and Meadowbank stations we believe that an integrated vision and plan is needed.

The new draft masterplan features an urban renewal strategy that will breathe new life into West Ryde and Meadowbank's fabric. The strategy focuses on improving the quality of life for residents and hybrid workers by fostering the creation of a vibrant precinct that leverages Meadowbank as an advanced technology hub with quality education alongside West Ryde as a hub for night-time economy and creativity.

ITEM 12 (continued)

ATTACHMENT 1

Together they embody the City of Ryde's strengths in multiculturalism, harmony, education and innovation.

Once adopted, the strategy will see West Ryde and Meadowbank elevated through new employment opportunities, cultural connections, world-class transport, design excellence and high-quality built and natural environments. Throughout the development of the strategy, Council consulted with the local community, including Ryde-Eastwood Leagues Club and Sydney Water, to inform the strategy and ensure it meets community expectations for a place they would like to live, work and play.

Enhancing community harmony by encouraging regulatory compliance

During this Council term, the Health, Building and Regulatory Services Department continued to regulate offences in accordance with legislative requirements to ensure public health and safety. Our efforts were recognised with Environmental Health Australia's prestigious Environmental Health Team of the Year award for work inspecting food premises, skin penetration and beauty salons, cooling towers and complaint investigations, including sediment and erosion control measures that protect the Parramatta and Lane Cove River systems.

Our Building Certification Team managed applications through the NSW Planning Portal, promoted swimming pool barrier safety, and regulated non-compliant combustible cladding issues in collaboration with Fire and Rescue NSW and the NSW Cladding Taskforce. The Building Compliance Team averaged over 1,500 complaint investigations per year, including regulating unauthorised development and liaising with Private Certifiers to ensure development standards are maintained. Compliance rangers responded to more than 2,300 complaint investigations per year across illegal dumping, barking dogs and dog attacks to promote community standards. Increased patrols in our parks and other community spaces enhanced public safety and deterred illegal activities like dumping and graffiti. Council's parking officers averaged over 1,700 complaint investigations each year, while our proactive patrolling program continued to focus on CBD areas to turn over parking to support local businesses. We patrolled school zones to promote safety, particularly during school drop-off and pick-up times, and enforced resident parking scheme zones to support residents. We also undertook proactive patrols of streets that have reported parking issues.

Complaints about cars, caravans, boats, trailers and other vehicles parked on streets in the LGA increased during the Council term and we are undertaking an ongoing education program to encourage residents to park vehicles on their property, where practicable. Since 1 November 2022, the *Public Spaces (Unattended Property) Act 2021 (NSW)* and the Public Spaces (Unattended Property) Regulation 2022 has helped Council to protect public spaces – including streets – from abandoned and unattended items.

To promote responsible pet ownership in high-rise apartment buildings, support socialisation and behavioural enrichment for local dogs and social connection for their owners, we held a public forum and invested in local dog parks and infrastructure.

Assessing proposed developments

We managed and determined more than 1,461 applications with the total valuation of approximately \$4.2 billion, including residential property applications worth \$2.0 billion and \$1.4 billion worth of commercial property, during the Council term.

Creating vibrant spaces for day and night-time activities

Our community has told us they want diverse and family friendly options, quality venues and a range of permanent and temporary activities in appropriate town centres both during the day and in the evenings. They look to Council to provide safe, welcoming and functional places, with well-lit and designed public domain, improved pedestrian wayfinding, a more activated street life, and secure places and venues. Community members also want to support local businesses through activation and management of the night-time economy, through localised planning, support, and marketing and promotion.

In response, our Live Music Plan 2024-2028 was developed to foster live music, support diverse musicians, and engage young audiences. It focuses on creating performance venues, improving presentation opportunities and establishing outdoor music events. The Events Plan 2024-2028 complements this by providing direction for event planning and delivery, with both new plans aligning to broader strategies such as the Creativity Strategy 2019-2024 and the Ryde 2028 Community Strategic Plan. These initiatives support Council's commitment to a vibrant night-time economy, safety and inclusivity, as outlined in the Economic Development Strategy and Night-Time Economy Strategy.

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement



Infrastructure to support rapid growth

The City of Ryde has already well met and exceeded housing targets over many years. In 2023/24 we responded to a State Government decision to rezone a 68-hectare precinct in the City's Macquarie Park Innovation District for new residential housing that would destroy vital employment lands that may never be reclaimed and put at risk its status as a truly global innovation district. The NSW Department of Planning, Housing, and Infrastructure's Stage 1 Rezoning Proposal for the Macquarie Park Innovation District would see as many as 3,000 new homes in build-to-rent apartment towers situated near Macquarie University and the two Sydney Metro stations contained in the precinct on what is currently commercial land.

Instead, the City of Ryde is advocating for the State Government to prioritise the completion of the 'missing link' of the Western Sydney Metro between Tallawong and St Marys, to enhance Macquarie Park Innovation District's employment opportunities and to provide an affordable transport choice for the significant number of Macquarie Park employees who live in the Blacktown and Penrith LGAs.

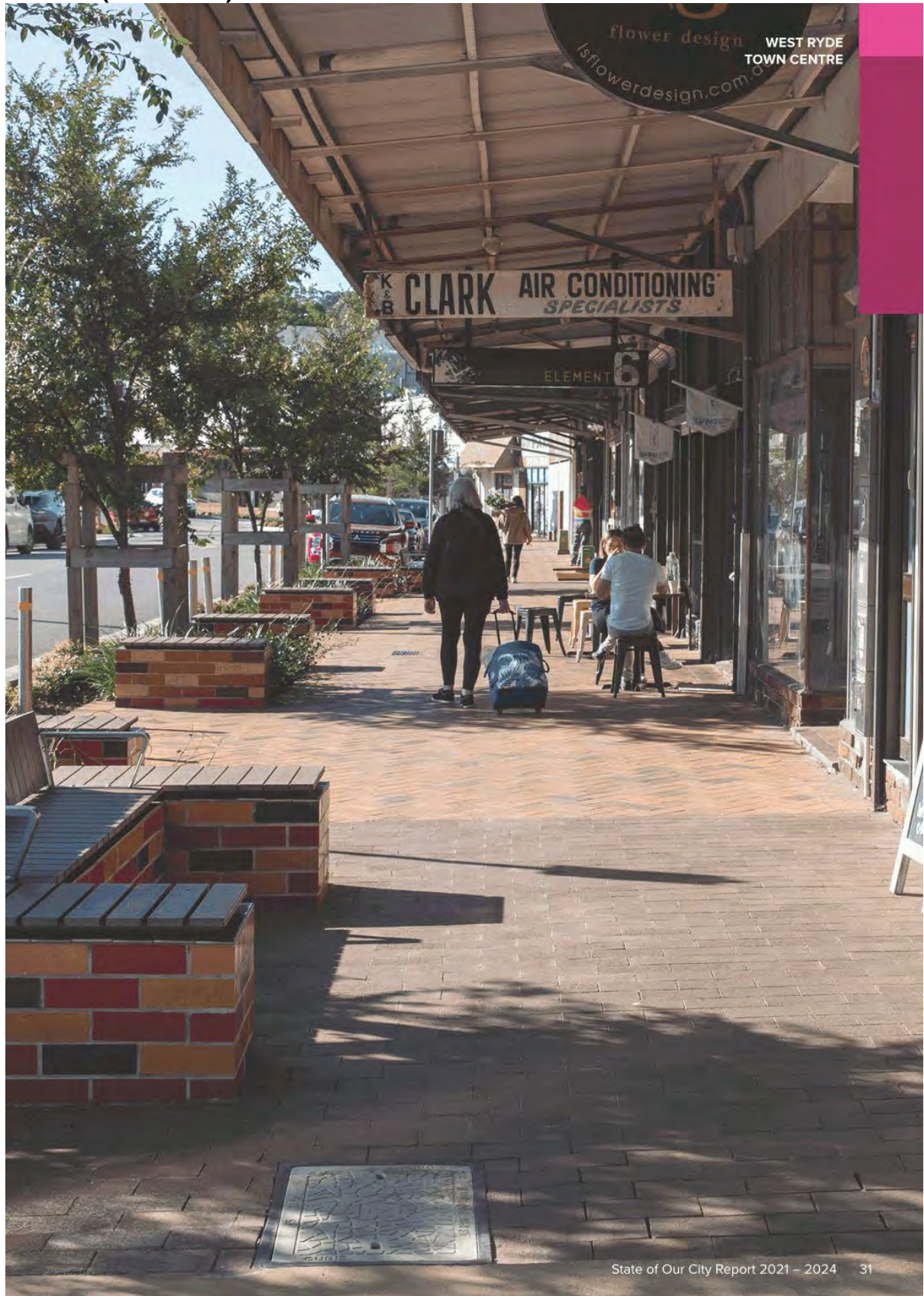
Ensuring the City of Ryde's growing population can access open space

Access to open space is central to community health and wellbeing. The increasing number of people moving into the City of Ryde, combined with the fact that growth will largely be in the form of higher density development (with reduced private open space), will increase the need for different types of open space. Urban plazas and other compact open spaces can provide relief from the built environment in higher density contexts. We are investing in place design to increase the quality of open space, including elements such as lighting, water features, increased planting, seating, shade trees and accessible pathways that allow open spaces to be used by a wider range of people, for a broader range of activities. This will also help ensure our open spaces are more desirable for use throughout the day and into the evening.

We are also working with developers and advocating to government to ensure that we are able to retain the City of Ryde's unique character through a mix of housing types, architectural styles, neighbourhoods with unique identities and streetscapes. We will continue our advocacy to ensure that the community benefits from new developments in the area in the form of new infrastructure, community facilities and public spaces that offset and support increased population.

ITEM 12 (continued)

ATTACHMENT 1



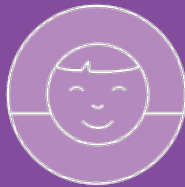
ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



Our Active and Healthy City

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

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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Supporting our community to become more active

The past few years have proved challenging for organised active pursuits owing to pandemic lockdowns and extended periods of wet weather. When organised sport was put on hold during pandemic lockdowns, we supported our community's exercise needs by increasing the hours of sportsfield lighting. Following the relaxation of COVID-19 restrictions and improved weather conditions, demand for Council sporting facilities and activity programs rebounded. To help sports clubs and associations that had been adversely affected by the extended lockdown periods, we provided discounted access to our fields and facilities where needed.

Strong interest in our Active in Ryde programs also returned post-pandemic, with more than 7,000 participants taking part in a range of seniors, school holiday and after-school programs each year.

Planning for the future of our sporting facilities

We continued to plan for future growth with several key strategies adopted during the term. They include our Sports Field Action Plan, which guides the provision of active recreation spaces out to 2036 in the face of significant future population growth; our Future Provision Strategy, which highlights the areas of the City that are underserved by open space and quantifies the future demand for active recreation infrastructure; and the Urban Forest Strategy, which explores ways to increase current canopy cover to ensure the City remains cool and liveable into the future.

The Anzac Park Masterplan outlines Council's vision for future upgrades of this important piece of open space in the West Ryde area to meet the needs of a growing population. A masterplan for the Green Links corridors of Shrimpton's Creek, Terrys Creek and the County Road guides the future embellishment of these important active transport and biodiversity corridors. A grant from the State Government's 'Places to Roam' program will increase accessibility and improve environmental conservation objectives.

The Field of Mars Plan of Management guides management of Council's largest open space and designated wildlife protection area, to ensure it continues to provide important biodiversity outcomes for the City. An updated Plan of Management for Putney Park – the last to meet

the requirements of the *Crown Land Management Act (2016)* – is awaiting Ministerial approval prior to public exhibition.

We also undertook upgrades to support our community to live an active lifestyle: ELS Hall Park Field 3 was renewed to provide an upgraded surface for sporting group users, while the ELS Park amenities facility was rebuilt following the previous building's destruction by fire. Work to level the playing field surface in Marsfield Park was completed. A new amenities building was constructed at Gannan Park, Ryde, with sportsfield lighting installed and the surface upgraded to increase the capacity of the park and improve passive recreation opportunities. New amenities were also completed at Christie Park in 2023.

Expanding our parks and facilities

Our ongoing program of renewal and expansion of our much-loved parks and playgrounds continued throughout the term. In February 2022, the Meadowbank Park Regional Playground opened to the public, featuring a water park, more than 35 metres of elevated climbing equipment, a regional skate park, interactive sand play elements, a nature play zone and a quiet zone for passive play.

We reactivated the foreshore at Putney Beach, one of the original swimming baths in the City. In 2021 works commenced with the construction of sandstone steps to provide access to the future swimming site. In 2022, supported by a State Government grant from the 'Places to Swim' program, we commenced construction of a swimming site which is due for completion in 2024.

Playground infrastructure in Miriam Park, Denistone Park and Waterloo Park was renewed. The very popular Blenheim Park was expanded following the acquisition and demolition of several houses purchased by Council, with a new skatepark under development. A new neighbourhood playground was created at Granny Smith Memorial Park.

Work continued on a number of dog off-leash initiatives. The Pidding Park dog off-leash area was relocated in response to community feedback, an additional fenced dog recreational space was completed in Meadowbank, and new dog off-leash areas were identified across our City, including in the Charity Creek Cascades. Council also endorsed the continued use of the dog swimming area in Memorial Park in Meadowbank on a permanent basis.

ITEM 12 (continued)

ATTACHMENT 1



The Ryde Aquatic Leisure Centre continued to provide our community with a state-of-the-art aquatic facility, offering swim school services that cater to the broad needs of our swimming community. Our leisure pool area is increasingly popular with young families looking for a cost-effective day of fun especially through hot summer periods. The Surf Ryder attraction is popular through the warmer months particularly for teenagers and younger children. Our dry court area provides space for the community to participate in range of indoor court activities and sports including basketball, netball, indoor soccer, badminton and volleyball.

Behind the scenes, continual upkeep and renewal of plant and associated pieces of operating equipment was undertaken. Two new family change room areas were also installed to free up space for families and special needs clients.

Responding to changing community needs

Our 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, supporting residents at different stages of their lives. Eighteen months of COVID-19 restrictions profoundly impacted the way our community uses libraries. While they retain their place at the heart of our community with welcoming and inclusive spaces and activities, collections and facilities that strengthen community life, connectedness and wellbeing, we have adapted our services to support changing community expectations.

Our programs are as diverse as our community, with over 3,000 programs provided over this Council term. They range from early literacy and English Conversation Classes to Author's Platforms, Musical Mornings, and digital literacy programs such robotics workshops and Tech Savvy Seniors. We also hold monthly information talks in a range of community languages on topics ranging from financial literacy

to sustainability workshops, cost of living support and health talks in partnership with local service providers.

As part of our goal to provide inclusive and welcoming spaces that inspire social, recreational, creative and learning experiences for our diverse community, we launched the Auslan Storytime program at North Ryde Library in partnership with DeafConnect. Rollout of new public PCs and docking stations across our library branches in 2024 has ensured our public PCs services remain functional and up to date, and allow all members of the community to fully participate in modern life. And in response to community needs and to provide greater opportunities for leisure and learning, we trialled extended hours through HSC exam periods, and through extreme hot weather to provide community with respite from the heat.

An upgrade of the North Ryde Library in 2023 was made possible by a \$100,000 NSW Public Library Infrastructure Grant from The State Library and has increased functional community space, including flexible programming space. This has seen a 37 percent increase in our children's programs, additional study areas, and more room for recreational reading, activities and connection.

Members/Visitation	Total Council Term
Library Visitors	Over 1,550,300
Active Library Members	Over 41,679
Library Programs	Over 3,088
Library Program Attendance	Over 77,343
Storytime/Rhymetime	33,450

Collections	Total Council Term
Loans Physical	2,194,941
Loans Digital	498,449

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement



Managing changing user demands into the future

The context for planning for sport and recreation is changing. While participation rates are falling for organised sport, there is still strong demand for competitive sports (including as a result of population growth) and many of these have very specific attributes regarding size, slope and shape of playing areas. Walking, hiking and jogging remain the most popular recreation activities, however, time-poor residents are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on, and pursuing new adventure sports. They are also developing new tastes, with culturally diverse communities preferring spaces for informal sports and indoor sports, for example.

While there is reduced participation in formal sport, overall population growth means there is often still increasing demand for sport and recreation facilities that can lead to competing user demands. Combined with a loss of open green space both in real terms and relative to population size, ensuring our open space and recreation network meets community expectations requires ongoing attention and the ability to pivot to accommodate new sports, such as the recent rise of pickleball.

Loss of open green space

The City of Ryde is battling to keep the TG Millner Fields in Marsfield as public open space, despite the State Government's refusal to allow the compulsory acquisition of the 6.2 hectare ground and its surrounds. Keeping the green space in public hands has been the subject of a passionate community campaign to prevent a proposed housing development from going ahead. Following a Council resolution, the City of Ryde provisioned \$15 million for the purchase of the site, in recognition of its role as an open green space venue for sports and recreation year-round in the City of Ryde.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



Our Natural and Sustainable City

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

Priorities for this Outcome



Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments

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



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 City of Ryde's natural areas including our bushlands, waterways and eco systems
- Collaborating with volunteers, businesses and the community to care for and enhance our natural areas



Resilient Infrastructure

Managing infrastructure to reduce risk and impacts

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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Aiming for zero emissions

In response to Council's declaration of a climate emergency in 2019, the City of Ryde developed a comprehensive Net Zero Emissions Pathway aimed at reducing carbon emissions citywide. The plan was adopted in late 2022, with Council committing to achieving Net Zero emissions by 2035 for our operations and targeting a 70 percent reduction in emissions by 2029/30 compared to 2018/19 levels. A Net Zero emissions target by 2040 (or sooner) was also established for our community emissions.

We participated in a groundbreaking renewable energy deal with 24 other councils through the Southern Sydney Regional Organisation of Councils (SSROC). This deal was the largest power purchase agreement brokered on behalf of local government, with power sourced from three solar farms across NSW. Through this participation Council was able to achieve its 100 percent renewable energy target eight years ahead of schedule. We are engaging in ongoing energy reduction initiatives, including replacing gas hot water systems, upgrading streetlights to LED lights, exploring a community solar bulk-buy program and tracking and monitoring emissions citywide. Additionally, we hosted events to support businesses in their transition to Net Zero emissions and increase awareness of businesses' role in reducing citywide emissions and other opportunities for reduction.

The City of Ryde has begun developing an implementation strategy for the electrification of Council's leaseback fleet of vehicles. As an interim step, we have begun transitioning the fleet to increase hybrid and electric vehicle options and will be increasing this transition to no/low emissions vehicle and machinery options. Council will also concurrently roll out charging station infrastructure to facilitate charging of the eventual EV fleet.

At a community level we have focused on education for emissions reductions by demonstrating how households can live sustainably and save money on their cost of living through ongoing delivery of our Home Waste Sustainability Advisory service. Now in its 11th year, the service is saving individual households an annual average of \$355 on electricity, up to \$546 on gas, and \$224 on water bills. It is available to both homeowners and tenants. To date, more than 1,200 individual home assessments have been provided by Council to reduce energy, waste, water and carbon emissions from homes and with 75 percent of participant homes implementing

three or more of the recommended actions including solar, insulation, efficient appliances or improved waste practices.

Launching a new fund to support our green initiatives

To fund our energy efficiency, renewable energy and water efficiency projects, we launched an innovative sustainable funding mechanism. The Green Revolving Fund uses savings from delivery of sustainability projects to pay for the next round of efficiency investments. Driving overall environmental performance outcomes while producing long-term cost savings, the new fund will ensure Council continues to meet its own commitment to Net Zero emissions and State Government Net Zero targets. The fund commenced in 2023/24, with projects including the installation of new solar and lighting upgrades.

Enhancing community resilience

Following the adoption of our Resilience Plan in 2020, we delivered a wide range of initiatives aimed at improving the resilience of our community. We developed the "Get Ready Ryde" emergency preparedness program of workshops to strengthen community awareness and preparedness for major shock events, particularly for vulnerable residents and culturally and linguistically diverse communities. Workshops, part of our '10,000 Resilience-Ready Residents by 2025' target, were held in Eastwood; these included Chinese and Korean translation services and also included sessions for vulnerable community members. In 2021, Council participated in a citizen science program coordinated with Ryde schools to monitor urban heat. The partnership included Macquarie University and UNSW to capture data and educate students on heat reduction options for cities. In the summer of 2023/24, we surveyed the community to understand how prepared they are to cope with very hot days and heatwaves. We also trialled extended hours at West Ryde and Eastwood libraries, with closing times of 9.00pm during days of extreme temperatures over 36°C from December 2023 to March 2024.

Additional education programs also include our ongoing Ryde Environmental Educators network (REEN), which enhances school curriculums to include sustainability, resource and resilience awareness, and our Council Sustainability Working Group which meets quarterly to discuss initiatives to improve our City.

ITEM 12 (continued)

ATTACHMENT 1



Reducing water consumption

We continued 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 have 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.

Supporting local biodiversity

The Ryde Biodiversity Plan, initiated in 2016, guides efforts to manage and protect native vegetation, restore waterways and promote biodiversity. To preserve and raise awareness of natural areas and biodiversity, we continued our program of delineation, signage installation and planting. We conducted regular inspections and field audits to monitor priority weeds and address community concerns. We undertook stormwater improvements at Kittys Creek to protect the fragile riparian zone and reduce sedimentation, and delineation works at Lynn Park in Denistone West to safeguard Blue Gum High Forest. Regulatory signage was installed at various locations, including Ivanhoe Reserve and Terrys Creek walking trail, while wildlife-friendly netting education was promoted through Council's website and social media. We also continued our feral animal control program across key locations to protect wildlife and monitored the effectiveness of these through wildlife cameras.

Increasing tree canopy coverage

The City of Ryde is committed to enhancing urban greenery for its numerous benefits, including reducing the urban heat island effect, biodiversity enhancement and improving community wellbeing. With a target of 40 percent tree canopy coverage by 2030, thousands of new trees were planted during the Council term, supported by funding from the NSW Government's Greening Our City program. Free tree giveaways engaged the community in tree-planting initiatives, with hundreds of trees planted by our community on private property. A new Tree Asset Management System was initiated to manage public trees effectively, and a subsidy scheme for private tree management was adjusted to encourage preservation.

To prevent the loss of significant trees and biodiversity in the City, our Significant Tree Register recognises notable trees' aesthetic, social or horticultural significance or their significant ecological value. Council has also proactively investigated private developments to ensure all trees, not only those on the significant tree register, are protected and prosecuted illegal tree removals.

ITEM 12 (continued)

ATTACHMENT 1

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 to create a consistent approach and data source, and ensure the studies adhere to current legislation, guidelines and the most advanced flood modelling software.

Transforming our foreshore

To accommodate the growing interest in natural spaces and the varied interests of the increasing local population, we upgraded the Kissing Point foreshore, completing the reconstruction of the boat ramp and associated facilities in May 2022. The revamped area includes amenities for boating, fishing and kayaking. Recognising the importance of foreshore conservation, we developed a saltmarsh management plan to protect endangered saltmarsh vegetation communities along our foreshore. These improve water quality and provide habitat for wildlife, and work included installing signage and increasing bush regeneration activities to manage and protect them.

Significant work was undertaken to revive swimming in the Parramatta River at Putney Park, at the home of the first in-river swimming baths in Ryde in the 1920s. The first stage – beach stairs – was completed in 2021, providing safe access to the river for all to enjoy. In 2022, Council successfully received grant funding from the State Government's 'Places to Swim' program to construct a formal swimming site. The site is scheduled to be open in 2024, with completion of the swimming site running concurrently with a project to renew the Putney Park Seawall. Together, these projects will revitalise the entire foreshore length of the Park, provide protection along the water's edge and cool, safe swimming for the community as our City grows.

Council has been working with the Parramatta River Catchment group (PRCG), NSW Health, the EPA and Sydney Water to actively monitor water quality and developed a human health risk assessment framework that has informed the project. This monitoring program continues at the site and will be supported by an education program for safe swimming which is being developed under guidance by the Royal Life Saving association to inform design and safety considerations.

Protecting our waterways

In 2022, led by the Southern Sydney Region of Councils (SSROC) and the PRCG, a 24-council group was formed to undertake a Greater Sydney Harbour Coastal Management Program. The group completed two stages (of four) of the Coastal program via grant funding to inform the development of a new coastal management program for Sydney Harbour. The grant application to fund Stage 3 was unsuccessful, with Council now exploring options with the PRCG to progress the works in 2024.

To educate our community about waterway issues and reduce litter, pet waste, gardening materials, chemicals and other pollutants from entering our waterways, we continued our work to promote PRCG's 'Love your Waterways' and 'River Aware' campaigns. We developed a new 'See it, Report it, Stop it' campaign targeting households across six creek catchments and encouraging residents to 'dob in a dumper' for waterway pollution. The campaign, which has been running for several years, has resulted in increased community reporting and monitoring of problematic areas to stop illegal dumping and improve water quality outcomes. More than 12,000 homes have been provided with education targeting behavioural change to benefit waterway health.

Council continues to participate in the 'Get the Site Right' program, a joint taskforce of local councils, catchment groups, the NSW Environment Protection Authority (EPA) and the DPE, to target erosion and sediment control on commercial and residential building sites of all sizes. We are working to educate private developments on the impacts of poor sediment controls on water quality and utilising compliance measures where breaches negatively impact our environment, under the *Protection of the Environment Operations Act 1997*. Our compliance team has also undertaken inspections and issued fines where appropriate to ensure the message reaches people who are not meeting their obligations.

As the PRCG collective member group continues to work towards making the Parramatta River swimmable by 2025, Council undertook water quality monitoring in the five main creeks that drain into the Parramatta and Lane Cove rivers, as well as at Putney Park to monitor for future swimming. We also undertook an investigation into the management of organic matter in our drains, gross pollutant traps and street gutters, with Council resolving to increase servicing of the Gross Pollutant Trap network, supported by regular street sweeping and stormwater pit servicing.

ITEM 12 (continued)

ATTACHMENT 1

Helping our community live smarter, cleaner, greener lives

The City of Ryde's waste reduction efforts focus on preventing litter and illegal dumping while promoting environmentally-friendly living. Since December 2021, Council has achieved an average 40 percent diversion rate from landfill.

With over 50 percent of residents now living in multi-dwelling units, we work with stakeholders to enhance recycling in these settings, employing monitoring and educational materials to reduce contamination. We conducted trials to separate food waste, with positive responses from residents. An increasing number of residents have diverted hard-to-recycle materials from landfill since our 12-month trial partnership with RecycleSmart began in December 2023. More than 4,000kg has been collected so far, over 60 percent of which was soft plastics.

Following an audit that identified almost eight percent of red-lidded bin waste comprised single-use health products, equating to approximately 2,000 tonnes per year, we introduced a Reusable Health Products Program in 2021. The program changes the way the community thinks about health products such as nappies and period care and encourages people to reduce their environmental footprint by transitioning to reusable health products. A trial resulted in 71 percent of participants committing to reusable health care products, potentially preventing 85,000 nappies and 5.74 tonnes of menstrual products going to landfill each year from program participants alone. The program will continue in 2024/25.

We trialled a text message service to respond to frequently received requests, such as replacing damaged residential and commercial bins and about missed services. The text message process has been extremely successful with positive customer feedback and plans to expand the system to more customer request categories soon. Council's commercial waste service uniquely includes garden organics recycling and co-mingled recycling, and a new quotation process enables staff to capture all required information while also encouraging customers to consider how they might improve onsite resource recovery.

Our participation in the SSROC Paving the Way Program commenced in 2021. The Program aims to recycle glass into pavement, non-structural concrete and pipe bedding, reducing emissions and costs and creating a market for approximately one-third of Council domestic glass collections (equivalent to 70 million glass bottles per year). This project, a partnership with Transport for NSW (TFNSW) and the EPA, will replace natural

sand with crushed glass bottles to address waste processing issues, increase local manufacturing support and lower waste costs.

We installed solar-powered smart compaction street waste bins in high-traffic areas to reduce litter and scavenging by wildlife, with positive community feedback. An additional e-waste drop-off service was trialled at the annual Household Chemical CleanOut event, with 2.95 tonnes of e-waste recycled through the trial in 2023/24, indicating strong community interest in recycling initiatives. This was a strong motivator to trial the RecycleSmart service.

Managing invasive weeds

Invasive weeds pose a severe threat to biodiversity, displacing native species and causing land degradation. Council received a second grant from Local Land Services NSW to fund a Biosecurity Weeds Officer to assist in proactively managing weeds as aligned with State Government strategy. The officer developed and delivered a program combining physical, routine inspections on public and private lands with education for the community which was very well received. Control measures targeted species like Alligator Weed, Boneseed and St. John's Wort, while community engagement included educational workshops, local event displays and newsletters. Bushcare volunteers contributed significantly, providing thousands of hours of bushland management and weed removal activities each year across the Council term.

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement

Reaching tree coverage goals

The City of Ryde's urban forest is a critical part of our urban environment, forming the foundation of our City's character, identity and resilience to climate change. It ranges from natural bushland and mangrove-lined waterways to public open spaces, street verges, backyard plantings, and green roofs and balcony gardens, providing a multitude of benefits to the City's communities, wildlife, environment, local economy and infrastructure. Council prioritises ensuring our City is kept cool for our residents by delivering its annual street tree masterplan to support this canopy target and by partnering with groups to undertake canopy planting activities. However, across the City, a significant amount of canopy cover was lost between 2010 and 2020, reducing the canopy coverage from 30.73 percent to 28.9 percent. This occurred predominantly in medium density residential areas due to insensitive urban design.

Like most Sydney metropolitan councils, the loss can be attributed to new planning policy resulting in the exponential growth of larger housing footprints and single dwellings replaced by multi-unit or duplex dwellings to meet State Government targets. This places an ever-increasing challenge to achieving Council's canopy targets of 40 percent canopy coverage by 2030. Surveys undertaken to prepare Council's new Urban Forest Strategy indicated that community members have mixed attitudes to trees, especially street trees. While many in the community appreciate and value trees and want greater numbers of street trees in their area, others raised concerns over species selection, poor tree health, trees under powerlines, damage to pavements causing trip hazards and safety issues. In response to this feedback, we now undertake a robust consultation and notification process with residents prior to planting new trees, which has resulted in fewer issues from residents.

Recycling food organics

Ahead of the proposed EPA food organics garden organics (FOGO) mandate for all households by 2030, in 2022 Council conducted a three-month Food Organics trial in a number of medium density unit blocks and houses. Results of the trial showed a low participation rate by residents in units, which was attributed to limited space, odour, breakage of caddy liners, language barriers, lack of food organics or lack of interest. Numbers of houses using their garden organics bin was much higher, however the odour of organic material in the kitchen caddies, breaking of the compostable caddy liners and a lack of

interest was still prevalent. The combined results of the trial provided valuable information for Council to utilise when writing new collection and disposal contracts and for future implementation.

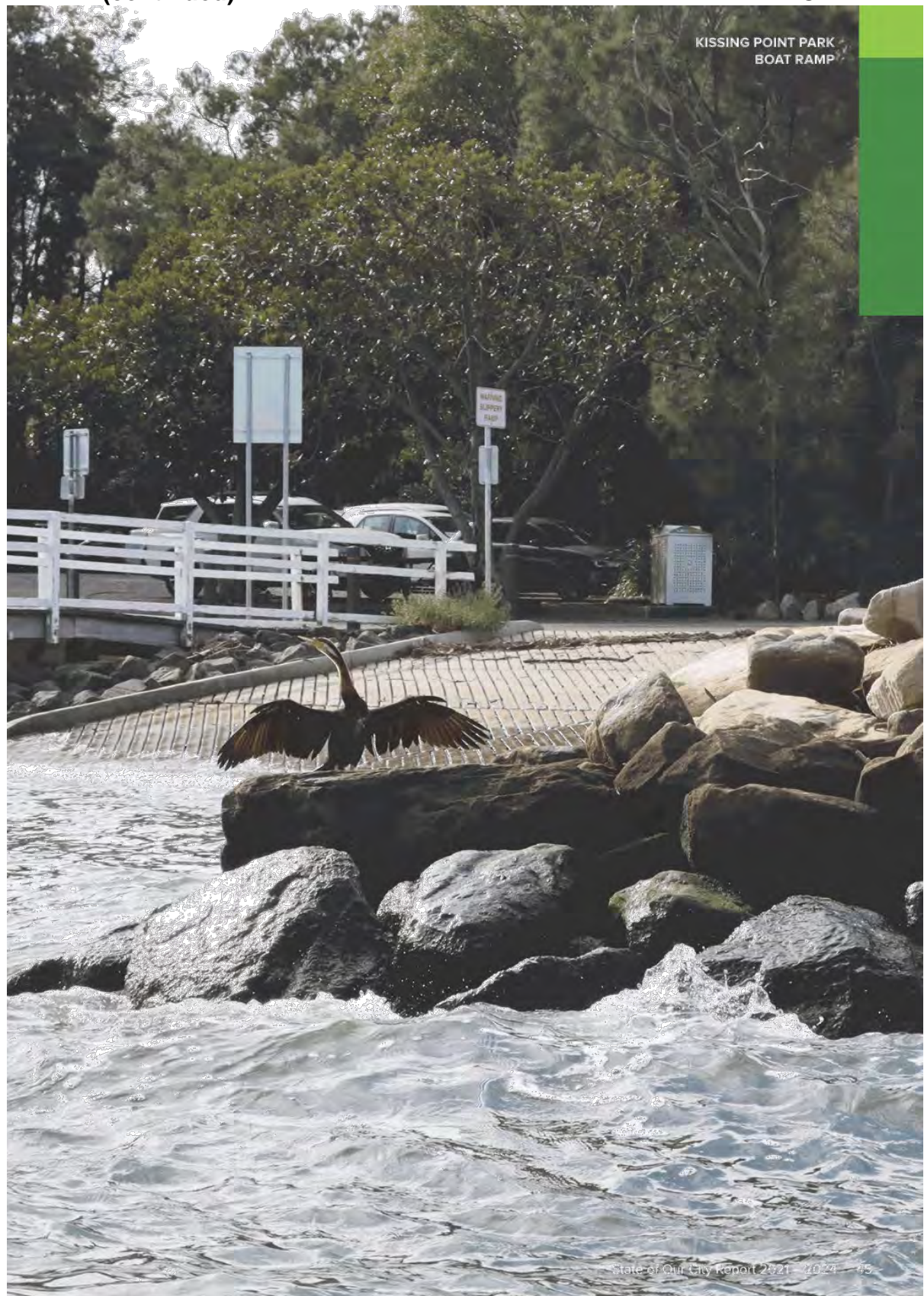
In 2022/23, Council's domestic waste processing contractor Veolia experienced breakdowns in the machinery used to process organic materials from residual garbage through mixed waste organic outputs, with processing ceasing for eight months and significantly impacting Council's capacity to divert materials from landfill. This service has since resumed and has increased the processing rate provided to Council. Diversion rates have been aided by the introduction of additional recycling programs, including RecycleSmart kerbside collections, the reusable health products program, and greater promotion of recycling opportunities for residents.

Reducing emissions from business

Engaging with businesses on emissions reductions is an area of great focus for Council as we seek to reduce emissions from small to large businesses towards Net Zero by 2040. Businesses are particularly time poor, lack resources and understanding about the links between carbon emissions and business risk. Council will be providing education, information and support to address this gap through the Net Zero Community program of works as it strengthens its own sustainable procurement and climate risk programs in 2024/25.

ITEM 12 (continued)

ATTACHMENT 1



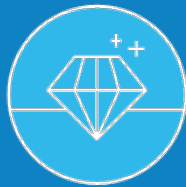
ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



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 an environment 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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Developing our economy

Since its adoption in 2020, the City of Ryde Economic Development Strategy has facilitated business growth and resilience, particularly amid challenges like COVID-19, using an approach based on place-based marketing, placemaking and capacity building. Notably, the City experienced significant inward business investment and job creation, surpassing Greater Sydney averages: In 2021, the City of Ryde experienced the highest growth in inward business investment for the past 10 years, outperforming all other regions in growing future-focused, knowledge-intensive jobs, at 11.3 percent. The LGA's Gross Regulation Product (GRP) was estimated to be \$19.196 billion at the end of 2023, higher than Canberra and Hobart.

In response to stakeholder feedback in 2023, a new Economic Development Strategy (EDS) was developed and placed on exhibition in May 2024. The EDS continues the existing vision: to support a resilient economy that fosters innovation, attracts investment and celebrates diversity. It includes eight outcomes: jobs growth; encouraging businesses to expand their operations locally; attracting new investment from outside the City of Ryde; fostering a supportive environment for start-ups, scale-ups and small business; protecting and enhancing the City's innovation ecosystem; improving transportation, utilities and other essential infrastructure for business; enhancing the skill and education levels of the local workforce; and improving quality of life by enhancing amenities, recreational facilities, climate resilience and overall liveability of the City of Ryde.

Implementation of this Strategy will encompass a multifaceted approach to foster greater harmony between Council activities, greater collaboration between Councillors and staff, and more agile delivery of economic development activities. Key to implementing this Strategy will be ongoing collaboration with local partners, including local businesses, local business chambers, state government agencies, local community groups and advisory bodies, educational institutions, and peak bodies such as Business NSW.

Promoting investment in Macquarie Park

The Macquarie Park Innovation District is an ecosystem that contributes approximately \$13.6 billion to the NSW economy – placing it behind only the City of Sydney in contributing to NSW's Gross State Product. Council is actively working to build new relationships and attract investment into the City, which is currently home to 13 of the world's top 200 companies.

In February 2023, Council adopted a new International Relations Policy, focusing on economic, cultural, environmental and educational collaborations through Memorandum of Understanding (MoU). Engagements with officials from countries like Korea, Japan, China, Italy, and Taiwan included hosting delegations and tours of the Macquarie Park Innovation District. In March 2023, a new Advanced Technology Prospectus for Macquarie Park was delivered, facilitating local investment opportunities.

Council facilitated engagements with domestic and international companies interested in investing in Macquarie Park projects or partnering with local startups.

In October 2023, an MoU was established with Taiwan's Hsinchu Science Park Bureau, focusing on semiconductor and biomedical industries. Additionally, Council enhanced relationships with State Government agencies to improve service delivery for local businesses. Support for local Chambers of Commerce and business networking groups was provided through sponsorships and in-kind support.

Over the Council term, we also delivered initiatives to support local businesses such as Get Connected. Run in partnership with Macquarie Park Ryde Business Chamber the event connected over 200 SMEs to support services, relevant information and networking opportunities. At the 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.

ITEM 12 (continued)

ATTACHMENT 1

Catalysing our evening economy

To catalyse economic growth and job creation within our night-time economy, in 2024 we developed a strategic blueprint designed to optimise the City of Ryde's after-hours experience for businesses, residents, workers and visitors. Developed with extensive community input and designed to foster a conducive environment for entrepreneurship and investment, the new Night-Time Economy Strategy will foster social connection, promote safety and wellbeing, enhance our City's cultural vitality and support local businesses.

The Strategy recognises that a one-size-fits-all approach to the night-time economy will not meet the varied tastes and preferences of our residents and visitors; instead, it recognises the distinct needs and aspirations of each economic centre. It lays the foundations for different flavours of night-time vibrancy in each corner of the City, whether they involve late-night dining, exploring cultural attractions or taking a leisurely stroll through well-lit streets. The strategy will support nocturnal activities through streamlined regulatory processes and initiatives that support business innovation, including enhanced lighting and infrastructure, the implementation of measures to manage noise and crowds, and, where necessary, coordinating with NSW Police to ensure a safe and welcoming environment for all.

Masterplanning economic success

To support businesses, we undertook public realm improvements and upgrades in neighborhood and town centres, and ran projects and events to support local businesses and stimulate economic activity throughout the Council term.

Our masterplanning process now has greater focus on both community and the economy, with consideration being given to how land use planning, redevelopment and investment in the public realm can reduce risks and the cost of doing business.

Our Eastwood Renewal Strategy, developed in 2023/24, seeks to unlock future opportunities across the Eastwood economic centre to attract visitors to this growing tourist hub. Anticipated benefits include providing infrastructure for Eastwood's growth, such as a library and community hub, and managing traffic effectively. The Strategy will enable a structured approach to development and enhance connectivity and architectural harmony with the surrounding streetscape, while addressing flooding concerns to stimulate further development in the precinct.

Led by the implementation of the Koreatown project along Rowe Street East, the Strategy will also help inform the broader renewal of Eastwood as a place where visitors can experience a melting pot of cultures. A Chinese cultural precinct on the western side of the shopping area in Eastwood is underway. Known as 145 CT the precinct will feature appropriate and inclusive signage, decorations and other public art.

To alleviate parking and congestion issues in Eastwood Town Centre a new multi-storey carpark will be constructed near Glen Reserve, while the masterplan will also include the corridor to Ryde Hospital.

Beautifying our City while cutting graffiti

The City of Ryde provides a prompt graffiti removal service on all private and public property where the affected area is viewable by the public. To discourage graffiti, beautify our City and instil a sense of community and belonging we partnered with the community and local artists to create murals at high-risk sites between October 2022 and June 2023. The projects, which enlivened functional but otherwise uninteresting structures with colourful, dynamic artworks, were undertaken as part of City of Ryde's Graffiti Management Project and were funded by a Graffiti Management – Street Art grant from the State Government. All murals were coated with anti-graffiti coating to increase their longevity.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement



Lack of flexible and affordable office, incubator and innovation spaces

There is currently an oversupply of A-grade and B-grade office space within the Macquarie Park Innovation District and a lack of flexible and affordable office, incubator and innovation spaces. By introducing additional permissible uses into the NSW planning system, including an Innovation State Environmental Planning Policy to protect innovation spaces while also encouraging innovative mixed industrial and residential development, we can provide greater support for local start-ups. We can further enhance the innovation ecosystem by leveraging opportunities created by the Australian Government's focus on Industry 4.0 and sovereign manufacturing and by creating a platform to increase venture capital inflows in the Australian innovation ecosystem to support local start-up growth.

Lack of vibrancy and amenities for workers across our economic centres

We have an opportunity to enhance our economic centres, including the night-time economy, through urban renewal, increased densification and a commitment to provide local employment opportunities alongside residential development. We can support this growth by leveraging the completion of the expanded Sydney Metro network to attract businesses, workers, and students to the City of Ryde.

Increased international investment

We have an opportunity to increase investment into our City through cooperation with international partners who seek to leverage the City's strengths and share knowledge, technologies and human capital.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



Our Connected and Accessible City

Ryde is a City where it is easy, safe and convenient for people to get to work, visit friends or shops, or 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
- Considering technology solutions assisting parking and vehicle movement



Digital Connectivity

Accessible digital connections for the community and business

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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Shaping our City's transport future

Traffic remains a key concern for residents within the City of Ryde, leading Council to develop a number of major transport strategies in recent years. These outline the actions needed to address future traffic challenges and achieve sustainable, safe, accessible and convenient transport for the City of Ryde community.

Major transport strategies completed in the current term include the Integrated Transport Strategy 2041, our Bicycle Strategy and Action Plan 2022 – 2032 and our Sustainable Transport Strategy. We also undertook comprehensive transport studies for the Meadowbank/Melrose Park Precinct and the North Ryde precinct. These have assisted Council to deliver key projects, such as installing new signalised pedestrian crossings in Eastwood and introducing real-time dynamic parking management systems in Macquarie Park, which improve traffic and parking management within the increasingly congested road network.

Having these transport strategies and studies in place has also helped Council to advocate for better transport infrastructure and services to be delivered by the State Government and other major stakeholders. This includes our partnership with local stakeholders to successfully advocate for changes to the proposed design for the Macquarie University Bus Interchange, which fell short of community expectations. New design proposals support a safer and more place-oriented design that provides better public space for the community, reduces vegetation loss and improves public transport connectivity to and from Macquarie Park. We also significantly influenced the Stage 2 design for the Parramatta Light Rail project, by working closely with local community groups to minimise the project's impact on residents in Melrose Park, while maximising benefits for our City.

In 2022, Council became the first local government to join the Electric Vehicle Council of Australia. This partnership has positioned the City of Ryde as a key voice for electric vehicle, transport and infrastructure industries consulting on challenges faced by councils as the world transitions to no-emissions technology. We are also an important advocate for our community as it seeks access to State Government support to facilitate the clean energy transition.

Making our roads easier to travel

During the Council term we completed over 300 road projects to improve overall road condition for the local community, including road kerb renewal, road rehabilitation, footpath expansion, traffic improvement and construction of bus shelters. We provide a quick response pothole repair service to mitigate any risk to road users: potholes are repaired within 48 hours of reporting, while larger areas suffering from advanced deterioration are registered in Council's Asset Management System for inclusion into our Heavy Patching Program. Following unprecedented rain and flooding in 2022, our 320-kilometre road network was badly impacted. Council received approximately \$4.5 million in funding from the State Government to return our roads to a safely navigable condition for the community.

Lighting our streets with low energy LEDs

With 7,800 streetlights across the City of Ryde accounting for around 46 percent of Council electricity costs, we partnered with Ausgrid to accelerate the replacement of older residential streetlights with light emitting diode (LED) lighting. As of 2 June 2024, Ausgrid had upgraded 5,478 streetlights to energy efficient LEDs, reducing energy consumption by more than 30 percent. This program contributes to reducing energy and to achieving Council's overall net zero emission targets.

Encouraging bike use

Our ongoing efforts to promote cycling throughout the City help ease traffic congestion, reduce greenhouse gas emissions, contribute to Council's Net Zero objectives, and help residents maintain a healthy lifestyle. We provide and maintain cycling infrastructure and deliver programs that help improve cycling skills and confidence for different segments of the community. These include cycling workshops in partnership with local groups such as Bike North and collaborations with local businesses to promote cycling through specialised events such as Biketober and National Ride2Work Day, and at Council's annual Sustainability Festival.

The City of Ryde is home to 560 kilometres of cycleways and shared user paths. Expanding and improving our cycle network to better connect people with our vibrant centres, open spaces,

ITEM 12 (continued)

ATTACHMENT 1

schools and places of work is guided by our Bicycle Strategy and Action Plan 2022-2030. Council uses the priorities identified in the Strategy to secure funding with the NSW and federal governments to ensure the completion of priority routes. We are also working with Transport for NSW and other stakeholders, including the Northern Sydney Regional Organisation of Councils (NSROC), on the development of the regional bicycle network, which will provide connectivity for people who ride between major destinations across Greater Sydney.

During the current term, key cycling projects delivered by Council include a continuous cycle link on Pittwater Road connecting Epping Road, North Ryde and Victoria Road, Gladesville; line marking and lighting works along Shrimptons Creek and Archer Creek to improve safety and visibility; and the concept design for the regional cycle route connecting Chatswood and Burwood. Council also secured funding to deliver a shared path on Hermitage Road to improve cycling accessibility into the Meadowbank Education and Employment Precinct and an improved cycling route between Macquarie Park and West Ryde.

Encouraging sustainable transport

As part of our commitment to encouraging more active and sustainable transport options, 26 car share spaces were installed across the City during the Council term, bringing the total to 38. We also continued our EV transition by installing additional charging infrastructure in Eastwood in the new Rowe Street carpark. These support the additional 27 chargers already installed across the City, including two other Council-owned charging locations. We are continuing to engage with providers and the State Government to identify opportunities and remove barriers for community access to public EV charging infrastructure and will continue to support installation in multi-unit dwellings.

Our free Shop Ryder bus service, which averages 38,000 passenger trips each year, provides community transport to key town centres that are currently underserved by public transport connections. It is used by a third of travellers to reduce their environmental footprint, with more than 90 percent of respondents using the service at least weekly.

Increasing safety

Council delivered more than 100 road safety programs for different segments of the Ryde community in the current term. Regular programs provided by Council include the Seniors Low Risk Driving program, Child Car Seat Checking Program and Pedestrian Safety program. We also engage the community on road safety matters at events such as Macquarie University orientation events, Council's Sustainability Festival, Granny Smith Festival and other community events. These initiatives raise public awareness about road rules, encourage safe travel practices and target behavioural change to reduce accidents and trauma on our roads.

More than 200 safety-related upgrades and improvements were made across our road network, including the installation of pedestrian refuges, crossings, traffic calming devices, pedestrian crossing lighting, kiss and ride facilities, traffic intersection controls and signage and line-marking upgrades. We provided input into the development of high pedestrian activity area zones within Eastwood Town Centre, West Ryde Town Centre and Meadowbank. We also worked with all 28 schools in the City of Ryde to improve safety at student pick-up/drop-off times, including improving pedestrian infrastructure and school bus accessibility and promoting the benefits of active and public transport use.

Supporting neighbourhood economies with parking

The City of Ryde became one of the first councils in New South Wales to launch real-time parking availability for accessible parking spaces through the NSW Government's Park'nPay app.

The app was launched in Macquarie Park in February 2022. It allows motorists to pay for and top up existing parking online, and search for the on-street parking in Macquarie Park and at Eastwood's Rowe Street East carpark in real time.

The new multi-level short-stay Rowe Street carpark was constructed by Council to address the demand for parking by shoppers in the area and to help boost the local economy. Customers enjoy two hours of free parking, CCTV security and EV charging stations.

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement



Electric vehicle uptake

The rapidly increasing pace of electric vehicle (EV) adoption is creating new expectations that councils will provide recharging infrastructure. The City of Ryde continues to work with the State Government and industry to advocate for policy supporting installation of charging infrastructure in private developments as well as additional public charging access.

Transport for NSW is investing in NSW's first Zero Emission bus depot in Macquarie Park, although this will provide a like-for-like replacement of the existing fuel-based fleet only. Planning issues associated with the depot remain to be worked through by the State Government, with impacts expected to fall on the Macquarie Park community until these are resolved.

Community transport

Due to increased density across southern areas of the City, the current Shop Ryder service is experiencing pressure from increased use and equitable access, with some parts of the route now also supported by public bus routes. A review of the current route is planned to assess the suitability of the route to manage growing demand against safety considerations and services offered by State Government bus routes.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



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 an enduring legacy for future generations.

Priorities for this Outcome



An Engaged, Connected Community

People feeling connected within their community

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

Hello
안녕하세요
你好

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



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

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Developing our community

With a rapidly growing area, changing demographics and recovery from the pandemic years, social wellbeing and community development activities undertaken under the guidance of our Social Plan 2019-2024 have been vital for the development of a cohesive, inclusive and healthy community and network of connected places and people.

We provide a range of community development activities each year, with 22,842 people participating in a mix of in-person and online offerings each year. During the Council term, we celebrated diverse events, including WorldPride, the Seniors Festival, International Women's Day, Harmony Day, Youth Week, Refugee Week, Neighbour Day, NAIDOC Week and Reconciliation Week and the Moon Festival. Other activities included National Families Week Healthy Relationship sessions in English, Chinese and Korean, information sessions to assist new migrants and refugees, an Aged Care Employment Expo and anti-racism training.

We developed the City of Ryde High Density Living Plan to engage people living in high density dwellings, as they are more prone to social isolation and less likely to know or engage with their neighbours. We launched the Meet your Neighbour program, which provides one-off funding for initiatives that encourage neighbours in high density living to connect.

Nurturing the arts

We recognise the vital role creativity and the arts play in acknowledging our identity, creating a strong sense of community and supporting our local economy. In the past decade, the City of Ryde has become a much more vibrant and creative place, with installations, murals, creative activities and events lending colour to our community. Guided by our Creativity Strategy, our arts and creative development initiatives delivered a diverse range of activities that attracted more than 6,000 in-person attendees, plus thousands of listeners and subscribers. More than 50 percent of our arts and creative programs were delivered in partnership with our culturally and linguistically diverse (CALD) community.

Activities include Creative Meet Up networking nights; Professional Skills for Creatives workshops; Get Gig Ready Podcasts featuring local musicians that were developed in partnership with 2SER and attract more than 100,000 listeners per quarter; and the introduction of our Artist-In-Residence

program, with our inaugural artist Rooi Ping Lim starting her residency in Westward Cottage.

We also established a Youth Creative Competition, with 80 registrations across art and writing categories. The City of Ryde Artist Register has over 290 artists and creatives and has helped us to share expressions of interest and upcoming opportunities for artists, and to facilitate sector networking. Our Creative Spotlight Series showcases up to 22 local artists each year, while our monthly Arts eNewsletter also reaches up to 1,300 subscribers. Fifty free professional development workshops were held across the term to help local creatives grow and sustain their practice, get expert advice and meet other practising artists in the area. We also continued to deliver our annual SWAP – Sustainable waste to art – prize. Now in its 14th year, the prize engages schools, youth and the community to create pieces from existing resources. This art prize is well loved, and averages more than 80 pieces in the two-week exhibition, which expresses the importance of resource recovery, avoidance of waste and reuse.

We developed the City of Ryde Live Music Plan 2024-2028, with input from local artists, venues and residents to promote live music in the area through collaborations, supporting diverse musicians and engaging young audiences. It will also create more performance venues and rehearsal spaces, improve presentation and networking opportunities and establish outdoor music venues and events. A 12-month live music activation program was launched in 2024 to support local musicians to perform in public spaces and places.

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 57 percent of planned actions in our DIAP 2022-2026, with an additional 12 percent partially implemented. Our DIAP 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. It has resulted in new initiatives, such as the City of Ryde becoming one of the first councils in New South Wales to launch real-time parking availability for accessible parking spaces through the NSW Government's Park'nPay app. Our Inclusive Volunteering project provides people

ITEM 12 (continued)

ATTACHMENT 1

with disability access to suitable volunteering opportunities: ten registered volunteers with disability have actively participated in volunteering activities at Council, helping them to build transferrable skills and broaden their networks. We have also recruited a person with intellectual disability to work in Community Services as the Community Development Project Administrator.

Making community facilities easier to access

Our wide range of facilities provides the community with equitable access to a range of quality meeting, gathering and activity spaces to strengthen community life, social connectedness and wellbeing. With 28 facilities across the LGA, including halls and meeting rooms of varying sizes and amenity levels, we offer subsidised rates for not-for-profit community organisations and groups to support their services and activities.

During the pandemic, we worked with over 159 regular community hirers to communicate changing requirements and restrictions. Once life roared back to normal after two years of pandemic-induced disruption, numbers of visitors to our facilities rapidly exceeded pre-pandemic levels and reinforced the need for places for our community to meet at a reasonable cost. There were 18,397 bookings in our for-hire venues during the Council term, with over 690,470 participants using Council facilities.

Our licensed community buildings continue to be fully occupied by a range of not-for-profit community organisations, including preschools and community services programs. We also produce a Leisure Activities and Community Courses Directory, which promotes more than 65 community groups and the activities they hold.

To enhance the experience of community facility users, we introduced a new online booking system and keyless access system. A regular renewal and maintenance program is also in place to ensure the facilities are in good condition for hirers and licensees.

New facilities include the auditorium at Lachlan's Line, which opened in July 2023. It hosts events ranging from regular educational, recreational, community wellbeing, arts and cultural activities, concerts and performances, to school holiday, social and religious programs, as well as private, commercial and Council events. In 2023, an additional classroom was constructed at North Ryde Community Preschool, increasing the capacity of the Preschool from 51 to 76 children per day or 150 children and families throughout the week. Work was also completed at the North Ryde School of the Arts to expand the stage and install new lighting and audio equipment. Community Building Partnership funding supported an upgrade of Marsfield Community Centre, and a Caring for State Heritage funding

supported the development of a Landscape Management Plan for Brush Farm House.

Hosting events that bring our community together

Our annual events program brings together families and friends to enjoy each other's company, tantalise their taste buds and discover new things in places they know well. Approximately 130,000 people attend events each year, with a 91 percent community satisfaction rate. Some of the events held over the year included Australia Day at Meadowbank Park, the Lunar New Year Festival in Eastwood, the Cork and Fork Food and Wine Festival in Kissing Point Park, the West Ryde Easter Celebration, our Cinema in the Park series and FIFA Live Sites.

We also host citizenship ceremonies that welcome around 2,000 citizens each year. ANZAC Day and Remembrance Day commemoration services are popular local events, as is the Granny Smith Festival – Sydney's largest street festival. The festival attracts an estimated crowd of 80,000 participants to celebrate the life of one of the district's most renowned citizens, Maria Ann Smith.

The City of Ryde Events Plan 2024-2028 was developed to provide clear direction for the future planning, development and implementation of events in the local government area, with community input invited to share the events they love now, what they would like to see in the future, and ideas for making our events even better.

Supporting our community through grant funding

The City of Ryde 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 Ryde 2028 Community Strategic Plan, contribute to community wellbeing and help build a vibrant community culture.

During the Council term, to January 2024, a total of \$1,018,980 was provided to the community by the Community Grants grant to support 207 projects. 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
- Venue Hire

ITEM 12 (continued)

ATTACHMENT 1

In 2023, a review of the Grants Program was undertaken to ensure that Council's grants continue to meet community need and are equitable and accountable. The Policy and Guidelines were subsequently revised, including changes to categories, with the Small Grants and Venue Hire categories consolidated into the other five categories. The amount of funding available in each category was also updated to reflect the changes. In recognition of an emerging need in the City of Ryde, a new category was created in our General Donations program. 'Meet Your Neighbour' supports community-based projects that assist residents in high density living to get to know their neighbours.

Our partnership with Grant Guru on the City of Ryde Grant Finder provides a free, comprehensive list of funding and grant opportunities across Australia and lets users search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

We also provide support through the Local Heritage Assistance Fund, which helps offset costs associated with undertaking repairs, maintenance and conservation works by owners of listed local heritage items and identified properties in Heritage Conservation Areas. This term we supported 27 grant funding applications for a combined total of \$257,537 (although there were no grant funding applications in 2022 due to COVID-19).

Supporting reconciliation

Implementation of the City of Ryde's Reflect Reconciliation Action Plan (RAP) commenced in June 2020 and was completed in January 2022. The aim of the RAP is to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. The RAP is a strategic document that includes practical actions to drive our contribution to reconciliation both internally and in the community.

During the Council term, we implemented 27 of the planned 36 actions which included observing Aboriginal and Torres Strait Islander days of significance such as Sorry Day, National Reconciliation Week and NAIDOC Week. We have started to develop the next iteration of the RAP, Innovate, which is due for completion in late 2024.

We prioritised engaging with our Indigenous community through strategic thinking and planning within our current masterplans for new town centres. This knowledge will fundamentally shape how we consider 'country' as a primary principle in how we build and nurture our City for its people and environment into the future.

Council also partners with the First Nations community providing traineeship programs for those interested in working in local government.

Reducing domestic and intimate partner violence

Domestic and intimate partner violence was a focus across the term. The City of Ryde has zero tolerance towards gender-based violence and is a White Ribbon Accredited Workplace after gaining successful accreditation in July 2021. The program requires workplaces to meet set standards to build upon existing workplace practice and demonstrate commitment to gender equality by making environments safe for women, driving social change and preventing gendered violence and abuse.

As part of the accreditation, several key initiatives were implemented, including domestic violence training for all staff and mandatory training for people leaders. Development of a Domestic Violence Safety Plan, a Continuous Improvement Plan and Workplace Risk Assessment was also undertaken. White Ribbon-themed days were held with guest speakers discussing gender bias and the effects of gender stereotyping. We also implemented a 'Let's come together to end domestic violence and abuse' campaign which includes the residential bin stickers, fleet vehicle stickers, fence banners and floor decals.

Community campaigns included the 16 Days of Activism, White Ribbon Day and International Women's Day, held each year. We also worked with our multicultural community ambassadors to develop a series of resources in community languages to help people from different cultural backgrounds recognise domestic violence and find out where to seek help.

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement



ARTIST-IN-RESIDENCE,
ROOI PING LIM

Combatting Social isolation in high density living

To combat social isolation in high density buildings we need to work with building managers and strata management committees to deliver programs and activities to support residents to better connect with their neighbours and the broader community.

Enhancing our creative identity

In alignment with our Creativity Strategy, we need to continue to provide a diverse range of programs that strengthen artistic knowledge, connection to community and individual/group creative storytelling. We also need to identify local established artists to encourage professional music performances at events and mentoring of emerging artists.

Ensuring inclusive events and spaces to meet

To strengthen our growing and changing community, improving and supporting inclusive events that cater to the diverse needs and interest of the Ryde community will reinforce connection and a sense of belonging for all. We can achieve this by enhancing the accessibility of both Council- and community-led events for people with disability. We can also help meet community demand for accessible and affordable community spaces by identifying and promoting non-Council venues.

Evolving our grants to meet community need

Annually reviewing our Community Grants Program will help ensure that the program continues to evolve to meet community need, is accessible and equitable. We will continue to strengthen community capacity in grant writing and the application process to enhance the quality of applications and potential outcomes for the community.

Promoting Indigenous reconciliation

We need to consult with Aboriginal and/or Torres Strait Islander stakeholders throughout the journey of our Innovate RAP. Developing and delivering programs that foster a greater understanding of reconciliation and First Nations histories, cultures and ways of being will benefit both staff and community members.

Gender violence prevention

We will continue to develop new gender violence prevention strategies, including educating the community and mentoring young men about issues such as violence and gender equality.

ITEM 12 (continued)

ATTACHMENT 1



ITEM 12 (continued)

ATTACHMENT 1



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. The 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

- In building our City's future with its stakeholders and community leaders, we will be strongly advocating on behalf of our community, especially on development matters and emerging social challenges
- Maintaining strong relationships with State agencies, business and key stakeholders in planning and shaping 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 focused on delivering the best outcomes for the City and Ryde and its community, supported by transparent, accountable decision making and comprehensive governance and accountability frameworks
- Continually improving the things our residents care about and driving efficiencies in our service delivery to deliver 'value for money'
- Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard
- Continually improving Council's performance in the delivery of our services, facilities and infrastructure to our community

ITEM 12 (continued)

ATTACHMENT 1

Services and Performance Highlights

Serving our community

Each year, we strive to anticipate our community's needs and to exceed their expectations when dealing with Council. Our Customer Service department has answered approximately 201,000 customer service calls with 84 percent resolved at the first point of contact over this Council term. Each year, we also serve thousands of customers in person at the Customer Service counter located at 1 Pope Street in Ryde. We offer maximum flexibility for engaging with Council – for example, during the pandemic lockdown 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 materials. We have maintained this flexible approach with customers able to interact with us in the way or at the time that suits them best.

Engaging with our community

Council's community engagement site ensures stakeholders are informed of changes that might impact them, through transparent and robust community consultation and engagement on relevant projects, plans, policies and documents. Meaningful opportunities for feedback are created so that it can be considered in the decision-making process. Consultations are promoted through Council's digital and print channels and the site provides staff with a range of valuable information for analysis and reporting of engagement projects.

With almost half our residents speaking a language other than English at home, new ways to reach and connect with those from culturally and linguistically diverse backgrounds are always being sought. Where appropriate, translated information is provided in a range of community languages and relevant media organisations are utilised to help reach specific audiences. Major consultations within the term included the Integrated Open Space Plan Update, Draft Local Infrastructure Strategy, Draft Economic Development Strategy and Night-Time Economy Strategy, Draft Delivery Plan 2022-2026, Draft Operational Plan 2024-2025, Eastwood Masterplan, West Ryde-Meadowbank Renewal Strategy and Macquarie Park Innovation District Rezoning.

Council also keeps residents informed through a range of communication channels including various print publications, such as regular advertisements in local newspapers and a

quarterly print publication delivered throughout the area, digital channels including e-newsletters, Council's website and social media channels, and external channels such as bus shelter and website advertising. An updated Social Media and Media Policy was released for consultation towards the end of Council's term to provide guidance and consistency for Councillors.

The City of Ryde's website is a central hub for news and information on impacts to our services, support for businesses and the community, resources, emergency contacts and events. This is supported by our social media channels, which amplify and tailor content to the needs of our many audiences. Over the course of the term, website upgrades continued to support the development of our website and improve search functionality, security and accessibility. Our new staff intranet was also launched during the term, with an enhanced menu to help staff quickly find information as well as a documents hub and news and updates among other features.

Delivering projects that make our City better

During the Council term the City of Ryde's program for delivering community infrastructure faced significant challenges due to the COVID-19 lockdowns and subsequent impacts on global supply chains and workforce. Multiple periods of unprecedented rainfall also delayed construction activity.

Despite this, changes to the way we manage capital projects going forward meant that delays were minimised and over 500 capital projects were delivered. 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 more. Projects ranged from traffic calming measures and traffic facilities to *Disability Discrimination Act* compliance, heavy patching programs, stormwater expansion, road resurfacing, road kerb renewal, stormwater asset replacement and footpath construction. Significantly, we delivered the new 146-space short-stay carpark in Rowe Street Eastwood as well as 27,167 m² of footpaths and shared paths provided to improve access and mobility across the City.

ITEM 12 (continued)

ATTACHMENT 1



Managing our property portfolio

The City of Ryde's portfolio of commercial, residential, affordable housing, corporate and operational buildings is valued at more than \$130 million and is managed to provide a quality commercial offering and desirable place of employment. Occupancy of our commercial properties averaged 95 percent during the term, creating a financial return to Council, and reducing reliance on rate revenue as a source of income.

A suite of principles guides planning for the City's current and future property portfolio and includes maximising value, serving identified needs, maintaining financial viability, ensuring properties are fit for purpose, encouraging multipurpose use and managing risk.

During the term we received open space, public domain works and built facilities in excess of 2,500 square metres in floor area in the Lachlan's Line residential precinct at North Ryde.

We also received nearly 10 hectares of land for open space and environmental conservation purposes, which was transferred to Council by the NSW Department of Planning, Industry and Environment. Land was also purchased near Ryde Park to enhance existing open space and meet the recreation needs of the community.

Ensuring construction meets community expectations

Following building work rectification orders issued for 23 Halifax Street, Lachlan's Line, 3 Smith Street, Ryde, 13-15 Porter Street, Ryde, 2-6 Junction Street, Ryde, and 20 Nancarrow Street, Ryde, owners, residents and the community expressed reduced confidence in the building industry to deliver high-rise buildings to required construction standards.

The Building Commission NSW issued a rectification order for apartment buildings situated at 23 Halifax St, Lachlan's Line, Macquarie Park, which includes Council facilities. The order followed the discovery of defects in the long-term durability of concrete in the basement levels of the building. Public domain spaces surrounding the complex were not affected and there was no risk to public safety, however disruptions occurred while the developer carried out rectification work.

In response, we are continuing to advocate to the State Government by asking that it establish legislation for stronger building reform. We are also continuing to raise concerns regarding the planned 8,000 apartments in Macquarie Park that could lead to similar risks for the community.

In addition, we are exploring mechanisms to ensure the community is informed about all future intentions by the Building Commission to serve rectification orders on developments in the City of Ryde.

ITEM 12 (continued)

ATTACHMENT 1

Opportunities for Improvement

Moving forward on the Ryde Central project

The Ryde Central site has been the subject of many years of planning to re-establish Council's civic and administrative presence on the site through development of a new administration and civic centre and enhanced community space. While significant progress was made in the preconstruction and design activities of the approved development, significant funding shortfalls due to issues with the original funding strategy prevented the Project from progressing any further. Consequently, Council at its meeting of 28 November 2023 resolved to defer the construction of any new civic building at this site until sufficient funding is available through prudent financial management that ensures Council remains fit for the future and there are no adverse impacts on the provision of rates, services, and programs. It also reaffirmed its commitment to retain public ownership of the site.

At a subsequent Extraordinary Council meeting of 23 January 2024, Council resolved that staff explore options in the interim for the use of the Ryde Central site for public open space and recreation. In response to these, as well as subsequent resolutions of Council, a range of open space scenarios are being explored and will be presented for Council consideration at its meeting scheduled for 25 June 2024.

ITEM 12 (continued)

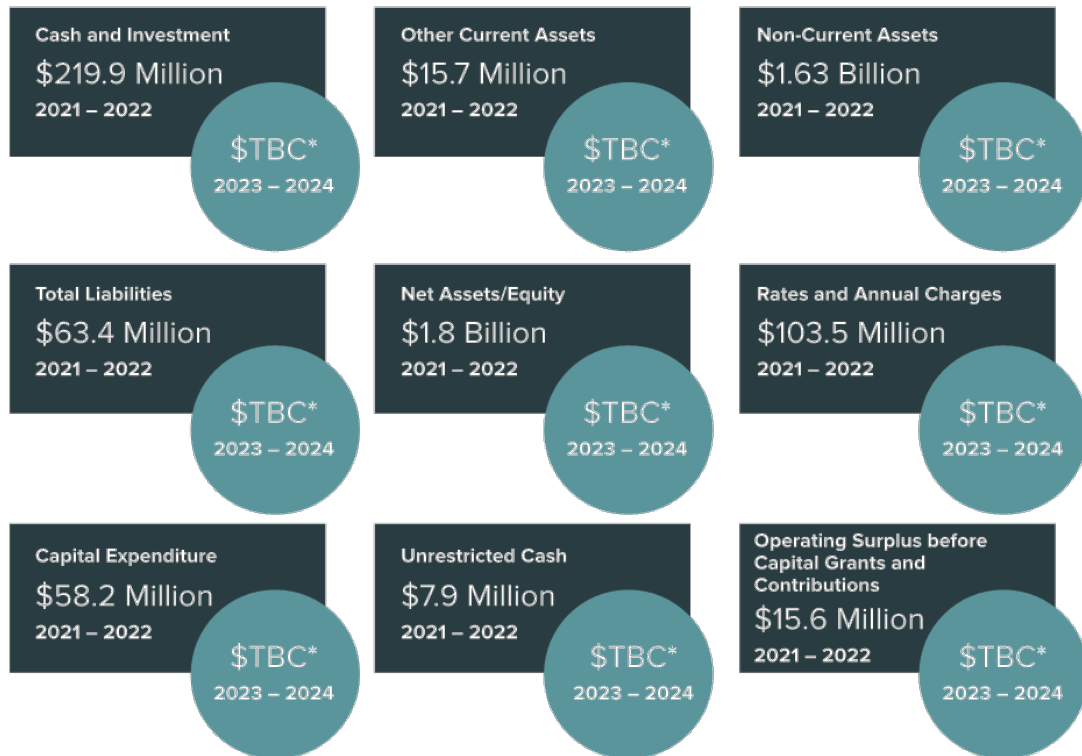
ATTACHMENT 1

Financial Summary*

During the term, Council has revised its focus on **best practice financial management** to ensure it abides by its obligations under Section 8B of the *Local Government Act 1993*.

The Act requires Council's spending to be responsible and sustainable and have regard to achieving intergenerational equity whilst still providing services and infrastructure that benefits the community.

Growth during the term of Council's Cash and Investments, Net Assets/Equity and Unrestricted Cash are indicators of Council practicing best practice financial management to continue to strengthen its financial position to best serve its residents now and in the future.



	Start of Council term 2021 – 2022	2022 – 2023	End of Council term 2023 – 2024
	\$'000	\$'000	\$'000
Cash and Investment	219,906	247,697	*Council is working with the NSW Audit Office to certify the 2023/24 Financial Statements. Financial information for FY2023-2024 will be updated when certified.
Other Current Assets	15,730	14,550	
Non-Current Asset	1,627,751	1,973,099	
Total Liabilities	63,382	67,188	
Net Assets/Equity	1,800,005	2,168,158	
Rates and Annual Charges	103,463	103,730	
Capital Expenditure	58,160	37,732	
Unrestricted Cash	7,863	8,498	
Operating Surplus before Capital Grants and Contributions	15,644	8,532	

*To be supplied by Finance when available.

State of Our City Report 2021 – 2024 69

ITEM 12 (continued)

ATTACHMENT 1

Next Steps

This State of Our City Report will inform the review and development of the next suite of documents required under the IP&R framework, including the revised Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Four-Year Delivery Program, One-Year Operational Plan, and other Council Strategies and Plans.



ITEM 12 (continued)

ATTACHMENT 1

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 يترتبون 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 չեք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Քաղաքային խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանական ծառայություն: Կամ կարող եք զանգահարել Թարգմանական 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 مترجمات این نامه را درک کنید، به نشانی 1 Pope Street، Ryde (در Top Ryde Shopping Centre) مراجعه کنید تا با استفاده از یک مترجم در این 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 저신을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 통역사 서비스를 주선했을 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

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.

Copyright

© City of Ryde

ITEM 12 (continued)

ATTACHMENT 1



NOTICES OF MOTION**1 INVESTIGATION INTO THE INSTALLATION OF KERB, GUTTER AND DRAINAGE INFRASTRUCTURE ALONG QUEBEC ROAD, CHATSWOOD WEST – Deputy Mayor, Councillor Sophie Lara-Watson****File Number:** CLM/24/1/1/6 - BP24/761

BACKGROUND:

Quebec Road, Chatswood West, currently lacks kerb & gutter and adequate drainage infrastructure. This absence is potentially contributing to localised flooding, particularly during heavy rainfall, causing water pooling on the road surface, which may compromise road safety and infrastructure longevity. Additionally, runoff from cleaning and maintenance activities potentially runoff into the adjacent park, raising environmental concerns.

MOTION:

- (a) That Council staff investigate the current conditions on Quebec Road, Chatswood West, and assess the feasibility of constructing kerb & gutter, and accompanying drainage infrastructure to manage surface runoff and mitigate flooding issues.
- (b) That Council staff provide a cost estimate for the proposed infrastructure works and identify suitable funding sources.
- (c) That Council staff develop a timeline for integrating these works into future capital works programs.
- (d) That Council staff table a report by the February 2025 Council meeting, detailing the findings of the investigation, cost estimates, timeline and potential funding options.

2 BUILDING OF NEW EASTWOOD CAR PARK AND COMMUNITY FACILITIES - Councillor Justin Li

File Number: CLM/24/1/1/6 - BP24/762

MOTION:**(a) Council notes:**

- it is a major priority of a majority of Councillors elected to this new Council term to replace the ageing Glen Street car park in Eastwood with a new car park and also provide new indoor community facilities on the Western side of Eastwood as soon as possible; and
- although artist impressions of a proposed new replacement car park and public plaza on the western side of Eastwood had been published by Council in 2019, funds were not set aside in Council Reserves for this project which would require in the vicinity of \$80m.

(b) That in order to progress this critical project, the Chief Executive Officer provide a report back to Council by end of March 2025 outlining the following:

- i. the best use options for the current Glen Street car park land that would enable Council to unlock the funds needed to build the replacement car park and community facilities on the western side of Eastwood while retaining Council's ownership of the site; and
- ii. recommendations on the best possible location for the new Eastwood car park on the western side of Eastwood (noting that in the short term the existing Glen Street car park must remain operational until a new replacement car park is built).

3 24/7 LIBRARY IN CITY OF RYDE - Councillor Justin Li

File Number: CLM/24/1/1/6 - BP24/763

MOTION:**(a) Council notes:**

- previous Council reports have considered and researched extended library hours and models of unmanned 24/7 libraries in other local government areas; and
- it is a major priority of a majority of Councillors elected to this new Council term to open Ryde's first 24/7 Library as soon as practicable.

- (b) That the Chief Executive Officer provides a report back to Council on the following by end of March 2025:
1. the most suitable location within the City of Ryde to conduct a 12 month trial of its first 24/7 library.
 2. the required resourcing and budget required to conduct such a trial so that it may be included in upcoming Operational and Delivery plans, Halls and Facilities Strategy, and the new Libraries Strategy to be developed in 2025.
 3. feedback from a broad range of community members such as existing users, students, workers, professionals, local businesses and families on their needs.
 4. the availability of additional funding sources, including but not limited to:
 - i. Council's Capital Works Budget,
 - ii. State and Federal Government grants,
 - iii. Public-private partnerships, and
 - iv. Any other suitable funding opportunities.

4 COMPLETION OF CURRENT COUNCIL PROJECTS - Councillor Roy Maggio

File Number: CLM/24/1/1/6 - BP24/764

MOTION:

- (a) That the following s7.11 Plan projects be considered for inclusion in Council's 2025/26, 2026/27, 2027/28 and 2028/29 Operational Plans and Four-Year Delivery Plan 2025-2029:-
- i. Completion of Christie Park – Stages 3 and 4
 - ii. Magdala Park Master Plan North Ryde
 - iii. Smalls Road Synthetic Field
 - iv. ELS Hall Indoor Sports Hall – Expansion
- (b) That details of the above projects listed in part (a), including funding estimates be discussed with Councillors at a workshop in March 2025, prior to deciding which projects can be placed on public exhibition for inclusion in Council's program of works for the 2025/26 financial year.
- (c) That the Chief Executive Officer establish a project working group to focus on the timely delivery of all the sports infrastructure projects detailed above within this term of Council, dependent on available funding from the s7.11 Plan.

5 RYDE CENTRAL PROJECT - Councillor Roy Maggio**File Number:** CLM/24/1/1/6 - BP24/765

MOTION:

- (a) That as per the Council staff report tabled at the 28 November 2023 meeting, that the Chief Executive Officer be authorised to engage a suitably qualified company to seek Expressions of Interest from the market to obtain the best value for money options available for the Ryde Central site at 1 Devlin Street, Ryde that could potentially include the provision of the community facility as per Hames Sharley architectural plan: Project 51360, Dwg CAB-A-2000, dated 28 October 2022.
- (b) That following the Expression of Interest phase, Council staff table a report to Council within 6 months for consideration regarding the best value for money submissions received, and to enable thorough community consultation to be undertaken and a decision to be made on how our long-term financial sustainability can be maintained.

6 PUTNEY VILLAGE COMMUNITY INITIATIVE - Councillor Roy Maggio**File Number:** CLM/24/1/1/6 - BP24/766

MOTION:

- (a) That Council approve the community initiative of lighting the Putney Village trees with low voltage lighting.
- (b) That a Christmas tree be installed annually, at a suitable location on public land within the Putney Village.
- (c) That Councillor Maggio's discretionary fund be utilised to carry out the works.