



# STRONGER TOGETHER

2019/20 ANNUAL REPORT

**We are pleased to present the City of Ryde  
Annual Report for 2019/20.**

The report focuses on the financial and operational performance of the City of Ryde in 2019/20, documenting our performance against the 2019/20 budget, and our progress against our Four-Year Delivery Plan 2019–2023.

This report also includes a snapshot of our performance and an overview of our outlook for the future, including our plans to ensure the sustainability of our organisation, our City and the community we serve. Our *Government Information (Public Access) Act 2009* (GIPA) Annual Report and report on progress against our Disability Inclusion Action Plan are also included in the Statutory Information section of this report.

This report reflects Council’s commitment to the consideration of social, economic, environmental and governance principles that are important to our community. It contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, with the GRI index on page 388 listing the location of relevant indicators within the Annual Report. We have also discussed the sustainability initiatives we have undertaken both in our community and in our organisation in the Our Natural and Sustainable City and Our Vibrant and Liveable City outcomes.

Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City’s future has remained a focus during 2019/20.

**Readership**

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

**Accessing this Report**

This report is available on our website at **[www.ryde.nsw.gov.au/annualreport](http://www.ryde.nsw.gov.au/annualreport)**

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

**Language assistance**

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

**Tell us what you think about this report**

**Telephone**  
Call the Customer Service Centre on 9952 8222.  
Operating hours: Monday to Friday 8.00am - 5.30pm  
Note: second Thursday of each month hours are 10.00am - 5.00pm

**Post**  
City of Ryde  
Locked Bag 2069  
North Ryde NSW 1670

**Our Annual Report**

This year’s Annual Report centres on the theme **STRONGER TOGETHER**.

It reflects how the City of Ryde was able to positively respond to the vast array of challenges that were encountered in 2019/20 through the strength and solidarity of the local community.

The multiple natural disasters and COVID-19 health pandemic that underscored 2019/20 caused economic turmoil, financial hardship and tremendous stress for many.

But the support provided by Council throughout this period, combined with the community response and understanding has ensured we were all able to navigate through these challenges in a unified way.

This strong community response means the City of Ryde can now focus on proceeding with significant projects in 2020/21 and beyond that will help the economic recovery and benefit our residents, businesses and employees for generations to come.

**Acknowledgement of  
Country**

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

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





West Ryde Summer Series

CONTENTS

COUNCIL

Our vision, purpose and values	6
The City of Ryde in profile	8
Our Story	10
The year in review	12
A message from our Mayor	12
A message from our General Manager	14
Performance Overview	16
Our Stakeholders	20
COVID-19 Pandemic	22
Impact on Council Operations	22
Awards and Recognition	24
Our Council	28
Role of Council	28
The Elected Council	29
Elected Council's Responsibilities	36
Engaging with our community	44
The Council Organisation	46
Structure and Leadership	48
Internal audit, risk management and business continuity planning	51
Working at the City of Ryde	54

PERFORMANCE

Delivering our Services	66
Integrated Planning and Reporting Framework	66
Community Financial Report	70
Financial position of Council - summary	70
Council in the Spotlight	80
Planning for our Future	82
Sustainability Statement	86
 Our Vibrant and Liveable City	90
 Our Active and Healthy City	114
 Our Natural and Sustainable City	142
 Our Smart and Innovative City	168
 Our Connected and Accessible City	186
 Our Diverse and Inclusive City	204
 Our Open and Progressive City	226

REPORTING

General Purpose Financial Statements	248
Special Purpose Financial Statements	332
Special Schedules	341
Statutory Reporting	350
Global Reporting Index	388
Glossary	394
Index	396





# OUR VISION, PURPOSE AND VALUES

## OUR GUIDING PRINCIPLES

### OUR CITY VISION

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

### OUR PURPOSE

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

### OUR VALUES

At City of Ryde we value:

#### Safety

We are committed to preventing  
injury to ourselves, our team and  
our community.

#### Teamwork

We work together with respect  
and support.

#### Ethics

We are honest, responsible and  
accountable for our actions.

#### Professionalism

We deliver effective services to our  
community with consistent decision  
making.

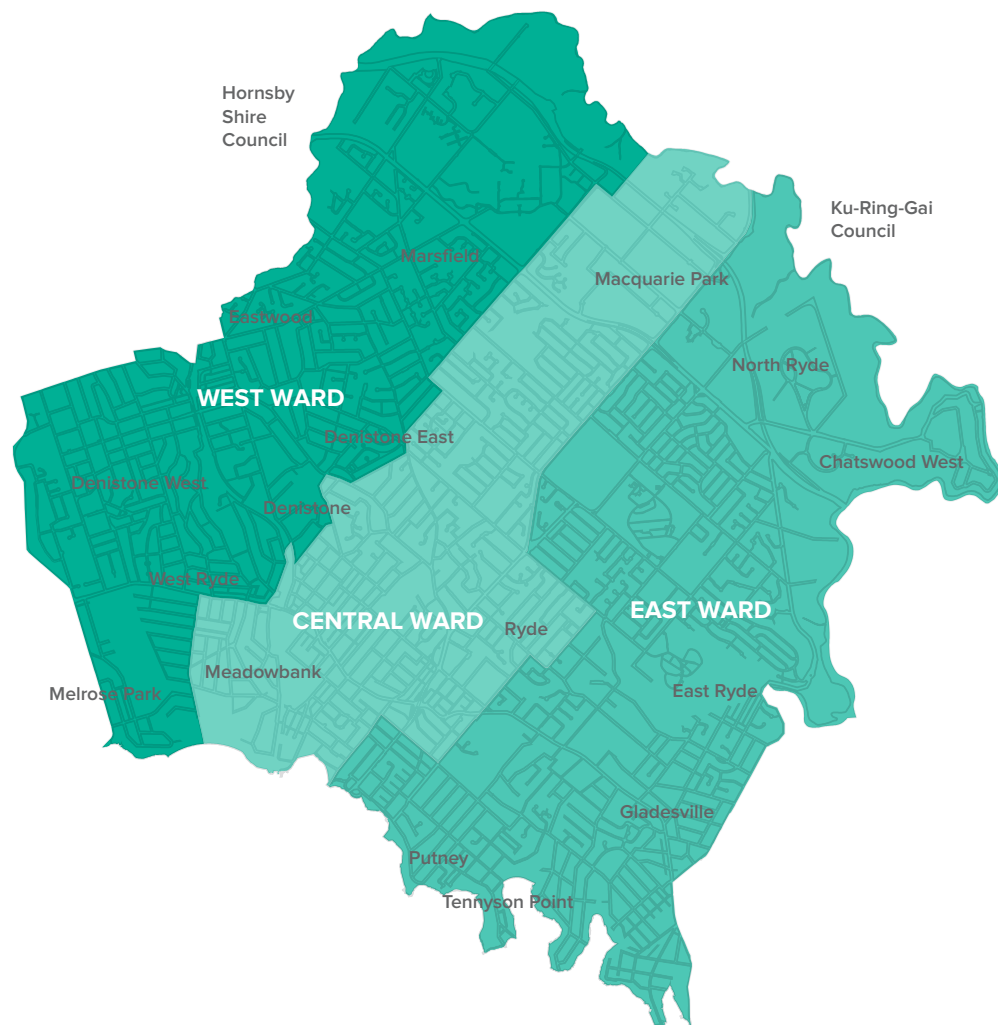


City of Ryde office staff during  
CleanUp Australia Day





# THE CITY OF RYDE IN PROFILE



**40km<sup>2</sup>**

total City land area

**29**

neighbourhood centres

**217**

City-managed parks

**40,000**

students at Macquarie University

**16,200**

students from 24 primary schools and five high schools

**4**

town centres

**205 hectares**

of bushland

**56**

sportsfields

**13,000**

students at Ryde and Meadowbank TAFE

**5**

hospitals

## POPULATION



**131,000**

estimated residents



**18,964**

children (16%)



**15,737**

young people (14%)



**16,593**

older people (14%)

## HOUSEHOLDS



**43,020**

households



**21,542**

families (50%)



**10,156**

couples without children (24%)



**9,576**

single-person households (22%)

## HOUSING PROFILE



**52,595**

rateable properties



**21,310**

dwellings are separate houses



**9,175**

dwellings are medium density housing



**15,244**

dwellings are in high density housing

## A CULTURALLY DIVERSE CITY



**101**

countries of origin



**72**

languages spoken



**47%**

of residents born overseas



**61,000**

More than 61,000 (48%) of our residents speak a language other than English at home

## A PROSPEROUS AREA



**\$151,220**

average household income



**49.2%**

of people living in the City are employed



**61.7%**

of resident workers have a tertiary qualification



**5,342**

residents require assistance living due to disability

## A POWERHOUSE ECONOMY



**\$17 billion**

gross regional product



**12,867**

local businesses



**103,854**

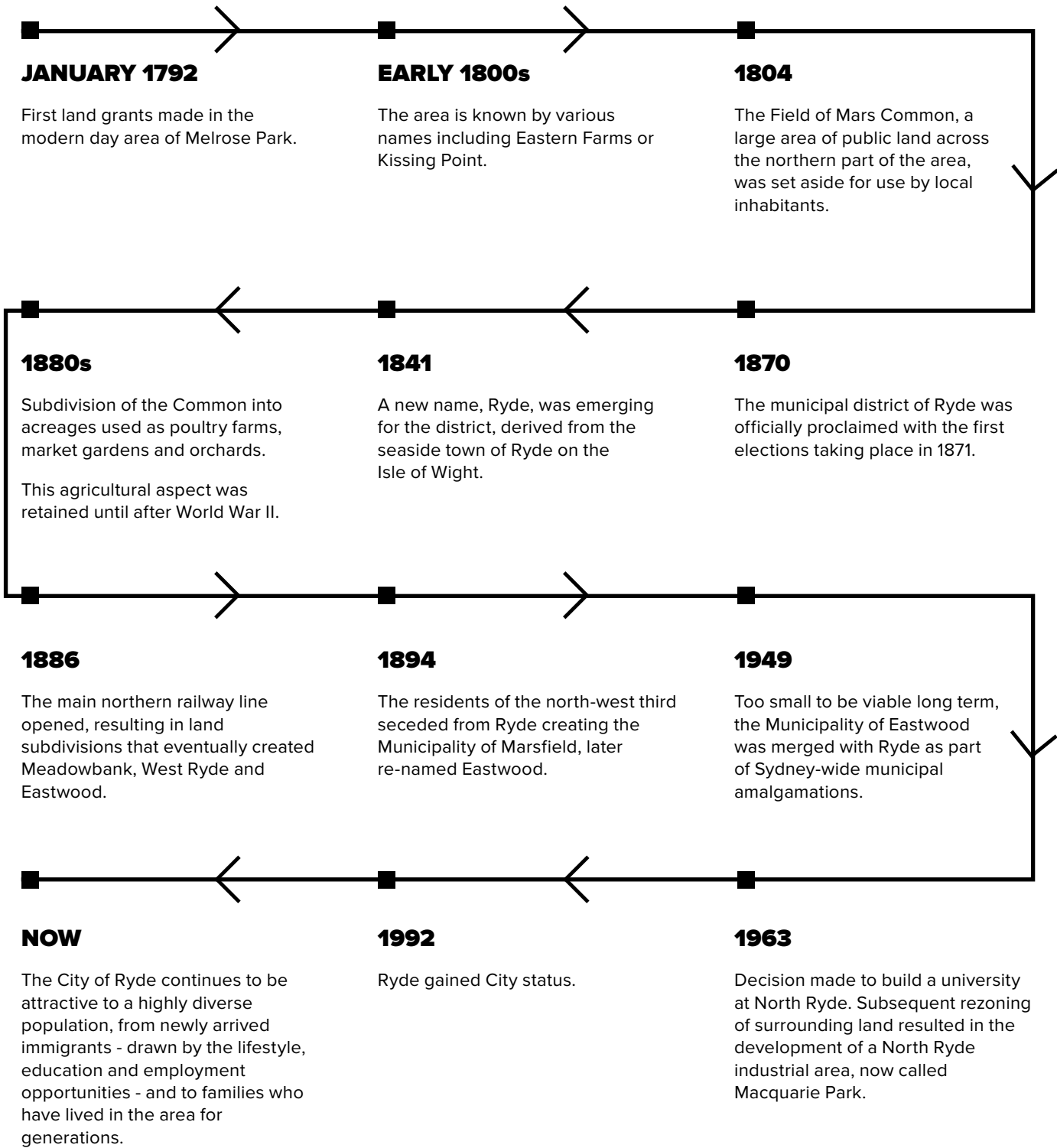
local jobs

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



OUR STORY

The traditional owners of the area were the Wallumedegal clan of the Darug nation. They lived for generations as fisher-hunter-gatherers in a rich environment of river flats, mangrove swamps and creeks. Evidence of their presence can be found in rock carvings and middens along our rivers.



City of Ryde  
Lifestyle and Opportunity at your doorstep

THE WALLUMAI  
WIND SCULPTURE  
AND THE MEETING PLACE

The Meeting Place at Putney





# THE YEAR IN REVIEW

## A MESSAGE FROM OUR MAYOR



On behalf of everyone at the City of Ryde, I present the 2019/20 Annual Report.

2019/20 has been an extremely challenging period for everyone in our community.

We have all been impacted in some way by the ongoing COVID-19 pandemic. In a matter of weeks after COVID-19 was first detected in Australia, the pandemic had destroyed our economy, forced most of us to work remotely and dramatically changed the way we interact with others.

If that was not enough of a challenge, we also had to endure a number of extreme weather events – from violent storms to devastating bushfires – that will have a lasting impact on our local environment for some time.

Despite the serious challenges we faced in 2019/20, as you will read in this Annual Report, the City of Ryde has still been able to deliver on its ambitious and progressive agenda over the past 12 months. Some of the highlights include:

### Supporting economic growth

We have forged ahead with major projects such as the Ryde Central redevelopment, which will pump more than \$100 million into our economy and generate new jobs while building a much-needed community facility. We also progressed with plans to build the new Rowe Street East car park which will fix chronic parking shortages and encourage shoppers back to Eastwood (construction commenced October 2020).

### Creating new and improved open spaces

As we adjust to a COVID-19 normal way of life, our open spaces have never been so important. Wilga Park underwent an extensive upgrade and was opened to the public, while work commenced on the new Kings Park in Denistone East (which opened to the public in September 2020). We also continued our roll out of new and improved outdoor recreation facilities, including at Morrison Bay Park which now features a 1.3 kilometre fitness trail. Five new or upgraded playgrounds were also completed.

### Enhancing our town centres

We continued to reinvigorate and activate our town centres, completing an extensive upgrade of Coulter Street in Gladesville while installing eye-catching public artworks in areas of high foot traffic such as the Eastwood pedestrian underpass. Community consultation for a major \$4 million upgrade to Ryedale Road was also undertaken.

### Safeguarding our environment

We continued to make massive strides in our commitment to safeguard the environment, reduce waste and improve the quality of local waterways. Highlights included becoming the first council to commit to a Zero Litter to River Target by 2030 and also endorsing the Parramatta River Masterplan, which aims to improve the overall health of the Parramatta River.

### Tackling climate change

Acknowledging the worsening impact of climate change on our environment, Council adopted a 100 percent renewable energy target by 2030. We also introduced electric vehicles and accompanying charging stations into our fleet, while our Solar PV project at the Ryde Aquatic Leisure Centre was a finalist at the 2019 Cities Power Partnership Awards.

### Protecting our heritage

Council endorsed wide-ranging reforms that will provide stronger protections for more than 300 items and areas of heritage significance across the City of Ryde. We also submitted a planning proposal to heritage list the iconic Macquarie Ice Rink after the State Government chose not to follow through with their promise to list the iconic venue.

### Celebrating our City

Despite numerous challenges created by the COVID-19 pandemic, we were still able to stage many of our popular community events. This included moving many events online to ensure the health and safety of everyone. We were also able to launch a number of new events throughout 2019/20, such as the West Ryde Summer Series and Ryde-In: The Lounge Sessions, which gave a platform for local artists to showcase their many talents.

Crucially, given Council's solid financial position, we were also able to provide assistance to those that have needed it the most since the COVID-19 pandemic hit Australian shores. Since the beginning of 2020 we have:

- Provided relief for ratepayers by introducing a Financial Hardship Policy in which approved JobSeeker and JobKeeper applicants may defer rates payments and are eligible for a \$400 Council rates rebate
- Waived and deferred rent for café and restaurant owners operating from Council premises as well as other commercial tenants of Council
- Helped small businesses by waiving more than 40 different fees and charges for six months
- Reformed the way we purchase by introducing a new procurement policy that supports local business and helps generate employment
- Helped local sports clubs by waiving ground hire and sports field lighting costs upon application
- Backed Eastwood by establishing the Eastwood Small Business Hardship Fund, which provided support grants for more than 230 eligible businesses during the earliest days of the COVID-19 pandemic.

We are also committed to the City of Ryde's economic recovery, with Council endorsing a Budget and Capital Works program for 2020/21 that forecasts total capital expenditure of \$80.64 million.

Despite this investment, I am under no illusions that the road to recovery will be an easy one. But as Council has demonstrated throughout 2019/20, here in the City of Ryde we are, and always will be, stronger together.

**Cllr Jerome Laxale**  
City of Ryde Mayor



## A MESSAGE FROM OUR GENERAL MANAGER



The City of Ryde's 2019/20 Annual Report provides a detailed overview on Council's performance over the 12-month period.

While every year presents various challenges, 2019/20 was exceptional. Not only did we encounter extreme weather events, but also the COVID-19 pandemic and the economic recession that subsequently followed.

The COVID-19 pandemic was particularly challenging as it forced the temporary closure of Council's community facilities, services as well as parks, playgrounds and sports grounds in line with Public Health Orders issued by the State Government. It also required the vast majority of Council's staff to work remotely.

### Continuing to deliver

It is testament to the dedicated workforce we have at the City of Ryde that Council was still able to not only deliver all of its critical services during this uncertain period but also initiate additional programs in order to assist those isolated within the community as a result of the COVID-19 pandemic.

The agility and professionalism shown by staff along with the understanding of the community ensured that Council was able to deliver on our strategic objectives as outlined by the City of Ryde's Community Strategic Plan – Our Vision for Ryde 2028.

During 2019/20, Council invested \$128 million to provide services that directly align to the Community Strategic Plan. An additional \$65 million has been spent on capital works across the plan's outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, as well as improvements to stormwater infrastructure.

Despite the COVID-19 pandemic, the demand for our services and open spaces did not abate. There were more than 1.6 million visits to City of Ryde sportsgrounds, facilities and libraries during the year, justifying our continued emphasis on upgrading and maintaining vital infrastructure and assets.

### Financial performance

Council's strong financial performance – which includes a cash reserves position of \$206 million and an uncommitted working capital balance of \$4.5 million – also ensured we could help residents and businesses in the community who were financially impacted by the COVID-19 pandemic. This includes the introduction of a Financial Hardship Policy to assist ratepayers undergoing financial stress and also waiving a range of fees for businesses and local community organisations.

City of Ryde staff:

*"Council was still able to not only deliver all of its critical services during this uncertain period but also initiate additional programs..."*

George Dedes,  
General Manager

Our strong financial position also puts us on a solid footing to navigate through the recovery we will need to embark on through any of the economic headwinds that may emerge in coming years.

Central to this is investing in major projects that will assist with the economic recovery and accommodate the future growth that the City of Ryde will experience over the next decade.

This includes progressing with plans with the Ryde Central project, which will redevelop the Ryde Civic Centre site by delivering more community facilities and helping reactivate the area with the addition of retail and office space.

### Direction for the future

We are also developing a new Local Housing Strategy, which will provide key directions for the future housing supply of our City, ensuring housing is inclusive and suitable to our local character and amenity, with the appropriate infrastructure available.

In addition, Council has partnered with key Macquarie Park stakeholders to build on the business district's economic success story and support its transformation into one of the world's leading innovation hubs.

Work is also underway to activate more open spaces through the delivery of new parks and modern playgrounds across the local government area.

Given the extreme weather events we endured in 2019/20, we are taking steps to address our preparedness for such events in the future and to be in a position to adequately respond to the emerging challenges posed by climate change. As proof of this we have already become the first council in NSW to adopt a comprehensive local resilience plan and have committed to a 100 percent renewable energy target by 2030.

On behalf of everyone at Council, I look forward to continuing our work to deliver the services and programs that matter for everyone in the community.

**George Dedes**  
City of Ryde General Manager





# PERFORMANCE OVERVIEW



**\$973 million**  
of approved development

**More than 24,000**  
development enquiries received

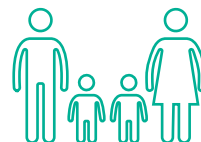
**682**  
development applications

**1,287**  
new dwellings approved

**89 days**  
was the average number to determine each development application

**Over 800 trees**  
were planted in the City's streets and in parks

**Planning and strategy**  
Our Local Strategic Planning Statement was adopted, Draft Local Housing Strategy developed, Heritage Schedule updated and Ryde Resilience Plan 2030 adopted



**378,645 participants**  
in organised sport using Council's active open space areas

**540,547 visitors**  
to the Ryde Aquatic Leisure Centre

**701,058 visits**  
to our five libraries

**1,176 Library programs and events**  
attended by over 34,793 people

**COVID-19 restrictions**  
closed sportsfields, playgrounds, City of Ryde libraries, Customer Service and the Ryde Aquatic Leisure Centre during April, May and June



**Bush regeneration**  
works undertaken in 50 parks and reserves totalling over 103 hectares

**Over 3,300 volunteer hours**  
helped to restore and manage bushland across 18 sites

**Almost 7 percent reduction**  
in electricity use compared with 2003/04 baseline

**39.5 percent of 46,000 tonnes**  
of domestic waste recycled

**43,355 tonnes**  
of construction materials recycled

**1,000 trees**  
planted in the Field of Mars Reserve on National Tree Day



**Venture Café**  
celebrated its first anniversary, part of a globally-recognised innovation community

**250 people**  
engaged in our Get Connected – Smart Ideas for Small Business event

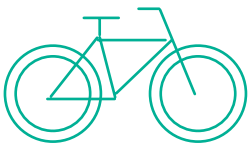
**Over 5,000 participants**  
in capacity building programs and providing a step up into employment programs

**More than 250 attendees**  
at our Youth Jobs & Skills Expo

**Over 230 Eastwood businesses**  
impacted by COVID-19 were helped through Council's Eastwood Small Business Hardship Fund



City of Ryde operations staff



## Footpaths and cycleways

89,000m<sup>2</sup> of road pavements and 3,050m<sup>2</sup> of footpaths and cycleways were replaced and restored

We installed 2,900m<sup>2</sup> of new footpath and 4,200m<sup>2</sup> of new cycleways

## 41,978 passenger trips

taken on our Shop Ryder community bus service



## Over 104,670 people

attended nine major City of Ryde events

## 6,275 people

hosted at 57 community development events

## \$87,996 awarded

in event grants

## 3,377 people attended

30 online community development programs and events during COVID-19 restrictions

## \$419,684

allocated in community grants to more than 89 local community organisations



## 85 percent

of 78,785 Customer Service Centre calls resolved at first point of contact

## Over 19,000 people

visited the Customer Service Centre

## Over 1.1 million

visits to our website

## 95 percent

of 41,457 customer requests actioned within 10 working days












## 91 percent

of 36,908 items of inward correspondence actioned within 10 working days



OUR STAKEHOLDERS

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

											
Residents	Ratepayers	Customers	Partners, regional and national	Community groups and volunteers	Government		Employees and their representatives	Visitors	Suppliers	Media	Businesses
THEY ARE IMPORTANT TO US BECAUSE THEY:							THEY ARE IMPORTANT TO US BECAUSE THEY:				
Provide guidance, values, engagement and feedback about our services and the issues that matter to them.	Provide funding for local services and infrastructure, provide guidance, values, engagement and feedback.	Provide us with feedback and utilise our services and products.	Provide shared knowledge, networks, cultural experiences and economies of scale.	Build trust and bridges to local communities through services, help with planning and contribute to the development of our strategies, plans and programs.	Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks.		Central to the success of our business, they provide valuable knowledge, experience, skills and labour.	Provide economic benefit by visiting, shopping and studying, generate employment opportunities and invigorate our City.	Provide good value and quality products and services.	Build and protect reputation and raise awareness of our events, services and facilities.	Build capacity, create vibrancy and drive our City's economy.
WE ARE IMPORTANT TO THEM BECAUSE WE:							WE ARE IMPORTANT TO THEM BECAUSE WE:				
Provide civic leadership representation, services and facilities.	Generate sustainable growth and returns to the community.	Provide products and services of good value and quality.	Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation.	Provide support and partnerships.	Provide local strategies, partnerships and networks.		Provide a fair, engaging work experience with career development and flexible work arrangements.	Provide products, services and facilities.	Provide fair access to business opportunities in line with policy and legislation.	Provide trend data as well as social, environmental, economic and governance information.	Provide opportunities for business and undertake activities to enhance the business landscape in our City.
WE ENGAGE WITH THIS GROUP VIA:							WE ENGAGE WITH THIS GROUP VIA:				
Public meetings and community forums, community consultation and feedback sessions, events, publications, our website, social media and our Annual Report.	Rates notices, community meetings, surveys, publications, our website and our Annual Report.	Our Customer Service Centre, customer experience and satisfaction measurements, customer care and follow up, our website, media, social media channels, face-to-face interactions, events, publications and fact sheets.	Contract management, account management relationships, networking meetings and regular engagement through site visits.	Advisory committees and reference groups, 1:1 meetings, focus groups and workshops.	Formal meetings, briefings and networking meetings, briefings, correspondence and events, legislative reporting and 1:1 meetings.		Staff newsletters and other internal publications, staff briefings and on-site meetings, cultural surveys, interviews and performance reviews.	Events, our website, social media and other published information.	Contract management, account management relationships, regular engagement through site visits.	Press releases, media briefings, 1:1 interviews and social media.	Our business development and advisory committees, economic development team, 1:1 meetings, focus groups, events and workshops, our website and social media.



# COVID-19 PANDEMIC

## IMPACT ON COUNCIL OPERATIONS

**Hard on the heels of the summer bushfire crisis, the first COVID-19 case was detected in Australia in January 2020, with border controls and travel restrictions initially announced by the Federal Government in late February.**

The national response to the COVID-19 pandemic had a significant impact on the City of Ryde and Council operations. The northern part of the City of Ryde was one of the hotspots during the early phases of the outbreak in Australia with Epping Boys High School closed, multiple cases among staff at Ryde Hospital and Macquarie University, and a growing outbreak at aged care facility Dorothy Henderson Lodge in Macquarie Park, on the university campus' north-west perimeter.

During February, businesses in the usually bustling Eastwood town centre experienced a downturn of up to 70 percent following the virus' arrival in Australia as people began to avoid the suburb and Lunar New Year events were cancelled. In response, Council established a \$500,000 Small Business Hardship Fund to help support small businesses in Eastwood town centre cope with reduced customer traffic.

On 6 March 2020, Council invoked its Business Continuity Plan and accompanying Pandemic Plan in light of the rapidly evolving situation. The major focus of this plan was to ensure that Council can maintain a safe work environment for all our staff to minimise risk to both themselves and customers, and find alternate means to safely provide the services required by the community with minimal disruption. We set up a Crisis Management Team (CMT) and CMT subcommittee that meets regularly to manage Council's response to the pandemic and to monitor changing State and Federal Government requirements.

When the World Health Organization recognised the spread of COVID-19 as a pandemic on 11 March, the Federal Government closed international borders to non-citizens and non-residents. The State Government enacted Public Health Orders that directed employers to allow employees to work from home where possible, restrict gatherings at home and outdoors; allow businesses to run, with restrictions, require people diagnosed with COVID-19 to self-isolate; and restrict access to residential aged care facilities. Lockdown of essential services was introduced to curb infection rates and social distancing measures introduced.

By 30 March, all Council sporting facilities, playgrounds, libraries and community facilities were closed and most Council events cancelled or postponed to comply with social distancing guidelines and restrictions on public gatherings. Some other Council services, like the Health and Building Inspection Program, were significantly disrupted as a result of the closure of many of the premises that were scheduled for inspection.

Adjustments were made for staff working from remote locations part-time or with modified arrangements for operational and frontline staff to ensure separation and physical distancing. Planned investment and associated work in information technology infrastructure was brought forward to cater for staff work from home requirements resulting from COVID-19 restrictions and modified work practices.

Adjustments were made to many other Council services to ensure continuity of services, with health and building inspection staff, rangers and Ryde Aquatic Leisure Centre (RALC) staff shifted to other duties, including delivering library books to housebound residents and joining Council's parks teams. We provided additional financial support to assist local businesses affected by social distancing and lockdown measures, including a range of fee waivers, and applications for rent deferral from business owners operating from Council premises. A range of community events were delivered online with great support from the community.

Council adopted a COVID-19 Financial Hardship Policy in April 2020 that included deferral of rates and a \$400 rate rebate for beneficiaries of the Federal Government's JobSeeker and JobKeeper schemes, with an identical subsidy for eligible pensioners for 2020/21. Fee waivers for the RALC, community halls and libraries were adopted, along with a variety of regulatory fees aimed at assisting small business. Council also implemented its Small Business Assistance package to provide financial assistance to small business operating from Council premises to enable them to continue and recover from the impacts of the pandemic.

Key Council functions like processing development applications, waste collection services and almost our entire capital works program were able to continue with minimal to no disruption. Of the 151 capital and non-capital projects in our 2019/20 Operational Plan, at the end of the financial year, 99 were complete or completed their planned scope for the year and a further 30 of these were progressing as planned. Three projects had been deferred and one cancelled. Council is managing issues relating to the delivery of the remaining 18 projects, including delays resulting from COVID-19 restrictions.

Council services were flexed up and down in line with isolation rules, physical distancing and other requirements set out in NSW Public Health Orders, NSW legislation and regulations. Changes were made to Council buildings, front desks and libraries to ensure physical distancing by staff and visitors, including the installation of screens, COVID-19-related signage and the supply of sanitiser and protective equipment.

The RALC re-opened on 22 June with capacity and physical distancing restrictions in place. Libraries re-opened in June with limited hours and some restrictions to ensure physical distancing and infection control. Our halls were made available to the community during the shutdown period, and parks and playgrounds reopened on 15 May. Council meetings continued to be held online with members of the public able to live stream and submit comments in writing. Fee waivers were announced to support sporting clubs following the return to competitive sports competitions.

During the shutdown period, the City of Ryde also increased its COVID-19 compliance role, with our compliance team working with NSW Health to conduct visits and joint inspections, and engaging with local businesses that need assistance to comply with NSW Public Health Orders.

The net financial impact of the COVID-19 pandemic for Council between 1 March 2020 and 31 December 2020 is estimated to be approximately \$12 million (\$4.5 million in 2019/20 and \$7.5 million in 2020/21), which is being funded through internal reserve drawdowns, together with expenditure savings and the deferral of some projects. Prudent financial management over many years has helped us to rise to the challenge presented by the COVID-19 pandemic while maintaining a balanced budget.





# AWARDS AND RECOGNITION

The City of Ryde received the following awards in 2019/20

AWARD	RECEIVED FOR
2019 Cities Power Partnership Awards Renewable Energy Award	RALC Solar PV project
2019 IPWEA Excellence awards, Highly Commended Award	Meadowbank Skate Park
NSW Public Libraries Association Award for Innovation in Outreach Services	City of Ryde Library Service's Join Up, Join In campaign
National Award for Safety around Schools Program	
Australasian Reporting Awards, 2020 Chairman's Commendation	Achieving 10 consecutive Gold Awards for Annual Reporting

We also presented a range of awards to recognise the achievements of our diverse community.

## 2020 Citizen of the Year Awards

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

- 2020 Citizen of the Year: Maurice Dawson
- Young Citizen of the Year: Cosmin Luca
- Special Commendation: Lorraine Carter



2020 Citizen of the Year winners

Community Awards

Volunteer of the Year

Yung Shim Lee Kim was named Volunteer of the Year at the City of Ryde Volunteer Recognition Awards in August 2020 for her work with the Australian Korean Art Therapy Association and organising community programs for elderly groups, the disabled youth, children and disadvantaged women.

Other award recipients were:

- Highly Commended: Edwin Ikwu
- Young Volunteer of the Year Award: Claire Sellar
- Group Volunteer of the Year Award: Afghan Women’s Wellbeing Group

Northern Districts Local Business Awards

The City of Ryde also sponsored the Inclusion Award category of the Northern Districts Local Business Awards, in partnership with Lane Cove and Hunter’s Hill councils. More information can be found at [www.ryde.nsw.gov.au/businessawards](http://www.ryde.nsw.gov.au/businessawards)

Sustainable Waste 2 Art Prize

We hosted the 2019 Sustainable Waste 2 Art Prize, to help our community express their creativity through re-purposing rubbish and recovered materials. More information can be found at [www.ryde.nsw.gov.au/swap](http://www.ryde.nsw.gov.au/swap)

Spring Garden Competition

We organised the popular Spring Garden Competition. City of Ryde is one of the few local councils still organising and providing a garden competition for its local residents and community. More information can be found at [www.ryde.nsw.gov.au/gardencomp](http://www.ryde.nsw.gov.au/gardencomp)



2020 Volunteer Recognition Awards





# OUR COUNCIL

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

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

**ROLE OF COUNCIL**

The City of Ryde exists as a body politic under the *Local Government Act 1993 (NSW)*. The elected Council consists of 12 Councillors, being the Mayor and 11 Councillors, and must act in accordance with this Act and the associated State and Federal legislation.

Council’s role is to create liveable places for people who live, visit, study, work and play in the City of Ryde.

We deliver our statutory roles, functions and objectives through a corporate and civic governance structure that comprises of:

- Council
- General Manager
- Executive Team.

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

Together, the Councillors, as ‘Council’, form the governing body of the City of Ryde, a public statutory body constituted under the *Local Government Act 1993 (NSW)*. Day-to-day operations are delegated to the General Manager who is responsible for administration of the Council. Corporate performance is monitored through reports to Council and the community and this Annual Report.

**Delegating decision-making and authority**

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

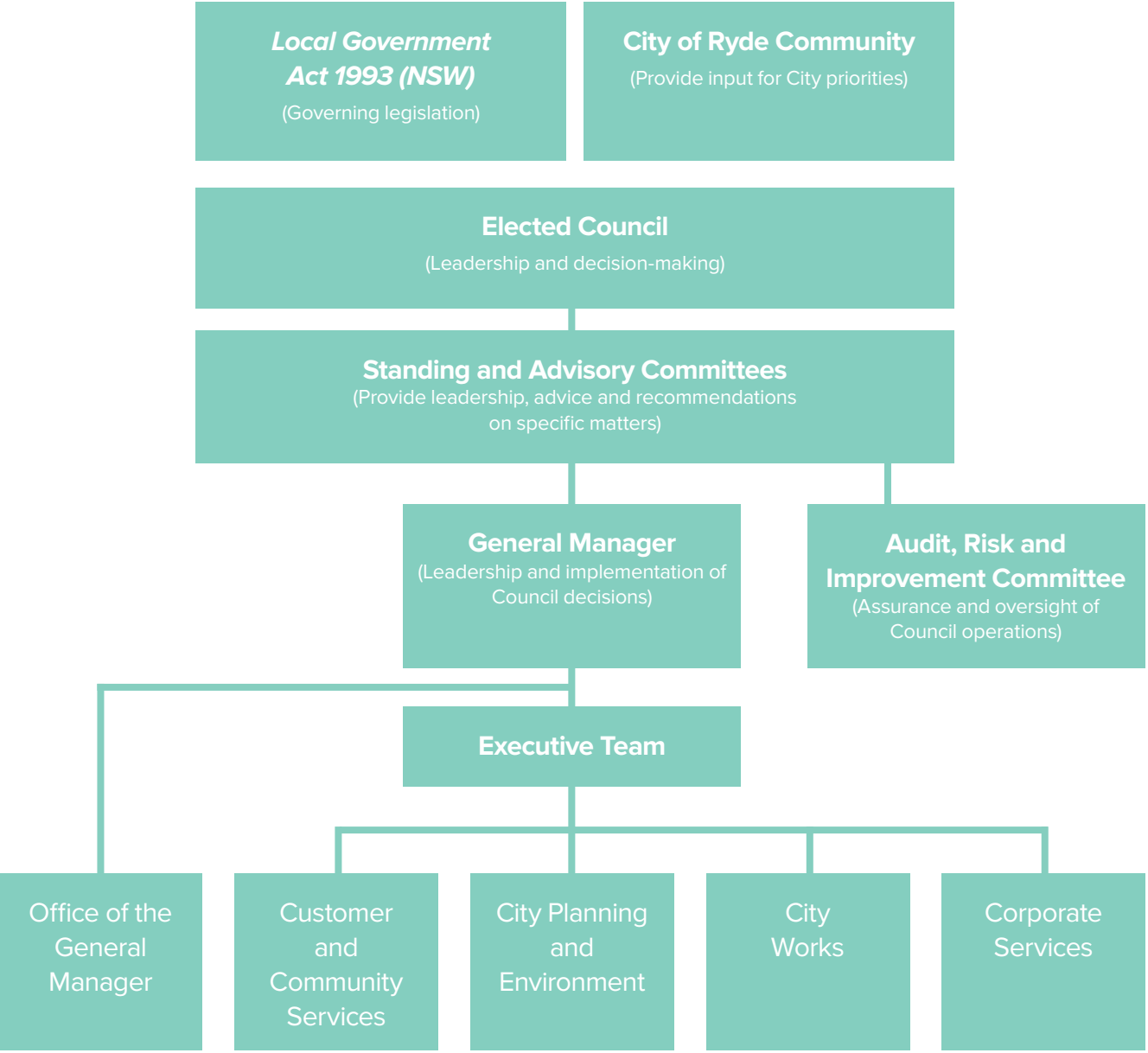
**THE ELECTED COUNCIL**

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

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

The Councillors elect the Mayor every two years and the Deputy Mayor every year. Together, the Councillors make the policies and decisions that drive and shape the direction and achievement of the City’s vision into the future.

**Figure 1. Links between the community, Council and administration**



THE ELECTED COUNCIL

WEST WARD



Councillor  
Jerome Laxale  
- Mayor

First elected in 2012, Councillor Laxale has a background in business administration and is currently a company director and a business consultant. Having a family firmly planted in Ryde means that he wants the City to be the best that it can be, with the best schools, the best environment, and a fair and affordable housing mix across the City. Councillor Laxale was elected as the youngest Mayor in Ryde's history, serving as Mayor from 2015-2016, 2017-2019 and the current term.

Councillor Laxale was Council's formal delegate to the Northern Sydney Regional Organisation of Councils.



Councillor  
Trenton Brown

Elected in September 2017, Councillor Brown currently works as a governance adviser with the State Government. He is passionate about stopping overdevelopment in Ryde and preserving open recreational space such as the TG Millner Fields. He is working to achieve stronger economic management, advocating for greater transparency in decision-making and supporting local business and community organisations. Additionally, Councillor Brown is also passionate about preserving the early heritage homes of our local area.



Councillor  
Dr Peter Kim

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



Councillor Shuo  
(Simon) Zhou  
- Deputy Mayor

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

Councillor Zhou was elected Deputy Mayor in September 2018.



THE ELECTED COUNCIL

CENTRAL WARD



Councillor  
Edwina Clifton

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

Councillor Clifton was also Council's formal delegate to the Northern Sydney Regional Organisation of Councils and Council's delegate to the Sydney Planning Panels.



Councillor  
Christopher  
Moujalli

Elected in September 2017, Councillor Moujalli is a lifelong resident of Ryde, whose focus is on ensuring Council delivers for the community through good economic management and being responsive to the community's needs. As a strong advocate for sport and recreation, he is also committed to ensuring Ryde has adequate sporting facilities and open space for the community's benefit.



Councillor  
Bernard Purcell

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



Councillor  
Sarkis Yedelian  
OAM

Councillor Yedelian OAM is committed to working with the community to create a clean, green and safe City. First elected to Council in 2004, he is currently the longest-serving Councillor on the Council. He has twice been elected Deputy Mayor. He actively encourages the integration and interaction of Australians with immigrants and helped the community form the Ryde Multicultural Centre. In 2009 he was awarded an Order of Australia Medal for his services to the community.

THE ELECTED COUNCIL

EAST WARD



Councillor  
Christopher  
Gordon

Councillor Gordon was elected in September 2017 and is a composer specialising in orchestral music. Councillor Gordon is passionate about the arts as well as renewable energy and sustainable development, preservation of natural bushland, heritage, poverty, and facilitating community in the City.



Councillor  
Jordan Lane

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



Councillor  
Roy Maggio

Councillor Maggio was first elected in 2008, and is a passionate advocate of sport and other community-based activities. He is also an advocate for ensuring Council continues supporting local organisations and providing venues, facilities, funding and opportunities promoting all forms of recreational activities as the foundations for health, wellbeing and a sense of belonging to the community. He is also a strong believer in fiscal responsibility and financial sustainability through the responsible expenditure of ratepayer funds, and prides himself on being a custodian of the community's assets and a front-line representative of Council services.

Councillor Maggio is also Council's alternate delegate to the Northern Sydney Regional Organisation of Councils and an alternate delegate to the Parramatta River Catchment Group.



Councillor  
Penelope (Penny)  
Pedersen

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

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



ELECTED COUNCIL'S RESPONSIBILITIES

Council meetings

Regular Council and Committee meetings are held at Level 1A Pope Street, Ryde, in the Council Chambers, and since February 2014, Council meetings are also live streamed through our website. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Council may consider a smaller number of matters, due to their nature and the need to maintain confidentiality, in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice.

Council's meeting schedule, agendas and minutes, are available on the City of Ryde website.

The Mayor's role, as chair of Council meetings and the leader of Council, is crucial in managing effective relationships with the General Manager and upholding good governance. The Mayor presides over and is responsible for the orderly conduct of Council meetings.

In response to the State Government's COVID-19 restrictions on large gatherings, since April 2020 regular Council and Committee meetings have been held remotely. While members of the public have been unable to address Council in person during this period, they can make submissions to Council in writing using the Request to Address form on Council's website.

Council decisions

The Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as 'Council'.

Depending on the nature of the issue, Council Committees may have delegated authority (in accordance with Council's Code of Meeting Practice and in accordance with the *Local Government Act 1993 (NSW)* to make resolutions that will be implemented by Council officers. At Committee meetings, reports from Council officers are submitted, with a recommendation for consideration by Committee members. If a Committee does not have the appropriate delegated authority, it will either refer or make a recommendation to Council for determination.

Code of Conduct

Councillors and staff are bound by a Code of Conduct, which sets high standards for their ethical behaviour and decision-making. The Code states Councillors' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the Code.

Code of Conduct matters

During 2019/20 we received five Code of Conduct complaints that involved Councillors. The complaints received were handled in accordance with the City of Ryde Code of Conduct – Complaints Procedure.

Four of these complaints were resolved by alternative means under Council's Code of Conduct – Complaints Procedure with the other complaint being referred to an external conduct reviewer. This complaint was also resolved in accordance with the aforementioned procedure.

Independent Commission Against Corruption

There were four matters involving correspondence to and from the Independent Commission Against Corruption (ICAC) during the previous year. Two of these matters involved the exchange of information (i.e. information requested by the ICAC and information voluntarily supplied to the ICAC). There were also two matters where reports were made to the ICAC under the requirements imposed by section 11 of the Independent Commission Against Corruption Act 1988.



Council Meeting

Councillors’ fees and expenses

The Local Government Remuneration Tribunal is constituted under Sections 239 and 241 of the *Local Government Act 1993 (NSW)* and is responsible for categorising Councils, County Councils and Mayoral Offices to determine the amounts of fees to be paid to Councillors, members of County Councils and Mayors in each category.

The Mayor and Councillors receive an annual fee established by Council and set within the approved range by the Local Government Remuneration Tribunal.

The Mayor’s Fee for 2019/20 was \$68,530 plus a Councillor Fee of \$25,790.

The Councillor’s Fee for 2019/20 was \$25,790 for each Councillor.

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Policy on Expenses and Facilities for the Mayor and other Councillors (Table 1).

Table 1. Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions – s428(4)(b)

LOCAL GOVERNMENT ACT REFERENCE	ITEM	REPORT
cl 217(1)(a)	Details of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations)	Nil
cl 217(1)(a1)	Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions  This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities policy	\$27,542.75
cl 217(1)(a1)(i) & (ii)	Communication expenses and facilities	\$10,997.37
cl 217(1)(a1)(iii)	Attendance of Councillors at conferences and seminars, including registration, accommodation, transport, etc	\$6,446.89
cl 217(1)(a1)(iv)	Training of Councillors and provision of skill development	\$6,587.00
cl 217(1)(a1)(v)	Interstate visits by Councillors (excluding conferences)	Nil
cl 217(1)(a1)(vi)	Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	Nil
cl 217(1)(a1)(vii)	Expenses of any spouse, partner or other person who accompanied a Councillor	Nil
cl 217(1)(a1)(viii)	Expenses involved in the provision of care for a child or an immediate family member of a Councillor	\$2,859.14
	Councillor fees, including Joint Regional Planning Panel participation	Note 1
	Total	\$54,433.15

Note 1. Council resolved to cease payment of this allowance on 26 April 2017.

Overseas visits

There were no overseas visits by Councillors, Council staff or other persons representing Council on Council business during 2019/20.

Councillor attendance at meetings and workshops

Twenty Council meetings were held from 1 July 2019 to 30 June 2020. The statutory meeting, including election of the Mayor and Deputy Mayor, was held on 10 September 2019. The table below lists only meetings and workshops attended during the period 1 July 2019 to 30 June 2020. Workshops are held to advise Councillors on topical issues, such as the proposed budget. The Mayor is an Ex-Officio member of all Committees and is not required to attend Committee meetings.

Councillor attendance at meetings and workshops for the period 1 July 2019 to 30 June 2020 is detailed below.

	WORKSHOPS ATTENDED 17 Workshops were held in 2019/20		COUNCIL MEETINGS ATTENDED 20 Council meetings held in 2019/20		COUNCIL COMMITTEE MEETINGS ATTENDED	
	Number	%	Number	%	Number	%
Jerome Laxale – Mayor	13	76%	20	100%	0/16 <sup>1</sup>	0%
Simon Zhou – Deputy Mayor	6	35%	19	95%	0/8	0%
Trenton Brown	0	0%	19	95%	0/0 <sup>2</sup>	0%
Edwina Clifton	7	41%	18	90%	10/16	63%
Christopher Gordon	17	100%	19	95%	16/16	100%
Dr Peter Kim	9	53%	20	100%	13/16	81%
Jordan Lane	1	6%	17	85%	0/0 <sup>3</sup>	0%
Roy Maggio	9	53%	18	90%	0/0 <sup>4</sup>	0%
Christopher Moujalli	1	6%	14	70%	1/1	100%
Penny Pedersen	16	94%	20	100%	16/16	100%
Bernard Purcell	15	88%	19	95%	13/16	81%
Sarkis Yedelian OAM	4	24%	20	100%	0/0 <sup>5</sup>	0%

- 1
- The Mayor, Councillor Jerome Laxale Ex-Officio for 16 Council Committee Meetings.
- 2
- Councillor Trenton Brown did not elect to sit on any Council Committees.
- 3
- Councillor Jordan Lane did not elect to sit on any Council Committees.
- 4
- Councillor Roy Maggio did not elect to sit on any Council Committees.
- 5
- Councillor Sarkis Yedelian OAM did not elect to sit on any Council Committees.



Committees

Council Committees make decisions and recommendations for their delegated areas of responsibility. Comprising elected members of Council, they play a significant role in managing and maintaining Council facilities and ensuring the functioning of the organisation meets community expectations.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Ryde Central Committee	Christopher Gordon (Chair)	Deals with matters relating to the Ryde Civic Hub and makes recommendations to Council for its determination
	Edwina Clifton (Deputy Chair)	
	Dr Peter Kim	
	Penny Pedersen	
	Bernard Purcell	
	Jerome Laxale (Mayor, Ex-Officio)	
Finance and Governance Committee	Edwina Clifton (Chair)	Deals with matters relating to finance, governance, procurement/tenders, audit and property, and makes recommendations to Council for its determination
	Dr Peter Kim (Deputy Chair)	
	Christopher Gordon	
	Penny Pedersen	
	Bernard Purcell	
	Jerome Laxale (Mayor, Ex-Officio)	
Works and Community Committee	Penny Pedersen (Chair)	Deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing. Includes matters affecting Council facilities, awarding of community and cultural grants, requests for removal of trees, redevelopment of parks and capital works projects such as roads, footpaths and drainage
	Bernard Purcell (Deputy Chair)	
	Edwina Clifton	
	Christopher Gordon	
	Dr Peter Kim	
	Simon Zhou	
Ryde Local Planning Panel	Jerome Laxale (Mayor, Ex-Officio)	A panel of independent experts who determine development applications on behalf of Council as well as provide advice to Council on planning matters
	Ms Abigail Goldberg, Ms Marcia Doheny (Chair), Mr Stephen O'Connor (Chair)	
	Expert panel members:	
	Jennifer Bautovich, Eugene Sarich, Ian Stapleton, Michael Leavey, Jane Fielding, Eric Armstrong	
	Community representatives:	
	Bec Ho, Rob Senior, Peter Graham OAM, Donna Gaskill	



Election of Deputy Mayor

Advisory Committees

Advisory Committees help the Council stay connected with the views of our local citizens. Comprising local community members and Council representatives, these committees provide advice and feedback to the Council on key issues.

During 2019/20, there were 16 Council Advisory Committees and reference groups operating within the City of Ryde. Further information on these committees, including information such as minutes and terms of reference, can be found on our website.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Arts Advisory Committee	Christopher Gordon (Chair) Penny Pedersen (Deputy Chair) Simon Zhou	To progress arts and culture within the City of Ryde by supporting existing and growing artistic talent, using arts and culture to celebrate community identity and enhance social cohesion, and to promote creative industries and infrastructure
Audit, Risk and Improvement Committee	Mr John Gordon (External Independent Member) (Chair) and Ms Elizabeth Gavey (External Independent Member) (Chair)  External Independent Members: Mr Stephen Horne, Mr Andrew Cox  Councillor Representatives: Jordan Lane, Trenton Brown  Alternate Councillor Representatives: Bernard Purcell, Dr Peter Kim	Provides a forum for communication between all stakeholders i.e. Council, General Manager, Senior Management and Internal and External Audit. Ensures and supports the independence of the Internal Audit function
Bicycle Advisory Committee	Bernard Purcell (Chair) Jordan Lane (Deputy Chair)	Advises Council on the needs of all cyclists who ride in the City of Ryde, including beginners, experienced cyclists and those that cycle for recreation or as a means of transport
Bushland and Environment Committee	Penny Pedersen (Chair) Christopher Gordon (Deputy Chair) Edwina Clifton	Advises and makes recommendations to Council on matters relating to enhancement, preservation, conservation and management of natural areas, wildlife and their habitat corridors as well as local indigenous vegetation and environmental health and sustainability issues and initiatives within the City of Ryde. The Committee also acts as a Project Reference Group for the development, implementation and monitoring of a Biodiversity Plan for the Ryde Local Government Area
Economic Development Advisory Committee	Edwina Clifton (Chair) Jordan Lane (Deputy Chair)	Provides advice, direction and support to help guide Council in the implementation of the City of Ryde Economic Development Strategy
Festivals and Events Advisory Committee	Edwina Clifton (Chair) Roy Maggio, Penny Pedersen and Simon Zhou	Provides advice and feedback on the delivery and development of festivals and events in the City of Ryde
Heritage Advisory Committee	Christopher Gordon (Chair) Edwina Clifton (Deputy Chair)	Advises Council on the preservation, conservation, celebration and enhancement of items and places within the City of Ryde that are of natural, indigenous, cultural, social, aesthetic or historic significance

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Macquarie Park Forum	Bernard Purcell (Chair) Edwina Clifton	Provides strategic and industry advice on achieving sustainable growth in Macquarie Park through the Macquarie Park Masterplan
Multicultural Advisory Committee	Dr Peter Kim (Chair) Sarkis Yedelian OAM Simon Zhou	Advises and provides feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the Ryde community
Renewable Energy Advisory Committee	Penny Pedersen (Chair) Edwina Clifton (Deputy Chair) Christopher Gordon	Advises Council on priorities for the development and implementation of strategic programs and policies to promote the update of renewable energy technologies, services and other resilient energy efficient initiatives within the Ryde local government area and across the region
Ryde Hunters Hill Joint Library Service Advisory Committee	Christopher Gordon (Chair) Jordan Lane and Penny Pedersen (Alternate)	Provides advice in areas of common interest, particularly for the Gladesville Library, but also including advice on services such as Local Studies, Home Library Services, the Toy Library and Outreach Services that are available to residents of Hunters Hill and adjoining areas
Ryde Youth Council	Ryde Youth Member (Chair) Jordan Lane and Penny Pedersen	Advocates, provides advice, and makes recommendations to Council on matters affecting young people and the community, coordinates, plans and implements community activities and events, participates in community activities and consultations, promotes awareness in the community on issues impacting on young people and encourages positive views and opinions of young people and their achievements in the community
Social Inclusion Advisory Committee	Penny Pedersen (Chair) Bernard Purcell (Deputy Chair)	Advises Council to ensure that all residents and visitors to the City of Ryde are able to participate actively in all aspects of community and civic life and ensure that Council recognises and values the diversity of its community
Sport and Recreation and Wheeled Sports Advisory Committee	Bernard Purcell (Chair) Roy Maggio (Deputy Chair) Christopher Moujalli  Representatives from across the Ryde community that have an interest in local recreation facilities	Consider matters and informs Council and Council officers of community views and likely impacts of proposed strategies regarding sport and recreation in the City of Ryde
Status of Women Advisory Committee	Penny Pedersen (Chair) Edwina Clifton (Deputy Chair)	Advises Council on improving the ways in which women in the City of Ryde are able to participate and engage actively in all aspects of community and civic life
Traffic Committee	This is a Technical Advisory Committee with no formal Councillor representatives  Council’s Manager Transport  Representatives from Roads and Maritime Services, NSW Police and the Local Member of Parliament or their nominee	Advises Council on all traffic-related matters



## ENGAGING WITH OUR COMMUNITY



Thriving Communities event

## Have Your Say

Our Community Consultation Policy recognises that community information sharing, consultation and participation are vital for effective decision-making. The City of Ryde is committed to engaging its residents, stakeholders and Council staff in the development of policies, plans and on the delivery of services for the community. More information on our community engagement activities is available on our website and throughout the 'Outcomes' section of this Report.

There are many ways you can have your say on the governing of the City of Ryde. You can:



### Vote

for Councillors every four years through the local government election for the City of Ryde



### Speak

Arrange to speak at a meeting



### Write to or telephone

elected members of the Council



### Get social

and connect with us on our social media channels, including Facebook, Twitter, LinkedIn and Instagram



### Make a submission

on the Council's Four-Year Delivery Plan including One Year Operational Plan when on exhibition each year or on its 10-year Community Strategic Plan when reviewed every four years



### Make a submission

on other major projects or notified consents that are consulted or advertised throughout the year



### Attend

a community consultation drop-in session, information session or participate in a survey or focus group on a specific project

Contact details for the City of Ryde can be found at  
[www.ryde.nsw.gov.au/contactus](http://www.ryde.nsw.gov.au/contactus)

THE COUNCIL ORGANISATION

The City of Ryde is responsible for strategy, planning, policy, regulation and service delivery for the local government area. Over our Four-Year Delivery Program 2019-23 Council will deliver a half-billion dollar program of investment in infrastructure and services for the City of Ryde, with a focus on delivering new infrastructure and maintaining the City’s existing assets, and delivering high quality services for residents and the community that make up our City.

Council is led by the General Manager. Council services are delivered through 22 departments that support the General Manager and make up four Directorates and the Office of the General Manager. Our organisation has many skilled and professional people who are passionate about our City, its future and delivering better value services. At 30 June 2020, Council had 533.47 FTE (full-time equivalent) employees.



City of Ryde office staff

General Manager

- Office of the General Manager
- Business Strategy and Innovation
- Strategic Property
- General Counsel

Leads the Council.

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

Also manages a \$132 million portfolio of commercial, residential, community and operational properties for the City of Ryde reserves, sportsgrounds, public buildings and amenities, and manages the smooth delivery of the City’s essential waste services.

City Planning and Environment

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

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

Also provides critical regulatory, enforcement and environmental services to oversee relevant policies and legislation, protecting and enhancing our environment, amenities and community safety.

City Works

- Operations
- Parks
- Assets and Infrastructure
- Business Infrastructure
- Project Development
- Transport

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

Customer and Community Services

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

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

Corporate Services

- People and Culture
- Corporate Governance
- Financial Services
- Technology
- Procurement

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



STRUCTURE AND LEADERSHIP

Executive Leadership Team

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



General Manager  
George Dedes

Associate Diploma in Project Management, Diploma in Management, BA Dip Ed, Grad Cert Workplace Relations

Appointed: 2017

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

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

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



Director, City Planning and Environment  
Liz Coad

BTP (UNSW), Diploma of Management

Appointed: 2018 (Acting 2016-2017)

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

Liz brings to her current role extensive experience in statutory and land use planning and in-depth knowledge of the political and legislative process. She has expertise in service delivery and business improvement and has worked in various leadership roles at the City of Ryde. Most recently she has overseen the portfolios of Urban Strategy, Development Assessment and Environment and Health and Building.



Director, Customer and Community Services  
Angela Jones-Blayney

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

Appointed: 2018 (Acting 2015-2018)

Throughout Angela's extensive 26-year career in local government she has a proven track record of fostering a culture in which excellence in service is pursued by all staff and is front of mind when dealing with our customers.

Angela is responsible for the implementation of communication and community engagement strategies and strategic customer service programs to support and improve the interface between the City of Ryde and its customer base. She is also responsible for managing internal and external media communications for Council.



Director, City Works  
Wayne Rylands

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

Appointed: 2018

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

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



Director, Corporate Services  
Steve Kludass

B. Commerce, MBA (General Management)

Appointed: 2018

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

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



## City of Ryde Executive Team

- George Dedes  
General Manager
- Steve Kludass  
Director, Corporate Services
- Wayne Rylands  
Director, City Works
- Joe So  
Executive Manager Strategy & Innovation
- Angela Jones-Blayney  
Director, Customer and Community Services
- Liz Coad  
Director, City Planning and Environment

## INTERNAL AUDIT, RISK MANAGEMENT AND BUSINESS CONTINUITY PLANNING

### Audit, Risk and Improvement Committee

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

In the past 12 months the Committee has reviewed, provided assurances and recommended control and efficiency improvements across a range of areas, including:

Internal audit plan for 2019/20	Reviewed and input provided to longer term audit planning
Interim COVID-19 Internal Audit plan	Reviewed and endorsed
Council's pandemic response	Reviewed and input provided
Annual Engagement Plan (Audit Office of NSW)	Reviewed with respect to conduct of the external financial audit
Draft financial statements for 2019/20	Reviewed and recommended referral for external audit
Internal audit	Received briefings on progress against planned activities and considered audit reports
Significant audit and risk management tasks	Reviewed progress against targets
Proposed quality assurance review	Reviewed progress
KPI reporting	Reviewed progress
Implementation of internal audit recommendations by senior management	Reviewed progress
Enterprise Risk Management (ERM)	Received briefings on Council's approach to, and the ongoing development and maintenance of our ERM and associated strategies, plans and registers
Matters arising from regulatory authorities (such as the Independent Commission Against Corruption, Ombudsman, other statutory authorities and the Audit Office of NSW)	Findings and recommendations considered and implications shared with the City of Ryde
Audit Office of NSW Performance Audits	Advised senior management of their commencement
External audit	Held confidential 'in-camera' meetings with the External Auditors and then with Internal Audit in the absence of management to enable full and frank discussions
Updated Audit, Risk & Improvement Committee Terms of Reference	Reviewed

### Internal audit

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

The internal audit function is governed by an Internal Audit Charter. Internal audits and reviews conducted are based on an Internal Audit Plan, which is endorsed by the Audit, Risk and Improvement Committee and combines operational, compliance and financial audits.

Audit findings and recommendations are communicated to the management of the areas audited, the General Manager and members of the Executive Team and Audit, Risk and Improvement Committee. A significant majority of agreed internal audit recommendations for 2019/20 were implemented. Where these recommendations were not implemented by the agreed timelines, these were reported to the Executive Team as part of the quarterly Key Performance Indicator (KPI) reporting process.

During 2019/20 the following audits and reviews were undertaken:

- Special projects, investigations and complaints handling
- AP master file amendment review
- Councillor expenses review
- Credit card / purchase card user compliance review
- Fleet usage review
- IT super user access controls
- Procurement review
- RMS Drives 24
- Status of implementation of internal audit recommendations – covering audits and reviews undertaken in the past three years
- Tender process reviews.

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

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

### External audit

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

### Risk management and business continuity planning

We continued to proactively manage risk throughout our business in 2019/20. We are committed to integrating the systematic and proactive management of risks and opportunities with the way we do business at all levels. We recognise and clearly communicate how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes. All of our employees and Councillors are responsible for managing risk.

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

- Guidance for achieving a uniform approach to the management of risk and opportunities across all decision-making processes
- A framework for the identification of training and education in risk management, building awareness, skills and knowledge across the organisation as we move towards a more risk-aware culture
- A constructive and accessible reference for managing risks
- A systematic approach to business interruption and continuity planning
- Quality analysis and controls of insurable risks
- Input to Council's risk-based internal audit plan.

Ongoing reviews of our risk protocols are closely managed and are regularly reported to the Audit Risk Improvement Committee and the Executive Team.

### Risk management initiatives

Our activities in 2019/20 included:

- Updating our Business Continuity Plan with a scenario test scheduled in 2020
- The City of Ryde was commended for participating in the Statewide Mutual Business Continuity Gap Analysis program. We were also commended for recognising the importance of having a practical, well-exercised business continuity plan that will enable the organisation to confidently and effectively respond to a business interruption event with minimal disruption
- Insurable risk and business interruption profiling. This is part of our insurance renewal program, with all extensions and endorsements reviewed to reflect our insurable and business interruption risks
- Ongoing management and monitoring of Council's Retro Paid Loss Scheme – Workers Compensation
- Conducting Enterprise Risk Management (ERM) Plan workshops with all departments. These included a full review of the existing risk register and identified and rated emerging risks. This ongoing project is delivering risk management training and awareness across the enterprise
- The Executive Team and the Audit, Risk and Improvement Committee developed risk appetite statements covering our tolerance for the risks associated with service delivery, work health and safety, people and culture, finance, corporate governance, environmental, ICT, stakeholder and political risk categories.

Our risk and insurance management function primarily manages claims received and made against our insurance policies. Other activities include:

- Renewal and administration of our insurance portfolio (including audits of our portfolio)
- Ongoing site-specific project and other risk assessments
- Ongoing development and updating of our Business Continuity Plan
- Ongoing monitoring, review, training and communication of our ERM Plan.



## WORKING AT THE CITY OF RYDE

Our Workforce Plan outlines our organisation's commitment to delivering the best value services to our community and structuring our workforce in a way that ensures we are continually reviewing work practices and organisation structures to identify and implement any possible efficiencies or gains.

We continue to face a number of challenges, including maintaining our workforce in critical service areas and the changing demographics of our City and broader Australian workforce. To meet these challenges we continue to:

- Increase and promote flexible working arrangements within the workplace to enable staff to better manage their work and family responsibilities
- Increase our focus on leadership development, career development, training, coaching, e-learning and talent management
- Improve our recruitment strategies to attract the best talent
- Increase our focus on continuous improvement and innovation
- Increase capacity to adopt new technologies and methods.

### Our people supporting our community

Our staff have a real connection to our community and are often involved in activities outside of their usual duties, or during their own time, to support our community. For example, during the severe bushfire season Australia experienced this year, Council released Army Reserve staff to work in affected communities and we also raised funds for the Salvation Army Bushfire Appeal.

The impact of COVID-19 has been challenging for both the local community and for our staff. Council enacted its Business Continuity Plan and endorsed a Crisis Management Team to guide our staff through this period.

We developed a COVIDSafe Plan in consultation with staff and Council's Work Health and Safety Committee to make sure that the City of Ryde was a COVIDSafe place for staff to work and for community members to visit. We have an overarching plan and relevant sub plans to address the different operational needs of some of our departments and services.

To respond to the State Government's Public Health Orders, our management team worked with our staff to explore and implement working arrangements that ensured Council was able to maintain business continuity and reduce the risk of staff needing to self-isolate due to exposure to COVID-19.

Our offices remained open, however many staff were able to work from home and rotated this with working in the office to ensure physical distancing requirements could be met.

Our Technology department brought forward its digital transformation strategy to further leverage our ability to work in a mobile environment. They worked tirelessly during this period to ensure all staff had access to the equipment and systems they needed.

As a result of the staged lockdowns enforced by the State Government, some of Council's services such as libraries, the Ryde Aquatic Leisure Centre (RALC) and community halls were required to close temporarily and community events ceased. While most impacted staff were able to undertake other work in their normal area of expertise, this was not the case for our many RALC staff. Council worked across multiple departments and also with the community to redeploy many staff from the RALC who would otherwise have been unemployed due to the closure of the centre. This was also an opportunity for staff to diversify their skills and knowledge and for some to share their unique talents with Council to benefit the community.

Some of the ways we supported our staff and community included:

- Deploying staff to other departments to provide much needed administrative assistance
- A number of our RALC staff took their love of recreation outside and worked in our sportsgrounds, parks and gardens team and public domain team to assist with the ongoing maintenance and beautification of our City. One of our staff enjoyed this so much that they have since taken up a horticulture apprenticeship in that team
- We assisted local charities whose older volunteers had been required to self-isolate. As a result, some vulnerable members of our community continued to receive home care services. Council staff also supported local community groups providing and delivering food hampers
- RALC staff and Council rangers supported older members of our community to access library resources through our Home Library Service program
- We conducted work and wellbeing telephone check-ins with team members who were regularly working from home. This was so we could ensure staff were able to work and communicate effectively in their home work environment and were following safe work and wellbeing practices. We were also able to provide any additional resources or support where required
- Two of our talented RALC staff created new artworks to brighten up the centre while it was closed for three months.



Staff information session

Workforce demographics

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

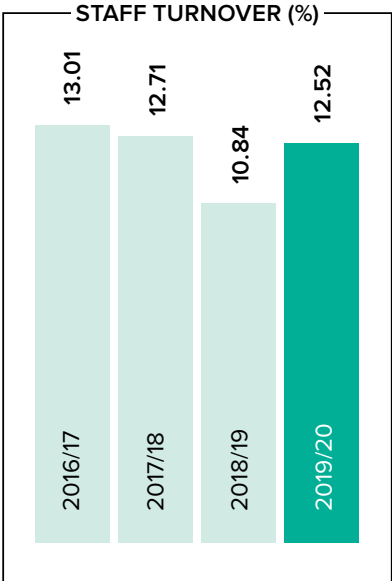
Within these directorates in 2019/20 there were 22 departments that delivered services and projects made up of 533.47 full-time equivalent (FTE) employees.

Table 2. Total number of City of Ryde employees at 30 June

STAFF HEADCOUNT							
	Permanent Full-Time	Permanent Part-Time	Temporary Full-Time	Temporary Part-Time	Casual	Total Headcount	FTE
30 June 17	410	60	18	6	266	760	514.04
30 June 18	421	59	27	5	269	781	514.53
30 June 19	438	60	34	9	264	805	529.50
30 June 20	456	55	22	7	214	754	533.47

Table 3. Workforce gender across Council

STAFF HEADCOUNT BY GENDER				
	Permanent	Temporary	Casual	Total
Female	202	13	134	349
Male	309	16	80	405
Total workforce	511	29	214	754



Staff using the Water Refill Station at the RALC



Table 4. Workforce gender across Council

PERMANENT STAFF, HEADCOUNT BY GENDER AND GRADE				
Salary Grades	Male	Female	% Men	% Women
Grades 1-4	89	30	75%	25%
Grades 5-8	74	63	54%	46%
Grades 9-14	114	99	54%	46%
Senior Management	32	10	76%	24%
Total permanent staff	309	202	60%	40%

Table 5. Workforce diversity across Council

	Ryde LGA Community Profile % of LGA Population (ABS Census 2016)	Representation in Council Workforce 2019/20
Aboriginal and Torres Strait Islanders	0.4	1.6 to 2.4
Women	51.4	46.3
People speak a language other than English	48	21
People with disability	4.6	3.6 to 4.2

We are aware that there is under-reporting in terms of the formal capture of some staff demographics. The anonymous staff culture survey conducted in 2018 found that many more staff advised of disability not requiring adjustments, languages spoken other than English, and Aboriginal and Torres Strait Islander background. For this reason diversity in the table above is shown as a range between what has been reported formally by staff members and the data captured through the anonymous staff survey.

## Equal Employment Opportunity and Diversity Management Plan: Statement of activities undertaken

The City of Ryde continues to meet its legislative obligations under the *Local Government Act 1993 (NSW)*, which includes ongoing revision of our Equal Employment Opportunity (EEO) and Diversity Management Plan. We are committed to ensuring we strive for a workplace culture that embraces and upholds all-inclusive principles relating to diversity and EEO.

In addition to adhering to legislative obligations, there are many academic studies that demonstrate that workplace diversity is beneficial to an organisation. A diverse workplace brings with it different views and perspectives that in turn can increase innovation and productivity. Diverse workplaces have also been shown to have lower turnover of staff as employees feel valued and accepted. It is our aim to create a diverse and skilled workforce who have equal access to rewarding opportunities and benefits relating to employment, career development and health and wellbeing.

EEO and diversity initiatives delivered in the reporting period included:

- Merit-based recruitment and selection training was delivered to staff participating in recruitment panels
- Two traineeship programs were completed, one for a person with disability and one for a person of Aboriginal or Torres Strait Islander background. People undertaking these programs gained on-the-job work experience and employment skills while also obtaining a formal TAFE qualification. Following completion of their traineeship, the trainee with disability successfully obtained other employment opportunities at Council, further developing their skills and experience
- Council’s Empowering Women to Thrive Program, which provides emerging female leaders with personal and professional development, has continued to be delivered. The program includes building multi-dimensional communication skills, with participants also completing a work-based project with a focus on continuous improvement. Following completion of this program a number of participants have been successful in applying for more senior roles at Council to progress their careers
- Domestic and family violence can impact a person’s safety, wellbeing, attendance and performance at work. Training was delivered to staff by Council’s Employee Assistance Program provider to increase awareness of this issue, provide information regarding available support services and promote Council’s Family and Domestic Violence Leave Policy
- Employees also participated with other local businesses in the No Excuse for Abuse march to increase awareness of domestic violence in the community.



Learning and development

In a highly competitive labour market, local government faces a continual challenge to secure the best talent for our business. Along with our advantage in working for the benefit of the local community, we use our investment in learning and development as another advantage of working at the City of Ryde.

Our learning and development strategy strengthens our workforce and builds the capabilities of our workforce at all levels. Our philosophy of continuous improvement applies to the skills and knowledge of our employees and also contributes to improving the delivery of services we provide to our community. During the year, our learning and development programs covered:

- Governance and administration: working within approved governance structures, including maintaining currency with our Code of Conduct and protocols for acknowledging gifts and benefits
- Workplace health and safety: including mandatory training and licensing in awareness of powerlines, traffic control safety, operation of chainsaws, working in confined spaces, first aid and asbestos awareness
- Systems and technology: training related to Council’s Digital Workplace Transformation Strategy
- Leadership development: building the capability of our emerging and current leaders, including our Mentoring Program and Empowering Women to Thrive Program
- Organisational and role-specific capability development.

COVID-19 restrictions reduced availability of face-to-face training events such as seminars and conferences by learning provider organisations. These learning opportunities are re-emerging as providers have shifted training delivery online.

Throughout this period, we have encouraged staff to undertake online learning through Council’s iLearn platform and the Australian Institute of Management.

We also upskilled our Learn to Swim teachers and increased their accreditations in the teaching of competitive strokes, adults and infant and preschool aquatics during the temporary closure of the Ryde Aquatic Leisure Centre.

During the year, nine students and people seeking work experience were placed in six different Council departments. This year’s program actively promoted more placements for people with disability and several individuals with disabilities undertook work experience in parts of the business that aligned with their interests.

Industrial relations

The City of Ryde operates in a stable industrial environment with a strong collaborative working relationship with relevant union associations. Our consultative committee met on seven occasions during the year to review and endorse workplace reform initiatives that improve staff resource allocation. Council also advocated at an industry level for variations to the Local Government State Award 2020 that will enable opportunities to align staff resources to the delivery of services to the community with improved cost effectiveness.

Our volunteers

Every year a committed and largely unseen army of volunteers give their time and skills to enhance and uplift the life of the community within the City of Ryde.

Our Volunteer Strategy 2018 provides guidance on volunteer opportunities and support programs within the local area.

Volunteers are people of all ages, abilities and backgrounds. Some people volunteer each week on an ongoing basis while others volunteers for a short period of time.

We support local volunteer opportunities including Bushcare, Council events and opportunities in our libraries, and coordinate a volunteer referral service to help organisations to source volunteers. We also provide volunteer training sessions and recognition activities, including our annual Volunteer Recognition Awards which aim to acknowledge the contribution made by these unsung heroes.



Health and wellbeing

Council offers our staff a range of wellbeing programs including access to our Employee Assistance Program, skin cancer and audiometry screening, health assessments, flu shots and monthly fruit boxes. We also provide access to corporate fitness provider Fitness Passport, which enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing. This offer has been taken up by approximately 140 employees.

Research has demonstrated that staff wellbeing programs contribute to reduced absenteeism, increased morale and productivity, enhanced team and social work relationships and improved physical and mental health.

Over the course of the year, 153 of our employees participated in health assessments conducted by Evolt Body Scan and were provided with a personalised health assessment and recommendations for opportunities to improve their diet and exercise regimes.

Council also undertook ergonomic and personal protective equipment audits to ensure staff were working safely, and provided staff with opportunities to review their financial wellbeing with superannuation sessions on transitioning to retirement.

With many staff working from home due to the COVID-19 pandemic, we conducted health and wellbeing check-in calls to ensure they had appropriate support and remained engaged with colleagues and people leaders.



Improving workplace health and safety

The City of Ryde is committed to providing a workplace that is safe and without risk to the health or welfare of everybody who attends our workplaces. We are also committed to the effective rehabilitation of injured employees.

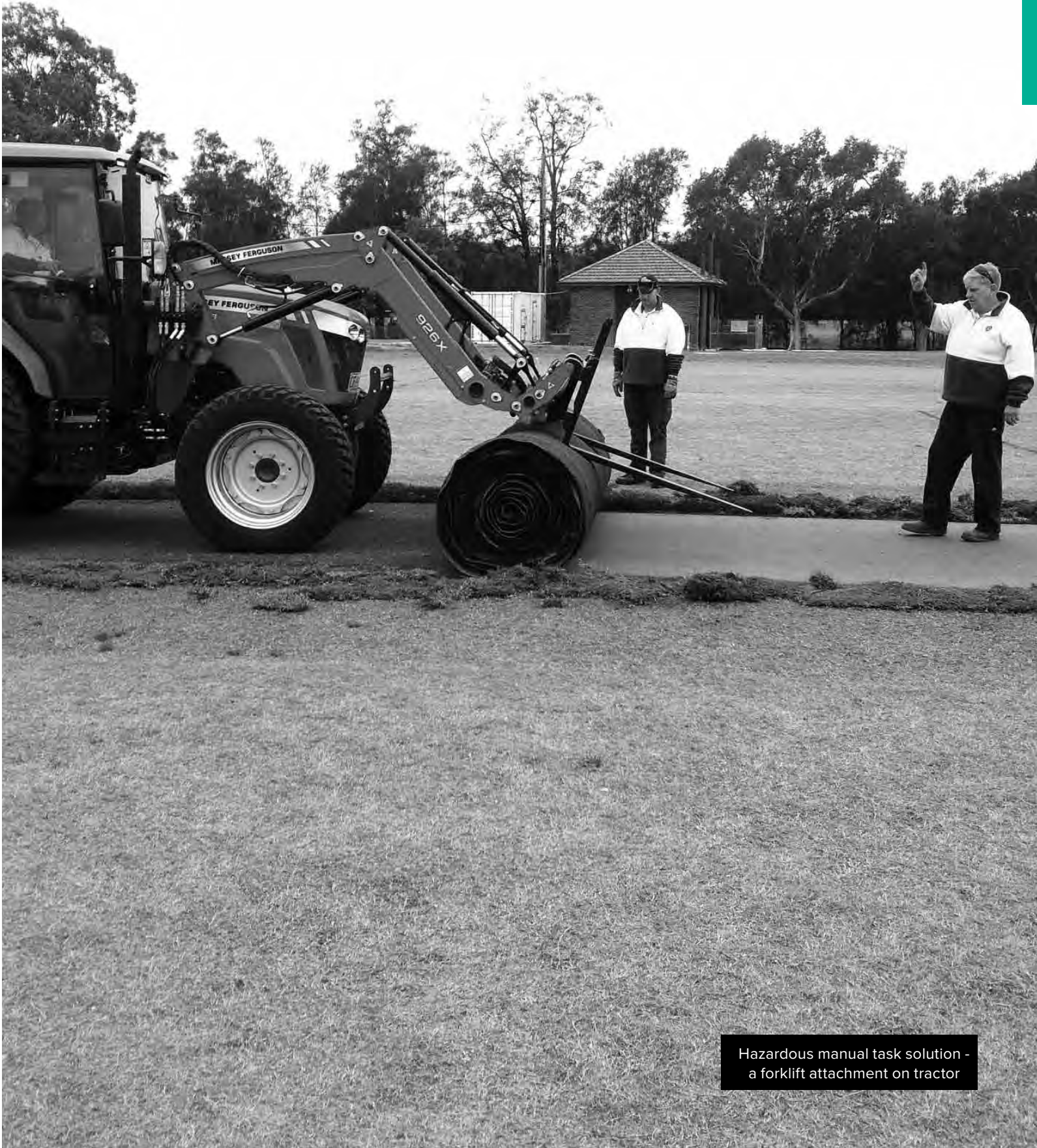
During 2019/20, there were 1,007 staff attendances at workplace health and safety (WHS) training or related seminars, an increase from 463 attendees in 2018/19. Investment in training also increased to \$85,589 up from \$51,267 in 2018/19.

In Council, Health and Safety Representatives and the Health and Safety Committee (four management and 11 employee representatives) have oversight of all Health and Safety matters. During the year:

- Hazardous manual tasks were targeted at our pool, libraries and for or outdoor staff to reduce the risk of musculoskeletal injuries (our most common mechanism of injury)
- Alcohol and drug awareness training was provided for all staff
- Council’s WHS Incident Reporting app was rolled out to a broader cross section of staff, enabling real time reporting on incidents when they occur
- There were 34 consultations through Council’s Employee Assistance Program, an increase on 14 for the previous year
- Two occupational therapy university student placements conducted assessments in office ergonomics, hazardous manual tasks (PEforM) and job demand analysis
- We engaged with other councils and major external partners through our continued membership of Council Safe and StateCover’s Metropolitan WHS Group (Metro Group)
- Staff were updated on their responsibilities resulting from changes that have been made to the *Workplace Health and Safety Act*.
- We introduced alert cards for staff who work alone, and who may be in potentially vulnerable situations, such as staff conducting home visits, and those in building compliance and Bushcare teams
- We are mapping all procedures in our WHS framework, to be used to audit their implementation
- Our WHS Coordinator presented to the Regional SafeWork NSW Inspectors on how our PERforM initiatives have reduced risks of musculoskeletal injuries to our staff
- Training additional staff in Incident Cause Analyses Method incident investigation, which will help improve the quality of reports and investigations among staff from high-risk areas, was postponed due to the COVID-19 pandemic.

Our annual StateCover self-assessment indicated an above average overall WHS performance of 87.7 percent. Some areas of improvement were identified including WHS planning, and aspects of working at heights, particularly rehearsing the rescue of employees whose falls have been stopped by fall arrest systems.

The City of Ryde is part of the Retro Paid Loss scheme, and will receive a reimbursement of our StateCover premium of approximately \$130,000 to reflect the actions we have taken to create a safer working environment.

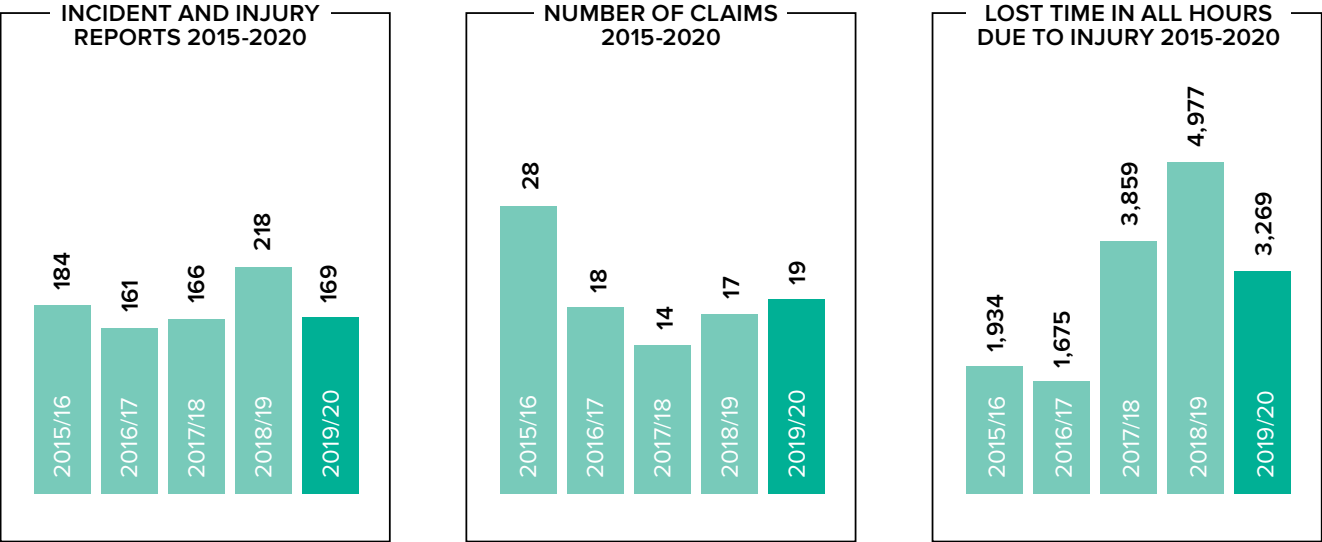


Hazardous manual task solution - a forklift attachment on tractor

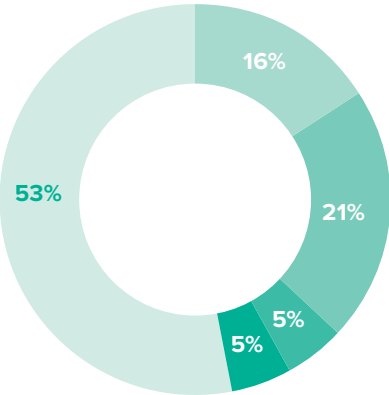


Workplace incident reporting and injury management

Council continues its efforts to encourage hazard and near miss reporting as a positive means of identifying risks and preventing potential injuries. There were 169 reported workplace incidents in 2019/20, compared with 218 in 2018/19, and 12 near-miss reports and six hazard reports in 2019/20 compared with 12 near misses and seven hazards in 2018/19.

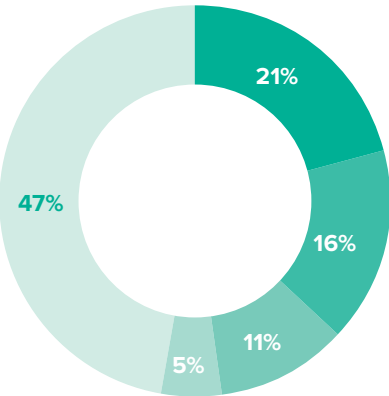


% NATURE OF INJURY 2019/20



- 53% Sprains/strains
- 16% Open wound/foreign body
- 21% Fractures, dislocations, amputations
- 5% Psychological condition
- 5% Disease

% MECHANISM OF INJURY 2019/20



- 47% Body stressing
- 21% Falls, trips and slips of a person
- 16% Being hit by moving objects
- 11% Hitting objects with a part of the body
- 5% Mental stress



Hazardous manual task solution - Jib Crane in the fabrication workshop





# DELIVERING OUR SERVICES

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

### Reporting on our progress

Our legislation states that we must assess and regularly report on our progress towards implementing the actions in our Four-Year Delivery Plan and One-Year Operational Plan.

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

### Quarterly reports

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

### Annual Report

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

## GREATER SYDNEY

Planning/or outcomes

# 40 year

### VISION

The Greater Sydney Region Plan

# 20 year

### PLAN

Greater Sydney Commission  
North District Plan

## CITY OF RYDE COUNCIL

# 10 year

### PLAN (Council Area)

Community  
Strategic Plan

Resourcing  
Strategy  
(Financial, Asset,  
Workforce ICT)

Council  
Strategies

# 4 year

### PLAN (Council Term)

Four Year  
Delivery Plan

Delivery Programs

Four Year Review,  
End of Term Report

# 1 year

### PLAN (Annual Planning Cycle)

One Year  
Operational  
Plan

Departmental  
Business  
Plan

Quarterly Review,  
Annual Report

### KEY

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

# Our plans and strategies explained

## Community Strategic Plan

- Lays out the vision for the City of Ryde 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

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

- Our Long-term Financial Plan
- Our Workforce Management Plan
- Our 10-year Asset Management Plan
- Our Information Communication and Technology (ICT) Plan.

## 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.

## One-Year Operational Plan

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







# COMMUNITY FINANCIAL REPORT

The City of Ryde invested \$128 million during the 2019/20 financial year in providing services to the community, all of which was aligned with the seven outcomes within City of Ryde’s Community Strategic Plan. In addition, \$66 million was invested in capital works across the plan’s outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

During the second half of the financial year, Council was adversely impacted by the COVID-19 pandemic. Several of our community services and programs ceased as a result of social distancing restrictions imposed by various levels of government. This resulted in a COVID-19 related reduction of revenue of \$6 million (until 30 June 2020) which was addressed at the March 2020 quarterly budget review.

As the social distancing restrictions eased towards the latter part of June 2020, the focus turned to small business recovery and assisting ratepayers within our local government area. A number of fee waivers and a rates rebate program were introduced to assist the economic recovery heading into the 2020/21 financial year. Council will continue to monitor its financial position heading into the new financial year.

## FINANCIAL POSITION OF COUNCIL – SUMMARY (AS AT 30 JUNE 2020)

To ensure the Community Strategic Plan outcomes are delivered in a financially sustainable manner, the City of Ryde needs to ensure its assets and liabilities are managed prudently. The City of Ryde’s current financial position states a net asset value of \$1.62 billion, predominately made up of infrastructure assets. Cash reserves are maintained to ensure that the City of Ryde renews and upgrades its assets (through its capital works program) to ensure community expectations are met.

Council conducted a comprehensive asset revaluation of its asset classes during the 2019/20 financial year. This resulted in an asset revaluation decrement of \$97 million, expensed to Council’s Income Statement in accordance with Australian Accounting Standards. There was also an \$116 million asset revaluation increment that benefited Council’s balance sheet in accordance with Australian Accounting Standards. Both of these revaluations were non-cash transactions and had no impact on Council’s financial performance indicators, cashflow or working capital.

The following table provides a summary of the financial results from the 2019/20 financial statements.

INCOME STATEMENT \$'000	ACTUAL 2020	ACTUAL 2019
Income from Continuing Operations	170,340	177,143
Expenses from Continuing Operations	225,379	122,811
<b>Net Operating Result for the Year</b>	<b>(55,039)</b>	<b>54,332</b>
Net Operating Result for the year before Grants and Contributions for Capital purposes and Revaluation Decrements	4,449	12,051
STATEMENT OF FINANCIAL POSITION \$'000	ACTUAL 2020	ACTUAL 2019
Current Assets	117,452	127,967
Non-Current Assets	1,500,146	1,432,258
<b>Total Assets</b>	<b>1,617,598</b>	<b>1,552,542</b>
Current Liabilities	50,089	49,389
Non-Current Liabilities	10,797	15,432
<b>Total Liabilities</b>	<b>60,886</b>	<b>49,425</b>
<b>Total Equity</b>	<b>1,556,712</b>	<b>1,495,404</b>

In 2019/20, the City of Ryde’s operating result, including capital grants and contributions, was a deficit of \$55 million which was the result of a one-off, non-cash asset revaluation decrement of approximately \$97 million.

Excluding the \$97 million non-cash asset revaluation decrement, Council’s operating result including capital grants and contributions would have been a surplus of \$51 million which reflects our sound financial position and commitment to robust financial management.

A large component of this surplus is attributed to the receipt of \$34 million in capital income (including developer contributions) which will be allocated to future capital projects within Council’s Four-Year Delivery Program.

The City of Ryde aims to produce an operating surplus before capital revenue so that the recurring services provided by Council are funded by sustainable revenue sources. In 2019/20, the City of Ryde’s operating surplus before capital grants and contributions was \$4.45 million. Achieving these results allows the City of Ryde to allocate funds to replace assets and deliver on the outcomes identified in the Community Strategic Plan.

Key financial highlights of the 2019/20 financial result include:

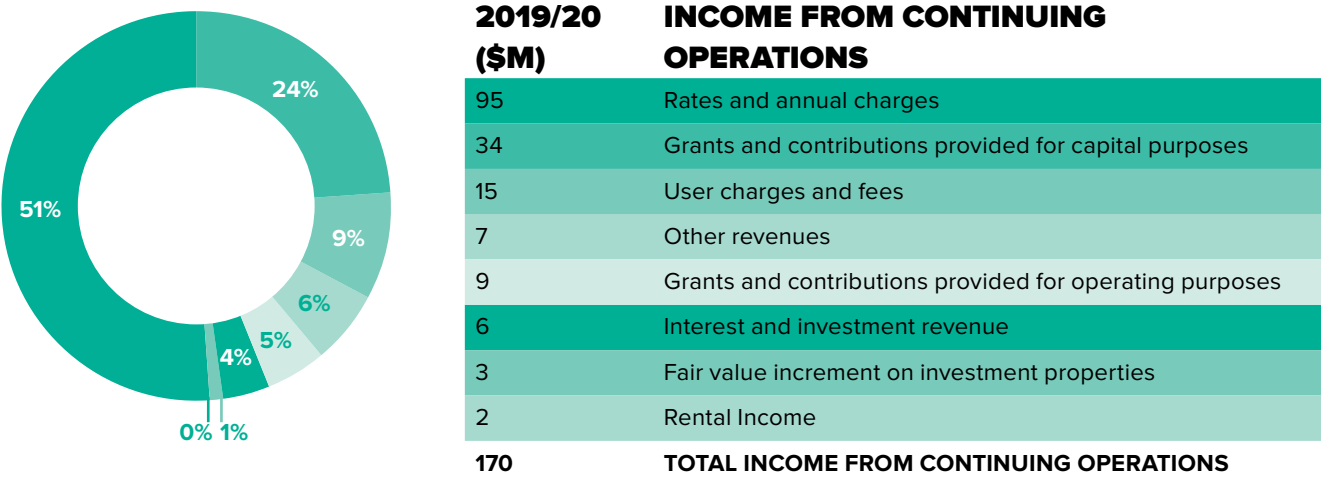
- An uncommitted working capital balance of \$4.5 million, to cover day-to-day operations and provide a buffer for unforeseen expenditure
- Maintaining a strong cash reserves position of \$229 million as at 30 June 2020
- Spending \$65 million on capital projects, including \$22 million on renewing existing assets
- A surplus operating performance result of \$4.45 million (3.39 percent).

SOURCING OUR REVENUE – WHERE OUR MONEY CAME FROM

The City of Ryde has many sources of revenue to ensure that is not dependent on one stream of revenue.

The main source of income, other than rates, was \$34 million (20 percent) from capital grants and contributions. Income from rates and annual charges contributed \$95 million (56 percent) of total revenue. Federal and State government grants assist us to provide facilities and services in the community. User fees and charges (such as at the Ryde Aquatic Leisure Centre and regulatory/ statutory fees such as Development Application fees) are also an important source of income.

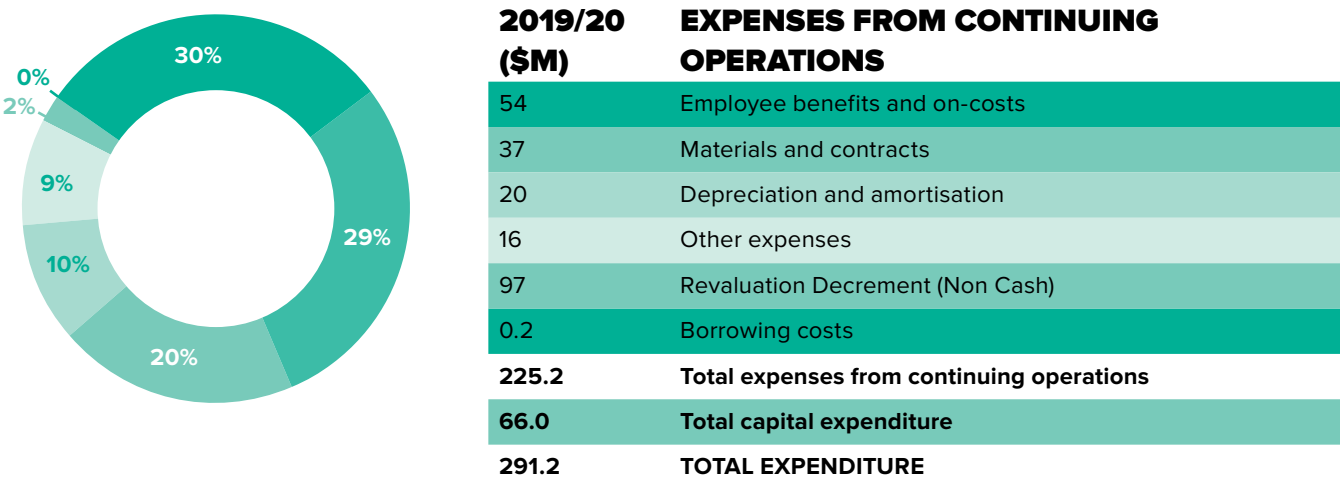
The following graph shows the various sources of our \$170 million in revenue during 2019/20.



IDENTIFYING OUR EXPENSES – WHERE OUR MONEY WAS SPENT

In delivering the Community Strategic Plan outcomes, the City of Ryde has spent a combined \$194 million on both operating expenses and capital works and services during the year. The two main types of operating expenses incurred during the year relates to employee costs and materials and contracts. The City of Ryde has continued its focus on reducing its infrastructure renewal backlog to ensure assets are serviceable.

The following graph shows the allocation of of our \$291.2 million of expenditure during 2019/20.



CASH RESERVES

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

RESERVE	(\$M)
Externally Restricted - S94 Develop Contributions	96
Externally Restricted - Unexpended Grants	8
Externally Restricted - Domestic Waste	18
Externally Restricted - Other Externally Restricted	6
Internally Restricted – Refundable Deposits	18
Internally Restricted – Asset Replacement Reserve	18
Internally Restricted – Investment Property Reserve	22
Internally Restricted – Ryde Central Reserve	19
Internally Restricted – Other	24
Total	229

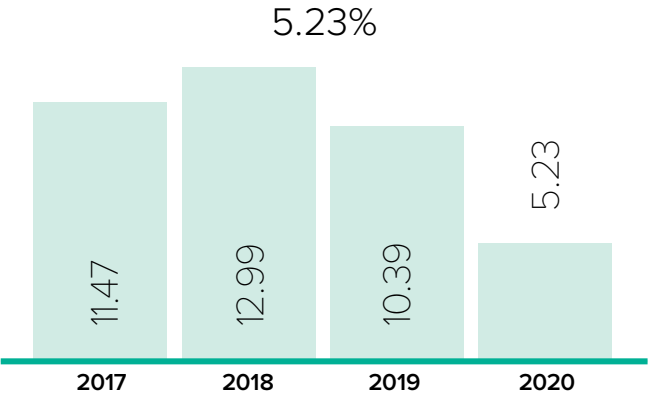
FINANCIAL RATIOS AND BENCHMARKS

Key financial performance indicators are outlined in the Code of Accounting Practice. The indicators allow for inter-council comparisons to be made across the NSW local government sector.

While our financial indicators reflect that we are in a sound financial position, the City of Ryde will continue to face a number of challenges in the years ahead associated with maintaining and improving infrastructure while the local government area is growing. This will be achieved through Council’s Resourcing Strategy (including its Long Term Financial Plan), which will ensure that the City of Ryde is adequately resourced in working towards achieving the outcomes outlined in its Community Strategic Plan.



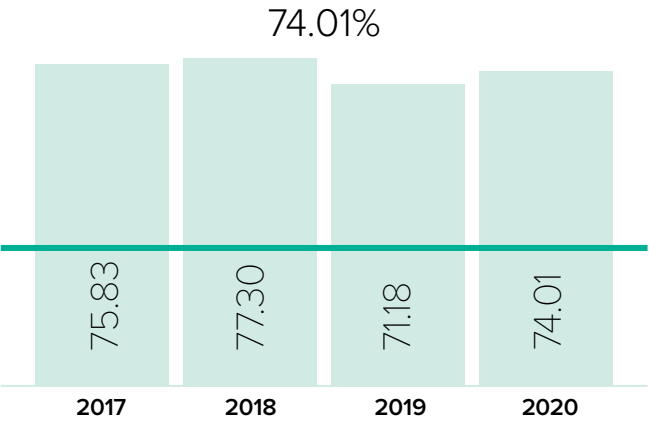
OPERATING PERFORMANCE RATIO



This ratio measures the City of Ryde’s ability to contain operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

(Benchmark 0.0%)

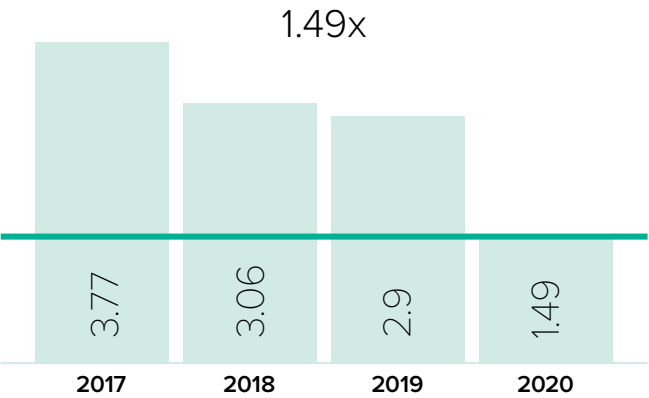
OWN SOURCE OPERATING REVENUE



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

(Benchmark 60.0%)

UNRESTRICTED CURRENT RATIO

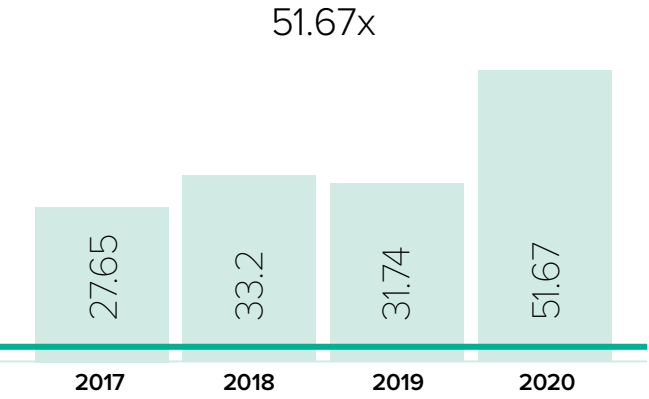


This indicator measures City of Ryde’s financial liquidity and how these assets are used to meet short-term liabilities as they fall due. The City of Ryde’s Unrestricted Current ratio of 1.49 is marginally below the benchmark of 1.50. This benchmark will be used in the development in Council’s Long Term Financial Plan to ensure that the City of Ryde is financially sustainable and able to meet its ongoing short term financial obligations.

(Benchmark 1.5)



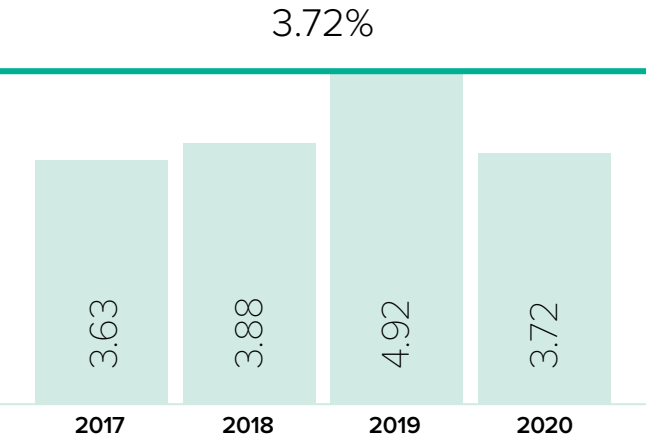
DEBT SERVICE COVER RATIO



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

(Benchmark 2.0)

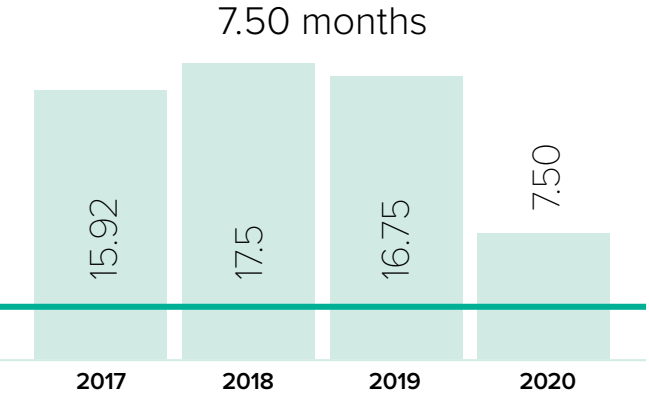
RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE



This ratio is the percentage of outstanding rates as a proportion of the total amount of rates and charges levied for the financial year. The City of Ryde's Outstanding Rates and Annual Charges ratio decreased during the 2019/20 financial year. It is expected that this will increase in the 2020/21 financial year due to COVID-19 and the ability for people to pay their rates in the short term.

(Benchmark 5.0%)

CASH EXPENSE COVER RATIO



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

(Benchmark 3.0)



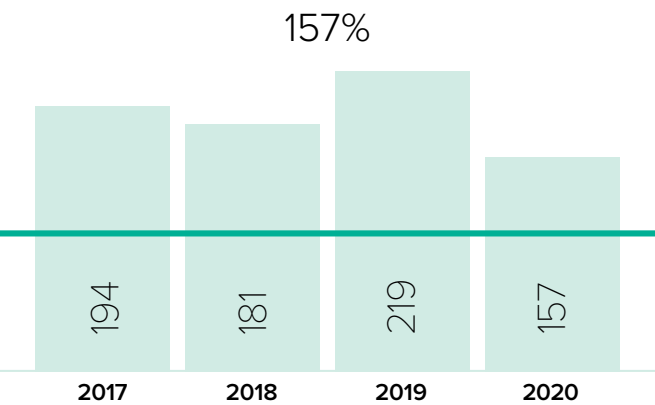
### HOW DOES OUR INFRASTRUCTURE SPENDING AND CONDITIONS COMPARE AGAINST BENCHMARK INDICATORS?

The City of Ryde currently has a net value of infrastructure assets totalling \$1.24 billion. These infrastructure assets include roads, bridges, footpaths, drains, cycleways, lighting, seawalls, wharves, buildings, parks, playgrounds, sporting and leisure facilities and natural areas. These community assets deteriorate (depreciate) over time and require ongoing maintenance, renewal or replacement.

A summary of the infrastructure asset indicators show that Council is exceeding the benchmarks in all asset related categories. Council is spending more on its renewals than it is depreciating but still has a backlog of approximately \$14m that needs to be addressed. Funds have been allocated in the current Four-Year Delivery Program to address this backlog.

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

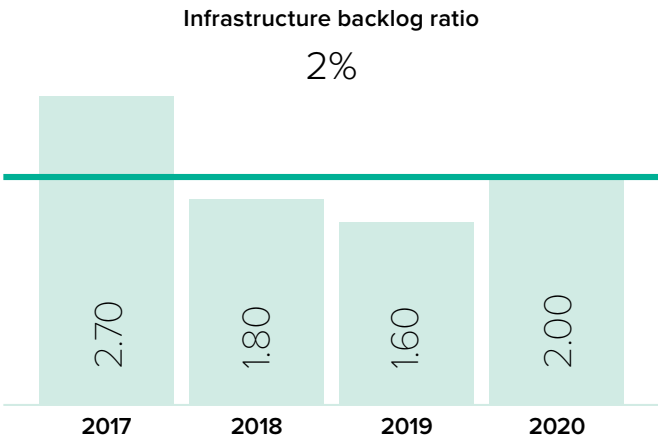
### BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO



This measure is used to assess the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark is 100 percent.

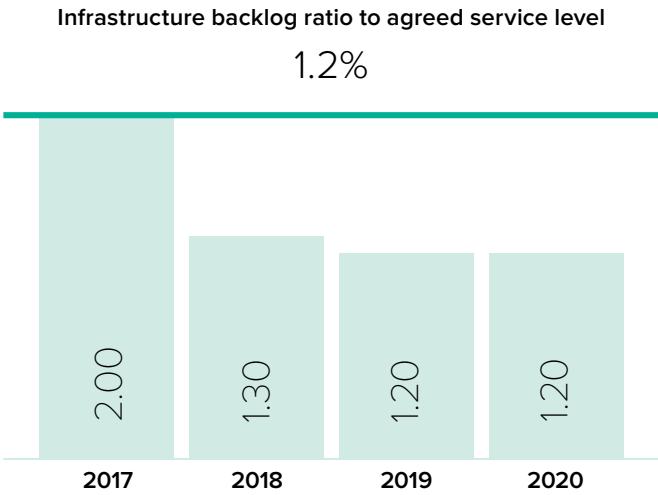
**(Benchmark 100%)**

### INFRASTRUCTURE BACKLOG RATIO



This ratio shows what proportion the backlog is against the total value of a Council's infrastructure. A benchmark of less than 2 percent has been set.

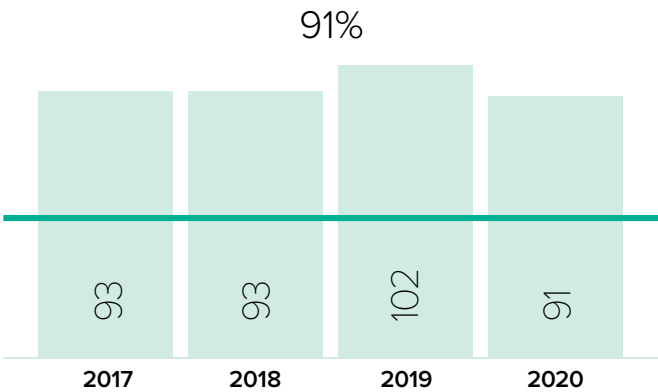
**(Benchmark less than 2.0%)**



This ratio determines the infrastructure backlog in accordance with the City of Ryde's service level for each asset class that has been disclosed. A benchmark of less than 2 percent has been set.

**(Benchmark less than 2.0%)**

### ASSET MAINTENANCE RATIO



This ratio compares actual versus required annual asset maintenance. The benchmark is greater than 1.0 (100 percent). The minor underfunding in asset maintenance is more than offset by the additional funding allocated towards infrastructure asset renewal (ratio of 157 percent exceeds the benchmark of 100 percent). This ensures that Council's backlog will continue to decline over time.

**(Benchmark 100%)**





# COUNCIL IN THE SPOTLIGHT

There was considerable media interest in the activities and initiatives undertaken by the City of Ryde in 2019/20, with Council receiving more than 800 media mentions. Of these, 36 percent were positive, 17 percent negative and 47 percent neutral.

The issues that attracted the most coverage were:

## The New Heart of Ryde

Formal consultation on the new vision for the Ryde Civic Centre was undertaken by the City of Ryde in the first half of 2019/20. Described as 'The New Heart of Ryde', the vision endorsed by Council will deliver a four-fold increase in community facilities while retaining complete public ownership of the site.

Through the duration of the formal consultation, a number of community stakeholders voiced their support for The New Heart of Ryde, including schools, businesses and community organisations.

At the completion of formal consultation, 85 percent of respondents indicated that they supported the proposal and Council resolved to progress with the plans.

The tender to design and construct The New Heart of Ryde was subsequently awarded to Taylor Construction Group in May 2020.



The New Heart of Ryde community consultation

## COVID-19 response

The City of Ryde took steps to support the community and ensure that essential Council services continued since the COVID-19 pandemic began at the start of 2020.

This included temporarily waiving and/or deferring a range of fees and charges for businesses, council's small business tenants, and community organisations. In addition, Council also introduced a new Financial Hardship Policy to provide financial relief to those in the community impacted by the COVID-19 pandemic.

Council also introduced a range of tools to communicate changes to the community that were brought about as a result of the COVID-19 pandemic. This included the creation of the COVID-19 Hub on Council's website which contained news, service updates, community support and frequently asked questions.

## Events

The City of Ryde staged hundreds of events in 2019/20, many of which were delivered online due to the COVID-19 pandemic. Many of these events received significant media interest including the Granny Smith Festival, the inaugural West Ryde Summer Series, the Sustainable Waste 2 Art Prize (SWAP) exhibition and the Spring Garden Competition.

The City of Ryde also held a number of events to raise awareness of societal issues affecting some residents. This includes the first-ever City of Ryde No Excuse for Abuse march which brought together residents, businesses, workers and students in Macquarie Park and take a stand to end violence and abuse.

## Heritage reforms

A range of reforms were endorsed by Council that provided stronger protections for items and areas of heritage significance across the local community. Under the reforms, more than 300 items now have various forms of heritage protections.



# PLANNING FOR OUR FUTURE

**We stand at the threshold of an exciting future. In the past few years our community has told us the things they love about the City of Ryde and the things that could be done better to make our City more liveable, more desirable and better prepared for the future. With a projected increase in population to over 160,000 residents by 2031, we have an opportunity to use this growth to enhance the City's prosperity, uniqueness and liveability while planning for the future.**

During the year we invested significant resources into planning how we can reshape our City and ensure that we undertake targeted initiatives that meet the needs of our growing and changing community.

We completed our Local Strategic Planning Statement (LSPS), which came into effect on 31 March. This is a keystone document for the City of Ryde, providing a 20-year blueprint for land-use planning within the City. The LSPS sets out our vision and planning priorities, and brings together the Community Strategic Plan and the local planning framework, with existing relevant Council studies, documents, plans and policies to guide future development.

To meet the requirements set out in the Greater Sydney Commission's Greater Sydney Region Plan – A Metropolis of Three Cities and the North District Plan, we also completed a review of our Local Environmental Plan. As part of this work, we finalised and adopted a Heritage Review that endorsed stronger protection for items and areas of heritage significance across the local community.

We developed our draft Local Housing Strategy, which provides key directions for the future housing supply in the City of Ryde, including planning for housing growth that comprises a mix of dwelling sizes, types and price points, allowing the current population to remain in the local area through different stages of life. The strategy also aims to mitigate the impact of State environmental planning policies by removing multi-dwelling housing from current low density residential zones to ensure the City of Ryde does not lose its identity, become overcrowded or create problems for the future.

One of the things our community values most about living in the City of Ryde is our range of parks, open spaces and sportsgrounds, which are in constant use all year round. To better understand current and likely future sporting, recreational and leisure needs and guide the way we manage and operate our parks and associated facilities, we finalised a number of key park and open space masterplans as part of our ongoing planning program.

For example, the Meadowbank Park and Memorial Park Masterplan will increase sporting capacity within Meadowbank Park while also implementing a range of environmental and active recreation improvements across both parks. The Westminster Park Masterplan will see a synthetic sports field and a new amenities building to better meet the needs of growing numbers of sports groups. The Gannan Park and McCauley Park Masterplan will result in the creation of open spaces that meet the current and future needs of a range of different user groups. The draft ELS Hall Park, Greenwood Park and Booth Reserve Plans of Management will ensure the parks meet current and future sporting, recreational and leisure needs while providing additional environmental protection.

## Resilience, response and recovery - the Ryde Resilience Plan 2030

Following a multi-stage community engagement program, preparation of the Ryde Resilience Plan 2030 was completed during the year.

We have long recognised that climate change will result in a range of threats and cascading impacts on our City, involving wider social and economic shocks. In 2019/20 we experienced the last months of a crippling drought with increasing water restrictions, record temperatures, catastrophic bushfires across the length of the eastern seaboard of Australia (including in Lane Cove National Park), consecutive weeks of hazardous air pollution from dense bushfire smoke and severe storms. This was closely followed by the COVID-19 pandemic and its accompanying economic shock, which will be an ongoing source of chronic stress for our community into the foreseeable future.

The Resilience Plan arose from recognition of the interconnectedness between climate change and urbanisation and the impacts from these types of events. We gained further impetus from ongoing participation in the regional planning program Resilient Sydney and in accompanying responses under the Greater Sydney Commission's North District Plan to plan for our City's future.

Developed in response to community concerns about current and future issues impacting resilience in our City, the plan sets out actions to help support and equip the community with the tools required to become more resilient and adapt, survive and thrive. It also lays out actions to be taken over a 10-year-period that will build capacity and ensure the Ryde community, local businesses and Council can prepare for local and global events, major shocks and emergencies as well as respond to and recover from similar situations in the future. These include risks and threats from heatwaves, severe storms, floods and bushfires, as well as infrastructure failure, communications meltdowns and further pandemics.

The first part of our plan sets out a vision and identifies pressures, issues, challenges and opportunities for resilience in our City. Nine key response areas have been identified to guide actions that will build and strengthen our preparedness so the community is able to adapt, survive and thrive in the most challenging times.

The second part of the plan provides an implementation strategy, and outlines actions across the key response areas and five main pillars of resilience which are: supporting each other, adapting to climate change, connecting for strength, getting ready and preparing our City.

When adopted (scheduled for September 2020), the City of Ryde will become the first local government area in NSW to adopt a comprehensive local resilience plan.



Council formally adopted the Parramatta River Masterplan, which guides the future development and management of 17 parks and seven road reserves along the Parramatta River foreshore and aims to improve the health of the Parramatta River in order to make it swimmable once again.

Our Natural Areas Plan of Management covers bushland, escarpments, foreshores, watercourses and wetlands and applies to all parks and reserves with natural areas that are not covered by an individual plan of management.

The draft Children's Play Implementation Plan will ensure that playgrounds in the City of Ryde will have more inclusive elements, shaded areas and safety features, while the Dog Recreation Needs Study 2020 guides planning of both existing and potential future dog off-leash facilities to meet the changing expectations of our growing community.

Council endorsed a City of Ryde Indoor Facilities Review which sets out the need for indoor facilities until 2036, and identified future potential expansion of facilities to meet the demands of a growing population. We also developed our draft Open Space Future Provision Strategy.

The City of Ryde is home to a vibrant and diverse community, with people from more than 100 different countries calling our City home. 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 consulted extensively with community members and stakeholders to develop our Social Plan and Creativity Strategy 2019-2024 and our Halls and Facilities Strategy 2020-2041. These will help support our commitment to community and social wellbeing, and provide new directions for arts and creativity in our City.

Together, these strategic plans, supported by the ongoing refinement and development of supporting frameworks and strategies are improving not only the liveability and desirability of our City, but also its resilience in the face of extremes.

## Putting resilience to the test

Following months of extreme heat, thick smoke and bushfire-associated stress, the City of Ryde was once again put to the test during a series of major storms in February.

While there was widespread damage cause by localised flooding, falling trees and power outages, forward planning and a quick response saved our community from much worse.

Once we received advance notice of two massive storm fronts heading to our City, Council officers swung into action. The community was advised to make storm preparations and prepare for power outages.

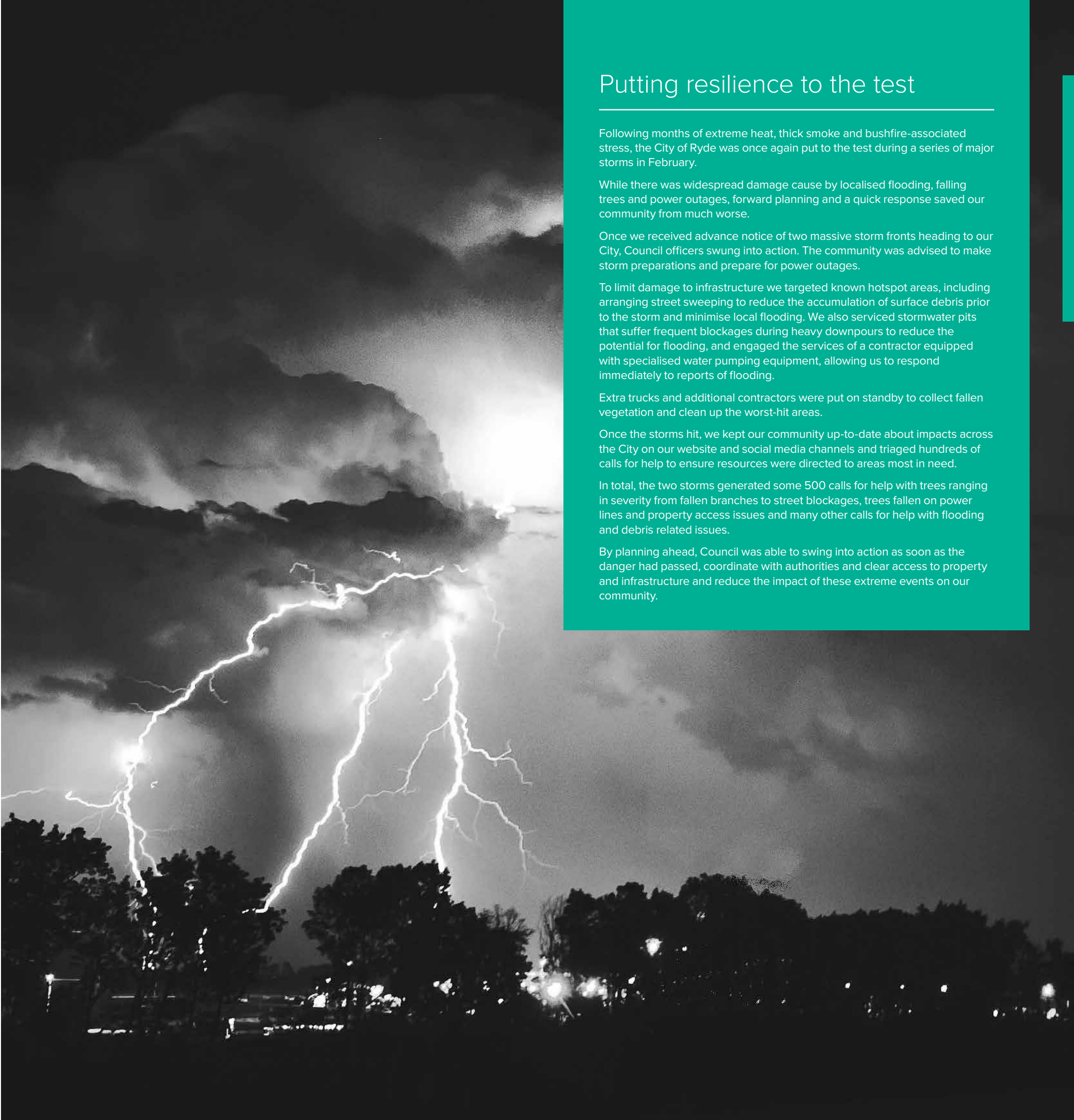
To limit damage to infrastructure we targeted known hotspot areas, including arranging street sweeping to reduce the accumulation of surface debris prior to the storm and minimise local flooding. We also serviced stormwater pits that suffer frequent blockages during heavy downpours to reduce the potential for flooding, and engaged the services of a contractor equipped with specialised water pumping equipment, allowing us to respond immediately to reports of flooding.

Extra trucks and additional contractors were put on standby to collect fallen vegetation and clean up the worst-hit areas.

Once the storms hit, we kept our community up-to-date about impacts across the City on our website and social media channels and triaged hundreds of calls for help to ensure resources were directed to areas most in need.

In total, the two storms generated some 500 calls for help with trees ranging in severity from fallen branches to street blockages, trees fallen on power lines and property access issues and many other calls for help with flooding and debris related issues.

By planning ahead, Council was able to swing into action as soon as the danger had passed, coordinate with authorities and clear access to property and infrastructure and reduce the impact of these extreme events on our community.





# SUSTAINABILITY STATEMENT

At the City of Ryde, we are committed to sustainability in everything we do. Our Community Strategic Plan sets out the overall direction and long-term plans for the economic, social and environmental sustainability of our City.

The plan consists of seven key challenges and opportunities identified by our community about their needs:

1. Managing the needs of a growing population
2. Addressing the needs of a changing population
3. Offering suitable housing options while maintaining the characteristics of our suburbs
4. Creating a strong economy and employment closer to home
5. Managing the pressure of population growth on our amenity
6. Adapting to climate change
7. Remaining competitive.

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



## Social sustainability

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

Our Social Plan 2019-2024 outlines a strategic roadmap to sustain and improve social wellbeing in the City of Ryde. It provides a shared vision for a cohesive, inclusive and healthy community and network of connected places and people, and a framework to guide the future activities, services and programs delivered by the community and Council.

Our Creativity Strategy 2019- 2024 outlines a vision and strategic roadmap for Council, community and partners to support, build and empower arts and creativity in our City. We have also recently undertaken a review of our cultural facilities, which makes recommendations for future spaces that support and foster arts and culture, and provide space for creatives to meet and create.

Our Children's Play Implementation Plan helps ensure that all families within the City of Ryde have access to safe, accessible and high quality playgrounds.

Each year we celebrate Harmony Day in March and Social Inclusion Week in November, to encourage communities to reconnect and be inclusive of all cultures, age groups, nationalities and the disadvantaged. Find out more about how we are building a safe, inclusive and equitable community in our Diverse and Inclusive City outcome from page 204.

Our Disability Inclusion Action Plan is a commitment from Council that people with a disability are welcomed, accepted and respected in our community. A number of initiatives help support and encourage people with disability in our community including finding meaningful work, recognising and supporting businesses that welcome people of all backgrounds and improving our open spaces, recreational facilities and sporting opportunities to make them more inclusive. More about our work can be found in our Statutory Reporting Section on page 379.

Providing a safe and healthy environment for our staff is also crucial. We aim to provide a good work/life balance and offer flexible work options. Our policies and procedures support health and wellbeing, learning and development, human rights, diversity and inclusion, equal employment opportunity, and codes of conduct. Our Human Resources report on page 54 has more information.



Environmental sustainability

Environmental sustainability recognises the role of the environment in the long-term stability of our City and our community.

We recognise the relationship between the health of our environment and the economic and social health of our City and have developed a range of programs aimed at reducing waste, enhancing our natural environment and help our community live more sustainably and reduce our environmental impact.

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

As well as actively working to reduce power and water consumption across all of our services and facilities, we embed sustainability principles into all areas of our work. This includes sustainable planning, transport, design, food production, handling of waste, and the way we do business.

We became the first council in NSW to develop and endorse a comprehensive local resilience plan. The Ryde Resilience Plan 2030 was developed in response to community concerns about current and future issues impacting resilience in our City, and in recognition that a city’s capacity to respond to and recovery from major shocks is influenced by other previous events and underlying chronic stresses that weaken the community. The plan will allow the community and our own operations to better prepare for major shocks and emergencies as well as respond to and recover from risks and threats from heatwaves, severe storms, floods and bushfires, as well as infrastructure failure, communications meltdowns and pandemics.

It sets out an action plan to help support and equip the community with the tools required to become more resilient to adapt, survive and thrive, with actions taken over a ten-year-period that build capacity and ensure the Ryde community, businesses and Council can prepare for local and global events, pressures and uncertainties.

Find out more about how we are working to build the health and long-term sustainability of our natural and built environment in the City of Ryde in the Our Natural and Sustainable City outcome from page 142, and in many other parts of this Annual Report.

Economic sustainability

To ensure our local economy remains vibrant and sustainable for the long term, we are working towards building a healthy and resilient local economy across our town centres and neighbourhoods. Our initiatives include revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants as well as support for an improved night time economy, improving digital and transport connections across the City and supporting people and businesses to launch and nurture businesses and careers.

Our Economic Development Program supports micro, small, medium and large enterprises, with continuous and regular events, programs, and initiatives that will help drive job creation. During the year, many of these moved to an online mode of delivery, while additional workshops and activities helped local business cope with the challenges of the COVID-19 pandemic.

Part of our focus on economic sustainability involves leading by example. To support economic sustainability and the resilience of the City of Ryde economy we have developed a range of strategies and programs, including our Long-Term Financial Plan, Strengthening Ryde Strategy, Community Strategic Plan, Local Strategic Planning Statement and Local Environmental Plan. They encompass issues of sustainable growth, land use and planning priorities, infrastructure, housing and business development.

We are operating in a dynamic economic environment and our plans and strategies are designed to help existing business embrace change and encourage innovative businesses for current and future generations. These were tested during the COVID-19 pandemic as we pivoted our activities to support our community through a range of initiatives including online events programs and other activities as well as direct measures such as grants programs to support hard-hit businesses, rate deferrals for affected community members and the waiver of variety of regulatory fees aimed at assisting small business.

Prudent financial management over many years ensured that we were able to draw on internal reserves, reduce expenditure, bring forward technology upgrades to maintain operational continuity, and defer some projects to meet the expected \$12 million net financial impact of the COVID-19 pandemic.

Find out more about how we are working to build a prosperous and thriving local economy in our Smart and Innovative City outcome from page 168.



Shop Local - West Ryde business



# OUR VIBRANT AND LIVEABLE CITY

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

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

## PRIORITIES FOR THIS OUTCOME

### GREAT PLACES, VIBRANT NEIGHBOURHOODS

Centres are the focus of vibrant communities

Places are designed for people

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

### COLLABORATIVE DEVELOPMENT

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

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

### 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.



West Ryde Summer Series event at West Ryde Plaza



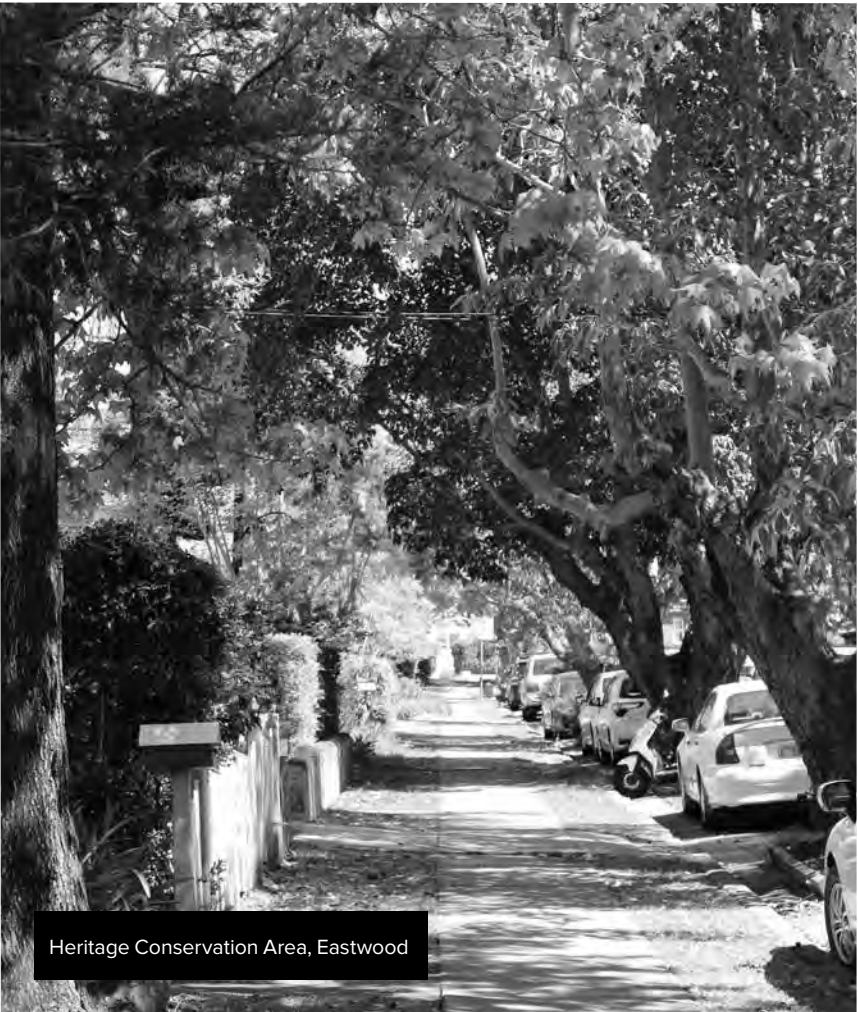
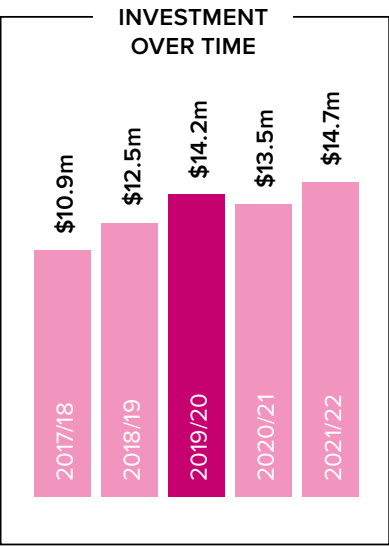
OVERVIEW

Council services supporting this outcome

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

How we monitor progress

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



Heritage Conservation Area, Eastwood

KEY STATISTICS

PROJECTED GROWTH

116,298	160,750
Residents in 2016	Residents in 2031
43,020	62,000
Households in 2016	Households in 2031
46,149	66,000
Dwellings in 2016	Dwellings in 2031
52,595	
Rateable properties	
52.9%	
of dwellings in the City of Ryde are medium or high density, compared to 44% in Greater Sydney	

BUILDING A VIBRANT AND LIVEABLE CITY

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

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

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

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

HIGHLIGHTS



Local strategic planning

The Local Strategic Planning Statement was completed and endorsed by the Greater Sydney Commission



Local housing strategy

The Draft Local Housing Strategy was developed, including planning for housing growth up to 22,000 additional dwellings by 2036



West Ryde Town Centre

The West Ryde Town Centre Revitalisation Strategy was developed, including a significant upgrade of West Ryde Plaza



Ryde Resilience Plan 2030

The Ryde Resilience Plan 2030 was completed and scheduled for adoption



\$972.6 million

in approved development across the City of Ryde

682 development applications determined



Advisory Service

We launched our expanded our Building and Development Advisory Service



Heritage Schedule

Expansion of the City of Ryde’s Heritage Schedule was endorsed by Council



Gladesville Town Centre

Coulter Street upgrade in Gladesville Town Centre completed



SERVICES AND PERFORMANCE HIGHLIGHTS



Coulter Street Party, Gladesville

CITY STRATEGIC PLANNING

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

Local Strategic Planning Statement supported

The Draft Local Strategic Planning Statement (LSPS), which provides a 20-year blueprint for land-use planning within the City of Ryde, was referred to the Greater Sydney Commission (GSC).

The LSPS sets out Council's vision and planning priorities, and the actions the City of Ryde will take to achieve them. It considers the characteristics that contribute to local identity, the special character and values that are to be preserved and how change will be managed into the future.

It also bridges the space between the Community Strategic Plan and the local planning framework, and brings together existing relevant Council studies, documents, plans and policies to guide future development in the City of Ryde.

Following public exhibition of the LSPS, Council resolved to refer the LSPS to the GSC. It was supported as being consistent with the Greater Sydney Region and North District plans. There was strong community involvement in the preparation of the LSPS via workshops, surveys, focus groups and written submissions.

With the GSC's endorsement, the LSPS came into effect on 31 March 2020.

DELIVERY PROGRAM

Ryde Resilience Plan 2030

A Council-wide Ryde Resilience Plan 2030 is completed and scheduled for adoption at the July 2020 Council meeting. A two-stage community and stakeholder engagement for the plan occurred over 2019/20 with over 400 individual contributing participants, and public exhibition during May 2020 (115 survey/interviews/submissions).

Local Environmental Plan Review

The Local Strategic Planning Statement completed; a Heritage Planning Proposal has been submitted to the Department of Planning, Industry and Environment (DPIE) for finalisation; the Housing Strategy has been drafted and medium density planning proposals submitted to DPIE for gateway determination. In addition, an Employment Lands Study, and Creative Enterprise Study have been drafted and the Waterloo Road Lineal Park Masterplan commenced. An accelerated Local Environmental Plan program and associated grant funds have been extended by DPIE into 2021/22.

Macquarie Library and Creativity Hub Planning and Design

Council has a standing agreement with AMP Capital for a Library and Creativity Hub to be delivered as part of a future re-development of Macquarie Centre. The timing is linked to delivery of future residential stages of the re-development; the specific timing is yet to be confirmed, with the design to be undertaken closer to delivery.



## Draft local housing strategy approved

During the year we developed our draft Local Housing Strategy, which provides key directions for the future housing supply in the City of Ryde. The strategy formed part of a broader Local Environmental Plan review to meet the requirements set out in the Greater Sydney Commission's (GSC) Greater Sydney Region Plan – A Metropolis of Three Cities and the North District Plan.

The Draft City of Ryde Local Housing Strategy reviewed the recent levels of growth, the remaining capacity in our area under the existing state and local planning policies and also included an assessment of demographics and housing needs for the Ryde local government area.

A key focus of the strategy was to provide the evidence base for Council's response to state legislation changes introducing additional medium density housing types into the City of Ryde's low density residential zone despite Council's strong objections. These changes are scheduled to commence in July 2020. The introduction of Part 3B of the State Environment Planning Policy has the potential to increase the maximum development capacity of the R2 Low Density Residential Zone in Ryde by approximately 15,000 dwellings.

This significant increase would not be aligned with infrastructure provision and would likely result in a significant change to the existing character of the low density areas that dominate Ryde. Further, many of these additional dwellings would be approved under the State Government's complying development framework, which provides less opportunity for neighbour concerns to be addressed than Council's development application process.

In response, the draft strategy outlines a number of key directions for housing delivery:

- To plan for housing growth to meet the needs of a growing population with between 20,000 and 22,000 dwellings needed from 2016 to 2036, based on available demographic data
- To ensure housing is inclusive by providing a mix of dwelling sizes, types and price points, allowing the current population to remain in the local area through different stages of life
- To encourage housing that is suited to the local character and respects local environmental constraints
- To establish programs to support management of housing growth and infrastructure delivery.

The primary short-term action recommended by the strategy aims to mitigate the impact of Part 3B of the State Environmental Planning Policy by removing multi-dwelling housing from the current R2 Low Density Residential Zone. A planning proposal seeking to amend the Ryde Local Environmental Plan 2014 to implement this direction was submitted to the Department of Planning, Industry and Environment for Gateway Determination (which is required before the proposal can be formally exhibited for public comment). It is anticipated that the planning proposal and the draft strategy will be released for public comment in 2020/21.

Talavera Road

## CITY STRATEGIC PLANNING HIGHLIGHTS



### Strategic Planning

The City of Ryde Local Strategic Planning Statement came into effect on 31 March 2020, following significant community involvement in its development and endorsement by the Greater Sydney Commission

It plans for up to 22,000 new dwellings by 2031



### Local Environmental Plan

The City of Ryde Local Environmental Plan program has been significantly progressed, with many key components including the City's Heritage Planning Proposal and Housing Strategy nearing finalisation



### Ryde Resilience Plan 2030

The Ryde Resilience Plan 2030 is ready for adoption



### 112 Talavera Road

The State Government approved a planning proposal which will allow for a 63-storey residential building at 112 Talavera Road in Macquarie Park, despite the City of Ryde recommending refusal and rejecting the planning agreement proposed by Meriton in association with the planning proposal



### Ivanhoe Estate

City of Ryde is advocating for changes to the state significant Ivanhoe Estate development in Macquarie Park



NEIGHBOURHOOD  
ACTIVATION

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

Eastwood Shopping Centre re-development

The North Sydney Planning Panel approved an application to redevelop the Eastwood Shopping Centre. Under the approved proposal, the existing shopping centre will be demolished and replaced with a new mixed-use development that will feature retail, commercial and residential components.

As part of the voluntary planning agreement entered into with the City of Ryde, the developer will provide a range of public benefits for Eastwood town centre, including the redevelopment of Eastwood Plaza as well as improvements in streets surrounding the existing shopping centre.

West Ryde Town Centre Revitalisation Strategy

The West Ryde Town Centre Revitalisation Strategy was developed as part of the Local Strategic Planning Statement (LSPS) process to address the challenges facing West Ryde Town Centre. Council has made significant recent investments in the centre, including a significant upgrade of West Ryde Plaza. These upgrades are proposed to be supported by a review of the centre to encourage renewal of ageing buildings, improve the liveability of the area, and to ensure the centre attracts businesses to provide services and employment to the surrounding community. The LSPS process provided an opportunity to clarify the challenges facing the centre and provide some preliminary ideas for community comment, with a view to informing a more extensive master plan in 2020/21.

Street libraries

Due to the popularity and success of the Street Library Program, 10 additional street libraries were offered to the community to help activate our local streets. Preference was given to applications proposing locations that will benefit a diverse community, and applicants who demonstrate a genuine commitment to caring for their street library to ensure it thrives.

Street Libraries:

*"It's so great to see another street library."*

Kellie

*"Top marks to Ryde Council for the [West Ryde] street library."*

Petar

DELIVERY PROGRAM

Night Time Economy Implementation

Night Time Economy Community of Practice – previously planned work has been deferred pending COVID-19 lockdown completion. Resources have been reallocated to efforts to support businesses during the pandemic.

Gateway Signage

All City of Ryde entry point signage has been updated.

Street Tree Planting Program

Over 800 street trees were planted in the Central Ward in alignment with Council's Street Tree Master Plan. This will help towards achieving Council's stated objective of achieving 40 percent canopy coverage by 2030.

Street Art

Eastwood underpass, Sagar Place and Ryde Park murals completed.

CAPITAL WORKS PROGRAM

Neighbourhood Centre Renewal

Consultation and preliminary design completed for Coxs Road with further consultation, detailed design and construction to commence in 2020/21.





Love Gladesville launch at the Coulter Street Party

## NEIGHBOURHOOD ACTIVATION HIGHLIGHTS



### New artwork

New artwork for Eastwood pedestrian underpass, featuring colours and imagery to brighten the underpass area, make it more welcoming, act as a graffiti deterrent and reduce instances of anti-social behaviour



### Love Gladesville

An awareness and activation campaign developed in partnership with residents, local businesses, the Gladesville Chamber of Commerce and Hunter's Hill Council to celebrate what is great about Gladesville. In 2020 the City of Ryde hosted the Coulter Street Party to celebrate the Coulter Street upgrade and celebrate Love Gladesville



### West Ryde Town Centre

We developed our Strategy for Revitalising West Ryde Town Centre



### Street libraries

The popular Street Library Program was expanded with 10 additional street libraries offered to the community. A street library is a weatherproof box that is publicly available for anyone to share books, requiring a genuine commitment from the local community to caring for their street library to ensure it thrives



### Arts Activation Ryde

Council continues to deliver workshops through Arts Activation Ryde, a community and cultural arts project run in partnership with Artisans Ryde Inc. These free monthly workshops are held in West Ryde Hall and are designed to bring culturally diverse people together to share their traditional and contemporary arts practice in a supportive and friendly environment



HERITAGE  
MANAGEMENT

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

Heritage reforms endorsed

Council endorsed an expansion of our Heritage Schedule, increasing the number of items afforded heritage protection in the City. Council resolved to add seven public parks and a reservoir, three street tree boulevards, two shops, one licensed hotel, one school site, and a selection of federation buildings and inter-war bungalows. Council also endorsed the creation of three new heritage conservation areas.

The three heritage conservation areas are located at Chatham Road, Denistone, Darvall Estate, Denistone and Tyrell Street, Gladesville. This means the City of Ryde will now have eight heritage conservation areas in total.

In addition, to help our community with the cost of conserving, repairing and enhancing privately owned heritage listed items, we allocated an additional \$500,000 to our Heritage Assistance Fund.

We also increased the size of grants available from the fund to \$10,000 to ensure that there are enough funds available for owners of existing and newly listed heritage items under the 2019 heritage review.

The endorsed changes have been forwarded to the State Government for finalisation.

DELIVERY PROGRAM

Ryde Heritage Study Update

Study completed. The planning proposal has been forwarded to the Department of Planning, Industry and Environment (DPIE) for finalisation.

Heritage Grants Scheme

Issuing grants has been deferred pending DPIE's determination of the Heritage Planning Proposal.

Ryde Heritage Information Centre

This project has been deferred pending determination of the Heritage Planning Proposal.



Eastwood Croquet Club -  
Heritage item





Development Assessment staff

DEVELOPMENT  
ASSESSMENT  
SERVICES

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

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

COVID-19 service impacts

Due to the COVID-19 pandemic we had to temporarily close the Customer Service Centre from 23 March 2020. We made changes to the lodgment of all applications for both development assessment and building certification to acceptance only via mail or by dropping the documentation in the Ryde Library after-hours return chute.

Work at home arrangements ensured that most Council services, including processing development applications, continued with minimal disruption during the COVID-19 lockdown.

Council saw a marked increase in development applications received, partly due to the extension on construction work hours by the State Government. Services were quickly shifted online by joining the NSW Planning Portal sooner than intended. This allowed us to continue receiving applications, however, the lodgment process shifted from physical delivery to applicants digitally uploading their documents onto the Portal. See page 107 for more information.

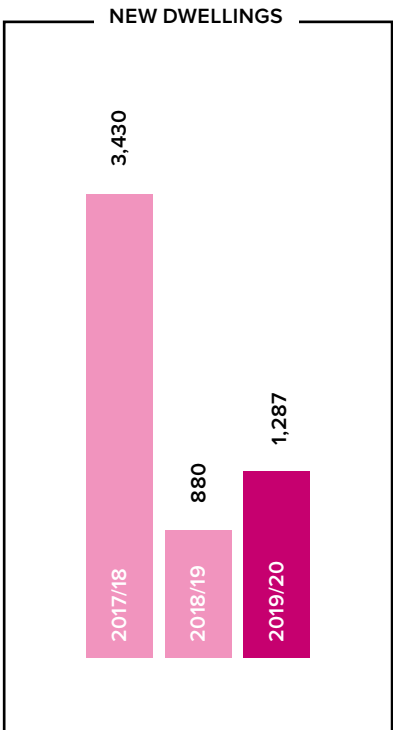
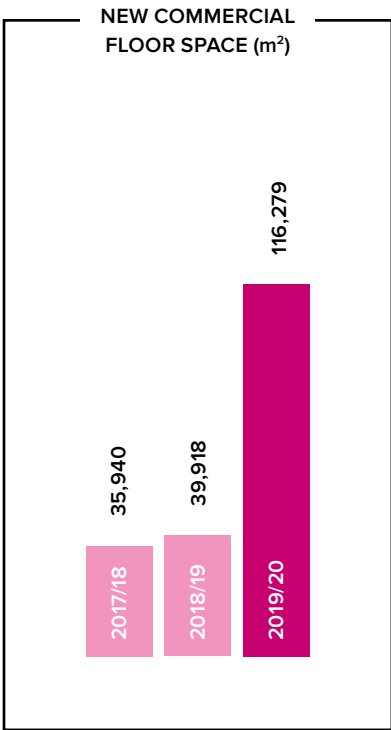
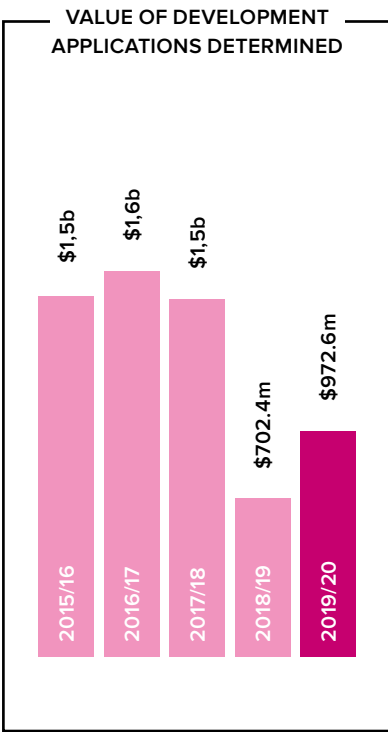
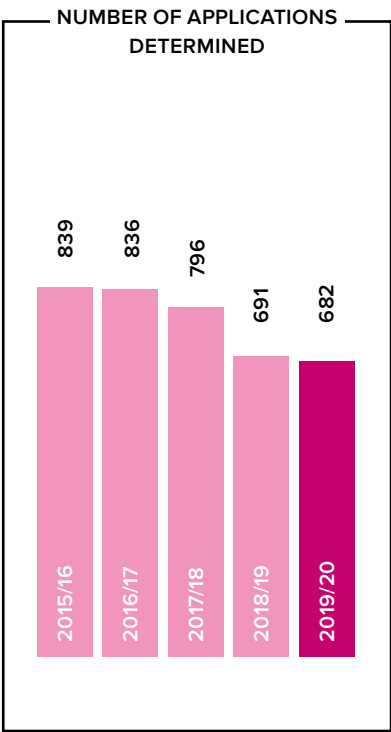
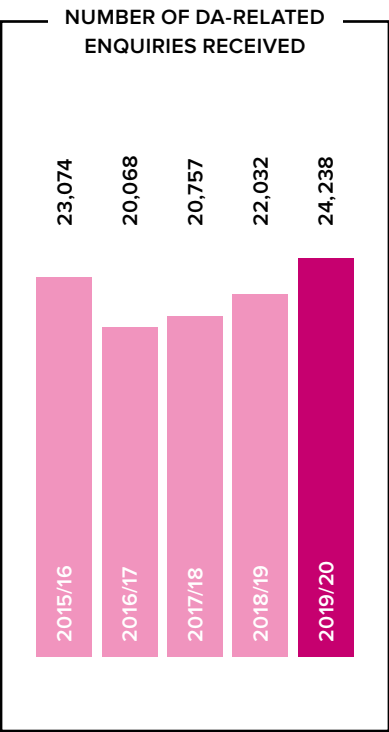
New Building and Development Advisory Service launched

Council has expanded its highly successful free Building and Development Advisory Service to include inquiries relating to certification services. Previously, the service had focused on development application and development engineering inquiries, however, feedback from the community showed a need for a similar service to assist individuals and the neighbours in navigating challenging certification issues. The service assists local residents and landowners with their inquiries in relation to:

- Building information certificates, construction certificates, occupation certificates, complying development certificates
- Unauthorised and non-compliant works, complaints and enforcement action
- Building classification, building regulations and fire safety requirements
- Hoardings
- *Swimming Pools Act* and compliance requirements.

	2019/20	2018/19	
Mean gross assessment time (Target <= 95)	89 days	97 days	●
Mean gross determination time			
- Commercial, retail, office (Target <= 91)	77	107	●
- Residential alterations and additions (Target <= 77)	63	64	●
- Single new dwellings (Target <=105)	83	98	●

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



New way of lodging planning applications

To reduce the time and effort associated with manually lodging development applications, earlier this year the NSW Minister of Planning and Public Spaces, Rob Stokes, mandated that 42 councils, including the City of Ryde, use the online development application service on the NSW Planning Portal from 1 July 2020.

To prepare for this transition, in February this year we introduced a new system that allows for the soft copy lodgment of development applications together with the assessment and endorsement of development applications electronically.

While all development applications and applications for modifications are now only accepted via the NSW Planning Portal we continue to offer assistance through our Customer Service Centre and our Building and Development Advisory Service.

DELIVERY PROGRAM

Trapeze

Trapeze software was implemented to facilitate the transition to the NSW Planning Portal.

Introduced at the end of 2019, Trapeze has facilitated the transformation of development assessment from paper-based to digital by utilising tools that measure, calculate, compare, mark-up and stamp plans. This has resulted in faster processing as well as a cost reduction as postage and paper are no longer required and clearer, more streamlined information exchange occurs instantly and without delays.

DEVELOPMENT ASSESSMENT HIGHLIGHTS

\$

\$972.6 million

approved development

1,287 new dwellings

116,279m<sup>2</sup> commercial floor space approved

24,238 Enquiries

Development-related enquiries (including face-to-face appointments)

1,451 appointments

Development advisory appointments

706 DAs received

Including:

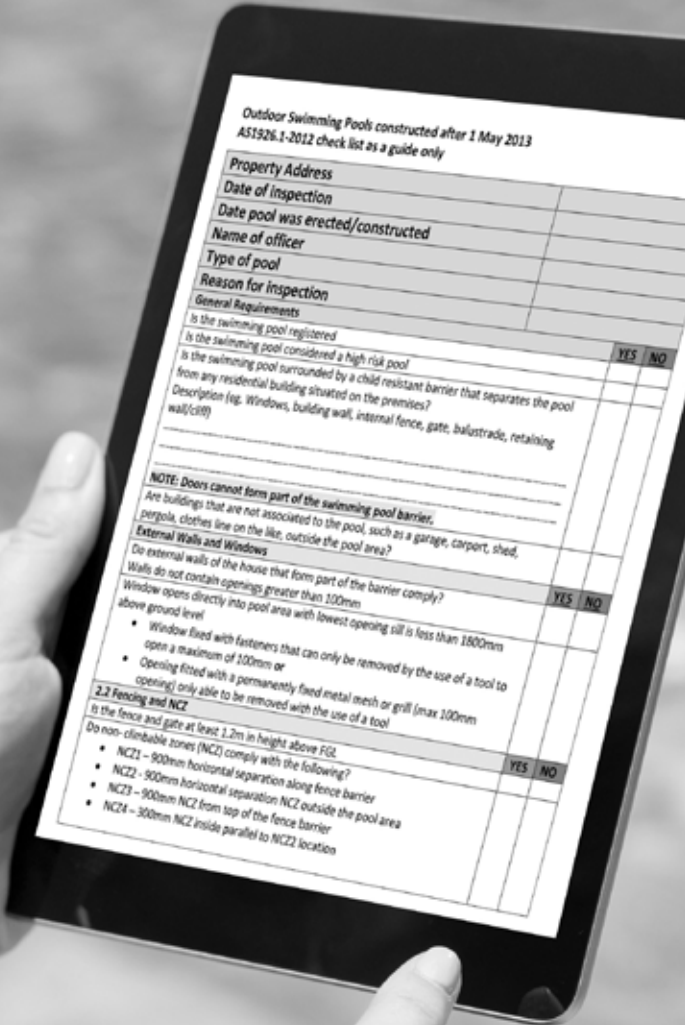
- 145 residential
- 123 single new dwellings
- 91 commercial, retail, office

682 DAs determined



BUILDING  
CERTIFICATION  
AND COMPLIANCE

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



Pool inspection

Serving our community during the COVID-19 restrictions and shutdowns

The State Government enacted a number of public health orders in response to the COVID-19 pandemic, resulting in the closure of many businesses during the initial stages of the pandemic. These measures significantly impacted Council's health inspection program (eg. restaurants and food businesses, nail and beauty salons, massage parlours etc). Consequently, the focus of Council's Environmental Health Team shifted to conducting over 460 COVID-safe business inspections during this period.

In response to the restrictions and shutdowns, the State Government also introduced new planning rules allowing construction sites to operate on weekends and public holidays as a way of supporting the construction industry during the pandemic. Rules for food trucks and dark kitchens were also relaxed to enable additional food delivery options for people adhering to new social isolation measures.

	2019/20	2018/19	
Private pool fence inspections (Target >= 1,000)	971	501	⚠
Public pools inspected (Target >= 20)	81	31	✅
Audits of buildings with combustible cladding (Target >= 60)	57	N/A	✅
Annual Fire Safety Statement checked for compliance (Target >= 853)	803	810	⚠

Legislative changes for certifiers

On 1 July 2020, the *Building and Development Certifiers Act 2018* and the associated Building Development and Certifiers Regulation 2020 will replace the *Building Professional Act 2005* and associated regulations. The City of Ryde has been advocating strongly for improvements in this area and we welcome these improvements.

Registered Certifiers must now comply with their obligations under the *Building and Development Certifiers Act*, including compliance with the Registered Certifiers Code of Conduct. The Secretary also now has expanded powers to investigate potential breaches of the Act.

The new legislation also increases a certifier's responsibility for supervision of work and also requires Registered Certifiers (including Council staff) to undertake additional training in order to improve the regulation of construction within NSW, improve public safety and meet community expectations.

Community and Environmental Health and Safety

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

	2019/20	2018/19	
Food premises/businesses inspected (Target >= 850)	846	812	✅
Heath inspections (regulated and registered premises) (Target >= 43)	7	100	⚠

DELIVERY PROGRAM
Mobile Field Worker App - Health and Building Compliance

KEY: ● Complete ✅ On track ⚠ Delayed ➡ Deferred ✖ Cancelled



Rangers helping deliver books as part of the Library2U Service

RANGER SERVICES

Rangers play a key role in maintaining community amenity and safety across the City of Ryde. Their major focus is on:

- Parking, supporting local businesses by turning over vehicles within central business districts and supporting local residents by providing enforcement within resident parking zones. The Parking Team responded to 1,383 illegal parking complaints during the year
- Compliance, working to protect amenity across the local government area and resident safety by investigating illegal waste complaints, abandoned and derelict vehicles, footpath and roadway obstructions, and heavy vehicle enforcement. The compliance team investigated 3,376 customer requests during the year.

Library2U service:

"What a wonderful service to provide at this time."

Marina

"Excellent work by a great library!"

Kelly

"Hooray! My kids will be so happy!"

Inbal

Serving our community during the COVID-19 restrictions and shutdowns

Work for the City's Compliance Rangers was business as usual during the COVID-19 lockdown period. Stringent social distancing guidelines were applied during this period including some face-to-face dog attack interviews being suspended, with victims and witnesses completing statutory declarations. Council resolved to suspend parking enforcement during the lockdown period. Over this period parking officers were re-deployed to support Library Services and deliver library books to residents as part of the Library2U service and also support the Community Services Team including delivering fruit and vegetables to our vulnerable residents as part of the Harris Farm Markets 100 Box Program. Rangers were also tasked to patrol our parks and cafés when moving out of the lockdown period to ensure our residents were observing social distancing guidelines throughout the community.

	2019/20	2018/19
Proportion of non-residents to residents being fined	81%	80%
Impounded dogs returned to owner	100%	100%
Proportion of formal and informal cautions versus infringement notices issued	28%	19%

DELIVERY PROGRAM

School Zone Parking Officers

The project was successfully completed with education and information sessions proving valuable in promoting safer behaviours in school zones. Council officers will continue to provide education and enforcement in school zones to help maintain a safer environment for parents and children.



## THE YEAR AHEAD

The City of Ryde is a highly desirable place to live and work. Over the coming years we are committed to continuing our efforts to improving housing affordability and liveability across our City. Implementing Council's Local Strategic Planning Statement will be of particular importance in 2020, as this document will set the vision for the shape and form of the City by matching growth with infrastructure.

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

In 2020/21 we have the following projects planned:

### **Centres and Neighbourhood program**

- Neighbourhood centre renewal

### **Land Use Planning program**

- Purchase aerial photography for the local government area

### **Open Space, Sport and Recreation program**

- Street tree planting program



Sager Place mural





# 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, 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.



Anzac Park Playground, West Ryde



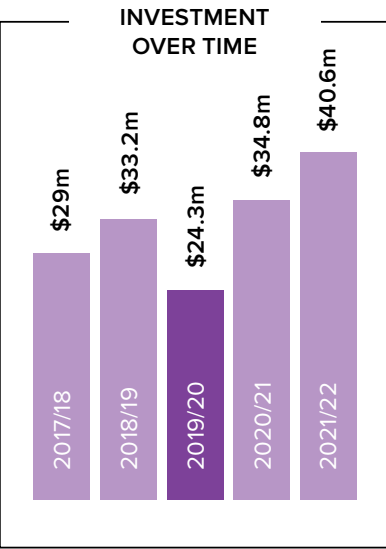
OVERVIEW

Council services supporting this outcome

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

How we monitor progress

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



"Thanks Ryde Council for Kings Park and activating the community."

StarsTV

OUR COMMUNITY

Age Profile	2016 Census	Projection for 2031	Projected Change
0-9	13,559	19,500	44%
10-19	11,547	16,700	45%
20-29	20,132	23,200	15%
30-49	35,084	48,350	38%
50-64	19,383	25,700	33%
65-79	11,264	18,400	63%
80+	5,329	8,950	68%
	116,298	160,800	38%

Family profile	2016 Census	Projection for 2031	Projected Change
Couples with children	14,824	21,350	44%
Couples without children	10,156	13,750	35%
One-parent families	3,674	5,450	48%
Other families	741	800	8%
Group household	2,303	3,050	32%
Lone person	9,576	16,050	68%
Other not classifiable household	1,355	1,500	11%
Visitor only households	391		
	43,020	62,000	44%

5,347 people with disability needed assistance with core activities in 2016 - 4.6 percent of the population.

HIGHLIGHTS



More than 1,620,250 visits

to City of Ryde sportsgrounds, facilities and libraries during the year



COVID-19 closures

Sportsgrounds, playgrounds closed for seven weeks for all community and indoor sport during Council's COVID-19 shutdown. Libraries closed for 9 weeks and the Ryde Aquatic Leisure Centre for 12 weeks before re-opening with capacity and distancing restrictions in place.



Expanded Services

Online Library collection expanded to meet a 22 percent increase in demand

Library2U service launched, Home Library Service expanded, library programs were shifted online



Award winning services

Our Join Up, Join In campaign won the NSW Public Libraries Association Award for Innovation in Outreach Services

Meadowbank Skate Park received a highly commended award at the 2019 IPWEA Excellence awards



Masterplans adopted

Parramatta River Masterplan adopted

Masterplans and plans of management completed for 10 major parks and sportsgrounds



BUILDING AN ACTIVE AND HEALTHY CITY

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

People in our community love our green spaces and parks, and value the range of services, programs and recreational facilities available to them. Our community has said they want better access to facilities, programs and services so that they can spend time outside and socialise with others, whether for a casual walk or part of an organised event.

As the population ages, we recognise that opportunities for recreation, learning and remaining active and connected must be available for all generations. As the City grows and changes, we need to plan to meet increased demand on the facilities and services that support the entire community and give people the opportunity to participate and get involved. This includes a specific focus on spaces for both informal and organised sports and support for community-run events and opportunities to participate and engage with others in lifelong learning and development opportunities.



Join the Ryde

SERVICES AND PERFORMANCE HIGHLIGHTS



North Ryde oval



# CITY SPORTSGROUNDS AND FACILITIES

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

**Sportsground closures - serving our community during the COVID-19 restrictions and shutdowns**

All City of Ryde sportsgrounds were closed to the public on 30 March as part of the State Government's COVID-19 restrictions.

During the shutdown period, we switched on the lights at 10 popular sporting fields and parks across the City during weeknights to help members of the community stay active and adhere to physical distancing measures.

We also waived sportsground hire and sportsfield lighting costs for the 2020 winter sports season to help local sporting clubs recover from the impact of the COVID-19 pandemic.

With the easing of restrictions, all facilities reopened to the public on 15 May, with physical distancing requirements in place.

**Planning the future of our parks and sportsgrounds**

During the year, masterplans for three key parks and sportsgrounds were adopted by Council. The Meadowbank Park and Memorial Park Masterplan – the largest and most important regional sports park in the City of Ryde – seeks to increase the sporting capacity within Meadowbank Park while also implementing a range of environmental and active recreation improvements across both parks.

The Westminster Park Masterplan features the installation of a synthetic sports field and upgrading the amenities building with a new community hall.

We adopted the Gannan Park and McCauley Park Masterplan, which will result in the creation of sportsgrounds that meet the current and future needs of multiple sports.

The Draft ELS Hall Park Plan of Management was exhibited. This identifies improvements to sportsground supporting infrastructure and future expansion of the Ryde Community Sports Centre so it can meet the current and future sporting, recreational and leisure needs for the Ryde community for the next 20 years, while protecting the natural environment.

Let's Light Up Football initiative:

"This is the type of positive outcome that can be achieved when football and government work closely together to benefit the community."

Stuart

CAPITAL WORKS PROGRAM	
Sportsfield Floodlighting Renewal	ⓘ
Upgrading existing lighting on sportsgrounds to meet the required lighting levels for relevant sporting codes. Marsfield Park and Gladesville's Monash Park received extensive lighting upgrades as part of Council's ongoing work to create state-of-the-art sporting venues across the community. Both projects received grants from Football NSW as part of the Let's Light Up Football initiative. Minor supplier issues have delayed completion of the upgrade of sportsfield lighting at North Ryde Park until July 2020.	
Sportsfield Renewal and Upgrade	●
Ensuring the ongoing provision of safe and sustainable playing surfaces within the City of Ryde, including catering for increased future utilisation and sporting opportunities. Sportsfield surface upgrades were completed at Dunbar and Tuckwell parks. New irrigation has been installed at Santa Rosa Park.	
Sportsground Amenities Renewal and Upgrade	ⓘ
Upgrading and renewing aged, non-functional sporting amenities to meet the needs of current and future users. Restoration of the Monash Park Grandstand has been completed. The ageing amenities building at Pidding Park, Ryde, was replaced with a larger building incorporating multi-purpose change rooms, public toilets, new canteen and storage space for sporting equipment. Meadowbank Park amenities design was delayed pending completion of the park masterplan, with construction now scheduled to occur in 2020/21.	
Sportsfield Floodlighting Expansion	●
Provision of new floodlighting for sporting fields across the City of Ryde. New sportsfield lighting added at Tuckwell Park.	
Passive Parks Expansion and Improvement	ⓘ
Works for the upgrade of Kings Park were delayed due to wet weather, now scheduled for completion in September 2020. New lighting has been installed at Memorial Park. A new shelter has been added at the Ryde Park fenced dog area and a new amenities building is being installed at Putney Park southern area. Designs have also been completed for the Ryde Riverwalk link from Bill Mitchell Park to Ross Street Reserve and for the Putney Park foreshore works.	
Synthetic Playing Surfaces Expansion	●
Constructing synthetic playing surfaces throughout the City of Ryde. In February 2020 Council decided to not proceed with the synthetic upgrade for Westminster Park.	





Basketball by the Bay,  
Morrison Bay Park, Putney

## CITY SPORTSGROUNDS AND FACILITIES HIGHLIGHTS

 56  
sportsfields

 42 buildings  
and other structures in parks  
and sportsgrounds


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

 378,645  
participants in organised  
sports

 Night time  
sports  
86 percent of sportsfields now  
have lighting capacity that is  
at or higher than the Australian  
standard

 39 percent  
capacity  
Parks and sportsfields were  
booked at 39 percent of  
capacity to maintain the  
condition of playing surfaces

 74 percent  
satisfaction  
with our sportsfields and parks  
booking service (10 percent  
improvement on previous year)

 Protecting  
green spaces  
To protect existing green spaces  
in the City of Ryde, we launched  
an investigation into the  
feasibility of having TG Millner  
fields in Marsfield heritage listed

 Morrison Bay  
Park  
In partnership with the Ryde  
Bulls and YMCA, a three-on-  
three basketball competition was  
held to mark the opening of the  
newly constructed half-court at  
Morrison Bay Park in Putney





Endorsing the  
Parramatta River Masterplan

## CITY PARKS AND OPEN SPACES

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

City of Ryde staff  
deployment during the  
COVID-19 pandemic:

*"I have gained a  
full-time  
apprenticeship  
with the parks  
and gardens  
team allowing me  
to further develop  
my passion for  
horticulture.  
I have made new  
friends and  
learned new  
practical skills as  
well as a greater  
level of fitness."*

Alishia Keane (RALC  
staff working in the  
Parks and Garden  
Maintenance Team)

### Park closures - serving our community during the COVID-19 restrictions and shutdowns

Playgrounds, outdoor fitness equipment, park barbecues and shelters, and the Meadowbank Skate Park closed to the public on 30 March to limit the spread of the COVID-19 pandemic.

Signs were placed at playgrounds, outdoor gyms and the skate park notifying the public of their closure. Park visitors were also reminded about restrictions on indoor and outdoor gatherings. All facilities reopened to the public on 15 May, with physical distancing requirements in place.

### Creating diverse public recreation spaces

Council formally adopted the Parramatta River Masterplan. This plan guides the future development and management of 17 parks and seven road reserves along the Parramatta River foreshore and aims to improve the health of the Parramatta River in order to make it swimmable once again.

The masterplan sets out actions including river water quality monitoring, reducing stormwater run-off, improving wet weather overflows and involving the community more in maintaining the health of the river. Extensive testing and studies on potential pollutants and their impact for swimmability will also be undertaken.

Council endorsed a City of Ryde Indoor Facilities Review which sets out the need for indoor facilities until 2036. This document identified future potential expansion of facilities to meet the demand of a growing population.

Our Children's Play Implementation Plan has been guiding the provision of safe, accessible and sustainable high-quality playgrounds across our City since 2013. Coinciding with the release of the NSW Department of Planning, Industry and Environment's *Everyone Can Play* Guideline we undertook a five-year review of the plan in mid-2018. The draft update of the Children's Play Implementation Plan was placed on public exhibition during the year. Under the plan, playgrounds in the City of Ryde will have more inclusive elements and shaded areas, as well as new safety features for playgrounds located in close proximity to roads. Council has also applied for funding under the Everyone Can Play program, to assist with the creation of inclusive playgrounds in the future.

### Play Street trial planned

Work is underway to identify a street in the City of Ryde that would like to trial a Play Street, which is an outdoor play space created by temporarily closing a street to through traffic to allow kids and parents to play outside, leading to increased physical exercise and friendlier neighbourhoods.

### Catherine Hamlin Park

In late 2019 the community was consulted about the naming and proposed design of a new park at 45A Waterloo Rd, Macquarie Park. Seventy percent of total votes cast favoured the park being named Catherine Hamlin Park in recognition of the former Ryde resident's outstanding contribution to the health and wellbeing of women. Community feedback incorporated into the park's design included improved pedestrian access across Waterloo Road and a refined vegetation palette to increase biodiversity.



DELIVERY PROGRAM	
Open Space Masterplans	●
A new masterplan for Council's largest piece of open space, Meadowbank Park, has been adopted by Council with implementation works scheduled to commence in 2020/21. The Blenheim Park Masterplan has been prepared and will be reported to Council in August. A new masterplan for Westminster Park has also been adopted. Work has commenced on a masterplan for the County Road Corridor from Eastwood up to Macquarie Park.	
Integrated Open Space Plan	●
Parks Plans of Management	①
The development of Council's plans of management to guide the way in which we will manage and operate our parks into the future. Public exhibition of the Parks, Sportsgrounds and General Community Use Plan of Management is scheduled to occur by the end of 2021, following endorsement from the Minister for Crown Lands. The draft Natural Areas Plan of Management has been completed following delays and will be put to Council in August. The Meadowbank Park Plan of Management is awaiting Ministerial approval to place on public exhibition. The Dog Recreation Needs Study 2020 and City of Ryde Indoor Facilities Review were adopted by Council in May 2020. The draft City of Ryde Open Space Future Provision Strategy and draft Youth Infrastructure Strategy are completed and will be reported to Council in the latter part of 2021.	
Parks and Open Space Tree Planting Program	●
Park tree planting was completed at ELS Hall and Gannan parks.	
Macquarie Park, Waterloo Road (Catherine Hamlin Park)	✔
Purchase of land and embellishment to provide a passive open space area for the office workers and nearby residents of the Macquarie Park Precinct. Community consultation was undertaken on the new Catherine Hamlin Park design and a masterplan for the park was adopted by Council. Construction is scheduled to commence in early 2021.	
Shrimptons Creek Corridor Embellishment (Precinct Activation)	●
Works have been completed on the upgrade to Wilga Park, adjacent to Shrimptons Creek. The park has been well received by the community with the area improved by terracing, new amenities and the addition of artwork.	

CAPITAL WORKS PROGRAM	
Playground Renewal and Upgrade	①
Playground equipment in the City of Ryde parks has been replaced to maintain recreational opportunities available throughout the City. Upgrades to local playgrounds were made at Blamey Park, Kathleen Reserve, Glades Bay Park and Stewart Park. A relocated district playground has been constructed at Anzac Park in West Ryde. The Meadowbank Playground Regional Playground design was delayed pending completion of the masterplan. This upgrade is now scheduled for 2020/21.	
Passive Parks Expansion and Improvement	①
Works for the upgrade of Kings Park were delayed due to wet weather and are now scheduled for completion in September 2020. New lighting has been installed at Memorial Park. A new shelter has been added to the Ryde Park fenced dog area and a new amenities building is being installed at Putney Park southern area. Designs have also been completed for the Ryde Riverwalk link from Bill Mitchell Park to Ross Street Reserve and for the Putney Park foreshore works.	
Toilet Blocks Renewal – excluding sportsfields	●
An audit of current condition and functional capacity of Council's public toilets has been completed, supporting prioritisation of future upgrade works.	



Kings Park, Denistone East

## CITY PARKS AND OPEN SPACES HIGHLIGHTS



217 Parks  
97 Playgrounds



New and upgraded playgrounds

Four playgrounds were upgraded this year with a total of 40 playgrounds upgraded since 2012

The updated Children's Play Implementation Plan will add two new playgrounds to the City's 97 playgrounds

Eight playgrounds will not be upgraded or replaced once they have reached the end of their functional life



Excellence Award

The Meadowbank Skate Park, which opened last year to positive reviews from the local community, received a highly commended award for Multi-Disciplinary Project Management at the 2019 IPWEA Excellence Awards



Blamey Park

playground was upgraded with new play equipment, landscaping work, tree planting and new turfed areas.



Kings Park

A major upgrade to the former Denistone East Bowling Club site in Kings Park is underway which will provide the community with a brand new state-of-art open space, including a shaded playground, walking paths, passive relaxation spaces and a covered space for picnics



Virtual Tours

Local park virtual tours were launched, providing 360-degree tours of our top five parks showing the facilities available at our most popular playgrounds to make it easy for families to plan their next park visit



\$1 million

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



Over 400 trees

were planted in parks and along streets across our City





## RYDE AQUATIC LEISURE CENTRE

Management and operation of the Ryde Aquatic Leisure Centre (RALC) (including pools, water features, sports facilities, activities, and recreational and sporting programs). The centre offers a diverse range of programs and services as part of the overall operations of the RALC including the Learn to Swim program, which is one of the larger Learn to Swim schools in Sydney. Prior to the COVID-19 pandemic in NSW, the RALC had returned an operating surplus to Council every year since 2004/05.

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

### RALC closed during the COVID-19 restrictions

On 30 March RALC closed in response to a direction from the State Government to ensure the health and safety of the community. During the shutdown period, RALC staff hosted online swimming tutorials for the community and were redeployed to support other Council activities, including contactless book delivery as part of the Library 2U service. During the shutdown, numerous maintenance and rejuvenation tasks were undertaken, along with the addition of staff inspired artworks

Following the easing of COVID-19 restrictions by the State Government, RALC reopened for lap swimming and squad training on 22 June with capacity and distancing restrictions in place.

### Olympic Park Masterplan

While Olympic Park has served the community well for many years, Council recognises that, within the context of a rapidly growing and changing population, the roles and functions of the RALC site needs to be reviewed. Council appreciates the positive attributes and potential of the site and its prominent role in providing sporting and recreation opportunities to the Ryde community and the broader catchment area. The Olympic Park Masterplan is envisaged to allow Council to better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and to develop a framework for the effective future provision, planning and management and development of facilities and services within the Olympic Park precinct. Council has substantially progressed the Olympic Park Strategic Plan and long-term Masterplan for the Olympic Park precinct and is due for completion in 2021.

#### DELIVERY PROGRAM

##### Development of the Olympic Park Strategic Plan and Masterplan ●

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

##### Renewal of Surf Ryder ⓘ

The upgrade of the Surf Ryder is now scheduled for completion in November 2020 due to manufacturing delays.

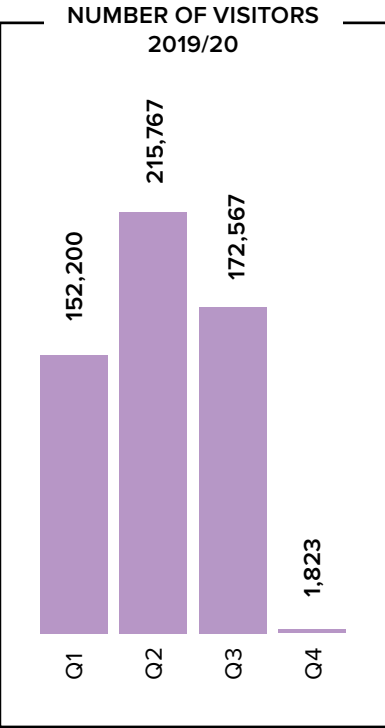
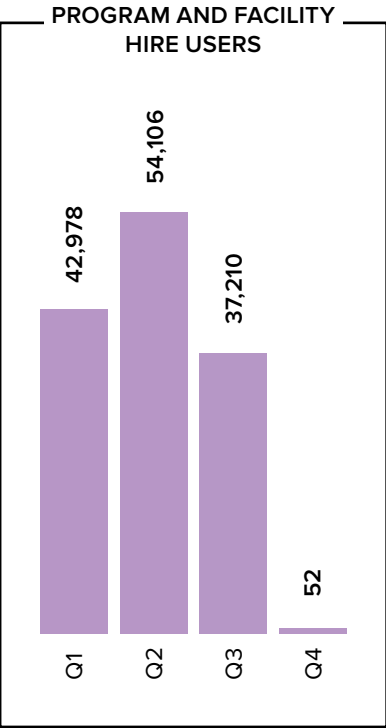
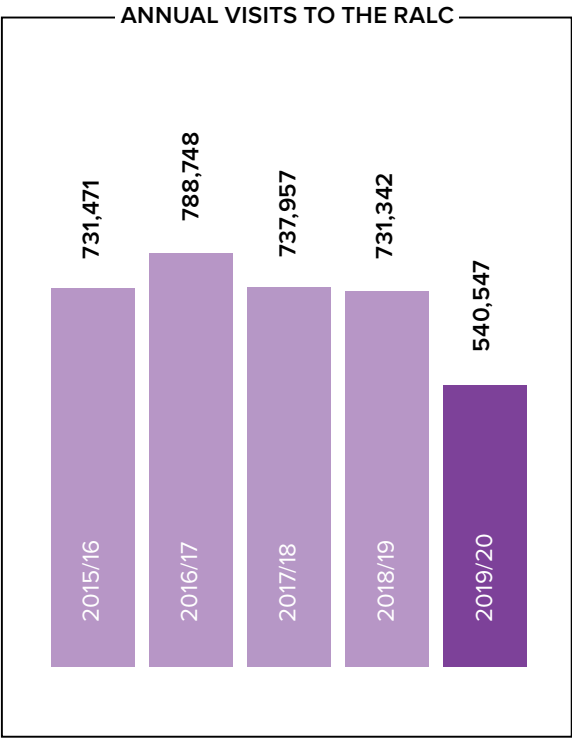
#### CAPITAL WORKS PROGRAM

##### RALC Asset Renewal ●

Ongoing replacement and renewal of Ryde Aquatic Leisure Centre assets as required.

RALC Disability Hoist

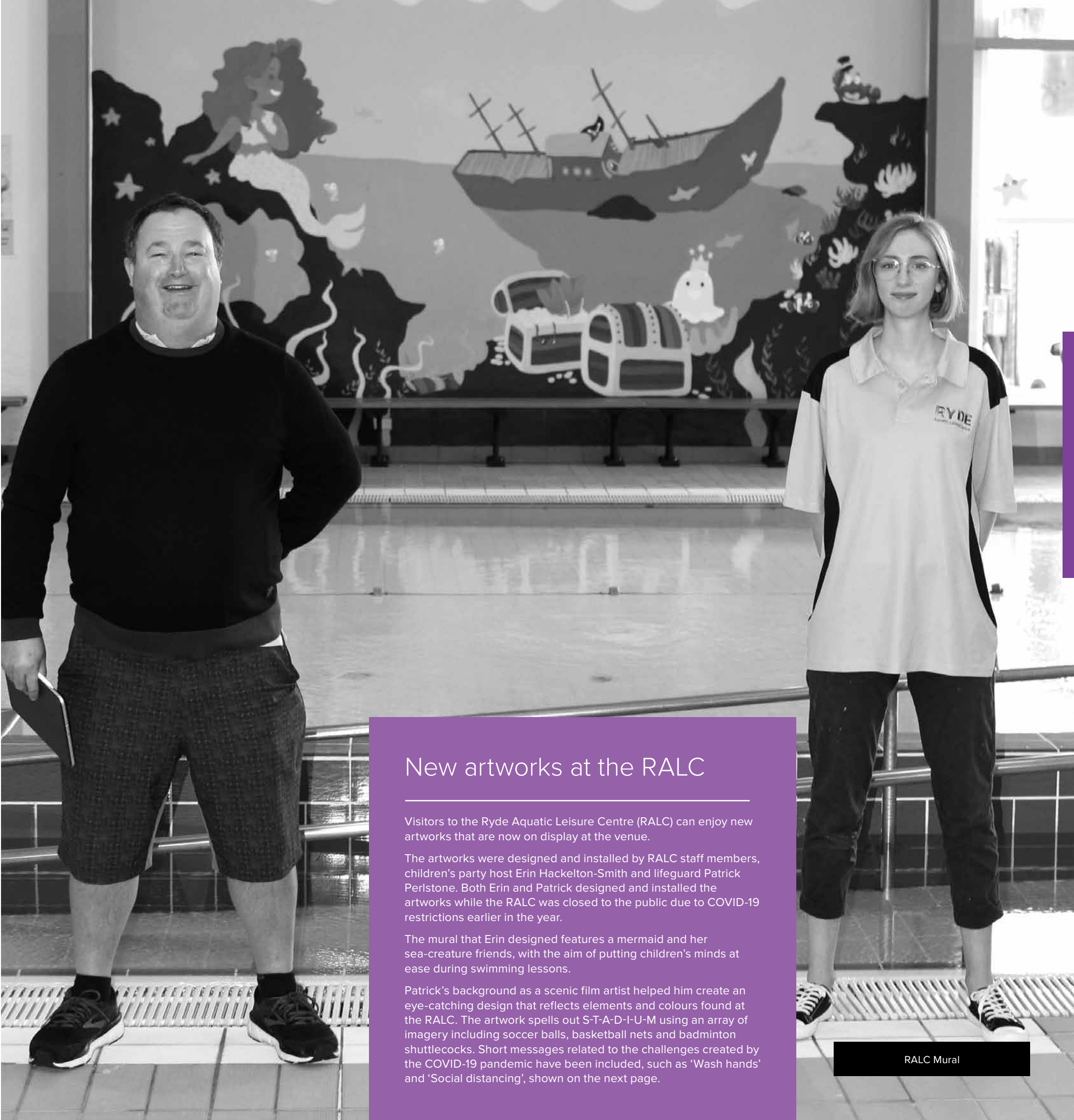




RALC murals:

*“These works are an incredible example of Council staff using their initiative and skills during a difficult time to create something unique and memorable for the community to enjoy.”*

City of Ryde Councillor Christopher Gordon,  
Chair of the Arts Advisory Committee



## New artworks at the RALC

Visitors to the Ryde Aquatic Leisure Centre (RALC) can enjoy new artworks that are now on display at the venue.

The artworks were designed and installed by RALC staff members, children’s party host Erin Hackelton-Smith and lifeguard Patrick Perlstone. Both Erin and Patrick designed and installed the artworks while the RALC was closed to the public due to COVID-19 restrictions earlier in the year.

The mural that Erin designed features a mermaid and her sea-creature friends, with the aim of putting children’s minds at ease during swimming lessons.

Patrick’s background as a scenic film artist helped him create an eye-catching design that reflects elements and colours found at the RALC. The artwork spells out S-T-A-D-I-U-M using an array of imagery including soccer balls, basketball nets and badminton shuttlecocks. Short messages related to the challenges created by the COVID-19 pandemic have been included, such as ‘Wash hands’ and ‘Social distancing’, shown on the next page.

RALC Mural





RALC Mural

RALC HIGHLIGHTS



751,235

visitors over the year

540,547

patrons attended the centre for direct programs



COVID-19 closure

The RALC was closed from 30 March – 22 June as part of the State Government’s COVID-19 restrictions.

Number of visitors from hire groups and direct programs plunged from over 97,000 between July – December 2019, to 52 during April – June 2020 as a result of the COVID-19 shutdown

Stadium occupancy – court hours used versus court availability plunged from an average of 61 percent during 2019, to 18 percent during April – June 2020



Staff re-deployed

All casual staff who wished to work were re-deployed to support programs in other areas of Council during the COVID-19 shutdown



100 percent Compliance

with pool water bacteriological criteria for swimming pools and spas was maintained throughout the year



Accessible Pools

A new para hoist was installed that now allows a person living with any disability to access the competition or the program pool without any manual lifting in wet areas



Online fitness

videos were hosted by Ryde Aquatic Leisure Centre staff



## LIBRARIES

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

City of Ryde staff deployment during the COVID-19 pandemic:

*“The Library2U service contributed to making this somewhat difficult time so positive and rewarding - it reminds us that being open to new ideas/ approaches/skill development opportunities is always worth it.”*

Marina Hackelton-Smith  
(RALC staff helping with the Library2U service)

### Library closures – serving our community during the COVID-19 restrictions

During March, the State Government state-wide COVID-19 public health restrictions prompted the closure of all Council libraries for nine weeks. Our libraries re-opened in June, with limited hours and restrictions to ensure physical distancing and infection control. Each library branch offered a ‘drop and collect’ service model to limit the duration of visits and the number of people in the library at any one time.

To continue to provide services to the community during the shutdown period, we launched our new Library2U service, increased the size of the eBook catalogue and improved online members access.

The Library2U service delivered books direct to the homes of library members, in addition to increasing loan limits, extending loan periods and waiving overdue fees. With assistance from Council rangers and staff re-deployed from the Ryde Aquatic Leisure Centre, this very popular service delivered over 3,000 books to members in the City of Ryde through the months of May and June.

In addition to the Library2U service, we also expanded the eligibility for our Home Library Service to any City of Ryde resident over 65 years of age while COVID-19 restrictions were in place, recognising the vulnerability of older people in our community during the COVID-19 outbreak. The Home Library Service provided over 10,300 loans to residents during the year.

We also shifted many of our library programs online during the closure period. Some examples include the suite of online storytime programs (receiving over 2,400 views) and virtual STEM workshops through the Little Bang Discovery science club.

### Reaching our diverse community

Ryde Library Service now has a stronger multicultural focus with the introduction of a Multicultural Librarian. While we continue to build connections with our multicultural community through a range of programs, the English conversation classes prove to be our most popular. These classes have been offered as Zoom sessions, furthering our reach.

There were loans of 40,678 items from our library community language collections this year. The Chinese and Korean collections include books, newspapers and magazines. The library service also hosted regular bi-lingual storytimes and activities for the multicultural community and partnered with Telstra to deliver Tech Savvy Seniors programs in Mandarin and Korean. Our community has access to books in 42 languages through the Multicultural Bulk Loan Service from the State Library of NSW.

### City of Ryde Library Service wins award for Join Up, Join In

The City of Ryde Library Service won the NSW Public Libraries Association Award for Innovation in Outreach Services for its Join Up, Join In campaign. The award recognises successful library marketing projects across the state, with the City of Ryde taking out the population over 100,000 category. It is the second time the City of Ryde Library Service has won the NSW Public Libraries Association Award, having taken it out in 2017 for the March to a Million campaign.





Great Libraries  
Great Communities launch

## LIBRARY HIGHLIGHTS



### Five libraries

77,840 active library members  
172,022 items in the physical library collection  
26,873 items in the online library collection  
8.2 percent of the collection in languages other than English



### COVID-19 closure

Libraries were closed for nine weeks from March 2020 as part of the State Government's COVID-19 restrictions



### 701,058 visitors

attended libraries during the year  
788,980 library loans  
40,678 loans from our library community language collections



### Expanded digital services

240,350 visits to the library website  
Over 1,500 new items added to eCollections  
102,308 electronic database items accessed  
236,008 electronic items borrowed  
22.3 percent increase in digital items borrowed



### Award winning services

Our Join Up, Join In campaign won the NSW Public Libraries Association Award for Innovation in Outreach Services



### Toy Library

Toy Library borrowing expanded to include grandparents borrowing toys for their grandchildren





2019 Comic Culture Festival Day

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

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

Higher density living will place extra demand on our libraries as residents seek quiet study spaces and places to gather to engage in creative pursuits. Enhancing leisure opportunities and art and cultural activities remains a high priority.

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

We will need to employ the clever use of technology to enable our community to access information and services online and improve digital inclusion as we anticipate increasing demands for assistance with public technology services as government services and employment opportunities increasingly require online access and we will need to ensure our public technology keeps pace with our community's needs.

### DELIVERY PROGRAM

#### Library Strategic Plan

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

#### 1000 Books Before School

Leading efforts to encourage children and parents to read through the 1000 Books Before School program. Aiming to help prepare children under five for school and to build essential literacy skills and a lifetime of learning and reading.

#### Library Electronic Books

A total of 1,500 new eBooks and eAudio books, additional eMagazine titles and access to Indyreads (providing even further diversity and choice in quality independent and local eCollection material) added to the online collection.

#### Library Books Renewal

Ongoing renewal of library collections to maintain their currency and interest to a broad cross-section of the community.

#### Digital Enhancement for Libraries

Responding to evolving expectations for library services by providing our libraries with the capacity to add multimedia items and services in emerging formats. Updates this year include replacing Ryde kids interactive screen, Wi-Fi access point replacements and improvements, replacing multi-screen inspiration screen, replacing Curiosity Kids Cabinet iPads, and laptops for training.

### CAPITAL WORKS PROGRAM

#### Community Building Renewals – Libraries

Completing a schedule of works for the renewal of our library buildings. Ryde Library was refurbished to increase the functionality of its spaces and to meet the growing needs of the local community.

KEY: ● Complete ⌚ On track ⌚ Delayed ⌚ Deferred ⌚ Cancelled

Library Online Storytime:

*"What a great idea. Library staff are always there for you."*

Mirjana

## LIBRARY PROGRAM HIGHLIGHTS



### Library Programs and Events

Over 34,700 people attended 1,176 library programs and events

Over 10,700 children attended storytime and baby rhymetime (in person and online)



### Story Time

Online story time sessions and digital Little Bang Discovery on Demand workshops were held for children



### Knit-in

Celebrating its 10th year, the City of Ryde's annual Knit-in brought together knitters from across the City, to make and donate hundreds of handmade blankets to Wrap with Love



### Event highlights

National Simultaneous Storytime pantomime

Regular bi-lingual StoryTime and activities for the multicultural community

Tech Savvy Seniors programs in Mandarin and Korean, partnered with Telstra

Comic Culture Festival Day

The Annual Knit-In

NAIDOC Week Indigenous dance group performance

HSC Lock-In study night



### 30 regular Volunteers

enrich and enhance the delivery of programs in our five libraries



THE YEAR AHEAD

The City of Ryde is a highly desirable place to live and work. Our green spaces and parks, and the extensive range of recreational facilities, sports amenities, services and programs that are available across our City are highly valued by our community. In coming years Council will be continuing our work to plan and build the facilities and services that support the entire community and give people the opportunity to participate and get involved as the City grows and changes.

**\$156 million investment is planned for this outcome over the next four years.**

In 2020/21 we have the following projects planned:

Community and cultural program

- Community buildings renewal
- Heritage buildings renewal
- Community buildings expansion

Library program

- Digitally enhancing our libraries
- Community buildings renewal – libraries

Open Space, Sport and Recreation program

- Open Space Masterplans
- Parks Plans of Management
- Sportsfield Floodlighting Renewal
- Sportsfield Renewal & Upgrade
- RALC Asset Renewal
- Sportsground Amenities Renewal & Upgrade
- Playground Renewal & Upgrade
- Toilet Blocks Renewal – excluding sportsfields
- Sportsfield Floodlighting Expansion
- Passive Parks Expansion and Improvement
- Synthetic Playing Surfaces Expansion



Kings Park, Denistone East





# 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 bushland, waterways and ecosystems
- Collaborating with volunteers, businesses and the community to care for and enhance our natural areas.

### RESILIENT INFRASTRUCTURE

#### Managing infrastructure to reduce risk and impacts

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



Compost workshop



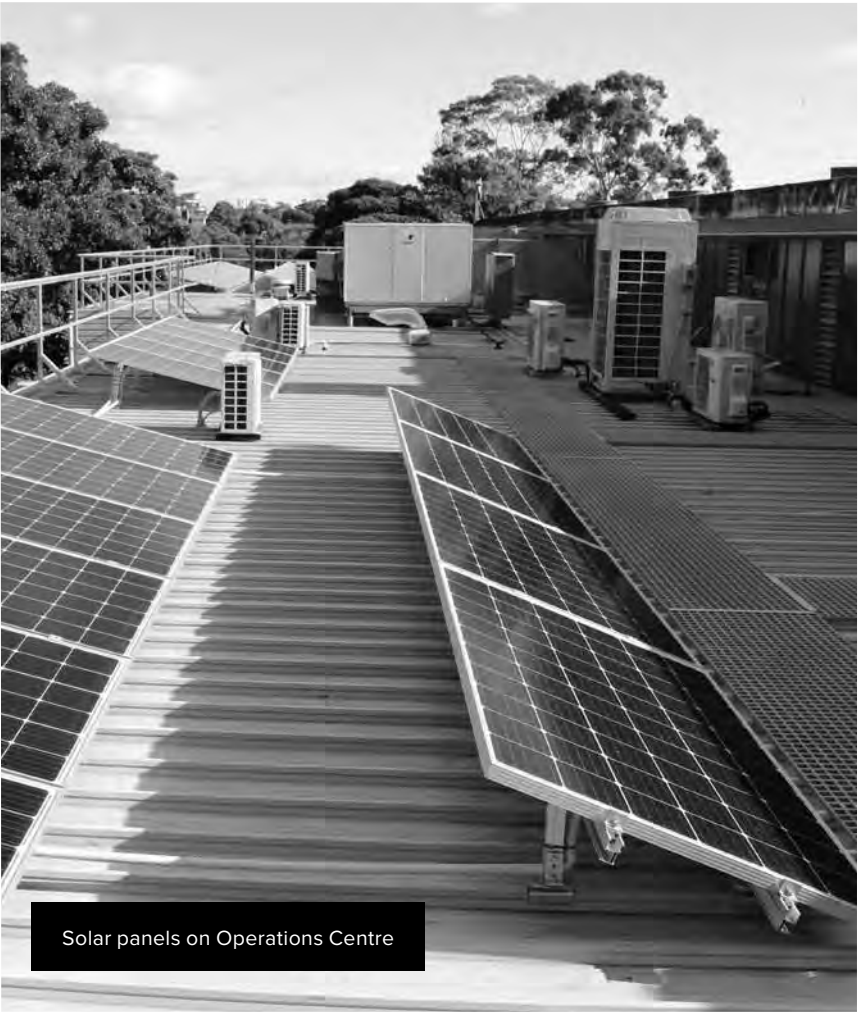
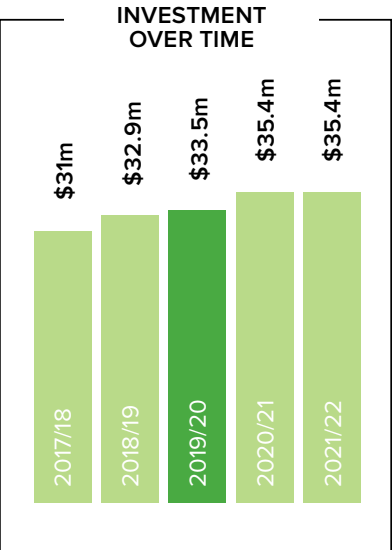
OVERVIEW

Council services supporting this outcome

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

How we monitor progress

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



Natural areas

A total of 205 hectares of natural areas distributed over 71 parks and reserves

Rivers and catchments

Two major rivers, five main creeks/waterways and 14 discrete stormwater catchments monitored for water quality, condition and ecosystem health

Vegetation

Twenty-two different vegetation communities have been mapped, with over 570 species of native plants recorded in Ryde bushland

Biodiversity

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

Ecology

Forty reserves that contain threatened ecological communities

BUILDING OUR NATURAL AND SUSTAINABLE CITY

Over the next decade, the changing climate and forecast population growth will increase pressure on the City of Ryde’s natural and urban environment. Our growing and changing City requires considered urban renewal that enhances natural assets and encourages sustainable living that reduces water and energy use, and waste.

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

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

This requires us to work with the community, non-government organisations, State agencies and neighbouring councils to plan for sustainable growth and change. Better shade cover and green spaces throughout the urban environment and integrating new developments with transport so that people have less need to use their cars are also key priorities for our City’s future.



HIGHLIGHTS


 **Resilience**  
Ryde Resilience Plan 2030 was completed

 **Clean rivers**  
Zero Litter to River by 2030 target adopted – City of Ryde is the first council in Australia to do so

 **Waste**  
39.5 percent of 46,000 tonnes of waste material was diverted from landfill

 **Wildlife**  
New wildlife protection areas were established at three bushland corridors

 **Water saving**  
We used 8.9 percent less water across Council operations compared to 2003/04

 **Emissions**  
23 percent lower greenhouse emissions across council operations compared to 2003/04

 **Bushland Regeneration**  
Regeneration works in 47 parks and reserves totalling over 92 hectares



SERVICES AND PERFORMANCE HIGHLIGHTS

ENVIRONMENTAL  
PLANNING AND  
MANAGEMENT

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

RALC recognised

Our Ryde Aquatic Leisure Centre (RALC) Solar PV project was selected as a finalist in the 2019 Cities Power Partnership Awards in the Renewable Energy category. The 300.33 kW system is estimated to save over 315 equivalent tonnes of greenhouse gas emissions and reduce electricity consumption by 366 MWh per year, producing an approximate annual saving of \$35,000 in costs. The system installation will further reduce grid reliance by over 12 percent.

100 percent Renewable Energy Target adopted

Council committed to a 100 percent renewable energy target for our electricity usage by 2030. This will be achieved using a mix of interventions, including continuing with efficiency upgrades and projects, resource efficiency targets, increasing onsite solar energy production, and procuring offsite renewable energy and offsets. In 2019/20 renewable energy made up over 38 percent of Council’s energy\*.

*\* 38.2 percent based upon the average renewable electricity percentage for the NSW region of the National Energy Market (NEM) using <https://opennem.org.au/energy/nsw1> data. If the average for the entire NEM region was used this figure would increase to 43.8 percent.*



RALC Solar PV project



DELIVERY PROGRAM

Ryde Biodiversity Plan – Implementation ✔

We continued to deliver priorities from our Plan and in 2019/20 delivered

- Delineation: Installation of 230 lineal metres of bollards at Lynn Park and 280 metres of post and rail fencing at Stewart Park to protect the Critically Endangered Ecological Communities present
- Signage: Wildlife Protection Area signage, bushland signage and interpretive signage installed at 13 reserves
- Corridor plantings: 270 volunteers helped out at community planting activities including National Tree Day, Schools Tree Day and two community partnership days to plant 1,750 native plants.
- Workshops: Biodiversity Awareness, Brush Turkey, Powerful Owl, Herbicide Awareness and Habitat Gardening workshops were held
- Feral Animal Control, 30 foxes controlled across seven reserves
- Implementation of Wildlife Protection Areas including signage, community education and monitoring.

Solar My Schools ●

Five schools participated in the Council-led program which provided solar feasibility audits and assessments to the successful schools applicants. The program was developed to assist schools in transitioning towards renewable energy, reducing carbon emissions and reducing overall costs from energy consumption.

One City of Ryde public school was successful in receiving grant funding and will be installing a 37.6 kW solar system later in 2020. A second school was also successful in receiving a partial grant towards a solar system installation, however, due to COVID-19, was unable to install this year.

RALC Energy Feasibility Study and Optimisation Project ✔

A comprehensive audit and study have been completed to assess the Ryde Aquatic and Leisure Centre (RALC) site for opportunities to optimise the various building energy management systems and consumption for delivering various new energy saving opportunities for the future. The next phase of the project will look at implementing recommendations to reduce energy use at the site.



West Ryde Community Centre

ENVIRONMENTAL PLANNING & MANAGEMENT HIGHLIGHTS



### Renewable energy target

We adopted a 100 percent renewable energy by 2030 target, which will see Council source all its electricity supply from renewable sources by the end of the decade



### Energy grid reliance

Council used 22 percent less grid connected electricity compared to the estimated usage in baseline year 2003/04, despite organisation growth



### Electric vehicles

We added two new electric vehicles (EVs) and accompanying charging stations to our fleet, building on our efforts to become a net zero emitter by 2050. The charging stations for the new EVs will be powered by solar energy generated at a Council facility



### Greenhouse gas emissions

We lowered Council's greenhouse gas emissions by 23 percent compared with the 2003/04 baseline year through energy efficiency programs, our continuing solar photovoltaic (PV) installation program, procurement of renewable energy through power purchase agreements, and through site shutdowns due to COVID-19



### EV charging stations

Planning is well advanced to roll out public EV charging stations in the near future that will complement existing community charging locations at key spots across the City



### New PV systems

New solar PV systems were installed and commissioned at West Ryde Community Centre and our Meadowbank Operations Centre, providing 20 percent and 30 percent of site energy requirements respectively



### Climate change

We continued our work to reduce the impacts of climate change and improved adaptation through outreach and education programs, solar installation and sourcing grant funding to increase our resilience to climate change impacts



### PV system capacity

We now have 383.4 kW of solar PV system capacity across five facilities, generating a total of 302,329 kWh of renewable energy



### Water saving

116,660KL of water was used across council operations, which is a 12.5 percent decrease on 2018/19 levels and an 8.9 percent decrease over estimated 2003/04 baseline usage



### Energy Use

We used 49,539 GJ of energy (mains electricity and gas) which is 8.6 percent lower than our baseline usage in 2003/04





Celebrating Field of Mars becoming a Wildlife Protection Area

NATURAL AREA  
MANAGEMENT

Council is protecting and enhancing the City of Ryde’s natural areas including bushland, waterways, catchments and ecosystems. We are collaborating with volunteers, Council departments, businesses and the community to care for and enhance the City’s natural areas. Conservation and protection of these natural areas and biodiversity, providing risk mitigation for assets, weed and pest management, and environmental monitoring and reporting are all part of what we do.

Natural Spaces Generic Plan of Management

We developed a plan of management for our diverse bushland areas, consisting of bushland, escarpments, foreshores, watercourses and wetlands with rare and threatened species, which proposes strategies to protect and guide their management into the future.

New wildlife protection areas

New wildlife protection areas were established at three bushland corridors in the City of Ryde to help better protect our unique native wildlife. Field of Mars Reserve has been declared as a Category 1 Wildlife Protection Area, meaning dogs and cats are not allowed at any time in the area. Meanwhile, bushland reserves along Kittys Creek and Terrys Creek have been declared as Category 2 Wildlife Protection Areas. This permits dogs on-leash along established tracks in these corridors but does not allow cats in the areas at any time.

The decision follows community consultation which found that there was overwhelming support for the declaration of wildlife protection areas at the three locations.

Biosecurity protection through weed management on private property

Following the adoption of our Local Biosecurity Weeds Policy and Local Priority Weeds Management Plan we have been working with the community to tackle priority weeds.

We conducted 80 kilometres of on-foot high-risk pathways, 35 kilometres of on-water surveillance, and 285 high-risk site inspections including Council’s depots, waste transfer station, development sites and businesses such as florists, nurseries and pet stores. More than 150 private properties were also inspected following requests by our community for advice and information on managing weed issues. By identifying and controlling 10 high priority new weed incursions through our surveillance and inspections program, we saved time and resources by addressing incursions before they become established.

DELIVERY PROGRAM

Biosecurity Weeds Officer

A grant-funded full-time Biosecurity Officer has been brought on board to manage our weed populations and ensure compliance with legislative obligations relating to environmental weeds. We developed a Biosecurity Weeds Policy and a Local Priority Weeds Management Plan, delivered a community education event, undertook priority weed inspections at 373 high-risk sites, along 124 kilometres of high-risk pathways including identified roadways, creeklines and rivers, 286 private properties, and 53 online marketplaces.

CAPITAL WORKS PROGRAM

Terrys Creek Walking Trail

The Terrys Creek boardwalk project has restored degraded parts of the Terrys Creek bushland trail which connects Forrester Park, Eastwood to the Lane Cove National Park. The project included replacing decking and bridges, along with installing interpretative, flood and directional signage. Total length of track from Wood Street to M2 motorway: 2.28 kilometres.





Biosecurity Weeds Officer  
undertaking inspection of weeds

## NATURAL AREA MANAGEMENT HIGHLIGHTS



**Bushland area**  
205 hectares of bushland



**National Tree Day**

175 community volunteers planted 1,000 trees in the Field of Mars Reserve and 350 plants along Shrimpton's Creek at ELS Hall Park



**Bush regeneration**

During the year we undertook work in 50 of our parks and reserves across the City of Ryde, totalling over 103 hectares.



**Bushcare**

Our Bushcare program helped to restore and manage 11 hectares of bushland with over 3,300 volunteer hours across 18 sites



**Firebreaks**

We maintained more than four kilometres of asset protection zones (firebreaks) across our City to minimise risk to private properties and major assets in fire conditions



**Creek bank restoration**

2,000 grasses, groundcovers, ferns, rushes and sedges were planted to revegetate the creek line area at Barton Reserve and prevent erosion



**Trees planted**

22 trees were planted along the new shared user paths along Epping Road and Pittwater Road to help strengthen corridor connections for native wildlife and provide shade for active transport users



**Terrys Creek Walking Trail**

The final section for the Terrys Creek Walking trail upgrade was installed from Epping Road north to the M2 motorway to improve the walking trail's connection to Lane Cove National Park



**Delineation works**

Were completed at Stewart Park and Lynn Park to better protect the critically endangered Turpentine Iron Bark Forest and Blue Gum High Forest



**Animal control**

Our feral animal control program was undertaken in 9 parks and reserves. It provided an 86% success rate and saw a 33% decrease in the number of fox sightings reported to Council



**Signage**

New feature interpretive signage was installed at Brush Farm Park and landmark signage installed at Field of Mars Reserve entry





## CATCHMENTS AND STORMWATER MANAGEMENT

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

### Improving the condition of our waterways

The City of Ryde became the first council in Australia to adopt a Zero Litter to River target by 2030. This will result in initiatives to reduce litter and the flow of pollution into local waterways. We have developed a range of measures to educate the local community and encourage people to do the right thing and not litter, as well as undertaking localised strategies to reduce and control the amount of litter that arrives at our waterways.

We joined the NSW Environment Protection Authority, the Department of Planning, Industry and Environment and 17 councils across four catchment groups in a month-long compliance blitz on soil erosion and sediment control at construction sites around the Parramatta River. A total of 1,181 inspections took place. Out of these, 748 (63 percent) of sites were compliant and 433 (37 percent) were non-compliant. This indicates a 13 percent improvement in compliance from the previous campaign.

We also focused on assessing the effectiveness of gross pollutants traps during the year. Gross pollutants traps act as filters to capture stormwater pollution (such as litter, silt and vegetation) before it is released into the natural waterways within the Ryde local government area. They have prevented approximately 480 tonnes of potential pollutants from entering the waterways over the previous three years.

The drainage network and creek line along Kittys Creek were regenerated with weed and rubbish removal, stabilisation of bank slopes, fencing and revegetation. Water quality is expected to improve while overall visual amenity has also improved significantly. Rectification works at Barton Park creek line were also undertaken following illegal clearing that increased soil erosion, caused localised bank instability and increased flood risk. Works focused on riparian plantings to provide stability and contribute to overall improvement of local water quality through natural bio-filtration.

### Delivering on the Our Living River Masterplan

A range of projects were completed as part of our commitment to the 10-council Parramatta River Catchment Group Masterplan 2018. These include completing the detailed landscape and structural design for the Putney Beach Activation Project, partnering with Sydney Water to undertake water quality monitoring at Putney Park, and establishing a River Watch Program risk framework protocol for swim sites. The River Aware residential stormwater education program was also launched online, and progress was made on policy change, funding models and reducing the risk of sewer overflows.



DELIVERY PROGRAM

Eastwood Town Centre Flood Study	●
Council is investigating options to reduce inundation of Eastwood town centre following heavy rainfall events and identifying a preferred option for managing flooding risk. The Eastwood Town Centre detailed flood study is complete and has been presented to Council.	
Harmonising Flood Studies	✔
Tender submissions for implementation of this project are currently being sought.	
Purchase WaterRIDE Flood Management Software	●


CAPITAL WORKS PROGRAM

Shepherds Bay Outlet	✔
This will increase the functional capacity of the stormwater outlet by installing new infrastructure and water quality devices, and outlet protection works at the Parramatta River seawall. The outlet will be constructed as part of the 146 Bowden Street, Meadowbank project with anticipated completion by June 2021.	
146 Bowden Street Trunk Drainage	✔
Works related to developer contributions towards stormwater works at 146 Bowden Street. The deed is currently awaiting approval from VIVA.	
Smalls Road and Lavarack Street Drainage Expansion	⚠
A new stormwater pipeline will be constructed within the Smalls Road school site. Negotiations with the Department of Education are continuing.	
Stormwater Asset Replacement Renewal	●
Council's ongoing program to restore and improve stormwater drainage infrastructure, including construction of missing links in locations where road drainage is inadequate, creek rehabilitation and renewal of water quality devices.	
Stormwater Improvement Works Renewal	●
Council's ongoing program of stormwater improvement projects to alleviate flooding risk and impacts and improve water quality.	




Shepherds Bay stormwater


CATCHMENTS AND STORMWATER HIGHLIGHTS

- 


Two rivers, five major creeks / waterways

14 discrete stormwater catchments
- 


Remediation works

on two creek lines to improve stormwater flow and water quality at Portius and Barton parks
- 


Swimmable rivers

Partnering with Sydney Water to commence water sampling and site assessment at the future Putney Park swimming site
- 

Combatting pollution

We undertook City-wide 'See it, Stop it, Report it' community waterway pollution campaign to encourage residents to report illegal and polluting activities
- 


Zero litter to river

We became the first council in Australia to commit to a Zero Litter to River target
- 

Stormwater infrastructure

99 percent of stormwater assets are condition level 4 or better (target >= 95 percent)

4,183 metres of stormwater pipelines laid

53 new stormwater pits constructed
- 

Soil erosion

We improved sediment and erosion control on building sites





In-river seawall (also known as a groyne) at Putney's Bennelong Park to improve access to the Parramatta River

## FORESHORES AND SEAWALLS

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

### New Bennelong Park seawall

An in-river seawall was constructed at Putney's Bennelong Park to help improve access to the Parramatta River.

The seawall, built by the State Government, the City of Ryde and the Concord and Ryde Sailing Club, will minimise erosion of the beach area at Bennelong Park as well as reduce exposure of underlying bedrock and protect existing mangroves.

It also provides easier launching opportunities for sailing vessels and delivers on our commitment to activate the foreshore and improve accessibility under both the Greater Sydney Commission's North District Plan and the Parramatta River Catchment Group's Masterplan.

### New Coastal Management Plan

The City of Ryde partnered with the Parramatta River Catchment Group and Sydney Coastal Councils Group to commence development of a new Coastal Management Program. This will replace the existing Coastal Estuary Zone Management Plans under one harbour foreshore program. The program is expected to be developed by 2021/22.

CAPITAL WORKS PROGRAM	
Putney Beach Activation	✔
All scoping, design and approval works have now been completed towards delivering foreshore access at the site.	
Kissing Point Park Recreational Boating Improvements	●
Grant application was successful. Design and investigations underway.	
Seawalls/Retaining Walls Refurbishment Renewal	●
Putney Park detailed concept design completed. Banjo Paterson Park is to be completed by the end of August 2020.	



## WASTE SERVICES

Council delivers a full range of domestic and commercial waste services for the City of Ryde, including facilitating recycling and disposal services as well as providing educational resources and workshops to reduce waste to landfill.

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

### Supporting our community during the COVID restrictions and shutdowns

With businesses and schools closed, and people spending more time at home during the COVID-19 lockdown period, a number of changes occurred to waste services within the City of Ryde. The most notable of these was that waste and recycling tonnages for the four month period between March and June increased by over 11% and the number of clean-up bookings and clean-up tonnages were consistently higher (up to 18 percent) compared to the same period in 2019. The efforts of our contractor meant that residents felt little impact from the additional waste collection volumes.

This increase was consistent with a rise in decluttering behaviour during COVID-19 restrictions and an increase in rental vacancies contributing to this rise, with reports of residents without secure employment and non-Australian citizens vacating properties. It is also likely that charity shop closures due to COVID-19 restrictions may have contributed to disposal of items through household clean-up collections that might ordinarily have been donated.

A number of commercial customers were forced to pause waste collection operations completely in the face of closures. However, following the reopening of business, we saw a resurgence in customers applying for a commercial waste service.

Over this period illegal dumping in the City of Ryde did not increase, indicating that many residents are well informed about how to manage their waste and are able to easily access the correct waste and recycling information.

The Home Waste and Sustainability Advisory Service, which helps residents to identify water and power savings, switched services to an online environment, with an overwhelmingly positive response from residents. Council also developed online workshops to ensure we could still engage with the community and pass on waste reduction messages.

### Expanding waste recycling options in the City of Ryde

We investigated and evaluated the potential benefit of UNSW Smart Centre Micro Factory Technology to recycle plastics, including a research facility visit and briefing by the UNSW project engineers. However, the purchase of an e-waste or plastics micro factory was not considered viable at this time due to high establishment and running costs.

We received funding of \$291,750 from the Environment Trust's, Community Recycling Centres Grant Program to build a Community Recycling Centre for problem waste. This facility will be built on the existing Porters Creek site once changes to the Local Environmental Plan are approved.

When completed, this facility will accept paints, motor oils, cooking oils, batteries, fluorescent lighting, gas cylinders and smoke detectors. The collection of electronic waste, mobile phones, x-ray films, and possibly polystyrene is also under investigation.

### Preventing littering and illegal dumping

During the year we implemented proactive measures to combat litter and illegal dumping, including regular inspections of dumping hotspots, deployment of a mobile CCTV surveillance trailer and covert CCTV cameras.

Signage on litter and recycling bins located in streets, town centres and parks, has been updated. Banners and footpath decals directing residents to litter bins and cigarette butt bins were also installed to help deter littering.

Litter audits identified Eastwood as a littering hotspot, with eight times more rubbish and 20 times more cigarette butts than elsewhere in our local government area. Measures put in place to help combat this issue include a designated bin service area in Hillview Lane to prevent litter from bins strewn along the laneway, litter guards to stop litter blowing into the canal, installation of cigarette butt bins and signage in the Eastwood Mall to encourage the correct disposal of cigarette butts, installation of two filtered water stations to encourage the use of refillable bottles, and hand-delivered information for business owners focusing on correct waste management procedures.



Illegal dumping mobile CCTV surveillance trailer



# City of Ryde



City of Ryde

ortun

Launch of Be fantastic, cut single-use plastic campaign at 2020 Orientation Week at Macquarie University

## WASTE SERVICES AT A GLANCE



### Waste diversion

39.5 percent of waste material was diverted from landfill



### Bin collections

Close to 68,938 available bin collections each week with a 90 percent presentation rate



### Landfill

24,487 tonnes household waste was sent to landfill



### Pre-booked household cleanup

30,513 pre-booked household cleanup collections with 4,612 tonnes of household cleanup collected



### Household cleanup waste

3,275 tonnes of household cleanup waste was sent to landfill



### Construction material

45,355 tonnes of construction material (asphalt, concrete, soil, mulch) was received and recycled at the Porters Creek site



### Recyclables

8,345 tonnes of recyclables were collected



### Recycled construction material

58,316 tonnes of recycled construction material was re-used or onsold



### Garden organics

8,580 tonnes of garden organics were collected



### Hazardous materials

More than 20 tonnes of hazardous materials collected in the annual household chemical cleanout (712 vehicles attending)



### Other programs

1,178 tonnes recycled through other programs



### Waste education workshops

We held more than 60 waste education workshops and events with over 1,300 people attending



DELIVERY PROGRAM		
<b>Old Landfill Sites Subsidence Program</b>	●	
Remediating subsidence issues on sportsgrounds that are located on old tip sites and are experiencing considerable ground movement. Renewal works to the surface of Pioneer Park have been completed.		
<b>Eastwood Litter Prevention Campaign</b>	●	
Active measures and educational resources were carried out to reduce litter and illegal dumping in the Eastwood Canal area.		
<b>Recycle Right and Reduce Waste</b>	●	
An education campaign to reduce the level of cross-contamination in recycling waste.		
<b>Single Use Plastic Reduction</b>	●	
Implementing the City of Ryde's commitment to phase out single-use plastics in all council operations and events. Single use plastics are now removed from Council operations and events. Toolkits supporting the community and businesses to make changes in plastics use have been developed.		
<b>Community Problem Waste Recycling Centre</b>	●	
\$291,750 received from the Environment Trust for development of a Community Recycling Centre in the City of Ryde.		
<b>Managing Waste Reduction in Multi-Unit Dwellings</b>	●	
Improving recycling rates from residents in multi-unit dwellings. This is a NSW Environment Protection Agency grant funded project to manage waste reduction, illegal dumping and contamination in multi-unit dwellings. An application to continue the project for the next financial year has been approved. Educational resources have been rolled out to a large number of unit blocks with ongoing engagement with strata managers occurring.		
<b>Waste Education Train the Trainer Workshops</b>	⌚	
Project planning is underway and educational resources have been procured. Unfinished work will be carried forward into 2020/21.		
<b>Sustainable Waste to Art Prize (SWAP)</b>	●	
SWAP 2019 included an awards opening night attended by over 200 people, a two-week exhibition from late September 2019 held at Meadowbank TAFE campus with over 475 attendees and a series of community waste to art workshops in July and 144 entries received.		
<b>Porters Creek Feasibility Study for Community Recycling Centre</b>	●	
A feasibility study to determine a location and costs for building a Community Recycling Centre at Porters Creek.		
<b>Porters Creek Precinct</b>	●	
Preservation of underground creek culverts, maintenance of environmental controls and reconfiguration of the Porters Creek site for optimal use. Porters Creek remediation activities are continuing.		
<b>Porters Park CRC Development</b>	⌚	
Provide further investigations and develop a plan to construct a CRC at Porters Creek.		

KEY: ● Complete ✓ On track ⌚ Delayed ➡ Deferred ✕ Cancelled

Our Common Ground program:

*"This sounds absolutely fantastic! I love seeing Council promote initiatives like this. We have an unused communal area that would be perfect."*

Paul

SWAP:

*"Well worth visiting. Artists of all ages being highly imaginative."*

Helene

WASTE SERVICES HIGHLIGHTS



Bottle top recycling

We investigated the feasibility of a bottle top recycling collection, one of the top polluters of the oceans and environment alongside plastic bags



Better recycling

We helped residents reduce levels of cross-contamination in household recycling and garden organics bins, in partnership with our waste collection contractor (Suez)

We engaged with Strata Managers to deliver educational resources to residents and tenants to reduce cross-contamination and improve the correct disposal of household waste in apartment buildings (more than 50 percent of domestic properties in the City of Ryde are multi-unit dwellings)



SWAP

Ryde's 2019 Sustainable Waste to Art Prize attracted 144 entries and over 475 people visiting the free exhibition



Waste education

20 free community workshops helped residents to reduce waste and live more sustainably, including composting and worm farming, kitchen gardening, plastic-free living, green cleaning, preserving and furniture repair

10 workshops were delivered to local early learning centres and playgroups

30 interactive waste and recycling workshops were delivered to local primary schools

Pop-up education stalls at local libraries and shopping centres were used to celebrate Plastic Free July and National Recycling Week in November 2019

We talked with international students at Meadowbank TAFE and Macquarie University about waste and recycling services



Our Common Ground

Program introduced to four multi-unit developments to encourage food waste reduction through composting and community gardens



Cleanup Australia Day

1.5 tonnes of material removed from 30 bushland, waterways and parks sites



Promoting waste reduction

Council promoted waste reduction messages and the use of reusable items at a number of community events including Granny Smith Festival, Cork & Fork, Lunar New Year Festival, Seniors Festival, Macquarie University O Week and Harmony Day.



Zero single use plastic

Promoted the phasing out of single use plastic, developed council's Single Use Plastic policy and launched the Be fantastic, cut single -use plastic program and toolkits



REEN

21 local schools participated in the Ryde Environmental Educators Network (REEN) workshops with guest speakers including AUSMAP, Keep Australia Beautiful, Parramatta Riverkeepers and Take 3 for the Sea.



Problem Waste

New problem waste drop-off station at the Ryde Aquatic Leisure Centre. There are now seven of these stations across the City



Ryde Home challenge

The Ryde Home Challenge provided three winning households up to \$1,500 towards environmental home improvement



Soft plastics

We investigated the feasibility to trial a soft plastics-to-furniture program in partnership with a local school using the community grants program

THE YEAR AHEAD

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

**\$140.8 million investment is planned for this outcome over the next four years.**

In 2020/21 we have the following projects planned:

- Adopting the Ryde Resilience Plan 2030 and rolling out initiatives to improve local community resilience
- Increasing uptake of renewable energy across the Ryde community
- Developing a pathway for Net Zero Emissions by 2050
- Continuing our transition to electric vehicle technology
- Advocating for a community problem waste recycling centre at Porters Creek
- Improving recycling rates and targeting litter and illegal dumping.

Catchment program

- Eastwood Town Centre Flood Study and stormwater upgrades
- Harmonising flood studies
- Stormwater asset replacement renewal
- Stormwater improvement works renewal

Environmental program

- Biosecurity and Natural Areas Monitoring Officer
- Ryde Aquatic Leisure Centre Energy Feasibility Study and Optimisation

Foreshore program

- Kissing Point Park recreational boating improvements
- Open Space, Sport and Recreation program
- Park and Open Space Tree Planting program



Become River Aware Campaign





# OUR SMART AND INNOVATIVE CITY

The City of Ryde is designed and planned to encourage new investment, thriving local businesses, local jobs and business opportunities. Community and businesses flourish in a climate of innovation, progression and economic growth.

## PRIORITIES FOR THIS OUTCOME

### BUSINESS OPPORTUNITY AND INVESTMENT

#### Businesses benefit from a prosperous local economy

- Using urban design controls and continued collaboration to manage the City of 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 the City of 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 State 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.



VISITOR



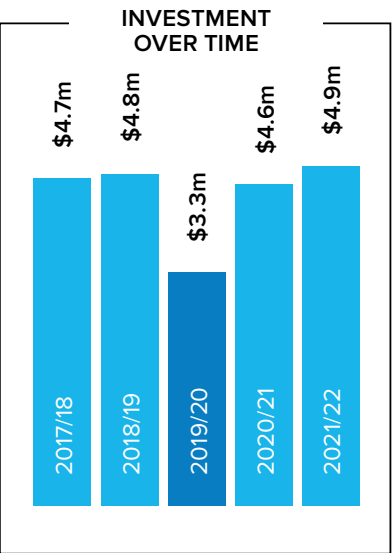
OVERVIEW

Council services supporting this outcome

- Business Capacity Building
- Neighbourhood Activation

How we monitor progress

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



RYDE'S ECONOMY

CITY OF RYDE

\$17 billion gross regional product

Over 12,920 local businesses

104,158 local jobs

Over 72,147 employed residents

Almost 20 percent live and work in the area

\$151,220 average household income

Over 35,300 (62 percent) of resident workers have a tertiary qualification

MACQUARIE PARK

Economy valued at \$9.5 billion

More than 1,900 businesses

Over 9,000 residents in Macquarie Park

Over 62,000 jobs in Macquarie Park

Macquarie Centre is the largest shopping centre in NSW with 130,000m<sup>2</sup> of floor space, 390 stores and 4,900 car spaces

Australian headquarters for 10 of the world's top 100 companies

Over 40,000 students and 3,200 academic and professional staff at Macquarie University, and over 300 companies in the university precinct

Over 5,000 new Australian Business Numbers (ABNs) were registered in the City of Ryde during the year.

HIGHLIGHTS



Over 5,000

participants in building capacity and providing a step up into employment programs



Smarter city

We commenced development of our Community Smarter City Strategy



Youth Jobs & Skills Expo

helped more than 250 attendees connect with local companies and jobs



Thriving Communities Expo

Over 100 people attended our 2019 Thriving Communities expo and networking event



Get Connected

About 250 people attended our annual Get Connected, Smart Ideas for Small Business event



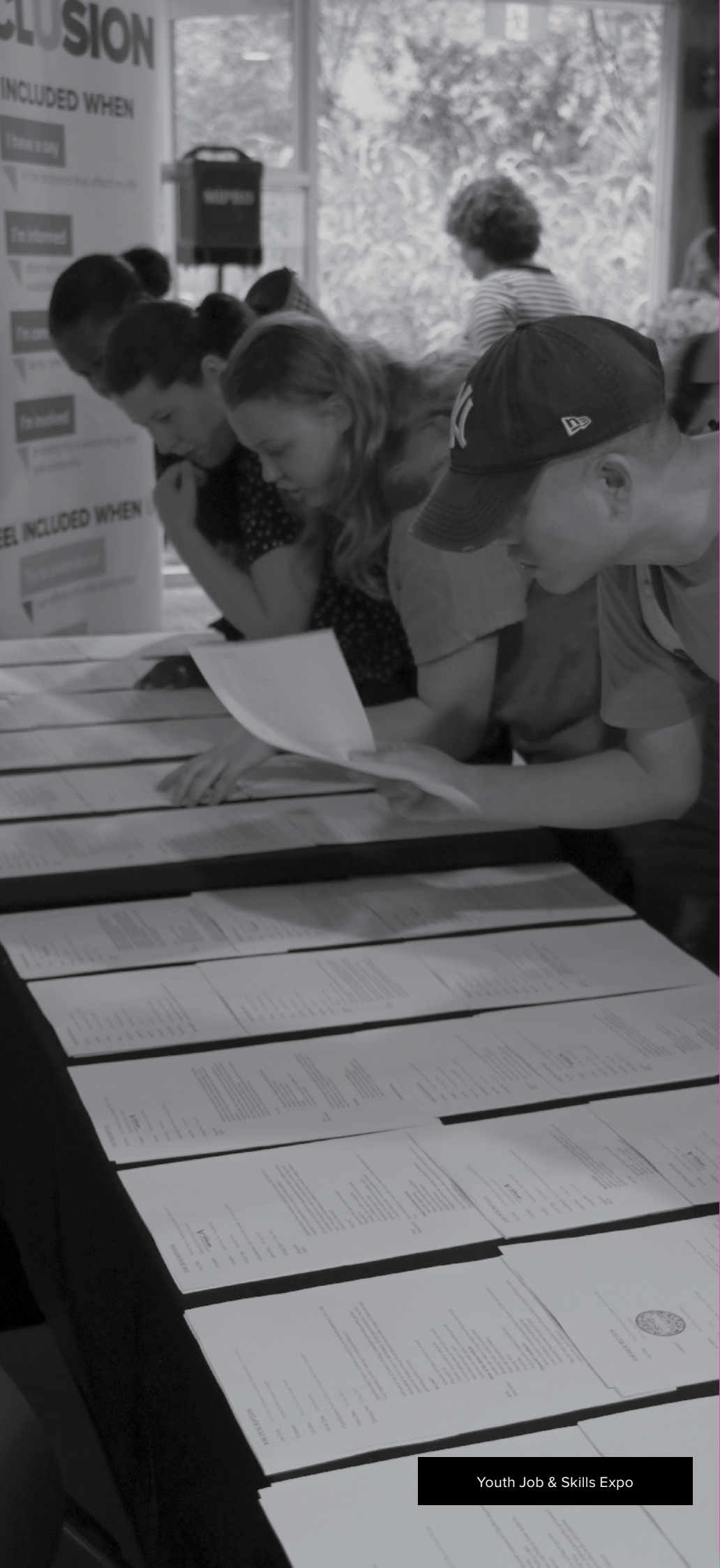
Venture Café

Venture Café Macquarie Park, part of the globally-recognised innovation community, celebrated its first anniversary



Hardship grants

We supported Eastwood businesses hit hard during the early stages of the COVID-19 pandemic with hardship grants



Youth Job & Skills Expo



BUILDING PROSPERITY IN OUR CITY

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

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

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

A stronger local economy brings benefits to the whole community. A major part of this journey will involve revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants.



Celebrating Council's participation in the Easy to Do Business Program

SERVICES AND PERFORMANCE HIGHLIGHTS



2019 Get Connected event

BUSINESS  
CAPACITY  
BUILDING

Business sector and economic development to support local businesses and a stronger local economy. The capacity building programs are provided to deliver our local business community with relevant, impactful, timely information, education and support in their business journey. The programs are tailored for our diverse small and medium-sized enterprises (SME) and industry sectors across the City and developed in regular consultation with business chamber representatives, the general business community and internal/external stakeholders.

Supporting local businesses during the COVID-19 restrictions and shutdowns

In response to the COVID-19 pandemic we launched a range of initiatives for local businesses to help keep staff employed and ensure businesses could keep their doors open during this extremely challenging period.

Eastwood businesses were hit earlier and harder than most, with disinformation and rumours spreading in the community leading to the town centre resembling a ghost town well before lockdown measures were implemented. Eligible businesses received a \$1,900 grant under Council's Small Business Hardship Fund.

We introduced a range of financial assistance measures for small businesses hit hard by social distancing and public health orders, including fee waivers for outdoor dining, health inspection and compliance, fire safety certification and filming applications. Tailored financial support solutions for tenants of Council-owned properties were also offered including rent waivers, deferrals or lease extensions.

Council also worked closely with key stakeholders including local business chambers, the Macquarie University Incubator, Venture Café, CSIRO, Macquarie University, Optus, local business professionals and Ku-ring-gai Council to fast-track relevant programs and adapt planned activities to meet current business challenges.

We developed video-based business modules for SMEs on topics such as online business, government support services and mental health, and delivered content using a variety of platforms including webinars, live streaming of workshops, and through partners such as Venture Café. We also shared insights into how Google Tools could assist businesses navigate the online economy.

We collaborated with Ku-ring-gai Council to deliver a suite of webinars to assist businesses to positively respond to the challenging business environment. We also promoted other relevant events and assistance including a series of webinars on the Australian Taxation Office website.

Following our response to address the immediate needs of businesses and community we explored a range of medium-term actions to support recovery. These included partnering with local education institutions such as TAFE and Macquarie University to drive local employment opportunities, and support businesses in regrouping, hiring and building teams to respond to the new normal. Once restrictions ease, we will re-start previously programmed business workshops, networking groups, events and initiatives and partner with key stakeholders to assist in accelerating the reopening of business activities.

In addition, we will accelerate the delivery of our place-making 'Love' campaigns for town centres, which will focus on Eastwood and West Ryde (Macquarie Park and Gladesville have already benefited from this initiative, which will continue in those areas).

DELIVERY PROGRAM	
Transport Management Association/Connect Macquarie Park	●
We achieved significant reductions in drive alone rates for member businesses during the year.	
Macquarie-Ryde Futures - PhD - Housing and Community Development	●
Council's funding commitment has been completed. Macquarie University is fully funding the remaining research. The research scheduled for 2019/20 will be completed 2020/1.	
Place Making Macquarie Park	●
All 2019/20 outcomes completed, including support for Venture Café, support for two Connect events, and delivery of the Wilga Park reopening event	
Night Time Economy Implementation	●
Night Time Economy Community of Practice – previously planned work has been deferred due to COVID-19. Scope and budget has been amended to address pandemic requirements.	
Economic Development Plan Implementation	●
Draft updated Economic Development Plan has been completed. The plan is currently scheduled to be reported to Council by December 2020.	
Macquarie-Ryde Futures - PhD - Social Inclusion and Building	●
Eastwood Small Business Hardship Grant	🕒
Business grants issued. The Eastwood shopper-card scheme will be implemented when the State Government's COVID-19 restrictions are downgraded.	





2019 Northern Districts Local Business Awards

## BUSINESS CAPACITY BUILDING HIGHLIGHTS



### First anniversary

We celebrated Venture Café's first anniversary in February 2020



### Home Based Business Forum

We delivered the Home Based Business Forum in October, resulting in the newly formed Community of Practice Home Based Business Group. The intent of the group is to provide a platform for our home based business sector to meet regularly to learn, network and share knowledge. This group approach is proving to help build a resilient micro business ecosystem across the City of Ryde



### Get Connected

The Get Connected, Smart Ideas for Small Business event was held in partnership with Optus. Approximately 250 people attended. This included keynote addresses by representatives of Google, LinkedIn, Optus and Realise Business, a panel discussion, networking opportunities and information stalls



### Women in Business

The Women in Business Community of Practice group met monthly during 2019/20, pivoting to virtual month meetups during COVID-19. This group has experienced membership growth throughout 2019/20 and now boasts over 150 members



### Business Bootcamp

We held Ryde Business Bootcamp, in partnership with Meadowbank TAFE, providing training for youth, migrants or community members who are looking to start a business



### Thriving Communities

We sponsored the 2019 Thriving Communities Expo, a pop-up, all-inclusive cross-sector networking event bringing together key representatives, community leaders and influencers from business chambers, not-for-profit organisations, community organisations, government, small and medium-sized enterprises, and large corporates to share knowledge, build relationships and innovate. More than 100 people attended the event



### Face-to-face events

We held diverse online and face-to-face events helping entrepreneurs grow their businesses including:

- Business mastermind program
- Creative business skills
- Digital marketing workshop
- Diversify your creative income
- Get Connected for small and medium-sized enterprises
- Using Facebook to build your business





Hunt & Hunt Lawyers - Winner of the Inclusion category in the 2019 Northern Districts Local Business Awards

BUSINESS CAPACITY BUILDING HIGHLIGHTS



Over 5,000

participants in building capacity and providing a step up into employment programs



Youth Jobs & Skills Expo

We held the Youth Jobs & Skills Expo at Meadowbank TAFE, assisting more than 250 attendees to meet with company representatives and discover available jobs in the local area



Inclusion Award sponsorship

We sponsored the Inclusion Award Category of the Northern District Local Business Awards in partnership with Lane Cove and Hunter's Hill councils, recognising local businesses that address the needs of a diverse community, including migrants, refugees, asylum seekers, seniors, people with a disability and mental illness



Youth Entrepreneur program

We were involved in a Youth Entrepreneur Program in partnership with the Riverside Business Chamber, supporting about 200 participants under 25 to build capacity, entrepreneurship and leadership skills and enhancing employment pathways



Industry Sector Forum

We hosted an Industry Sector Forum in partnership with the Ryde TAFE School of Hospitality, connecting hospitality job seekers (predominantly youth) with over 60 local restaurants, with these businesses now sourcing staff from the college or utilising the college for upskilling student and youth employees



Future Change Makers

We launched the Future Change Makers Ryde Program, giving young people in Ryde a step up through a new initiative that gives them the skills and knowledge needed for the world of work



Youth employment

We are providing more youth employment opportunities at Council. These included a paralegal role and two new engineering cadetships in addition to the intern and youth employment programs currently in place to support youth employment (providing approximately 50 opportunities per year)





Giffnock Avenue footpath upgrade

## NEIGHBOURHOOD ACTIVATION

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

### Revitalising West Ryde Town Centre

During the year we developed the West Ryde Town Centre Revitalisation Strategy. It focuses on identifying current constraints and creating a feasible plan to reinvigorate the area by updating land use and development controls to attract more desirable development activities and improve the liveability of the existing built environment.

West Ryde Plaza was upgraded to create a more activated and welcoming space for the community. This includes a shade structure, contemporary seating and greenery incorporating a new children’s play area, installation of CCTV and free public Wi-Fi.

To help activate the plaza space we launched West Ryde Summer Series, a fun and exciting new series of weekly summer events at West Ryde Plaza. Each event showcased four local musicians, a licensed bar and great local cafés and restaurants.

### Promoting Macquarie Park as an entertainment and recreation precinct

To support the vision of an 18-hour city to service and accommodate the needs, wants and desires of the employees, residents and visitor economy across the precinct, we committed to doing more to promote Macquarie Park’s entertainment and recreation precinct. We partnered with local businesses, the live music industry, entertainment venues and other stakeholders to promote local activities. We will also work to identify ways in which current planning controls in Macquarie Park can be altered to enable and encourage further night time economic activity and entertainment.

DELIVERY PROGRAM	
Implementation - Macquarie Park Marketing Plan	●
Program completed including finalisation of updated Macquarie Park Implementation Plan.	
Planting Embellishment Program - Macquarie Park	●
Embellishment planting completed within the Waterloo Road median, roundabout at Thomas Mitchell Drive and along Giffnock Avenue.	

CAPITAL WORKS PROGRAM	
Wayfinding in Macquarie Park	●
The proposed installation of kiosks in train stations was not proceeded with on request by Transport for NSW. Instead the existing Macquarie Park wayfinding signs were updated.	
Giffnock Avenue Footpath Upgrade	🕒
The initially programmed works have been completed and an extension of the scope will be sought in Q1 2020/21 to complete a missing link in the granite footpath on Giffnock Avenue.	
Town Centre Upgrade Renewal	●
Year one of the multi-year Ryedale Road Upgrade completed, including preliminary design, consultation and land use agreements with Transport for NSW to use Transport for NSW-owned land to facilitate improved pedestrian amenity. Construction to commence in 2020/21.	



# Smarter City Strategy

We commenced development of our Smarter City Strategy to capitalise on the City of Ryde's strengths and rich natural assets, address pressing challenges, unlock new opportunities and innovatively utilise data and technology to enhance the quality of life for our community in an inclusive manner.

Much of the foundation work for a smart city has been delivered over the past three years, with the Smarter City Strategy expected to build on and connect our Resilience Plan, Social Plan, Creativity Strategy, Economic Development Plan and Integrated Transport Strategy.

The process of developing the Smarter City Strategy was scheduled to commence in April 2020, with input from experts invited from the fields of research and academic institutions, technology providers and industry and community representatives. A stimulus paper was prepared based on national and international research to inform and excite contributions from the identified working groups, and a series of events was planned to gather and consider ideas, discuss policy settings, and identify opportunities for partnerships and innovation and pilot initiatives.

However, with the advent of the COVID-19 pandemic, the program was delayed and re-scheduled to start in late 2020 with the Startegy to be completed in early 2021.

## NEIGHBOURHOOD ACTIVATION HIGHLIGHTS



Four  
Town Centres

29  
Neighbourhood Centres



Regular  
markets

Expressions of interest were sought to hold regular markets either at Eastwood Plaza, Eastwood or Anderson Park, Meadowbank



Weekly  
night market

A weekly family-friendly Saturday night market was held in Eastwood Plaza offering a wide variety of food delights and market stalls



Signage  
upgraded

Upgraded wayfinding signage was installed throughout Macquarie Park to make it easier for pedestrians to navigate the rapidly evolving suburb and discover hidden paths, parks, cafés and more

Ryde Wharf Market,  
Anderson Park, Meadowbank



THE YEAR AHEAD

We are focused on ensuring the City of Ryde is developed in a way that creates business opportunities in vibrant urban centres. We are continuing to upgrade our public domain, and are facilitating business moving to, and thriving in, the City of Ryde – both day and night. Efforts are ongoing to support and reinforce Macquarie Park’s position as an economic powerhouse that plays a leading role in the nation’s economic output, and its growth into a globally-recognised education and corporate and technology hub.

**\$18.2 million investment is planned for this outcome over the next four years.**

In 2020/21 we have the following projects planned:

Centres and Neighbourhood Program

- Footpath upgrade – Bundara Reserve to Rivett Road
- Transport Management Association for Macquarie Park
- Town centre upgrade renewal

Strategic City Program

- Wayfinding in Macquarie Park
- Planting Embellishment Program - Macquarie Park

Traffic and Transport Program

- Ryde electric vehicle innovation



Wayfinding signage, Macquarie Park





# OUR CONNECTED AND ACCESSIBLE CITY

The City of Ryde 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, through our work with State Government agencies and through organisations such as Connect Macquarie Park and North Ryde.

### CONNECTIONS WITHIN OUR CITY

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

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

### DIGITAL CONNECTIVITY

#### Accessible digital connections for the community and business

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



Pittwater Road shared user path



OVERVIEW

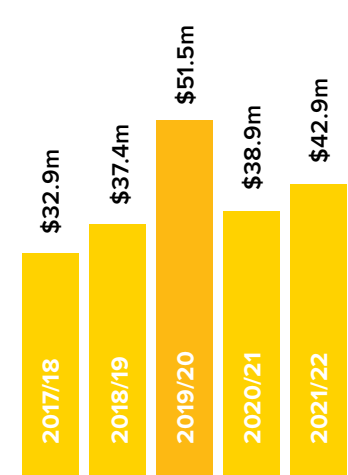
Council services supporting this outcome

- Traffic and Transport
- City Roads
- Paths and Cycleways

How we monitor progress

- Vehicle movements
- Modal shift
- Community sentiment

INVESTMENT OVER TIME



Bicycle path, Pittwater Road:

*"@CityofRyde upgrades to the bicycle path along Pittwater Road have made the most dangerous part of my commute from the Inner West to North Ryde a lot safer. Thank you!"*

David

Eastwood pedestrian underpass:

*"Looks fantastic."*

*"Can't wait to walk through it."*

Anonymous



HOW WE TRAVEL



Car use

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



Over 71,000

registered vehicles housed in the City of Ryde local government area



Workers

Of the 84,327 local workers in the City of Ryde, 80 percent live outside the area



Work commute

53 percent of over 57,000 working residents use their car to get to work



Public transport use

37 percent of working residents catch public transport to get to work, walk, cycle or work at home



Four major state roads

Up to 200,000 vehicle movements every weekday on the four major state roads that traverse the City of Ryde



Opal card use

More than 110,000 Opal card taps are done on more than 1,200 bus, train and ferry services every weekday



Over 300 road crashes

per year on City of Ryde roads



BUILDING CONNECTIONS WITHIN OUR CITY

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

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

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

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

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



Shop Ryder

SERVICES AND PERFORMANCE HIGHLIGHTS



Pedestrian lights proposed in Eastwood



TRAFFIC AND  
TRANSPORT

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

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

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

Supporting the community during COVID-19 restrictions

To support residents adhering to advice from authorities to stay at home where possible, Council made temporary changes to our parking enforcement guidelines during the COVID-19 pandemic. No parking enforcement was undertaken in time-limited parking zones, except within the Macquarie Park Precinct.

Rangers continued to take action where vehicles were parked over driveways, posed a public safety risk and in red regulatory zones – No stopping, No Parking and Loading Zones.

Congestion around schools

We responded to concerns raised by members of the community in relation to increased traffic and the safety of students around schools during COVID-19 restrictions.

Traffic congestion around school drop-off/pick-up zones and surrounding streets at some schools increased for several reasons, including reduced use of public transport because parents were working at home and driving their children to school, parents unable to enter school grounds and before- and after-school care.

There was also an increase in unsafe behaviour by pedestrians and drivers travelling to and from school. In response, we worked with a number of schools to implement temporary changes to parking restrictions, extended Kiss and Ride Zones and installed temporary fencing to help deter pedestrians from crossing outside designated crossing points.

We developed an education and awareness campaign for parents in community languages, while rangers and police were also present to issue warnings and fines to motorists behaving badly. A number of the worst-affected schools provided traffic controllers and pedestrian controllers to help direct pedestrians to safe crossing points and move on motorists stopped for long periods in No Parking zones.



Reducing traffic and congestion in Macquarie Park

We continued to support Connect Macquarie Park & North Ryde, which is a partnership between the State Government, the business community of Macquarie Park and the City of Ryde aimed at growing Macquarie Park without increasing traffic congestion.

Key achievements for the year included reducing drive alone rates for member businesses to 51 percent (the remainder of the precinct averaged 69 percent), supporting the Macquarie Park business community navigate changes to Fringe Benefit Tax rules particularly in relation to employee parking, and developing a car parking tool kit to help businesses migrate to more sustainable transport modes.

Connect also helped businesses through the COVID-19 crisis by promoting flexible work practices and policies and developing a behaviour change campaign to support commuters safely returning to work.

Improving access and pedestrian safety in Eastwood

To help safer pedestrian movements and reduce chronic congestion in Eastwood town centre we commenced detailed investigations and proposed new traffic signal designs to Transport for NSW. These propose converting the pedestrian crossing at The Avenue near Eastwood Plaza and two pedestrian crossings at West Parade to pedestrian traffic lights.

The installation of pedestrian traffic lights is one of the recommendations from the independent Eastwood Traffic and Parking Study to alleviate traffic congestion in Eastwood, and coincides with plans to improve parking issues in the area.

In October, the Sydney North Planning Panel approved our development application for a new shopper car park on Rowe Street East which will accommodate approximately 150 cars. A concept plan was also developed to relocate the existing Glen Street shopper car park on the western side of Eastwood to the Shaftsbury Road precinct, increasing the number of spaces available from 450 to approximately 600.

Embracing sustainable transport

We began to transition the City into low-carbon transportation alternatives through our Electric Vehicle Innovation Project, with the addition of two 100 percent electric vehicles (EVs) and accompanying charging stations to Council's fleet. The next phase of the project will see the procurement and installation of two EV community chargers to support community uptake of EVs.

Our City-wide Council supported car share program and Fixed Space Car Share Guidelines were launched in 2020. These will encourage alternatives to car ownership by increasing the number of publicly available car share spaces. In the first year of the new program 25 applications were submitted to Council.

We continue to advocate for and encourage sustainable transport across new developments in the city by reviewing Green Travel Plans. These plans provide opportunities to increase cycling, car share and other transportation alternatives, seek to reduce excessive cars in developments located near public transport and help developers to include more sustainable transport alternatives.

Under our Pedestrian Access and Mobility Plan implementation program, we delivered 21 projects. These included improving access for prams and wheelchairs, repairing footpaths, upgrading bus stops and pedestrian refuges to aid crossing and traffic calming devices. They focused on Meadowbank, West Ryde and Eastwood town centres and build on several years of town centre pedestrian improvements.

We also began developing our Sustainable Transport Strategy, which will review opportunities for increasing new low and zero emissions technologies, encouraging cycling, exploring car and bike share possibilities and directing focus on improving active transport alternatives.



CAPITAL WORKS PROGRAM

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

The outcome of the tender process is to be reported to the August 2020 Council Meeting.

eParking Configuration Enhancement

Expression of interest has been completed, with the tender process to occur in July-December 2020.

Bus Stop DDA Compliance

All seven listed sites have been completed. A detailed Disability Discrimination Action (DDA) compliance audit for all the bus stop (740 bus stops) across City of Ryde has been completed.

Bus Stop Seats – New

This project was completed in early 2020.

PAMP Implementation Works - Central, East and West Wards

Delivered 21 on-ground works at Meadowbank Station West and West Ryde centres including kerb ramps and footpath improvements and an additional 10 treatments in Eastwood as part of other Council works.

Road Safety Upgrades and Improvement

One site was completed.

Ryde Electric Vehicle Innovation

Year 1 complete: Procurement of two 100 percent Electric Vehicles (EV) into Council's fleet and installation of EV charging stations at Council's Operations Centre making use of the newly installed solar system to charge the cars at zero cost to Council. There is anticipated solar system payback at less than three years.

Pedestrian Crossing Lighting Upgrade

In progress, Ausgrid undertaking works.

Eastwood Central - Road Upgrades

Completion of these upgrades was delayed due to additional work required to satisfy Transport for NSW safety requirements.

College Street Gladesville – Permanent Road Closure

The concept design was completed and passed to Bunnings, which will deliver the road closure as part of their developer works.

Transport and Pedestrian Initiatives – Macquarie Park

Lyonpark Road footpath was upgraded and 12 additional bicycle racks were delivered in Macquarie Park. Council partnered with Connect on pandemic safety communications to businesses.

Traffic Facilities Renewal

Three sites were upgraded.

Car Park Renewal

Meadowbank Wharf carpark restorations works have been completed.



Join the Ryde

TRAFFIC & TRANSPORT HIGHLIGHTS



41,978

passenger trips on our Shop Ryder community bus service



Bike Week

Around 150 people attended the City of Ryde Bike Week event in September, which included bike skills and maintenance workshops. About 40 kids tried out the obstacle course on their bikes and scooters



Funding

We received funding from the Federal Government's Local Roads and Community Infrastructure Program and have identified eligible projects, including the installation of safety structures (such as bollards) in local shopping precincts



Road Safety Program

The Local Government Road Safety Program, including child car seat safety, seniors safety, learner driver workshops and community education programs, was carried out



Mobile speed checks

We reduced speeding, with four mobile speed check trailers rotated through targeted locations to encourage motorists to comply with speed limits



Electric vehicles

We introduced two electric vehicles (EVs) and accompanying solar powered charging stations into our fleet and will roll out public EV charging stations to complement existing community charging locations at key spots across the City of Ryde



Parking Policy

We updated Council's Permit Parking Policy with revised criteria that a street will need to meet before it becomes part of a resident parking scheme





West Ryde


## CITY ROADS


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

### CAPITAL WORKS PROGRAM

<b>Pittwater Road Upgrade between High Street and Field of Mars</b>	✔
Scope of works nearly completed, pending powerpole relocation.	
<b>Heavy Patching</b>	●
We planned seven locations and an additional location was completed.	
<b>Flood Mitigation/Constitution Road Upgrade</b>	✔
The review of the current concept and structural design is to be integrated with proposed works by the Greater Sydney Commission and Department of Education in and around the Meadowbank precinct area.	
<b>ITS Implementation</b>	●
Implementation of projects from Council's 2016 Integrated Transport Strategy (ITS) completed.	
<b>Implementation of Road Opening Permit Software</b>	✕
The project was postponed due to significant changes in scope.	
<b>Road Resurfacing Renewal</b>	●
Forty-seven locations have been completed.	
<b>Road Kerb Renewal</b>	●
Eight sites have been completed (Denistone Road, Abaroo Street, Kells Road, Boronia Lane, Morshead Street x 2).	
<b>Bridge Upgrade / Renewal</b>	●
Level 3 inspections have been completed on six bridges.	
<b>Kerb and Gutter Renewal</b>	●
Twenty-eight locations were completed.	

### CITY ROADS HIGHLIGHTS

- 

320km  
of roads in the  
City of Ryde
- 

95  
percent  
are condition  
level 4 or better  
(Target >= 95 percent)

KEY: ● Complete ✔ On track ⚠ Delayed ⌚ Deferred ✕ Cancelled





New shared user path  
at Field of Mars

**PATHS AND  
CYCLEWAYS**

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

**New link between North Ryde and Gladesville**

To make it easier for residents to live a fit and active lifestyle and reduce congestion on our roads, we built a new cyclist and pedestrian path to provide an uninterrupted connection between North Ryde and Gladesville. The five-kilometre path runs along Pittwater Road, between Victoria Road and Epping Road, and is being funded by both the City of Ryde and with grant funding from Transport for NSW.

The planning and development of the new cyclist and pedestrian path was done in consultation with the non-profit community-based Bike North User Group, environmental organisations and local residents. It follows the completion of a separate cyclist and pedestrian path on Epping Road, between Herring Road and Balaclava Road, in Macquarie Park.

**CAPITAL WORKS PROGRAM**

Field of Mars Shared Use Path	●
Glades Bay Park Access, Clare Street Staircase Renewal	●
Pittwater Road Shared Path - Epping Road to Victoria Road	⌚
Completion of the bridge over Kitty’s Creek was delayed due to a delay in receiving Transport for NSW grant funding.	
Footpath Construction Renewal	●
100% of the condition 4 and condition 5 works have been completed.	
Cycleways Construction Expansion	●
Footpath Construction Expansion	●
Twelve sites have been completed.	





New speed check sign outside Ryde Secondary College

**PATHS & CYCLEWAYS HIGHLIGHTS**



**501km**  
of paths and cycleways in the City of Ryde



**96 percent**  
of paths and cycleways are condition level 4 or better (Target >= 95 percent)



**Footpaths replaced**  
We replaced 3,050m<sup>2</sup> of Condition 5 footpaths and cycleways with new paths



**Footpaths Installed**  
We installed 2,900m<sup>2</sup> of new footpath and 4,200m<sup>2</sup> of cycleways



**Lachlan's Line Bridge**  
The Lachlan's Line pedestrian and cycle bridge opened in April, providing a link to the North Ryde business park and metro station for the Lachlan's Line community. This bridge was installed by the developer under a Voluntary Planning Agreement



**New artwork unveiled**  
New eye-catching artwork was unveiled in the Eastwood pedestrian underpass as part of efforts to beautify public areas through the use of street art and deter graffiti and anti-social behaviour in and around the underpass



**Ryde River Walk link**  
Council approved construction of the final 150-metre missing link in the Ryde River Walk between Bill Mitchell Park and Ross Street at Glades Bay in Tennyson Point



THE YEAR AHEAD

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

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

**\$167.9 million investment is planned for this outcome over the next four years.**

In 2020/21 we have the following projects planned:

Paths and Cycleways program

- Cycleways construction expansion
- Footpath construction expansion
- Footpath construction renewal

Roads program

- Heavy patching
- Flood Mitigation/Constitution Road upgrade
- ITS implementation
- Road resurfacing renewal
- Road kerb renewal
- Bridge upgrade/renewal
- Kerb and gutter renewal

Traffic and Transport program

- Bus stop DDA compliance
- Bus stop seats – new
- Traffic calming devices
- Road Safety upgrades and improvement
- Multi-deck car park construction – Rowe Street East, Eastwood
- Pedestrian crossing lighting upgrade
- Integrated parking Macquarie Park and Eastwood Town Centre
- Pedestrian fencing - Wicks Road-Coxs Road
- Expansion SUP Meadowbank Education Precinct
- Pittwater Road Shared User Path – Stages 2 and 3
- Integrated transport strategy review model
- Eastwood Central
- Traffic facilities renewal
- Car park renewal

Foreshore program

- Seawalls/retaining walls refurbishment renewal

Library program

- Library Public Multimedia Lab



Rowe Street East,  
Eastwood Car park





# 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.

### ACCESSIBLE COMMUNITY FACILITIES

#### Easy access to diverse cultural spaces, places and opportunities

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

### CELEBRATING CULTURE AND HERITAGE

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

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



2019 Granny Smith Festival Fireworks



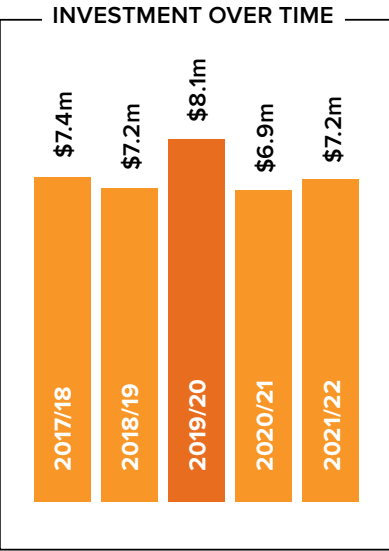
OVERVIEW

Council services supporting this outcome

- Events
- Community Development and Capacity Building
- Community Services
- Community Facilities

How we monitor progress

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



STATISTICS

People from 101 countries speaking 72 different languages make up our community.

More than 40 percent of people in the City of Ryde came from countries where English was not their first language and more than 50 percent speak a language other than English at home.

BIRTHPLACE	
Australia	56,433
China (including Hong Kong)	17,370
South Korea	4,545
India	4,128
England	2,322
Philippines	2,058
Italy	1,647
Iran	1,515
Malaysia	1,481
New Zealand	1,447
Indonesia	1,232
Sri Lanka	1,002
Other Countries	21,122
TOTAL	116,302

LANGUAGE SPOKEN AT HOME	
Speaks English only	55,443
Mandarin	14,731
Cantonese	8,160
Korean	5,440
Italian	2,589
Arabic	1,995
Hindi	1,697
Spanish	1,200
Greek	1,176
Persian	1,169
Indonesian	1,154
Other Languages	21,548
TOTAL	116,302

HIGHLIGHTS



Plan adopted

Creativity Strategy and Social Plan adopted by Council



Living independently

We supported 496 people to live independently in their own homes



Community grants

More than \$495,000 in Community Grants allocated to over 89 local community organisations



Community development events

6,275 people attended 57 community development events



30 online programs

3,377 people attended 30 online programs and events during COVID-19 restrictions



Hampers

5,000 boxes of fresh produce delivered to vulnerable community members during the COVID-19 pandemic



Strategy

Halls and Facilities Strategy and Social and Cultural Infrastructure Framework adopted



**BUILDING A HARMONIOUS AND CULTURALLY DIVERSE CITY**

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

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

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

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

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

**SERVICES AND PERFORMANCE HIGHLIGHTS**



2020 Australia Day  
Citizenship Ceremony



EVENTS

Events and other activities are supported by a rich range of social networks, community groups and partnerships. These provide opportunities for participation in creative, diverse, voluntary and philanthropic activities that celebrate our City’s multicultural diversity, bring people together and strengthen connections, and improve the quality of life for people of all ages, abilities, health and cultures in our community.

Council’s annual program of events includes:

- Keystone events like the Granny Smith Festival, Remembrance Day services, Australia Day celebrations, Community Christmas Celebration and Volunteer Recognition Awards
- Events focused on building an inclusive community and celebrating our diversity, including Harmony Day events and NAIDOC Week (cancelled due to COVID-19 restrictions on gatherings), International Women’s Day activities, refugee- and migrant-focused events and Social Inclusion Week activities
- Events focused on supporting key groups in our community with a diverse program covering everything from parenting workshops to Seniors Festival activities, the Battle of the Bands competition, Ryde Youth Theatre productions and Youth Week activities. Some of these were postponed due to COVID-19 restrictions, with others delivered as online programs.

Supporting our community during COVID-19 restrictions and shutdowns

City of Ryde events had a successful start to the year with all major events achieving 100 percent of expected attendance.

However, programming was cut short in 2020 due to COVID-19 restrictions, resulting in the cancellation of major events including Lunar New Year Festival, West Ryde Easter Parade and Fair and Cork & Fork. As a result, a range of online events were developed to help keep the community connected.

Citizenship ceremonies were also moved online and residents waiting to receive their citizenship were given the option to have an online ceremony with the Mayor as the presiding officer or wait until in-person ceremonies can re-commence.

Granny Smith Festival

The famous Granny Smith Festival returned to Eastwood in October 2019 with stalls, parade, live entertainment, and rides. One of Sydney’s largest street festivals, it is supported by local businesses, service organisations, schools and the wider community. More than 90,000 attended this year’s event.

Community Christmas Celebration

The community came together to celebrate Christmas in Ryde Park for the annual Community Christmas Celebration. The Aussie Christmas themed event included inflatables, craft activities, stage performances and a community BBQ raising money for the Country Women’s Association Disaster Relief Fund for Drought.

West Ryde Summer Series

The West Ryde Summer Series was created to celebrate the embellishment of West Ryde Plaza. The intimate events over November, December and February saw a pop-up bar, a featured food provider and a stage schedule focused on supporting up and coming local Ryde talent.

Australia Day

On Australia Day, we came together to celebrate our diverse society and landscape, our remarkable achievements and our bright future. Celebrations included the 2020 Citizen of the Year Awards, a special citizenship ceremony, Battle of the Bands competition and concert in the park with headline artist Thirsty Merc.

Granny Smith Festival:

*"What an epic event! Congratulations to Ryde Council and the Eastwood community for putting on an awesome community event."*

Martin



2020 Australia Day concert

CITY OF RYDE EVENTS HIGHLIGHTS

Over 104,670 people attended nine major events in person

Granny Smith Festival

2,000 paraders

250 stalls

6 stages

New citizens

650 new citizens were welcomed at six 'in person' citizenship ceremonies and 123 people became new citizens in one-on-one online ceremonies

Nominations

We received 46 nominations for individual and groups and celebrated them at award ceremonies

Celebrations

We held events that represent our diverse community, including Diwali Festival, Putney Street Fest, Light Up East Ryde, Carols on the Common and West Ryde Carols in Anzac Park

Ryde-In

Ryde-In: Creative Online Markets were held, connecting local creative stallholders with the community

Lounge sessions

Ryde-In: The Lounge Sessions supported artists and brought live entertainment to our community while in lockdown. It had a total overall reach of 13,200 and 2,481 likes, comments, shares as well as over 100 people watching each event live stream





## COMMUNITY DEVELOPMENT AND CAPACITY BUILDING

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

### Supporting our community during the COVID-19 restrictions and shutdowns

To assist residents during the COVID-19 pandemic, we embraced new methods to ensure all sectors of the community were kept informed, supported and connected during this challenging period. This included the delivery of online programs, provision of community information and resources to the development of campaigns, and platforms to share stories of positivity, resilience, community spirit and kindness.

We have worked closely with local organisations, service providers and service networks to identify the impact of COVID-19 on the community to ensure our community development initiatives are designed based on social data and consultation results. Initiatives were redirected to support areas identified as high risk or increased need due to the impacts of COVID-19.

These initiatives aimed to build the capacity of community groups and organisations and are community-centred, responsive and flexible, engaging with the community and supporting them to move forward.

To further assist our residents during the COVID-19 pandemic we developed community support and mental health content to provide information and resources to people in need. Areas of focus included family violence and prevention, how neighbours can connect and stay connected, community support services for people in need and vulnerable community members, and the Racism Stops with Me campaign.

We also switched to online delivery to support our community. Examples of digital programs included:

- Webinars for not-for-profit organisations explaining how to apply for grants and business planning through difficult times
- Professional Skills for Creatives Series
- Supporting Young People Webinar Series
- In partnership with Lane Cove Council a series of digital parent workshops presented by renowned child, adolescent and family psychologist Dr Michael-Carr Gregg, including:
  - 'Parenting Teenagers Post Coronavirus Lock Down', which saw 250 local parents participating, with an additional 200 parents receiving a recording of the workshop
  - 'Raising Resilient Kids in the Coronavirus Era', had over 450 local parents participating with an additional 130 parents receiving a recording.



Social Plan and Creativity Strategy 2019-2024 adopted

During the year Council formally adopted the City of Ryde Social Plan and Creativity Strategy 2019-2024. The Social Plan provides a framework to support our commitment to community and social wellbeing in areas including community safety, health and wellbeing and community connections.

The Creativity Strategy provides direction for arts and creativity across our City and includes an audit of cultural facilities, spaces, industries and occupations as well as our natural and cultural heritage, education, places of worship and community organisations.

DELIVERY PROGRAM	
Cultural Plan	●
Creativity Strategy and Social Plan adopted by Council.	
Ryde Youth Theatre Group	●
Ryde Youth Theatre program for 2019/20 completed.	
Ryde Hunters Hill Symphony Orchestra	●
The funding agreement was confirmed and paid in 2019.	
Munch and Music	●
Dance Plaza was delivered as a highly successful digital program in June 2020.	
South Asian Film And Literature festival (SAFAL)	●
The SAFAL event was delivered in August 2019.	
Community Social Wellbeing Plan Implementation Fund	⌚
Some projects delayed due to COVID-19. Projects are to be completed in 2020/21.	
Cultural Plan Implementation Fund	●
A range of projects were delivered that met the strategic directions of the Creativity Strategy.	
Community Ambassador Program	●
Volunteers have now completed the training schedule and will commence providing support to CALD community members in 2020/21.	
Youth Entrepreneur Program	●
A series of personal and professional development workshops and webinars for young entrepreneurs have been held with over 100 local young people attending.	

Ryde-In:  
The Lounge Sessions:

"Thank you so much for being such a kind and caring Council. I don't live in Ryde but I have seen such good initiatives taken by Ryde Council - can someone share what is this magic of intent and leadership I see!"

Neelam

"City of Ryde Council leading the way in 'in home' entertainment, truly from the grass roots of talented artists, direct to the living room. That's great!"

Daniel

COMMUNITY DEVELOPMENT AND CAPACITY  
BUILDING HIGHLIGHTS



6,275

people attended  
57 community development  
events



Schools

We congratulated Marsden High School for celebrating 60 years of education and we celebrated Gladesville Public School's 140th anniversary



Ryde Here  
Ryde Now

A collaboration between local young people and an external design team re-branded Council's youth Ryde branding



Youth  
Ambassador

Program involved youth ambassadors delivering online addresses at various digital workshops and events



Ryde Youth  
Theatre

We explored partnerships to deliver wider participation and larger audiences for the Ryde Youth Theatre



Creative  
Community

We held a creative meet-up event, providing opportunities for our local creative community to get to know each other



Art for Mental  
Health

The project showcased the work of five local artists from Insideout Gallery at Macquarie Hospital and the Cornucopia Community Art Group to promote awareness of mental health issues, support wellbeing and community connection



No Excuse

We held a No Excuse for Abuse march in partnership with Ryde Local Area Police Command and Ryde Hunters Hill Domestic & Family Violence Committee, bringing together local businesses, residents and Macquarie University staff and students highlighting abuse and domestic violence



Storytelling

We completed the People of Ryde storytelling project, in collaboration with Macquarie University's Department of English, supporting representatives of Ryde's diverse population to tell their stories in their own words



Podcast

We developed Tune In Feel Good podcast series in partnership with the Community Migrant Resource Centre. Eight episodes were created focusing on refugees, small business, wellbeing, NAIDOC Week, creatives and COVID-19



Community  
forums

We held several community forums on mental health and community safety



'Reflect'

We launched the first City of Ryde 'Reflect' Reconciliation Action Plan in June 2020. The plan was adopted by Council and was officially endorsed by Reconciliation Australia



Women's Day

International Women's Day 2019 was a celebration of women's empowerment featuring high profile women and entertainment. It was attended by over 200 people



3,377

people attended

30

online programs  
and workshops



Dance Plaza

A celebration of local creative talent through collaborative video clips and dance challenges posted online, had a total of 60,000 views



Create Art

An online workshop was held to inspire people to create artwork that reflects the people and places that make up Eastwood as part of our Eastwood Threads project



Civic  
Leaders  
Program

The emerging Civic Leaders program empowered young people to develop and deliver a 'pledge to vote campaign' in the local area



Art  
Exhibition

'No Place Like Home' art exhibition, held in collaboration with Link Housing, highlighted the importance of affordable, safe and secure housing



Lucy Nelson

Writer Lucy Nelson helped children in Ryde channel their creativity to create positive messages while we face the COVID-19 pandemic. Over 50 young people participated



Community  
Grants

We allocated more than \$507,000 in community grants to more than 89 local community organisations





Teaming up with Hunters Hill Council and Harris Farm Markets to deliver Harris Farm hampers to those in need

## COMMUNITY SERVICES

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

City of Ryde staff deployment during the COVID-19 pandemic:

*"Working with the charities has given me the opportunity to meet and learn from the lovely ladies that devote their time and energy to giving back to the community. It has been an extremely rewarding experience and I would highly recommend it to anyone thinking of doing volunteer work."*

Chloe Telese  
(RALC staff working with local charities)

### 100 boxes project

The City of Ryde and Hunter's Hill Council partnered with Harris Farm Markets to provide 100 boxes of fresh produce every weekday for vulnerable community members during the COVID-19 pandemic.

We worked with local community organisations to distribute the boxes including the CASS Group for seniors from CALD backgrounds, Link Housing, international students at Macquarie University, North Ryde Community Aid, Relationships Australia, Sydney Community Services and Resolution Community Services.

In total, 5,000 boxes of fresh produce were delivered during the 10-week program.

### Recognition for volunteers

Yung Shim Lee Kim was named Volunteer of the Year at the City of Ryde Volunteer Recognition Awards in August 2020 for her work with the Australian Korean Art Therapy Association and organising community programs for elderly groups, the disabled youth, children and disadvantaged women.

Other award recipients were:

- Highly Commended: Edwin Ikwu
- Young Volunteer of the Year Award: Claire Sellar
- Group Volunteer of the Year Award: Afghan Women's Wellbeing Group



2020 Volunteer of the Year Awards

DELIVERY PROGRAM	
Volunteer Webpage	🕒
Website redesign completed. Promotion of website and identification of volunteering opportunities on hold due to COVID-19.	





Rural Fire Service at the Australia Day Ceremony

### COMMUNITY SERVICES HIGHLIGHTS

**496 clients**  
assisted and  
**632 jobs completed**  
through the City of Ryde's Home Modification and Maintenance Service with 93 percent customer satisfaction  
A new window cleaning service has been added to our Home Modification and Maintenance Service

**It stops with me**  
Through the Racism. It Stops with Me campaign, we actively promoted community awareness on racism, and how to identify and call out racism for a better and safer community

**International students**  
We investigated the experience of discrimination and racism among international students within our community in partnership with Macquarie University

**1,071 children**  
were immunised with 99 percent customer satisfaction

**Bushfire crisis**  
We helped communities devastated by the bushfire crisis by offering support to councils in need of assistance

**Assisted bin collections**  
We assisted with bin collections for eligible residents who are unable to move their household bins out for collection

**RFS Volunteers**  
We honoured the efforts of Rural Fire Service volunteers, State Emergency Service volunteers and members of the local fire brigade at the City of Ryde Australia Day Ceremony

**Multicultural Ambassador Program**  
We completed the first stage of the Multicultural Ambassador program, which consists of 35 bilingual members of the community from various cultural backgrounds learning how to connect newer members of the community to relevant support services and activities and provide helpful information when needed

**Engineering**  
Negotiations were undertaken to establish a repair room and tool library at Macquarie University's Faculty of Engineering

**Homeless**  
We took part in the first homelessness street count for Ryde and homelessness forum in partnership with Link Housing





West Ryde Library knitting group

## COMMUNITY FACILITIES

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

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

### Halls and Facilities Strategy and the Social and Cultural Infrastructure Framework 2019 – 2041 adopted

The Halls and Facilities Strategy has been developed to form the planning and delivery of halls and facilities in the local government area for the next 20 years. Currently the City of Ryde owns 28 halls and facilities, some of which have multiple uses such as providing hireable community space and office space for a range of local not-for-profit community organisations.

The Social and Cultural Infrastructure Framework has been developed to inform the City of Ryde’s planning and delivery of social and cultural infrastructure in the City of Ryde area for the next 20 years. This plan provides recommendations for the future provision of social infrastructure that will be required to meet the needs of the community.

The framework and strategy recommend that we provide a diverse network of facilities of different types and sizes to meet a wider diversity of community needs. They also advocate for new purpose-built hub facilities (such as Ryde Central) that cluster and co-locate social and cultural infrastructure such as community centre space, arts and cultural spaces, libraries and community services to provide more efficient use of resources, enhance synergies between services and encourage greater integration of service delivery.

In addition, the strategy recommends the consolidation of some of the older, smaller, poorly located, less fit for purpose, and underutilised community buildings.

**DELIVERY PROGRAM**

**City of Ryde Halls and Facilities Strategy** ●

City of Ryde Halls and Facilities Strategy and Social and Cultural Infrastructure Framework adopted by Council in 2019.

**CAPITAL WORKS PROGRAM**

**North Ryde School of the Arts - Facility Upgrade** ●





2020 International Women's Day

## COMMUNITY FACILITIES HIGHLIGHTS



28  
community buildings



Over  
395,000  
visits to community buildings



23  
license agreements



91  
regular hirers



240  
casual hirers



COVID-19  
The number of visits to community buildings was impacted due to COVID-19. Hire facilities were closed between March and June 2020



Continued  
community  
services

Service organisations leasing Council's community buildings continued to operate and were not closed due to COVID-19



THE YEAR AHEAD

Our City is a friendly, supportive community with a rich history and diverse background. The City has a rich range of social networks, community groups and partnerships that help residents and businesses to participate in creative, diverse, voluntary and philanthropic activities that connect neighbourhoods and improve the quality of life for people of all ages, abilities, health and cultures.

As our City grows, Council will continue leading and supporting the events and activities that support people in our community, help bring people together, strengthen people’s connections with their community and with each other, and celebrate our multicultural diversity.

**\$29.1 million investment is planned for this outcome over the next four years.**

In 2020/21 we will be working in partnership with our community service providers, not-for-profits, businesses and local creatives to address some of the concerns raised during our community consultation process.

We will also be implementing our ‘Reflect’ Reconciliation Action Plan (RAP) for the City of Ryde. The RAP is a strategic document that includes practical actions that will drive our contribution to reconciliation both internally and in the community. The RAP contributes to advancing the five dimensions of reconciliation (Race Relations, Equality and Equity, Unity, Institutional Integrity and Historical Acceptance) by supporting the City to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

We also have the following projects planned for 2020/21:

Community and Cultural program

- Ryde Youth Theatre Group
- Ryde Hunters Hill Symphony Orchestra
- Community Social Wellbeing Plan Implementation Fund
- Cultural Plan Implementation Fund
- Community Ambassador Program
- City of Ryde Reconciliation Action Plan



Smoking ceremony at Wilga Park reopening





# OUR OPEN AND PROGRESSIVE CITY

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

## PRIORITIES FOR THIS OUTCOME

### ADVOCACY ON KEY ISSUES

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

- To build our City's future with stakeholders and community leaders, we will 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 is essential to 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 of 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.



Staff training



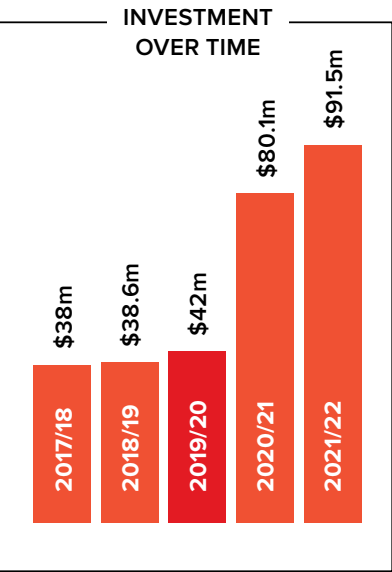
OVERVIEW

Council services supporting this outcome

- Customer Services
- Marketing, Communications and Community Engagement
- Governance, Audit and Risk
- Financial Management
- Technology and Records Management
- People and Organisational Development
- Legal Services
- Procurement Services
- Property Management
- Corporate Support

How we monitor progress

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



Customer Service Centre, Top Ryde

City of Ryde staff during the COVID-19 pandemic:

*"It has really impressed me how teams from across Council have come up with innovative new ways to deliver their services, programs and events."*

Helen Simpson,  
Senior Coordinator  
Communications

ENSURING OPEN AND PROGRESSIVE LEADERSHIP FOR THE CITY OF RYDE

Our future as a City is positive. Throughout the Fit for the Future and now-abandoned proposed merger process, the City of Ryde has repeatedly proved the strength of its financial management and governance. Following the election of the new Council on 9 September 2017 we commenced planning for an exciting and positive future.

Our community has indicated they want to be better informed and want more active engagement, involvement and transparency in Council's decisions and in the long-term plans for our City.

A fundamental principle guiding the City of Ryde is to operate in an open and transparent manner and to use an ethical basis for our decision-making. While some major planning decisions are out of Council's direct control, we are committed to an active and comprehensive community engagement and consultation process for major decisions that impact the community.

The community has also indicated that they want Council to advocate on their behalf, especially on issues relating to increased development impacting the City. This is, and will continue to be, a major focus and priority for the Council over the next three years.



Council indoor staff set up to work from home during the COVID-19 restrictions

HIGHLIGHTS



\$1.6 billion  
portfolio of assets and infrastructure



\$170 million revenue  
from all sources

\$76 million revenue  
from non-rates sources



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



Over 1.1 million  
visits to the Council website



Ryde Central  
tender awarded. Construction to commence during 2020/21



COVID-19  
Council indoor staff set up to work from home during the COVID-19 restrictions



SERVICES AND PERFORMANCE HIGHLIGHTS

CORPORATE INDICATORS	TARGET	
95% of 41,457 customer requests actioned within 10 working days.	90%	✓
90% of 36,908 items of inward correspondence actioned within 10 working days.	90%	✓
18 of 20 tier one and two complaints (90%) resolved within agreed timeframes.	100%	Note 1
147 compliments received from residents expressing satisfaction with the performance of Council.		✓
Base budget income 3.6% over the approved budget.	< -2%	✓
Base budget expenditure 0.2% under the approved budget.	<= +2%	✓
47 staff with greater than eight weeks annual leave balance.	No staff with excess leave	Note 2
434 lost time injury days.	Reduction from previous year	✓ Note 3
100% of 27 audit recommendations implemented within the agreed timeframes.	100%	✓
92% of projects completed their scheduled program of works within the year.	90%	Note 4

Note 1. Staff leave and complexity of complaints impacted resolution times during the year.

Note 2. COVID-19 travel restrictions and working from home arrangements have resulted in many staff deferring planned leave. We are actively working with individuals to ensure that they take their annual leave entitlements and reduce their excess leave balances.

Note 3. Lost time injury days were significantly lower than 2018/19 (655 days). Two longstanding claims accounted for more than half the lost time days in 2018/19. These were resolved in 2019/20.

Note 4. 151 total projects. Three projects were deferred and one cancelled. Council is managing issues relating to the delivery of a further 18 projects, including delays resulting from COVID-19 restrictions.







Customer Service Centre, Top Ryde

## CUSTOMER SERVICES

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

Face-to-face counter services were closed for nine weeks between March and June in response to the state-wide COVID-19 public health restrictions. All Council customer service functions were handled online and over the phone during this period. Alternate drop-off arrangements were put in place so people could continue to submit physical documents and other material.

## CUSTOMER SERVICE HIGHLIGHTS



Over 19,000 customers

were served at the Customer Service Counter



Around 78,800 phone calls

answered at the Customer Service Call Centre



85 percent

of Customer Service Centre calls were resolved at first point of contact



Customer requests

95 percent of 41,457 customer requests were completed within 10 working days.



91 percent

of 36,908 pieces of inward correspondence were completed within 10 working days



Complaints resolution

Resolution of tier 1 and 2 complaints improved during the year, with 90 percent (18 of 20) resolved within target timeframes. Nine of 16 complaints were resolved on time during 2018/19





Meadowbank Regional Playground Drop-in session

**MARKETING,  
COMMUNICATIONS  
AND COMMUNITY  
ENGAGEMENT**

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

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

**DELIVERY PROGRAM**

**White Ribbon Accreditation Project**

Building capacity for the City of Ryde to respond to violence against women in the workplace, community and home.

**City-wide Engagement**

Implementing additional engagement activities to provide the community with the opportunity to raise issues and concerns, hear about upcoming major and/or local projects and provide input on these projects and services. City-wide Engagement funding was returned to Council because of COVID-19 restrictions impacting scheduled delivery in 2020. Future community engagement will be delivered as base-budget funded activity.

**Intranet Upgrade**

Replacing the corporate intranet, currently hosted on a platform that is no longer supported and is unstable. An interim intranet solution has been delivered while scoping is underway for a full upgrade. Interim intranet solution delivered in 2019. Work is being scoped to include this upgrade as part of the City of Ryde website upgrade.





Governance staff

GOVERNANCE,  
AUDIT AND RISK

Providing specialist services to ensure Council operations are covered by robust and comprehensive corporate governance, risk management, insurance and audit frameworks.

These support effective organisational operations, compliance with legislative requirements and ethical decision-making and behaviour, and help the organisation manage significant risk exposures, including effectively managing work health and safety risks, injury management, return to work and injury claims management.

Please refer to the Our Council section of this report for a complete overview of Council’s Governance, Audit and Risk management activities (commencing on page 51).

FINANCIAL  
MANAGEMENT

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

Refer to the Community Financial Report (page 70) for a summary of Council’s financial results. Council’s full financial statements can be viewed in the General Purpose Financial Statements, commencing on page 248 of this report.

DELIVERY PROGRAM

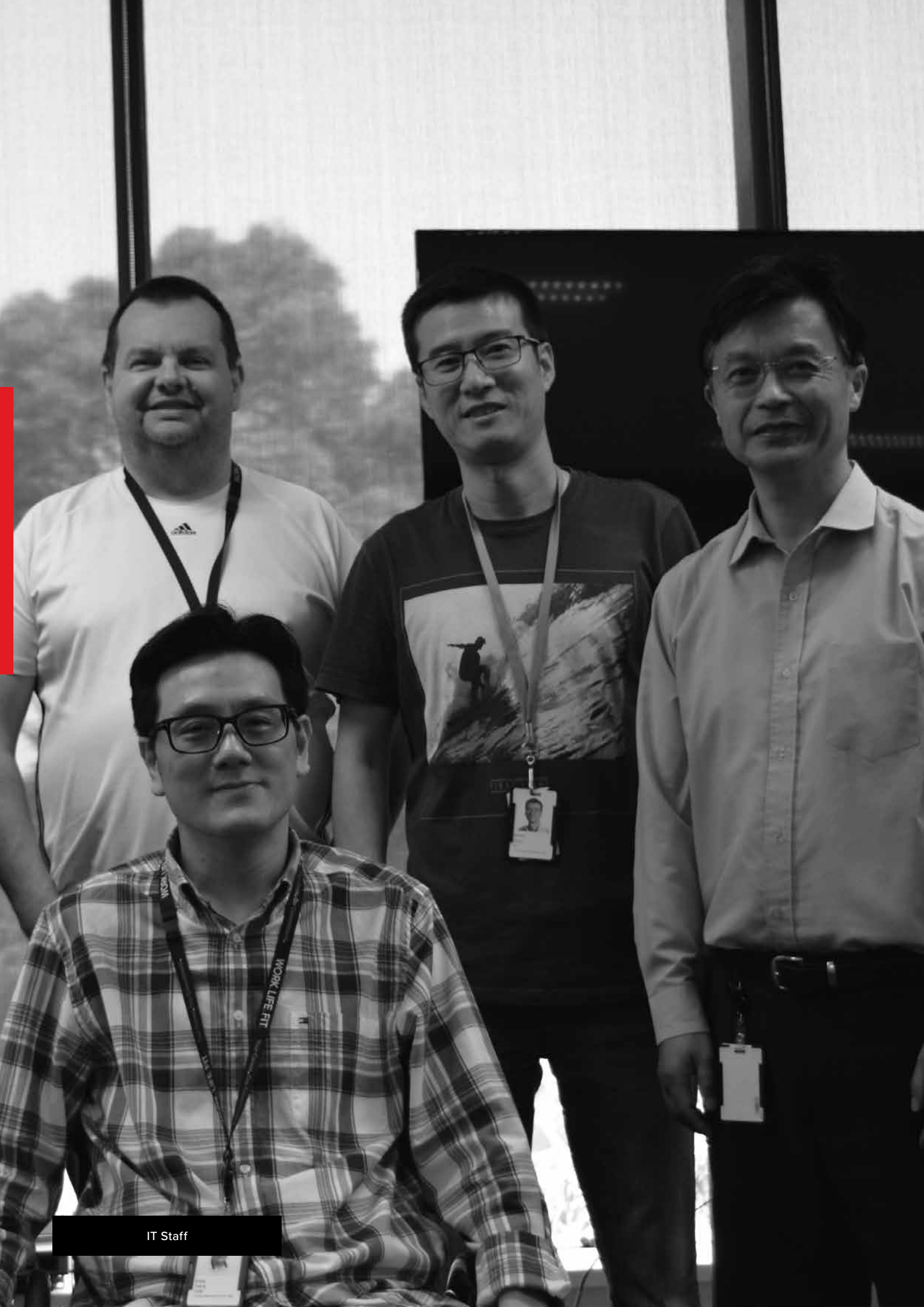
Research and Policy Officer	●
The engagement of a temporary policy officer has now been completed.	
Friendship City Policy Review	●
Nearing completion pending report to Council covering future friendship agreements and Council’s policy position.	
Quality Assurance and Improvement Program – Internal Audit	⌚
This project has been deferred until 2020/21.	
Additional Safehold Modules	⚠
Automation of incident and near miss reporting. The original scope of works for this project is complete. We are currently testing extended functionality for this application. Completion has been delayed due to illness of key staff. Rollout has been successful to date.	
Claims Officer	●
Appointment of a temporary claims officer to assist in general claims management (public liability), investigations of claims, conducting proactive audits and identification of Work, Health and Safety risk areas.	

DELIVERY PROGRAM

Finance System Upgrade	✓
Awaiting end of financial year processing before transitioning to the upgraded system	
Corporate Purchase Card Acquittal System	●

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





IT Staff

TECHNOLOGY  
AND RECORDS  
MANAGEMENT

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

In response to the State Government COVID-19 restrictions on public gatherings, working from home arrangements were implemented during March 2020 for all Council indoor staff, to ensure separation and physical distancing requirements were maintained. Planned investment and associated work in information technology infrastructure and asset replacement was brought forward to cater for staff work from home requirements resulting from COVID-19 restrictions.

DELIVERY PROGRAM

Asset Data Collection	✓
Initial scope of works completed. Additional scope variation will be completed in 2020/21.	
Asset Management Software	✓
Request for Quotation submissions are currently being reviewed.	
Mobile Field Worker App – Health and Building Compliance	●
Application developed for field health and building compliance inspections staff to use on site with full integration into Council systems. Additional modules will go live in late 2019. Functional integration with corporate systems has delayed completion of the project.	
Information Technology Software Renewal	✓
Shifting of funding to infrastructure modernisation has impacted the planned software updates/renewals. The balance of funds has been carried forward.	
Information Technology Software Expansion	✓
Scheduled program on track.	

CAPITAL WORKS PROGRAM

Toshiba Multi-Function Devices and Desktop Printers	●
Replacement and networking of Council's printers.	
Information Technology Infrastructure Renewal	●
Significant investment and associated work has been brought forward to cater for staff work from home requirements resulting from COVID-19 restrictions.	
Information Technology Infrastructure Expansion	✓
Scheduled program of works on track.	

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





People and Culture staff

PEOPLE AND ORGANISATIONAL DEVELOPMENT

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

The Working at the City of Ryde section of this report (commencing on page 54) provides a complete overview of people and organisational services provided for Council staff.

LEGAL SERVICES

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

Refer to page 354 for a summary of the amounts incurred by Council in relation to legal proceedings.

CAPITAL WORKS PROGRAM

Electronic Time and Attendance

Tender process for the Electronic Time and Attendance System will be undertaken in Q1 2020/21.

iChris

Upgrade to Council's payroll management and staffing system.



Project Development  
Design Team workshop



## PROJECT MANAGEMENT

We have continued our strong track record for delivering community infrastructure through improved project management, digital design reviews and remote working solutions during COVID-19.

There were 151 capital and non-capital projects in our 2019/20 operational plan. By 30 June 2020, 122 of these projects had completed their intended scope for the year, three projects were deferred, one cancelled and Council was managing issues relating to the delivery of the remaining 18 projects, including delays resulting from COVID-19 restrictions.

In 2019/20 the budget for our capital works programs was approximately \$66 million. Works involved undertaking surveys, developing concept plans, developing detailed designs and specifications, undertaking quantity assessments, developing costings, calling for quotations and tenders, procurement, contract administration, project management, quality assurance, handovers and many more activities.

Council achieved a record completion rate for our capital programs, completing 97% of the scheduled scope of works for the 175 individual capital projects and sub-projects that make up these programs during the year. This has been result of driving project delivery through streamlined design reviews, digital plan approval, remote stakeholder workshops and efficient scheduling.

This year has seen the successful implementation of advanced forward planning, with the Civil infrastructure and Park programs designed a full year before construction. This allows work to be spread over the following year, avoiding delays caused by lack of contractors during peak periods and allowing time for quality outcomes.

Highlights from this year include recognition by the Institute of Public Works Engineering Australia (IPWEA) for Excellence for Multi-Disciplinary Project Management for the Meadowbank Skate Park and the \$3.3M upgrade of Wilga Park as part of Shrimptons Creek Precinct Activation in Macquarie Park.

### PROJECT MANAGEMENT HIGHLIGHTS



#### Capital works

97 percent of capital  
works projects  
completed



#### Awards

Recognition in three  
industry awards



#### Budget

\$66 million capital  
works budget







Advanced planning is underway  
for Ryde Central

## PROCUREMENT SERVICES

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

## CORPORATE SUPPORT

Providing direct corporate level support services for the Council organisation.

## PROPERTY MANAGEMENT

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

Council's biggest project, Ryde Central, reached a significant milestone during the year with the Taylor Construction Group awarded the design and construction tender. Taylor is a highly regarded and experienced delivery partner that has completed many significant commercial, community and residential projects across NSW. Construction is expected to commence during the 2020/21 financial year.

### DELIVERY PROGRAM

#### Procurement Improvement

Designing and implementing changes in procurement policy, processes and templates. New Procurement Policy approved by Council in June 2020.

### CAPITAL WORKS PROGRAM

#### Plant and Fleet Purchases

Purchase and disposal of passenger and light commercial vehicles and plant that support Council's operations

### CAPITAL WORKS PROGRAM

#### Ryde Central

The Ryde Central redevelopment project is progressing as planned. Tendering process complete. Design and construction to commence in 2020/21.

#### Corporate Buildings Renewals

Providing renewal works for Council's corporate buildings, including the North Ryde office and the Ryde Planning and Business Centre. Annual program of works completed.

#### Commercial Buildings Renewals

Renewal of urgent works identified in Council's commercial buildings, including commercial, residential, retail and other income-producing buildings. Façade rectification of West Ryde Community Centre completed.

#### Operational Building Renewal

Renewal works across Council's operational buildings including the Operations Centre, SES headquarters and Porters Creek Weighbridge office.

#### Commercial Buildings Expansion

A Development Application has been prepared for Council's Victoria Road property.

KEY: ● Complete ⚙ On track ⏸ Delayed / Did not achieve target ⏸ Deferred ✖ Cancelled



THE YEAR AHEAD

With our City set to gain a new heart, Ryde Central will commence construction during the year ahead after completing the detailed designs for the project.

Scheduled to open in 2023, Ryde Central will not only provide a new home for Council, but will also be incorporating green space and a major hall/performance space for our community.

Within our organisation we will be implementing a program of continuous improvement across all Council services and identify opportunities for improvement to align our services with the changing needs of our business and expectations of our community.

**\$298.3 million investment is planned for this outcome over the next four years.**

In 2020/21 we have the following projects planned:

Community and Cultural program

- Enhancing our new community facilities booking software

Customer and Community Relations program

- Communications and Engagement Strategy
- Council website and intranet

Governance and Civic program

- Research and Policy Officer
- Governance Officer (P/T) - Investigations and Special Projects

Internal Corporate Services program

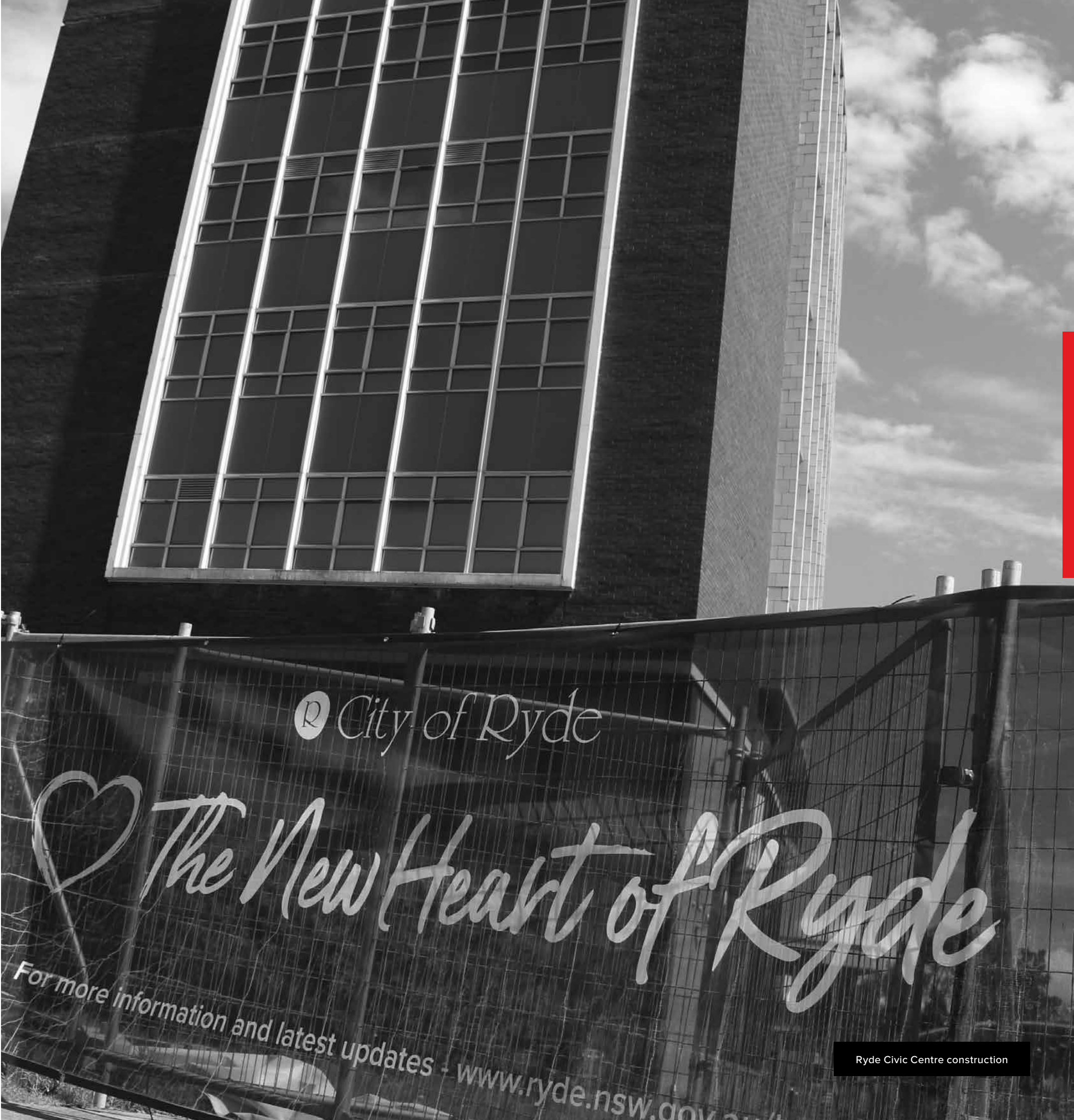
- Plant and fleet purchases
- Asset data collection
- Asset management software
- Information technology infrastructure renewal
- Information technology software renewal
- Information technology software expansion

Property Portfolio program

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

Risk Management program

- Quality assurance and improvement program - internal audit



Ryde Civic Centre construction





# GENERAL PURPOSE FINANCIAL STATEMENTS



## CONTENTS

<b>General Purpose Financial Statements</b>	
Income Statement	251
Statement of Comprehensive Income	252
Statement of Financial Position	253
Statement of Changes in Equity	254
Statement of Cash Flows	255
<b>Notes to the General Purpose Financial Statements</b>	
Note 1 Basis of preparation	256
Note 2(a) Functions or activities	258
Note 2(b) Components of functions or activities	259
Note 3 Revenue from continuing operations	260
Note 4 Interest and investment income	267
Note 5 Expenses from continuing operations	268
Note 6 Gain or loss from the disposal, replacement and de-recognition of assets	274
Note 7(a) Cash and cash equivalents	275
Note 7(b) Investments	275
Note 7(c) Restricted cash, cash equivalents and investments	278
Note 8 Receivables	280
Note 9 Inventories and other assets	283
Note 10 Infrastructure, property, plant and equipment	284
Note 11 Investment properties	288
Note 12 Contract assets and liabilities	289
Note 13 Leases	290
Note 14 Payables and borrowings	294
Note 15 Provisions	297
Note 16 Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	299
Note 17 Statement of cash flow information	303
Note 18 Commitments	304
Note 19 Contingencies and other liabilities/assets not recognised	305
Note 20 Financial risk management	309
Note 21 Material budget variations	313
Note 22 Fair value measurement	315
Note 23 Related party disclosures	319
Note 24 Statement of developer contributions	320
Note 25 Statement of performance measures - consolidated results	321
<b>Auditors Reports</b>	<b>322</b>

Council of the City of Ryde is constituted under the *Local Government Act 1993* (NSW) and has its principal place of business at:  
Council of the City of Ryde  
Level 1, Building 0  
Binary Centre  
3 Richardson Place  
North Ryde NSW 2113

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost.  
All press releases, financial statements and other information are publicly available on our website: [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)



**STATEMENT BY COUNCILLORS AND MANAGEMENT**made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW) (as amended)

The attached general purpose financial statements have been prepared in accordance with:

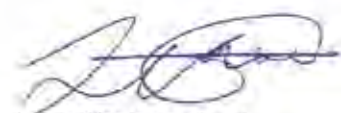
- The Local Government Act 1993 (NSW) (as amended) and the Regulations made thereunder
- The Australian Accounting Standards and professional pronouncements of the Australian Accounting Standards Board
- The Local Government Code of Accounting Practice and Financial Reporting

To the best of our knowledge and belief, these statements:

- presents fairly the council's operating result and financial position for the year, and
- accords with council's accounting and other records

We are not aware of any matter that would render this report false or misleading in any way.

Signed in accordance with a resolution of council made on 27 October 2020.



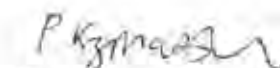
Councillor Jerome L'ecole  
Mayor  
27/10/2020



Councillor  
27/10/2020



George Dedes  
General Manager  
27/10/2020



Pavle Kuzmanovski  
Responsible Accounting Officer  
27/10/2020

**INCOME STATEMENT**

For the year ended 30 June 2020

Original unaudited Budget 2020 (\$'000)		Notes	Actual 2020 (\$'000)	Actual 2019 (\$'000)
<b>INCOME FROM CONTINUING OPERATIONS</b>				
91,670	Rates and annual charges	3(a)	94,617	90,131
18,882	User charges and fees	3(b)	15,091	16,937
5,574	Interest and investment revenue	4	5,775	7,149
8,882	Other revenues	3(c)	6,829	10,705
9,898	Grants & contributions provided for operating purposes	3(d&e)	8,859	8,288
20,464	Grants & contributions provided for capital purposes	3(d&e)	34,085	42,281
<b>Other Income:</b>				
-	Net gain from the disposal of assets	6	-	647
-	Fair value increment on investment properties	11	2,545	1,005
2,453	Rental Income	13	2,539	-
<b>157,823</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>170,340</b>	<b>177,143</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
52,723	Employee benefits and on-costs	5(a)	53,554	50,431
75	Borrowing costs	5(b)	226	90
37,806	Materials and contracts	5(c)	36,593	34,288
19,902	Depreciation and amortisation	5(d)	20,068	17,847
18,969	Other expenses	5(e)	16,281	16,715
-	Net loss from the disposal of assets	6	1,912	-
-	Revaluation decrement/impairment of IPPE	5(e)	96,745	3,440
<b>129,475</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>225,379</b>	<b>122,811</b>
<b>28,348</b>	<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>		<b>(55,039)</b>	<b>54,332</b>
<b>28,348</b>	<b>NET OPERATING RESULT FOR THE YEAR</b>		<b>(55,039)</b>	<b>54,332</b>
28,348	Net operating result for the year attributable to Council		(55,039)	54,332
<hr/>				
7,884	Net operating result for the year before grants and contributions provided for capital purposes		(89,124)	12,051

The above Income Statement should be read in conjunction with the accompanying notes.



**STATEMENT OF COMPREHENSIVE INCOME**

For the year ended 30 June 2020

	Notes	2020 (\$'000)	2019 (\$'000)
<b>Net operating result for the year - from Income Statement</b>		(55,039)	54,332
<b>Other comprehensive income</b>			
<b>Amounts which will not be reclassified subsequently to operating result</b>			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	10	116,347	321
<b>Total other comprehensive income for the year</b>		116,347	321
<b>Total comprehensive income for the year</b>		61,308	54,653
Attributable to:			
- Council		61,308	54,653

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

**STATEMENT OF FINANCIAL POSITION**

As at 30 June 2020

	Notes	2020 (\$'000)	2019 (\$'000)
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7(a)	27,449	15,591
Investments	7(b)	75,200	94,048
Receivables	8	11,944	14,631
Inventories	9	695	746
Other	9	2,164	2,951
<b>Total current assets</b>		117,452	127,967
<b>Non-current assets</b>			
Investments	7(b)	130,765	126,573
Receivables	8	22	22
Infrastructure, property, plant and equipment	10	1,242,592	1,179,875
Right of Use Assets	13	6,052	7,618
Investment property	11	120,715	118,170
<b>Total non-current assets</b>		1,500,146	1,432,258
<b>TOTAL ASSETS</b>		1,617,598	1,560,225
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	14	29,446	32,584
Contract Liabilities	12	3,129	273
Income received in advance	14	-	50
Lease Liabilities	13	1,925	1,783
Borrowings	14	317	302
Provisions	15	15,272	14,397
<b>Total current liabilities</b>		50,089	49,389
<b>Non-current liabilities</b>			
Contract Liabilities	12	5,573	5,765
Lease Liabilities	13	3,839	7,997
Borrowings	14	1,091	1,408
Provisions	15	294	262
<b>Total non-current liabilities</b>		10,797	15,432
<b>TOTAL LIABILITIES</b>		60,886	64,821
<b>NET ASSETS</b>		1,556,712	1,495,404
<b>EQUITY</b>			
Accumulated Surplus		1,200,071	1,255,110
Revaluation reserves		356,641	240,294
Council interest		1,556,712	1,495,404
<b>TOTAL EQUITY</b>		1,556,712	1,495,404

The above Statement of Financial Position should be read in conjunction with the accompanying notes.



**STATEMENT OF CHANGES IN EQUITY**

For the year ended 30 June 2020

	2019 (\$'000)				2020 (\$'000)			
	Accumulated Surplus	IPP&E Revaluation Reserve	Council Equity Interest	Total Equity	Accumulated Surplus	IPP&E Revaluation Reserve	Council Equity Interest	Total Equity
Opening balance	1,208,491	239,973	1,448,464	1,448,464	1,262,823	240,294	1,503,117	1,503,117
Correction of errors	-	-	-	-	(7,713)	-	(7,713)	(7,713)
Changes due to AASB16 adoption	-	-	-	-	-	-	-	-
Changes in accounting policies	-	-	-	-	-	-	-	-
Restated opening balance	1,208,491	239,973	1,448,464	1,448,464	1,255,110	240,294	1,495,404	1,495,404
Net operating result for the year	54,332	-	54,332	54,332	(55,039)	-	(55,039)	(55,039)
Other comprehensive income	-	-	-	-	-	-	-	-
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	321	321	321	116,347	116,347	116,347	116,347
Total comprehensive income	54,332	321	54,653	54,653	(55,039)	116,347	61,308	61,308
Transfers between Equity items	-	-	-	-	-	-	-	-
Closing balance	1,262,823	240,294	1,503,117	1,503,117	1,200,071	356,641	1,556,712	1,556,712

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

**STATEMENT OF CASH FLOWS**

For the year ended 30 June 2020

Original unaudited Budget* 2020 (\$'000)		Notes	Actual 2020 (\$'000)	Actual 2019 (\$'000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
91,670	Rates & annual charges		95,594	88,944
20,397	User charges & fees		16,413	17,585
5,574	Investment revenue and interest		6,575	6,874
10,215	Grants and contributions		26,135	51,731
-	Bonds, deposits and retentions received		3,436	3,604
11,966	Other		107,346	12,955
<b>Payments</b>				
(52,850)	Employee benefits and on-costs		(52,862)	(49,319)
(40,481)	Materials and contracts		(48,699)	(39,065)
(75)	Borrowing costs		(233)	(92)
-	Bonds, deposits and retentions refunded		(2,285)	(2,948)
(20,371)	Other		(111,531)	(17,004)
26,044	<b>Net cash provided from (or used) in operating activities</b>	17(b)	39,889	73,265
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
94,048	Sale of investments		65,327	68,147
1,375	Sale of infrastructure, property, plant and equipment		1,352	1,517
<b>Payments</b>				
(94,048)	Purchase of investments		(49,353)	(85,078)
(58,867)	Purchase of infrastructure, property, plant and equipment		(45,055)	(48,888)
(57,492)	<b>Net cash provided from (or used) in investing activities</b>		(27,729)	(64,302)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
-	Proceeds from borrowings and advances		-	-
<b>Payments</b>				
(302)	Repayments of borrowings and advances		(302)	(911)
(302)	<b>Net cash provided from (or used) in financing activities</b>		(302)	(911)
(31,749)	Net increase/(decrease) in cash & cash equivalents		11,858	8,052
15,591	Cash & cash equivalents at beginning of reporting period		15,591	7,539
(16,158)	<b>Cash &amp; Cash Equivalents at end of Reporting Period</b>	17(a)	27,449	15,591

\* Original budget as approved by Council - Refer Note 21

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



NOTES TO FINANCIAL STATEMENTS

NOTE 1. BASIS OF PREPARATION

These financial statements were authorised for issue by Council on 27/10/2020. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements. The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Council has closely monitored the economic impacts (both locally and globally) arising from the outbreak of the COVID-19 pandemic and the implications in preparing these financial statements. Council will continue to monitor the actions and directives issued by both State and Federal Government's to ensure that the spread of COVID-19 is eradicated and assist local economic recovery in a fiscally responsible manner.

Council is closely monitoring the developments and implications of the COVID-19 pandemic in the coming financial year through the detailed scenarios and business continuity planning to minimise operational business interruptions.

No other matters have arisen subsequent to the balance date that would require these Financial Statements to be amended.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, the Local Government Act (1993) and Regulation, and the Local Government Code of Accounting Practice and Financial Reporting. City of Ryde is a not for profit entity for the purpose of preparing the financial statements. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

(i) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

(ii) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

City of Ryde makes estimates and assumptions of future events. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Estimated fair values of investment properties – refer Note 11
- (ii) Estimated fair values of infrastructure, property, plant and equipment – refer Note 10
- (iii) Estimated remediation provision of old landfill site – refer Note 19
- (iv) Employee benefit provisions – refer Note 15

Significant judgements in applying the entity's accounting policies

- (i) Impairment of receivables:

Council has made a significant judgement about the impairment of a number of its receivables in Note 8.

(ii) Valuation of infrastructure assets: Council employs a number of staff who possess tertiary qualifications in Engineering. These staff are responsible for administering the process for managing the value of Council's infrastructure assets. Council has revalued its infrastructure assets using a combination of external valuers and in house valuations, dependant on the asset class. The same staff are also responsible for estimating the useful lives of infrastructure assets for each asset class.

NOTES TO FINANCIAL STATEMENTS

CONTINUED

Monies and other assets received by Council

- (i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council must be held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund. The Consolidated Fund has been included in the financial statements of City of Ryde.

- (ii) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993* (NSW)(as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

Volunteer Services

Council offers a variety of services, events and programs that are fulfilled with the generosity of volunteers who offer their time and skills. Such services include bushcare, festivals, library and multicultural programs. The nature of such activities would not be purchased if not donated, and is not reliably measured. As such, Council does not recognise these services in the income statement.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period. City of Ryde has not applied any pronouncements before their operative date in the annual reporting period beginning 1 July 2019 (i.e. for the year ending 30 June 2020).

New accounting standards adopted during the year

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2020. The standards which had an impact on reported position, performance or disclosure have been discussed in Note 16.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 2A. FUNCTIONS OR ACTIVITIES

INCOME, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES DETAILS OF THESE FUNCTIONS / ACTIVITIES ARE PROVIDED IN NOTE 2(b)									
FUNCTIONS/ACTIVITIES	INCOME FROM CONTINUING OPERATIONS		EXPENSES FROM CONTINUING OPERATIONS		OPERATING RESULTS FROM CONTINUING OPERATIONS		GRANTS INCLUDED IN INCOME FROM CONTINUING OPERATIONS		CARRYING AMOUNT OF ASSETS
	Actual 2020 \$'000	Actual 2019 \$'000	Actual 2020 \$'000	Actual 2019 \$'000	Actual 2020 \$'000	Actual 2019 \$'000	Actual 2020 \$'000	Actual 2019 \$'000	Actual 2020 \$'000
<b>Programs</b>									
Catchment program	106	150	4,753	4,627	(4,657)	(4,477)			190,532
Centres and Neighbourhood program	5,258	735	3,502	3,935	1,756	(3,200)	371	364	204,225
Community and Cultural program	1,833	2,102	6,725	8,178	(4,892)	(4,076)	713	767	11,382
Customer and Community Relations program	15	14	3,797	3,422	(3,772)	(3,408)			230
Economic Development program	6	4	771	257	(765)	(253)	2		
Environmental program	82	10	1,074	701	(692)	(691)	73		
Foreshore program	(6)	31	100	112	(106)	(81)	(6)	31	
Governance and Civic program	128	13	4,274	4,080	(4,145)	(4,067)	120		
Internal Corporate Services program	10,102	9,251	116,147	17,487	(106,045)	(9,236)	272	35	706,431
Land Use Planning program	26,850	38,509	2,459	2,118	24,391	36,391	904	750	564,994
Library program	(139)	1,142	5,986	6,053	(6,125)	(4,911)	368	297	2
Open Space, Sport & Recreation program	6,456	9,858	18,911	19,577	(13,455)	(9,619)	1,321	2,540	1,262
Organisational Development program	7	7	254	486	(247)	(478)			267,305
Paths and Cycleways program	938	1,281	2,555	2,522	(1,617)	(1,241)	771	1,097	
Property Portfolio program	2,187	2,777	4,127	6,211	(1,940)	(3,434)			118,170
Regulatory program	9,568	10,102	9,487	8,682	82	1,440			
Risk Management program	446	528	4,603	4,135	(4,157)	(3,607)	1,915	985	333,368
Roads program	3,825	1,988	11,512	10,040	(7,657)	(9,042)			
Strategic City program			386	277	(386)	(277)			
Traffic & Transport program	1,599	1,585	3,112	3,119	(1,513)	(1,534)	688	569	391,087
Waste and Recycling program	24,301	23,544	19,864	18,812	4,437	4,732		34	1,102
<b>Total Functions &amp; Activities</b>	<b>93,664</b>	<b>103,741</b>	<b>225,379</b>	<b>122,811</b>	<b>(131,815)</b>	<b>(19,070)</b>	<b>7,490</b>	<b>7,449</b>	<b>1,617,598</b>
<b>General Purpose Income</b>	<b>76,776</b>	<b>73,402</b>			<b>76,776</b>	<b>73,402</b>	<b>2,059</b>	<b>2,708</b>	<b>1,560,225</b>
<b>Totals</b>	<b>170,340</b>	<b>177,143</b>	<b>225,379</b>	<b>122,811</b>	<b>(55,039)</b>	<b>54,332</b>	<b>10,149</b>	<b>10,157</b>	<b>1,560,225</b>

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 2B. COMPONENTS OF FUNCTIONS OR ACTIVITIES

The activities relating to the Council's functions and activities reported on in Note 2 (a) are as follows:

- Catchment program**  
Managing, monitoring and maintaining water quality and reuse of our stormwater and natural waterways.
- Centres and Neighbourhood program**  
Developing, delivering, maintaining and managing our public domain infrastructure, facilities and place management.
- Community and Cultural program**  
Managing all community services, community development, community buildings and events and driving cultural development.
- Customer and Community Relations program**  
Engaging with our community, all media and community relations, branding and marketing our city and developing and managing all our customer services.
- Economic Development program**  
Business sector and economic development.
- Environmental program**  
Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact.
- Foreshore program**  
Managing all aspects of our foreshore.
- Governance and Civic program**  
Supporting our mayor and councillors; through council process and civic events; and providing guidance on governance to support other areas of council.
- Internal Corporate Services program**  
Developing and managing our information, records and corporate knowledge; implementing information technology, communications, business, financial and HR infrastructure and services. Managing our fleet and plant; planning and developing assets; all project management and administrative support.
- Land Use Planning program**  
Planning, delivering and managing our land and urban design and enhancing and informing on our heritage.

- Library program**  
Delivering our library services.
- Open Space, Sport & Recreation program**  
Developing, delivering, maintaining and managing all our sports, recreation, outdoor, open spaces and natural areas infrastructure, services and facilities.
- Organisational Development program**  
Addressing workforce planning, driving culture and performance, assessing process efficiency and overseeing all corporate communications.
- Paths and Cycleways program**  
Developing, managing and maintaining our footpaths and cycleways.
- Property Portfolio program**  
Developing, managing and maintaining our portfolio of corporate, commercial and civic properties.
- Regulatory program**  
Delivering all our regulatory assessments and activities, including building regulations, environmental regulations, road, parking and footpath enforcement and animal management.
- Risk Management program**  
Managing all legal services, procurement and internal auditing, assessing and managing business continuity, risk and disaster management.
- Roads program**  
Managing and maintaining our roads, bridges and retaining walls.
- Strategic City program**  
Providing strategic direction and planning; and managing the reporting on our corporate performance.
- Traffic & Transport program**  
Managing our transport, traffic and car parking; developing sustainable transport options.
- Waste and Recycling program**  
Managing our domestic and commercial waste services, educating on and facilitating recycling and disposal services.



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 3. REVENUE FROM OPERATIONS

	AASB*	2020 (\$'000)	2019 (\$'000)
<b>(a) Rates and Annual Charges</b>			
<b>Ordinary rates</b>			
Residential	1058(1)	32,145	30,196
Business	1058(1)	17,701	17,346
Environmental management levy	1058(1)	7,578	7,203
Less: Pensioner rebates (mandatory)		(690)	(749)
Less: Pensioner rebates (council)		(16)	(19)
<b>Rates levied to ratepayers</b>		<b>56,718</b>	<b>53,977</b>
Pensioner rate subsidies received	1058(1)	623	415
<b>Total ordinary rates</b>		<b>57,341</b>	<b>54,392</b>
<b>Special rates</b>			
Macquarie Park	1058(1)	1,480	1,455
Infrastructure special rate	1058(1)	12,873	12,163
<b>Total special rates</b>		<b>14,353</b>	<b>13,618</b>
<b>Annual charges (pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</b>			
Domestic waste management services	1058(1)	22,073	20,969
Non-rateable waste management charges	1058(1)	120	114
Stormwater management service charge	1058(1)	1,098	1,065
Section 611 charges		63	150
Less: Pensioner rebates (mandatory)		(422)	(374)
Less: Pensioner rebates (council)		(9)	(10)
<b>Total annual charges</b>		<b>22,923</b>	<b>21,914</b>
Pensioner subsidies received (Domestic waste management)		-	207
<b>Total rates and annual charges</b>		<b>94,617</b>	<b>90,131</b>

Council has used 2019 valuations provided by the NSW Valuer General in calculating its rates.

\* AASB: The revenue recognition pattern for the material streams of Council revenue are identified as:

15(1) Revenue recognised at a point in time under AASB15  
 15(2) Revenue recognised over time under AASB15  
 1058(1) Revenue recognised at a point in time under AASB1058  
 1058(2) Revenue recognised over time under AASB1058

**Accounting policy for rates and annual charges**

Rates and annual charges are recognised as revenues when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

**2019 accounting policy**

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

	AASB*	2020 (\$'000)	2019 (\$'000)
<b>(b) User charges and fees</b>			
<b>User charges (pursuant to s.502)</b>			
Aquatic centre	15(1)	3,934	5,691
Sports facility rental	15(1)	488	1,049
Hall hire	15(1)	350	460
Road restorations	15(1)	2,067	1,214
Gutter crossings		75	42
Commercial waste service	15(1)	1,295	1,463
Other	15(1)	127	97
<b>Total user charges</b>		<b>8,336</b>	<b>10,016</b>
<b>Fees</b>			
Regulatory/statutory fees	1058(1)	2,439	1,455
Section 10.7 certificates (EP&A Act)	15(1)	329	294
s603 certificates	15(1)	206	177
Discretionary			
- Parking fees	15(1)	1,679	1,956
- Environmental planning	15(1)	1,488	2,126
- Private works		27	27
- Home maintenance & modification	15(1)	105	45
- Other	15(1)	482	841
<b>Total fees</b>		<b>6,755</b>	<b>6,921</b>
<b>Total user charges and fees</b>		<b>15,091</b>	<b>16,937</b>

\* AASB: The revenue recognition pattern for the material streams of Council revenue are identified as:

15(1) Revenue recognised at a point in time under AASB1  
 15(2) Revenue recognised over time under AASB15  
 1058(1) Revenue recognised at a point in time under AASB1058  
 1058(2) Revenue recognised over time under AASB1058

**Accounting policy for user charges and fees**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 14 days of the provision of services or in some cases the customer is required to pay up front. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as aquatic centre membership and sports facility rental the fee is recognised on a straight line basis over the expected life of the charge.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

**2019 accounting policy**

User charges and fees are recognised as revenue when the service has been provided.



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 3. REVENUE FROM CONTINUING OPERATIONS (CONTINUED)

	AASB*	2020 (\$'000)	2019 (\$'000)
<b>(c) Other revenues</b>			
Rental income:			
- Investment property		-	759
- Commercial Property		-	1,998
- Other property		-	332
Parking fines	1058(1)	3,839	4,375
Other fines		27	38
Ex gratia payments		-	47
Materials recycling	15(1)	628	933
Lease - telecommunications		76	119
Legal fees recoveries			
- Rates		-	-
- Other	1058(1)	399	235
Insurance claims recoveries		1	109
Staff vehicle leases and other payments	15(1)	789	807
Sundry sales		69	112
Other	15(1)	1,001	841
<b>Total other revenue</b>		<b>6,829</b>	<b>10,705</b>

\* AASB: The revenue recognition pattern for the material streams of Council revenue are identified as:

15(1) Revenue recognised at a point in time under AASB15

15(2) Revenue recognised over time under AASB15

1058(1) Revenue recognised at a point in time under AASB1058

1058(2) Revenue recognised over time under AASB1058

#### Accounting policy for other revenues

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier.

#### 2019 accounting policy

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

Other revenues (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Rental income is accounted for on a straight-line basis over the lease term as is lease income from operating leases where Council is the lessor.

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 3. REVENUE FROM CONTINUING OPERATIONS (CONTINUED)

	AASB*	OPERATING		CAPITAL	
		2020 (\$'000)	2019 (\$'000)	2020 (\$'000)	2019 (\$'000)
<b>(d) Grants</b>					
<b>General purpose (untied)</b>					
Financial assistance	1058(1)	3,618	3,673	-	-
Total general purpose (untied)		3,618	3,673	-	-
<b>Specific purpose</b>					
Skate facilities construction	1058(2)	-	-	-	400
Library	1058(1)	368	297	-	-
Home maintenance & modification	1058(1)	460	531	-	-
Passive parks expansion	1058(2)	-	-	100	565
Sportsground amenities renewal	1058(2)	-	-	-	700
Playground renewals/upgrades	1058(2)	-	-	-	700
LEP grant	1058(1)	904	750	-	-
Community staff funding	1058(1)	242	212	-	-
Street & traffic lighting	1058(1)	371	364	-	-
Roads to recovery	1058(2)	-	-	656	-
Transport	1058(2)	-	-	1,356	1,567
Work Health & Safety incentive rebate	1058(1)	273	36	-	-
Local infrastructure renewal scheme subsidy		72	59	-	-
Other	1058(1)	689	241	1,040	62
Total specific purpose		3,379	2,490	3,152	3,994
<b>Total grants</b>		<b>6,997</b>	<b>6,163</b>	<b>3,152</b>	<b>3,994</b>
<b>Comprising:</b>					
- Commonwealth funding		3,618	4,375	-	-
- State funding		3,379	1,788	3,152	3,994
- Other funding		-	-	-	-
		<b>6,997</b>	<b>6,163</b>	<b>3,152</b>	<b>3,994</b>

\* AASB: The revenue recognition pattern for the material streams of Council revenue are identified as:

15(1) Revenue recognised at a point in time under AASB15

15(2) Revenue recognised over time under AASB15

1058(1) Revenue recognised at a point in time under AASB1058

1058(2) Revenue recognised over time under AASB1058



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 3. REVENUE FROM CONTINUING OPERATIONS (CONTINUED)

	AASB*	OPERATING		CAPITAL	
		2020 (\$'000)	2019 (\$'000)	2020 (\$'000)	2019 (\$'000)
<b>(e) Contributions</b>					
Developer contributions (s7.11) - Cash					
- Open space	1058(1)	-	-	5,173	24,060
- Drainage	1058(1)	-	-	401	1,353
- Traffic facilities	1058(1)	-	-	823	3,773
- Other	1058(1)	-	-	38	169
- Community facilities	1058(1)	-	-	1,671	7,555
Voluntary planning agreements (s7.4) - Cash	1058(1)	-	-	4,873	1,127
<b>Non-cash contributions</b>					
s7.11 affordable housing		-	-	17,815	-
<b>Total developer contributions</b>		<b>-</b>	<b>-</b>	<b>30,794</b>	<b>38,037</b>
<b>Other Contributions</b>					
Other councils	1058(1)	753	733	-	-
Community events	15(1)	56	273	-	-
Old landfill sites subsidence program	1058(1)	-	-	-	150
Other	1058(1)	245	22	110	70
RMS contributions					
- Roads & bridges	1058(1)	407	399	-	-
- Other	1058(1)	274	157	-	-
Customer/resident contributions		-	-	29	30
LSL contributions from other councils	1058(1)	127	396	-	-
DWM better waste and recycling fund	1058(1)	-	145	-	-
<b>Total other contributions</b>		<b>1,862</b>	<b>2,125</b>	<b>139</b>	<b>250</b>
<b>Total contributions</b>		<b>1,862</b>	<b>2,125</b>	<b>30,933</b>	<b>38,287</b>
<b>Total Grants &amp; Contributions (e) &amp; (f)</b>		<b>8,859</b>	<b>8,288</b>	<b>34,085</b>	<b>42,281</b>

#### Accounting policy for grants and contributions

Grants and contributions are now assessed in accordance with AASB 1058 or AASB 15 and revenue recognised in accordance with these standards.

#### Accounting policy from 1 July 2019

##### Grant income under AASB15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

The performance obligations are varied based on the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 3. REVENUE FROM CONTINUING OPERATIONS (CONTINUED)

#### Accounting policy for grants and contributions (continued)

##### Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at the assets fair value when the asset is received. Councils considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard. Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received

##### Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

##### Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of s7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While NSW Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the council may apply contributions according to the priorities established in work schedules.

#### Accounting policy prior to 1 July 2019

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and revenue is recognised at this time and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(f) and funds restricted accordingly.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 3. REVENUE FROM CONTINUING OPERATIONS (CONTINUED)

	2020 (\$'000)	2019 (\$'000)
<b>(f) Unspent grants and contributions</b>		
Certain grants and contributions are obtained by Council on the condition that they be spent in a specified manner:		
<b>Operating Grants</b>		
Operating grants recognised as income in the current reporting period that:		
- have not been spent	985	897
- were received for the provision of goods and services in a future period	-	-
Operating grants recognised in previous reporting periods which have been spent in the current reporting period	(804)	(163)
<b>Capital Grants</b>		
Capital grants recognised as income in the current reporting period that:		
- have not been spent	614	1,450
- were received for the provision of goods and services in a future period	-	-
Capital grants recognised in previous reporting periods which have been spent in the current reporting period	(1,040)	(87)
<b>Contributions</b>		
Contributions recognised as income in the current reporting period that:		
- have not been spent	14,641	40,778
- were received for the provision of goods and services in a future period	-	-
Contributions recognised in previous reporting periods which have been spent in the current reporting period	(22,162)	(24,036)

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 4. INTEREST AND INVESTMENT INCOME

	2020 (\$'000)	2019 (\$'000)
<b>Interest and investment revenue</b>		
Interest on financial assets measured at amortised cost		
- Overdue rates & annual charges	197	230
- Cash, cash equivalents and investments:		
- Externally restricted	1,662	2,741
- Unrestricted	3,869	4,143
Amortisation of discounts and premiums:		
- Debt securities at amortised cost/held to maturity	47	35
<b>Total interest and investment revenue</b>	<b>5,775</b>	<b>7,149</b>

**Accounting policy for interest and interest revenue**

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss when the shareholders right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.

Council did not recognise any dividends during the current financial year.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 5. EXPENSES FROM CONTINUING OPERATIONS

	2020 (\$'000)	2019 (\$'000)
<b>(a) Employee Benefits &amp; On Costs</b>		
Salaries and wages	42,577	38,558
Employee leave entitlements	10,791	11,591
Superannuation	5,155	5,003
Workers' compensation insurance	786	609
Fringe benefits tax (FBT)	193	167
Training costs (excluding salaries)	239	185
Other	547	506
Less: capitalised costs	(6,734)	(6,188)
<b>Total employee costs expensed</b>	<b>53,554</b>	<b>50,431</b>

Accounting policy for employee benefits & on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation Plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 19 for more information.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 5. EXPENSES FROM CONTINUING OPERATIONS (CONTIUNUED)

	2020 (\$'000)	2019 (\$'000)
<b>(b) Borrowing costs</b>		
Interest on loans	61	90
Interest on leases	165	-
<b>Total borrowing costs expensed</b>	<b>226</b>	<b>90</b>

Accounting policy for borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed as incurred. Interest on leases are expensed in accordance with AASB16. Refer to Note 13 Leases.



**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 5. EXPENSES FROM CONTINUING OPERATIONS (CONTIUNUED)**

	2020 (\$'000)	2019 (\$'000)
<b>(c) Materials and Contracts</b>		
Raw materials and consumables	1,081	1,023
Contractor Costs		
- Roads and Footpaths Maintenance	2,049	2,047
- Parks Maintenance	1,482	1,565
- Waste Disposal, Collection and Recycling	13,390	12,957
- Construction Recycling	237	612
- Building Cleaning & Maintenance	1,018	992
- Temporary and Agency Staff	2,895	3,134
- Repairs and Maintenance	564	553
- Electrical	980	743
- Community Research	154	242
- Heritage	158	214
- Events	392	494
- Bush Regeneration	531	570
- Labour Hire	167	261
- Security	441	475
- Home Modification and Maintenance Service	187	107
- Drainage	129	66
- Parking Meter	190	162
- Plant Hire External	119	144
Other Contractor Costs	4,878	3,559
Consultancy Costs		
- Town Planning	1,346	1,315
- Project Development Design	38	93
- Ryde Central	-	394
- Property	93	9
- Risk Management	141	103
Other Consultancy Costs	2,144	1,161
Remuneration of auditors	91	95
Legal Fees:		
- Planning & Development	510	576
- Other	1,476	712
Infringement Notice Contract (SEINS)	483	501
Other		
- IT Licenses	1,204	1,325
Less: capitalised costs	(1,975)	(1,916)
<b>Total Materials &amp; Contracts</b>	<b>36,593</b>	<b>34,288</b>

**Accounting policy**

Expenses are recorded on an accruals basis as the council receives the goods or services.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 5. EXPENSES FROM CONTINUING OPERATIONS (CONTIUNUED)**

	2020 (\$'000)	2019 (\$'000)
<b>Auditor's Remuneration</b>		
Auditors of the City of Ryde: NSW Auditor-General		
(i) Audit and other assurance services		
Audit and review of financial statements	91	95
Other assurance services	-	-
<b>Total remuneration for audit and other assurance services</b>	<b>91</b>	<b>95</b>
<b>Total Fees paid to or payable to the Auditor-General</b>	<b>91</b>	<b>95</b>
<b>(d) Depreciation, Amortisation and Impairment of non-financial assets</b>	<b>2020 (\$'000)</b>	<b>2019 (\$'000)</b>
<b>Depreciation and Amortisation</b>		
Plant and equipment	2,261	2,443
Office Equipment	1,022	692
Furniture & fittings	216	101
Land improvements (depreciable)	517	517
Buildings - specialised	888	888
- non-specialised	1,737	1,704
Infrastructure:		
- Roads, Bridges and Footpaths, Other Road Assets	7,924	7,597
- Stormwater Drainage	1,856	1,823
- Open space/recreational assets	1,235	1,236
- Other Structures	427	405
Other Assets:		
- Library Books	453	505
Right of use assets	1,582	-
<b>Total Depreciation Costs</b>	<b>20,118</b>	<b>17,911</b>
Less: Capitalised Depreciation	(50)	(64)
<b>Total Depreciation, Amortisation and Impairment for non-financial assets</b>	<b>20,068</b>	<b>17,847</b>

**Accounting policy for depreciation, amortisation and impairment expenses for non-financial assets****Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 13 for right of use assets. Depreciation is capitalised where in-house assets have contributed to new assets.

**Impairment of non-financial assets**

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 5. EXPENSES FROM CONTINUING OPERATIONS (CONTIUNUED)

Accounting policy for depreciation, amortisation and impairment expenses for non-financial assets (continued)

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 5. EXPENSES FROM CONTINUING OPERATIONS (CONTIUNUED)

(e) Other Expenses	2020 (\$'000)	2019 (\$'000)
Fair value adjustment on assets <sup>(1)</sup>	96,745	3,440
Bad & doubtful debts	21	58
Mayoral fee	69	67
Councillors' fees	309	302
Councillors' (incl. Mayor) expenses	107	100
Insurance	1,352	1,276
Street lighting	1,877	2,038
Communications costs	312	355
Contribution to fire control	1,793	1,603
Contribution to Dept of Planning	281	275
Contributions & donations - community grants	1,434	789
Waste development tax	4,409	3,486
Membership fees	239	219
Valuation fees	172	172
Electricity & heating	1,114	1,436
Water rates	359	385
Bank fees & charges	263	264
Operating Lease (2019 Only)	-	2,252
Property lease costs	539	-
Postage & courier costs	385	390
Advertising	582	612
Other expenses	650	646
Less: capitalised costs	14	(10)
<b>Total other expenses from continuing operations</b>	<b>113,026</b>	<b>20,155</b>

<sup>(1)</sup> Fair value adjustment loss greater than the revaluation reserve balance

Accounting policy for Other Expenses

Other expenses are recorded on an accruals basis as the council receives the goods or services.

Operating leases (2019 only)

Leases in which a significant portion of the risks and rewards of ownership are not transferred to council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Income Statement on a straight-line basis over the period of the lease.



**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 6. GAIN OR LOSS FROM THE DISPOSAL, REPLACEMENT AND DERECOGNITION OF ASSETS**

	Notes	2020 (\$'000)	2019 (\$'000)
<b>Gain (or loss) on disposal of plant &amp; equipment</b>	10		
Proceeds from disposal		1,352	1,517
Less: Carrying amount of assets sold		(887)	(979)
<b>Gain (or loss) on disposal</b>		<b>465</b>	<b>538</b>
<b>Gain (or loss) on disposal of real estate assets</b>	10		
Proceeds from sales		-	-
Less: Cost of sales		(452)	(92)
<b>Gain (or loss) on disposal</b>		<b>(452)</b>	<b>(92)</b>
<b>Gain (or loss) on disposal of library books</b>	10		
Proceeds from disposal		-	-
Less: Carrying amount of assets sold		(1,372)	-
<b>Gain (or loss) on disposal</b>		<b>(1,372)</b>	<b>-</b>
<b>Gain (or loss) on disposal of drainage assets</b>	10		
Proceeds from disposal		-	-
Less: Carrying amount of assets disposed		-	(6)
<b>Gain (or loss) on disposal</b>		<b>-</b>	<b>(6)</b>
<b>Gain (or loss) on disposal of Furniture &amp; Fittings</b>	10		
Proceeds from disposal		-	-
Less: Carrying amount of assets sold		(1,832)	-
<b>Gain (or loss) on disposal</b>		<b>(1,832)</b>	<b>-</b>
<b>Gain (or loss) on disposal of RBF - roads, bridges &amp; footpaths</b>	10		
Proceeds from disposal		-	-
Less: Carrying amount of assets disposed		-	(236)
<b>Gain (or loss) on disposal</b>		<b>-</b>	<b>(236)</b>
<b>Gain (or loss) on disposal of investments</b>	7		
Proceeds from disposal <sup>(1)</sup>		3,279	6,435
Less: Carrying value of investments <sup>(2)</sup>		(2,000)	(5,992)
<b>Gain (or loss) on disposal</b>		<b>1,279</b>	<b>443</b>
<b>NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS</b>		<b>(1,912)</b>	<b>647</b>

<sup>(1)</sup> This does not include investments that are rolled over, in full, with the same authorised deposit-taking institution.

Gross amount including rolled over investments:

	Notes	2020 (\$'000)	2019 (\$'000)
Proceeds from disposal (Statement of cashflows)	CF	65,327	68,147
Less: Carrying value of financial assets	7	(64,048)	(67,704)
<b>Gain (or loss) on disposal</b>		<b>1,279</b>	<b>443</b>

<sup>(2)</sup> The 2019/2020 figure includes the settlement from legal action.

**Accounting policy for disposal of assets**

Gains and losses on disposals are determined by comparing proceeds with carrying amounts. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is derecognised.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 7(A). CASH AND CASH EQUIVALENTS**

	2020 (\$'000)	2019 (\$'000)
Cash at bank and on hand	8,990	576
Deposits at call <sup>(1)</sup>	18,459	15,015
	<b>27,449</b>	<b>15,591</b>

<sup>(1)</sup> Includes term deposits with a term of less than 3 months

**Accounting policy for cash and cash equivalents**

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

**NOTE 7(b) INVESTMENTS**

The following financial assets are held as investments:

	2020		2019	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
Debt securities at amortised cost/held-to-maturity investments	75,200	130,765	94,048	126,573
<b>Total</b>	<b>75,200</b>	<b>130,765</b>	<b>94,048</b>	<b>126,573</b>
<b>Debt securities at amortised cost/held to maturity</b>				
<b>Comprising of:</b>				
- FRNs	12,700	37,142	9,548	37,942
- Fixed Bonds	-	48,623	-	35,631
- Term Deposits <sup>(2)</sup>	62,500	45,000	84,500	53,000
<b>TOTAL</b>	<b>75,200</b>	<b>130,765</b>	<b>94,048</b>	<b>126,573</b>

<sup>(2)</sup> Does not include term deposits with a term of less than 3 months



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 7(B). INVESTMENTS (CONTINUED)

**Accounting policy for investments**

**Accounting policy under AASB 9**  
Financial instruments are recognised initially on the date that the council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

**Financial Assets**  
All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

**Classification**  
On initial recognition, City of Ryde classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVTOCI – equity)

Financial assets are not reclassified subsequent to their initial recognition.

**Amortised cost**  
Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

City of Ryde financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

City of Ryde has no financial assets measured as FVTPL or FVOCI-equity.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 7(B). INVESTMENTS (CONTINUED)

**Accounting policy for investments (continued)**

**Recognition and de-recognition**  
Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset.

Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

**Investment Policy**  
Council has an approved investment policy complying with Section 625 of the *Local Government Act 1993 (NSW)* and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed; however, they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

**Impairment of financial assets**  
Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event'), and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

**Impairment of available-for-sale investments**  
In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 7(C). RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

	2020		2019	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Total cash, cash equivalents and investments</b>	<b>102,649</b>	<b>130,765</b>	<b>109,639</b>	<b>126,573</b>
External restrictions (refer below)	74,603	53,676	48,544	84,829
Internal restrictions (refer below)	23,667	77,089	56,766	41,744
Unrestricted	4,379	-	4,329	-
<b>Total</b>	<b>102,649</b>	<b>130,765</b>	<b>109,639</b>	<b>126,573</b>

**DETAILS OF RESTRICTIONS**

	Opening Balance 30 June 2019 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2020 \$'000
<b>External restrictions</b>				
Developer contributions (A)	103,389	14,641	(22,162)	95,868
Specific purpose unexpended grants (B)	8,270	1,182	(1,426)	8,026
Domestic waste management	14,920	22,047	(19,120)	17,847
Stormwater management	1,179	1,101	(497)	1,783
Affordable housing contribution	172	64	-	236
Macquarie Park special rate	2,252	1,512	(2,406)	1,358
Infrastructure special rate reserve	3,190	12,873	(12,902)	3,161
<b>Total external restrictions</b>	<b>133,372</b>	<b>53,420</b>	<b>(58,513)</b>	<b>128,279</b>
<b>Total restricted grants and contributions (A + B)</b>	<b>111,659</b>	<b>15,823</b>	<b>(23,588)</b>	<b>103,894</b>

- (A) Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans and voluntary planning agreements (VPAs) (See separate Note 24).
- (B) Grants which are not yet expended for the purposes for which the grants were obtained.
- (C) Domestic Waste Management funds are externally restricted assets which must be applied for the purposes for which they were raised.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 7(C). RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

	Opening Balance 30 June 2019 \$'000	Transfers To Restriction \$'000	Transfers From Restriction \$'000	Closing Balance 30 June 2020 \$'000
<b>Internal restrictions</b>				
Plant replacement reserve	3,720	2,353	(2,938)	3,135
Employee leave entitlements	4,487	1,539	(959)	5,067
Incomplete/carry over works and projects	72	296	(72)	296
Refundable deposits	15,975	1,621	-	17,596
Asset replacement reserve	17,906	6,110	(6,012)	18,004
Ryde Aquatic Leisure Centre	1,243	3,626	(4,859)	10
Investment property reserve	21,507	1,393	(1,088)	21,812
Accommodation reserve	8,912	-	(2,480)	6,432
Merger & transition reserve	166	-	(94)	72
Refundable fee reserve	1,594	-	(1,594)	-
Ryde Central reserve	15,953	6,023	(2,905)	19,071
Council election reserve	337	220	-	557
Insurance fluctuation reserve	566	-	(22)	544
Heritage reserve	500	-	-	500
Workers compensation	1,450	1,000	-	2,450
Other	4,123	3,306	(2,219)	5,210
<b>Total internal restrictions</b>	<b>98,511</b>	<b>27,487</b>	<b>(25,242)</b>	<b>100,756</b>
<b>Total restrictions</b>	<b>231,883</b>	<b>80,907</b>	<b>(83,755)</b>	<b>229,035</b>



**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 8. RECEIVABLES**

<b>Purpose</b>	<b>2020</b>		<b>2019</b>	
	<b>Current (\$'000)</b>	<b>Non-Current (\$'000)</b>	<b>Current (\$'000)</b>	<b>Non-Current (\$'000)</b>
Rates and annual charges	3,337	-	4,314	-
Rates interest & extra charges	362	-	360	-
User charges & fees				
Environmental & health	734	-	767	-
Restorations	914	-	448	-
Recreational facilities	101	-	307	-
Property & infrastructure works	542	-	785	-
Advertising	-	-	56	-
Home modification service	54	-	15	-
Ryde Aquatic Leisure Centre	21	-	42	-
Interest on investments	1,329	-	2,176	-
Contributions to works	6	-	207	-
Government grants & subsidies	1,691	-	1,718	-
Commercial waste	475	-	553	-
Net GST receivable	2,345	-	2,277	-
Asset sales	152	-	233	-
Workers compensation	37	-	35	-
Voluntary planning agreement	27	-	-	-
Fines	125	-	377	-
Other	73	22	339	22
<b>Total <sup>(1)</sup></b>	<b>12,325</b>	<b>22</b>	<b>15,009</b>	<b>22</b>
Less: <u>provision for impairment</u>				
- User charges and fees	381	-	378	-
	<b>11,944</b>	<b>22</b>	<b>14,631</b>	<b>22</b>

<sup>(1)</sup> Total refers to Note 20**Notes on the above Debtors:**

Rates and annual charges are secured by underlying properties.

User fees and charges are unsecured. A provision for impairment (doubtful debts) has already been provided.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 8. RECEIVABLES (CONTINUED)****Accounting Policy for receivables****Recognition and measurement**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which that are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 14 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

**Impairment****Accounting policy under AASB 9 applicable from 1 July 2018**

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

For non-rates debtors, council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the council in full, without recourse by the council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 8.      RECEIVABLES (CONTINUED)

**Accounting Policy for receivables (continued)**

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no economic or realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are of a value where recovery is no longer economically viable.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 9.      INVENTORIES AND OTHER ASSETS

	2020		2019	
	<u>Current</u>	<u>Non-Current</u>	<u>Current</u>	<u>Non-Current</u>
	<u>(\$'000)</u>	<u>(\$'000)</u>	<u>(\$'000)</u>	<u>(\$'000)</u>
<b>(a) Inventories (at cost)</b>				
Stores and materials	695	-	746	-
<b>Total inventories</b>	<b>695</b>	<b>-</b>	<b>746</b>	<b>-</b>
<b>(II) Inventories not expected to be realised within the next 12 months<sup>(1)</sup></b>	<b>544</b>	<b>-</b>	<b>506</b>	<b>-</b>
<b>(c) Other Assets</b>				
Prepayments	1,424	-	1,221	-
Prepayments - salaries and wages	-	-	990	-
Prepayments - waste alliance	740	-	740	-
<b>Total other assets</b>	<b>2,164</b>	<b>-</b>	<b>2,951</b>	<b>-</b>

EXTERNALLY RESTRICTED INVENTORIES AND OTHER ASSETS

NIL

(1) This represents a stockpile of material that is held at Porters Creek, made from recycled building materials and it will take more than 12 months for this to be used.

Accounting policy for inventories and other assets

**Raw materials and stores, work in progress and finished goods**  
Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour, and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**Inventory held for distribution**  
Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 10. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

\$000's	At 30 June 2018					MOVEMENTS DURING THE YEAR					At 30 June 2019				
	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount	Renewals	New Assets	Transfers From WIP	Carrying Value of Disposals	Depreciation & Impairment	Asset Revaluation	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount
Plant and Equipment	28,571	17,974	10,597	860	3,075	-	(837)	(2,361)	-	30,149	18,756	11,393	30,149	18,756	11,393
Office Equipment	11,244	8,006	3,238	1,431	271	660	(1,832)	(1,022)	-	13,625	9,027	4,598	13,625	9,027	4,598
Furniture and Fittings	5,918	3,962	1,956	73	39	-	-	(216)	-	163	163	-	163	163	-
Leased Plant & Equipment	163	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land	220,018	-	220,018	-	11,313	-	-	-	106,022	337,353	-	337,353	337,353	-	337,353
- Operational Land	104,652	-	104,652	-	-	-	-	-	(5,636)	99,016	-	99,016	99,016	-	99,016
- Community Land	42,659	-	42,659	-	-	-	-	-	3,544	46,203	-	46,203	46,203	-	46,203
- Crown	10,265	-	10,265	1,050	213	71	-	-	(11,599)	-	-	-	-	-	-
- Land Improvements (non-depr'n)	20,201	14,465	5,735	15	366	-	-	(817)	(20,584)	-	-	-	-	-	-
- Land Improvements (depr'n)	1,155	-	1,155	-	-	-	-	-	79	1,234	-	1,234	1,234	-	1,234
- Land Under Roads	127,575	75,106	52,469	1,080	6,809	475	(452)	(1,737)	(12,838)	159,861	87,138	72,723	159,861	87,138	72,723
Buildings	13,289	1,917	11,362	11	-	-	-	(360)	(1)	13,309	2,277	11,032	13,309	2,277	11,032
- Non-specialised	5,406	1,152	4,254	120	-	34	-	(62)	(3,083)	13,633	4,367	9,266	13,633	4,367	9,266
- Other Structures	14,350	3,853	10,497	94	213	10	-	(346)	3,325	18,791	3,933	14,858	18,791	3,933	14,858
- Carports	280	12	268	-	-	-	-	(5)	(1)	260	18	242	260	18	242
Infrastructure	77,357	11,526	65,831	823	190	475	-	(1,235)	2,207	81,052	13,625	67,427	81,052	13,625	67,427
- Roads, Bridges and Footpaths	307,178	76,741	230,437	6,974	187	349	-	(8,101)	(43,749)	270,839	97,598	173,241	270,839	97,598	173,241
- Road Pavement	7,398	3,998	3,400	1,363	672	660	-	(148)	13,758	23,092	4,528	18,564	23,092	4,528	18,564
- Traffic Facilities and Devices	4,179	1,750	2,429	94	-	-	-	(45)	-	4,273	1,795	2,478	4,273	1,795	2,478
- Bridges	64,878	11,136	53,743	1,894	3,488	4,996	-	(386)	44,727	119,963	62,056	57,907	119,963	62,056	57,907
- Footpaths and Cycleways	104,522	15,126	89,396	2,282	1	497	-	(697)	7,855	115,157	50,192	64,965	115,157	50,192	64,965
- Kiosk & Catering	271,512	67,346	204,166	3,152	90	3,282	-	(1,856)	10,206	288,242	97,756	190,486	288,242	97,756	190,486
- Stormwater Drainage	53,166	15,048	38,118	69	-	-	-	(868)	6,750	60,037	17,869	42,168	60,037	17,869	42,168
- Aquatic Leisure Centre	77,357	11,526	65,831	823	190	475	-	(1,235)	2,207	81,052	13,625	67,427	81,052	13,625	67,427
- Recreation and Land Improvements	229	-	229	-	-	-	-	-	(119)	110	-	110	110	-	110
- Other Assets	3,229	1,969	1,260	355	210	-	(1,372)	(453)	-	17,508	-	17,508	17,508	-	17,508
- Library Books	11,748	-	11,748	-	17,279	(11,519)	-	-	-	-	-	-	-	-	-
Capital Works in Progress	1,511,174	331,299	1,179,875	21,775	44,416	-	(4,643)	(18,638)	161,828	1,713,990	471,398	1,242,592	1,713,990	471,398	1,242,592
TOTALS	1,511,174	331,299	1,179,875	21,775	44,416	-	(4,643)	(18,638)	161,828	1,713,990	471,398	1,242,592	1,713,990	471,398	1,242,592

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 10. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

\$000's	At 30 June 2018					MOVEMENTS DURING THE YEAR					At 30 June 2019				
	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount	Renewals	New Assets	Transfers From WIP	Carrying Value of Disposals	Depreciation & Impairment	Asset Revaluation	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount	Gross Carrying Amount	Accumulated Depreciation & Impairment	Net Carrying Amount
Plant and Equipment	28,312	17,447	10,865	-	3,154	-	(973)	(2,443)	-	28,571	17,974	10,597	28,571	17,974	10,597
Office Equipment	10,314	7,791	2,523	512	122	773	-	(602)	-	11,244	8,006	3,238	11,244	8,006	3,238
Furniture and Fittings	4,741	3,882	859	190	41	947	-	(101)	-	5,918	3,962	1,956	5,918	3,962	1,956
Leased Plant & Equipment	163	-	-	-	-	-	-	-	-	163	-	-	163	-	-
Land	220,018	-	220,018	-	11,313	-	-	-	-	220,018	-	220,018	220,018	-	220,018
- Operational Land	99,628	-	99,628	-	5,024	-	-	-	-	104,652	-	104,652	104,652	-	104,652
- Community Land	42,659	-	42,659	-	-	-	-	-	-	42,659	-	42,659	42,659	-	42,659
- Crown	9,294	-	9,294	155	369	447	-	-	-	10,265	-	10,265	10,265	-	10,265
- Land Improvements (non-depr'n)	15,141	13,948	1,193	75	313	4,672	-	(517)	-	20,201	14,465	5,736	20,201	14,465	5,736
- Land Improvements (depr'n)	1,155	-	1,155	-	-	-	-	-	-	1,155	-	1,155	1,155	-	1,155
- Land Under Roads	125,834	73,597	52,237	2,068	856	1,647	(93)	(1,704)	(2,845)	137,575	75,106	62,469	137,575	75,106	62,469
Buildings	11,814	1,583	10,231	95	-	-	-	(335)	2	13,289	1,917	11,362	13,289	1,917	11,362
- Non-specialised	5,333	1,174	4,159	765	1	1,460	-	(62)	(2,154)	5,406	1,152	4,254	5,406	1,152	4,254
- Other Structures	11,970	3,678	8,292	20	763	1,210	-	(339)	420	14,350	3,853	10,497	14,350	3,853	10,497
- Carports	380	4	376	-	-	-	-	(8)	-	380	12	368	380	12	368
Infrastructure	301,237	79,890	221,347	8,498	445	1,035	-	(5,934)	(4,037)	307,178	97,598	209,580	307,178	97,598	209,580
- Roads, Bridges and Footpaths	7,157	3,863	3,294	358	505	578	-	(143)	(1,275)	7,398	3,998	3,400	7,398	3,998	3,400
- Road Pavement	4,129	1,734	2,405	-	-	-	-	(45)	50	4,179	1,750	2,429	4,179	1,750	2,429
- Bridges	62,479	11,001	51,478	3,233	3,201	2,022	(1,238)	(551)	(5,900)	64,878	11,136	53,743	64,878	11,136	53,743
- Footpaths and Cycleways	102,816	14,591	88,225	1,185	-	355	-	(895)	150	104,522	15,126	89,396	104,522	15,126	89,396
- Kiosk & Catering	266,750	65,888	200,862	1,259	190	7,037	(6)	(1,823)	2,172	271,512	67,346	204,166	271,512	67,346	204,166
- Stormwater Drainage	53,168	14,180	38,988	265	-	-	-	(888)	(265)	53,166	15,048	38,118	53,166	15,048	38,118
- Aquatic Leisure Centre	69,342	11,315	58,027	1,752	5,052	3,444	-	(1,236)	(2,234)	77,357	11,526	65,831	77,357	11,526	65,831
- Recreation and Land Improvements	229	-	229	-	-	-	-	-	-	229	-	229	229	-	229
- Other Assets	3,265	2,094	1,171	344	210	-	(1,372)	(453)	-	3,229	1,969	1,260	3,229	1,969	1,260
- Library Books	11,748	-	11,748	-	17,279	(11,519)	-	-	-	11,748	-	11,748	11,748	-	11,748
Capital Works in Progress	1,477,798	327,793	1,150,005	25,884	26,339	-	(1,313)	(17,911)	(14,327)	1,511,174	331,299	1,179,875	1,511,174	331,299	1,179,875
TOTALS	1,477,798	327,793	1,150,005	25,884	26,339	-	(1,313)	(17,911)	(14,327)	1,511,174	331,299	1,179,875	1,511,174	331,299	1,179,875

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 10. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Accounting policy for infrastructure, property, plant and equipment

Council’s assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office of Local Government. At balance date the following classes of IPPE were stated at their fair value:

- Operational land (External Valuation).
- Buildings – Specialised/Non Specialised (External Valuation).
- Plant and equipment (as approximated by depreciated historical cost).
- Road assets – roads, bridges and footpaths (Internal Valuation).
- Drainage assets – (Internal Valuation).
- Bulk earthworks – (Internal Valuation).
- Community land – (Valuer General).
- Land Improvements (as approximated by depreciated historical cost).
- Other structures (as approximated by depreciated historical cost).
- Other assets (as approximated by depreciated historical cost).

Depreciation is represented by straight line depreciation over the useful life.

The following table sets out the range of useful lives and depreciation.

Asset Category	Useful Life (years)	Depreciation Rate
Drainage assets	40 - 200	0.50% - 2.50%
Land Improvements	25 - 25	4.00% - 4.00%
Other assets	20 - 50	2.00% - 5.00%
Other structures	20 - 150	0.67% - 5.00%
Road assets – roads, bridges and footpaths	15 - 200	0.50% - 6.67%
Plant & Equipment	5 - 50	2.00% - 20.00%
Buildings - Specialised/Non Specialised	40-100	1.00% - 2.50%

Operational land was last valued as at 30 June 2020 and Community Land has been valued using the Valuer General rates with a base date of 1/7/2019.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset’s carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset’s fair value and will revalue the asset to that amount. Full revaluations are undertaken for all assets on a 5 year cycle.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the income statement.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 10. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Accounting policy for infrastructure, property, plant and equipment (con’t)

Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

The assets’ residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. In determining the useful lives and unit rates for each asset type, an evidence based approach has been taken. For most assets, there is no ready “tradeable” market, and councils are the major if not only provider of such assets (e.g. local roads and their drainage). In-house technical expertise is available and is used. The major exceptions are land and buildings, which are valued externally.

Where a condition review of assets discloses an error in the quantity of the asset, this will be adjusted as a prior period adjustment only if material.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB1051 Land Under Roads.

Crown reserves

Crown Reserves under Council’s care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council’s Income Statement.

Councils has no control of any Rural Fire Services assets.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 11. INVESTMENT PROPERTIES

	2020 (\$'000)	2019 (\$'000)
<b>Owned Investment Property</b>		
<b>At fair value</b>		
Opening balance at 1 July	118,170	117,165
Net gain (loss) from fair value adjustment	2,545	1,005
<b>Closing balance at 30 June</b>	<b>120,715</b>	<b>118,170</b>

Accounting policy for Investment property

Investment property, principally comprising freehold buildings, car parks and blocks of units, are held for development to generate long-term rental yields and are not occupied by the Council.

Investment property is carried at fair value, as determined annually by an independent valuation from Scott Fullarton Valuations Pty Ltd. It is based on active market prices, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, Council uses alternative valuation methods such as recent prices in less active markets, or discounted cash flow projections. Changes in fair values are recorded in the income statement as part of other income.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 12. CONTRACT ASSETS AND LIABILITIES

	30 June 2020 (\$'000)
<b>(a) Contract assets</b>	
Nil	
<b>Total</b>	<b>-</b>
<b>(b) Contract liabilities</b>	
Funds to construct Council controlled assets	(i)
- Other Revenue	504
- Grants and Contributions	5,573
Funds received prior to performance obligation being satisfied (upfront payments) - AASB15	(ii)
Deposits received in advance of services provided (e.g. caravan park fees, hire fees)	
Upfront fees - leisure centre	(iii)
<b>Total</b>	<b>8,702</b>

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Significant changes in contract assets and liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in a contract liability is primarily due to grants in the scope of AASB 15 and capital grants received by Council to acquire or construct assets which will be under Council's control. Previously, revenue was recognised on receipt of the funds.

Accounting policy for contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before the payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 13. LEASES

The Council has applied AASB 16 using the modified retrospective (cumulative catch-up) method and therefore the comparative information has not been restated and continues to be reported under AASB 117 and related Interpretations.

Council as a lessee

Council has leases over a range of assets including land and buildings, vehicles, machinery and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Buildings

Council holds two leases for the administrative building at Richardson Place, North Ryde (NRO). The original lease terms were to 30 April 2021 and have been renewed with terms for a further 5 years including a renewal option and an early termination allowance.

The building leases contain an annual pricing mechanism based on a fixed increase at each anniversary of the lease inception.

Extension options

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the early termination or extension options will be exercised.

There is \$5,193k in potential future lease payments which are not included in lease liabilities as Council has assessed that the exercise of the early termination is reasonably certain.

Council as a lessee

(a) Right-of-use assets

	Land & Buildings \$'000	Vehicles \$'000	Office & IT Equipment \$'000	Other \$'000	Total \$'000
Adoption of AASB16 at 1 July 2019	7,634				7,634
Additions to Right-of-use assets					
Adjustments to right-of-use assets due to re-measurement of lease liability					
Depreciation charge	(1,582)				(1,582)
Impairment of right-of-use assets					
Balance at 30 June 2020	6,052				6,052

Other assets such as Vehicles, Office equipment and IT equipment are owned by Council.

(b) Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

< 1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000	Total per statement of financial position \$'000
1,925	3,839			5,764

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 13. LEASES (CONTINUED)

	\$'000
Interest on lease liabilities	165
Variable lease payments based on usage not included in the measurement of lease liabilities	
Income from sub-leasing right-of-use assets	
Depreciation of right-of-use assets	1,582
Expenses relating to short-term leases	
Expenses relating to low-value assets	1,747

(d) Statement of cash flows

	\$'000
Total cash outflows for leases	(1,952)

Accounting policies under AASB16 – applicable from 1 July 2019

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. annual indexation).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 13. LEASES (CONTINUED)

Accounting policies under AASB16 – applicable from 1 July 2019 (continued)

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

Accounting policy under AASB 117 and associated Accounting Interpretations (2019 only)  
Refer to Note 5c and Note 14.

Council as lessor

The amount recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

	\$'000
<b>Operating Lease Income</b>	
Lease income (excluding variable lease payments not dependent on an index or rate)	278
Lease income relating to variable lease payments not dependent on an index or rate	2,261
<b>Total income relating to operating leases</b>	<b>2,539</b>

	\$'000
<b>Operating Lease Expenses</b>	
Direct operating expenses from property that generated rental income	(165)
<b>Total expenses relating to operating leases</b>	<b>(165)</b>

Maturity analysis of lease receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

	\$'000
<1 year	378
1-2 years	350
2-3 years	363
3-4 years	377
4-5 years	112
>5 years	0
<b>Total undiscounted lease receivable</b>	<b>1,578</b>

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 13. LEASES (CONTINUED)

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 Revenue from Contracts with Customers.

The lease income is recognised on a straight-line basis over the lease term.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 14. PAYABLES AND BORROWINGS**

	2020		2019	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Payables</b>				
Goods and services	7,873	-	10,371	-
Accrued expenses	3,159	-	3,656	-
Interest expenses	10	-	17	-
Deposits and retentions	17,219	-	15,975	-
Government departments and agencies	-	-	136	-
Refundable fees	248	-	1,594	-
Prepaid Rates	872	-	808	-
Other	65	-	27	-
<b>Total payables</b>	<b>29,446</b>	<b>-</b>	<b>32,584</b>	<b>-</b>
<b>Income received in advance (2019 only)</b>				
Payments received in advance	-	-	50	-
	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>
<b>Borrowings</b>				
Loans - secured <sup>(1)</sup>	317	1,091	302	1,408
<b>Total borrowings</b>	<b>317</b>	<b>1,091</b>	<b>302</b>	<b>1,408</b>
<b>(a) Current payables not expected to be settled within the next 12 months</b>	<b>13,775</b>	<b>-</b>	<b>12,780</b>	<b>-</b>

<sup>(1)</sup> Loans are secured by the rating income of Council.**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 14. PAYABLES AND BORROWINGS (CONTINUED)**

Total Liabilities from financing activities	2019 (\$'000)	Cash Flows (\$'000)	Non Cash Changes			2020 (\$'000)
			Acquisition (\$'000)	Fair Value Changes (\$'000)	Other Non- Cash Investment (\$'000)	
Loans -secured						
Financial Institutions	1,710	(302)				1,408
<b>Total</b>	<b>1,710</b>	<b>(302)</b>				<b>1,408</b>

Total Liabilities from financing activities	2018 (\$'000)	Cash Flows (\$'000)	Non Cash Changes			2019 (\$'000)
			Acquisition (\$'000)	Fair Value Changes (\$'000)	Other Non- Cash Investment (\$'000)	
Loans -secured						
Financial Institutions	2,621	(911)				1,710
<b>Total</b>	<b>2,621</b>	<b>(911)</b>				<b>1,710</b>

	(\$'000)	(\$'000)
<b>(c) Financing Arrangements</b>		
<b>Total Facilities <sup>(1)</sup></b>		
The amount of total financing facilities available to council at the reporting date is:		
Corporate credit cards	103	60
	<b>103</b>	<b>60</b>
<b>Drawn Facilities</b>		
The financing facilities drawn down at the reporting date is:		
Corporate credit cards	-	13
	<b>-</b>	<b>13</b>
<b>Undrawn Facilities</b>		
The amount of undrawn financing facilities available to council at the reporting date is:		
Corporate credit cards	103	47
	<b>103</b>	<b>47</b>

<sup>(1)</sup> Council has no bank overdraft facility



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 14. PAYABLES AND BORROWINGS (CONTINUED)

#### Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method. The financial liabilities of the Council comprise trade payables, bank and other loans and lease liabilities.

**Payables** These amounts represent liabilities for goods and services provided to Council prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 14 days of recognition.

#### Borrowings

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

#### Finance Leases (2019 only)

Council has no current finance leases.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

### NOTE 15. PROVISIONS

	2020		2019	
	Current (\$'000)	Non-Current (\$'000)	Current (\$'000)	Non-Current (\$'000)
<b>Employee benefit provisions</b>				
Annual & other accrued leave	4,689	-	4,141	-
Sick leave	178	-	185	-
Long service leave	9,798	294	9,482	262
Other employee provisions	607	-	589	-
<b>Total provisions</b>	<b>15,272</b>	<b>294</b>	<b>14,397</b>	<b>262</b>
<b>Current provisions not expected to be settled within the next 12 months</b>	<b>7,963</b>	<b>-</b>	<b>7,740</b>	<b>-</b>

#### (a) Description of and movements in employee benefit provisions

The movement in each class of provision is presented in the table below.

Class of Provision	Opening Balance (\$'000)	Increase in Provision (\$'000)	Payments (\$'000)	Re- Measurement (\$'000)	Closing Balance (\$'000)
Annual & Other Accrued Leave	4,141	3,607	3,059	-	4,689
Sick Leave	185	1,537	1,544	-	178
Long service leave	9,744	1,700	1,352	-	10,092
Other employee provisions	589	1,999	1,981	-	607
<b>Total</b>	<b>14,659</b>	<b>8,843</b>	<b>7,936</b>	<b>-</b>	<b>15,566</b>

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 15. PROVISIONS

Accounting policy for provisions

Provisions Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Employee benefits

Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months after the end of the period in which the employees render the related services are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other Long term employee benefit obligations

The liability for long service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 16. ACCUMULATED SURPLUS, REVALUATION RESERVES, CHANGES IN ACCOUNTING POLICIES, CHANGES IN ACCOUNTING ESTIMATES AND ERRORS

(a) Nature and purpose of reserves

(i) Revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements in the revaluation of non-current assets.

(ii) Available-for-sale investments revaluation reserve

Changes in fair value are taken to the available-for-sale investments revaluation reserve, amounts are recognised in profit and loss when the associated assets are sold or impaired.

(b) Changes in accounting policy due to adoption of new Accounting Standards

During the year ended 30 June 2020, the Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-profit Entities and AASB 16 Leases using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 Construction

Contracts, AASB 117 Leases, AASB 118 Revenue, AASB 1004 Contributions and associated Accounting Interpretations.

All adjustments on adoption of AASB 15 and AASB 1058 have been taken to retained earnings at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements
- Council has retrospectively restated contracts for modifications that occurred before 1 July 2019 unless such contract modifications were minor.

[Council is required to outline the nature of any changes in accounting policies resulting from the adoption of AASB 15 and AASB 1058].

The information provided below is for illustrative purposes only and council needs to consider their revenue streams carefully and tailor these disclosures to suit – these disclosures are not exhaustive.

Costs incurred in fulfilling customer contracts

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 16. ACCUMULATED SURPLUS, REVALUATION RESERVES, CHANGES IN ACCOUNTING POLICIES, CHANGES IN ACCOUNTING ESTIMATES AND ERRORS (CONTINUED)

Upfront fees – Ryde aquatic leisure centre

Prior to adopting AASB 15, the Council recognised membership joining fees on receipt. Under AASB 15, since the fees do not relate to a performance obligation, they are combined with other goods and services transferred to the customer and therefore they are now spread over the expected life of the contract with the customer (i.e. school swim program).Revenue is raised each school term and should a term overlap the financial year by a week, materiality will be considered.

Revenue recognition from contract modifications

In relation to contract modifications, AASB 15 requires customer approval, which is a more prudent criteria than the probability requirement in the previous standards and has resulted in deferral of revenue where unapproved works have been performed.

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. Council has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases, revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Principal v agent

Prior to adoption of AASB 15, the Council had assessed that they were a principal in transactions where another party was involved in providing the goods or services including pass-through grants.

Under AASB 15, the indicators of a principal have changed and there are now a number of performance obligations within grant agreements where the Council is acting as an agent since the only obligation is to transfer the funds to a third party. The result is that Council can only recognise the “commission” to which they are entitled rather than the gross revenue and expenses. There is no change to reported profit.

Licences

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to recognise all revenue from licences up-front rather than spreading them over the life of the licence.

Prepaid rates

Under AASB 1004, rates were recorded as revenue at the earliest of receipt of the funds from the ratepayer and the beginning of the rating period. Under AASB 1058, prepaid rates are recognised as a financial liability until the beginning of the rating period.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 16. ACCUMULATED SURPLUS, REVALUATION RESERVES, CHANGES IN ACCOUNTING POLICIES, CHANGES IN ACCOUNTING ESTIMATES AND ERRORS (CONTINUED)

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

Opening contract balances as 1 July 2019

	Balance at 1 July 2019 \$'000
<b>Contract assets</b>	
- Under AASB 15	0
- Under AASB 1058	0
<b>Total contract assets</b>	
<b>Contract liabilities</b>	
- Under AASB 15	
- Under AASB 1058	8,270
<b>Total contract liabilities</b>	

## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 16. ACCUMULATED SURPLUS, REVALUATION RESERVES, CHANGES IN ACCOUNTING POLICIES, CHANGES IN ACCOUNTING ESTIMATES AND ERRORS (CONTINUED)

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB15 and AASB 1058 on the Councils financial statements for the year ended 30 June 2020.

##### Statement of financial position as at 30 June 2020

	Carrying amount per Statement of Financial position under AASB15 and AASB 1058 \$'000	Reclassification \$'000	Remeasurement \$'000	Carrying amount under previous revenue standards \$'000	Note
<b>Current liabilities</b>					
Income received in advance	0	527		527	(ii)
Contract liabilities	3,129	(527)	(2,602)	0	(ii)
<b>Non-current liabilities</b>					
Contract Liabilities	5,573		(5,573)	0	
<b>Net Assets</b>	<b>1,556,712</b>	<b>0</b>	<b>(8,175)</b>	<b>1,548,537</b>	
<b>Equity</b>					
Accumulated surplus	1,200,071		(8,175)	1,191,896	
Revaluation Reserve	356,641			356,641	
<b>Total Equity</b>	<b>1,556,712</b>		<b>(8,175)</b>	<b>1,548,537</b>	

(i) Elimination of contract cost asset which arises under AASB 15

(ii) Transfer of part of the contract liability to income received in advance and elimination of contract liability which arises under AASB 15 for funds received to construct an asset to be controlled by Council and other funds under AASB 15 which have been received prior to the satisfaction of performance obligations.

##### Income statement for the year ended 30 June 2020

	Income statement and comprehensive income under AASB 15 and AASB1058 \$'000	Reclassification \$'000	Remeasurement \$'000	Income statement and comprehensive income under previous revenue standards \$'000	Note
Revenue	170,340		8,024	178,364	(i)
Other income	116,347			116,347	
Expenses	225,379		1,615	226,994	(ii)
<b>Profit/ (Loss) for the year</b>	<b>(55,039)</b>		<b>6,409</b>	<b>(48,630)</b>	
<b>Total comprehensive income</b>	<b>61,308</b>		<b>6,409</b>	<b>67,717</b>	

(i) Difference in revenue between recognition on receipt under the old standards and as / when performance obligations are met under new standards.

(ii) Difference in costs incurred to fulfil a contract and the amortisation during the year.

##### Statement of cashflows for the year ended 30 June 2020

The adoption of AASB15 and AASB1058 has not materially changed the statement of cash flows for the year ended 30 June 2020

## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 17. STATEMENT OF CASH FLOW INFORMATION

<b>(a) Reconciliation of Cash and cash equivalents</b>	<b>Notes</b>	<b>2020 (\$'000)</b>	<b>2019 (\$'000)</b>
Total cash and cash equivalents	7	27,449	15,591
Less: bank overdraft	14	-	-
Balances as per statement of cash flow		<b>27,449</b>	<b>15,591</b>
<b>(b) Reconciliation of net operating result to cash provided from operating activities</b>		<b>2020 (\$'000)</b>	<b>2019 (\$'000)</b>
Net operating result from income statement		(55,039)	54,332
Depreciation, amortisation and impairment	5	20,068	17,847
Loss/(gain) on sale of assets	6	1,912	(647)
Amortisation of discounts & premiums recognised	3,5	(47)	(35)
Fair value (gains)/losses to investment property	5, 11	94,200	2,435
<i>Movement in operating assets and liabilities</i>			
Increase/(decrease) in provision for doubtful debts	8	3	(75)
Increase/(decrease) in provision for employee benefits	15	907	1,227
(Increase)/decrease in receivables	8	2,684	(2,206)
(Increase)/decrease in inventories	9	51	82
(Increase)/decrease in other current assets	9	787	(473)
Increase/(decrease) in payables	14	(7,815)	(1,280)
Increase/(decrease) in accrued interest payable	14	(7)	(2)
Increase/(decrease) in other current liabilities/accruals	14	-	2,060
Other	3,5	-	-
Amortisation of discounts & premiums recognised			
Non cash capital grants & contributions	3	(17,815)	-
<b>Net cash provided by (used in) operating activities</b>		<b>39,889</b>	<b>73,265</b>



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 18. COMMITMENTS

	2020 (\$'000)	2019 (\$'000)
<b>(a) Capital commitments (exclusive of GST)</b>		
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:		
Land	700	-
Buildings	124,325	333
Other Structures	135	-
Infrastructure	1,811	264
<b>Total</b>	<b>126,971</b>	<b>597</b>

Major commitments include the Ryde Central project, Kings Park Landscaping and civil works, construction of seawall in Banjo Patterson Park, Upgrade to Pittwater Rd and Ryde River Boardwalk.

**(b) Non-cancellable operating lease commitments (2019 only)**

Commitments under non-cancellable operating leases at 30 June 2020 but not recognised in the financial statements are payable as follows:

- Not later than one year	n/a	2,170
- Later than one year and not later than 5 years	n/a	1,741
- Later than 5 years	n/a	-
<b>Total</b>	<b>-</b>	<b>3,911</b>

Refer to Note 13 for information relating to leases for 2020

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 19. CONTINGENCIES AND OTHER LIABILITIES/ASSETS NOT RECOGNISED

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position but knowledge of those items is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources:

**CONTINGENT LIABILITIES****1 Guarantees****(i) Defined Benefits Superannuation Contribution Plans**

Council participates in an employer sponsored Defined Benefits Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees. Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due. The Scheme's most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Scheme's Defined Benefit member category with member councils required to make significantly higher contributions in future years. The Local Government Superannuation Scheme is a defined benefit plan that has been determined to be a "multi-employer fund" for the purposes of AASB 119 and hence is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB119. Future contributions made to the defined benefits scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for defined contributions plans.

Member councils are treated as Pooled Employers for the purposes of AASB119. Pooled Employers are required to pay standard employer contributions and additional lump sum contributions to the Fund.

Division B	1.9 times member contributions for non-180 Point members: Nil for 180 Point Members *
Division C	2.5% salaries
Division D	1.64 times employee contributions

\* For 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million per annum from 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 19. CONTINGENCIES AND OTHER LIABILITIES/ASSETS NOT RECOGNISED**

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses. However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for the allocation of any surplus which may be present at the date of withdrawal of an employer.

The plan is a defined benefit plan. However, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is not sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

The amount of Council employer contributions to the defined benefit section of the Fund and recognised as an expense and disclosed as part of superannuation expenses for the year ending 30 June 2020 was \$721,706.97.

Council's expected contributions to the Fund for the next annual reporting period is \$713,214.28.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2020 is:

Employer reserves only *	\$ millions	Asset Coverage
Assets	1,695.2	
Past Service Liabilities	1,773.2	95.6%
Vested Benefits	1,757.5	96.5%

\* excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program, however any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed around December 2020.

Council's additional lump sum contribution is around 0.95% of the total additional lump sum contributions for all Pooled Employers (of \$40m each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of Council compared with other employers in the Pooled Employer sub-group.

**NOTES TO FINANCIAL STATEMENTS**

CONTINUED

**NOTE 19. CONTINGENCIES AND OTHER LIABILITIES/ASSETS NOT RECOGNISED****(ii) Statewide Limited**

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government. Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years. The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

**(iii) StateCover Limited**

Council is a member of StateCover's Loss Prevention and Recovery (LPR) model (also known as the retro-paid loss scheme) which aligns the premiums to the Council's experience and success in implementing injury prevention, management and return to work strategies. Council has a contingent liability where caps on claims may be greater and premium adjustments are based on claim costs.

**(iv) Other Guarantees**

Council has provided no other guarantees other than those listed above.

**2 Other liabilities****(i) Third Party Claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

**(ii) s7.11 Plans**

Council levies s7.11 plans upon various developments across the Council area through the required Contributions Plans.

As part of these plans, Council has received funds for which it will be required to expend the monies in accordance with those plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's general funds.

These future expenses do not yet qualify as liabilities as of the reporting date, but represent Council's intention to spend funds in the manner and timing set out in those plans.



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 19. CONTINGENCIES AND OTHER LIABILITIES/ASSETS NOT RECOGNISED

## 3 Remediation works

## (i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No known liability arises from any potential toxicity or subterranean leakage, but there will be ongoing remediation works that may be required from time to time to reinstate the playing surfaces, due to subsidence following further settling of the waste within the landfill.

Council has not, as yet, been able to reliably determine the quantum of liability for this future works.

## CONTINGENT ASSETS

## (i) Infringement Notices/Fines

Fines and penalty income, the result of Council issuing infringement notices, is followed up and collected by the Infringement Processing Bureau. Council's revenue recognition policy for such income is to account for it as revenue on receipt. Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices. Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## (ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Beville Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council's Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the developers, where Council leased to the developer the airspace in which a number of assets were to be constructed.

This represents a contingent asset that will become Council's assets at the end of the lease.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 20. FINANCIAL RISK MANAGEMENT

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the Finance Department under policies approved by the Council.

Council held the following financial instruments at balance date:

	Carrying Value		Fair Value	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
<b>Financial assets measured at amortised cost</b>				
Cash and cash equivalents	27,449	15,591	27,449	15,591
Receivables	9,621	12,376	9,621	12,376
Held-to-maturity investments	205,965	220,621	208,927	222,607
	<b>243,035</b>	<b>248,588</b>	<b>245,997</b>	<b>250,574</b>
<b>Financial liabilities measured at amortised cost</b>				
Payables	29,446	32,584	29,446	32,584
Borrowings	1,408	1,710	4,470	5,811 <sup>(1)</sup>
	<b>30,854</b>	<b>34,294</b>	<b>33,916</b>	<b>38,395</b>

## Note:

Refer to Note 22 for fair value information.

<sup>(1)</sup> The fair value represents the present value of the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates, discounted by the bond rates used for employee leave entitlement discounting.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The Finance Department manages the cash and investments portfolio with the assistance of independent investment advisers. Council has an investment policy which complies with the Local Government Act and Ministerial Investment Order 625. The policy is regularly reviewed by Council and an Investment Report provided to Council monthly setting out the make-up and performance of the portfolio as required by local government regulations.

The risk associated with investments held are:

- Price risk – the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or factors affecting similar instruments traded in a market.
- Interest rate risk – the risk that movements in interest rates could affect returns.
- Credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from its independent advisers before placing any cash and investments.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 20. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk - price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable. It is assumed that the change in interest rates would have been constant throughout the reporting period.

	30/06/2020 \$'000	30/06/2019 \$'000
Estimated impact of a 10% <sup>(2)</sup> movement in price of investments:		
- Equity	n/a	n/a
- Income statement	n/a	n/a
Estimated impact of a 1% movement in interest rates on		
- Equity	2,334	2,362
- Income statement	2,334	2,362

**Note:**

<sup>(2)</sup> Movements in the price of investments is not calculated, as tradable investments are purchased with the intent to hold to maturity, at which point they are redeemed at face value. Movement in impact of interest rate movement on investments is calculated only on tradable investments.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 20. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk

Council's major receivables comprise rates and annual charges and user charges and fees. Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery policies.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date was:

Percentage of Rates and Annual charges			
	Notes	2020 (\$'000)	2019 (\$'000)
- Current		75%	71%
- Overdue debts		25%	29%
<b>Analysis of overdue debts - rates and annual charges</b>			
		\$'000	\$'000
Less than 1 year		2,770	3,331
1 to 2 years		434	674
2 to 5 years		418	588
Greater than 5 years		77	81
	8	<b>3,699</b>	<b>4,674</b>
<b>Analysis of overdue debts - nonrates and annual charges</b>			
		\$'000	\$'000
0 - 30 days overdue		7,347	9,008
31 - 60 days overdue		300	258
61 - 90 days overdue		153	106
>91 days overdue		848	985
	8	<b>8,648</b>	<b>10,357</b>
<b>Movement in provision for</b>			
Balance at the beginning of the year		378	453
Plus: New provisions recognised during the year		25	11
Less: Amounts already provided for & written off		(22)	(86)
<b>Balance at the end of the year</b>		<b>381</b>	<b>378</b>



## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 20. FINANCIAL RISK MANAGEMENT (CONTINUED)

##### c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon in extenuating circumstances.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the maturity table below.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

2020 \$'000	Weighted Average Interest rate %	Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual CashFlows	Carrying Values
<b>Payables</b>		29,446	-	-	29,446	29,446
<b>Borrowings</b>	2.65%	367	1,167	-	1,534 <sup>(3)</sup>	1,408
		<b>29,813</b>	<b>1,167</b>	<b>-</b>	<b>30,980</b>	<b>30,854</b>
2019 \$'000		Due Within 1 Year	Due Between 1 and 5 Years	Due After 5 Years	Total Contractual Cash Flows	Carrying Values
<b>Payables</b>		32,584	-	-	32,584	32,584
<b>Borrowings</b>	4.56%	359	1,444	48	1,851 <sup>(3)</sup>	1,710
		<b>32,943</b>	<b>1,444</b>	<b>48</b>	<b>34,435</b>	<b>34,294</b>

<sup>(3)</sup> This represents the total payments (principal and interest) for the remaining term of the loans, with the amount of interest estimated for those loans with variable rates.

Refer to Note 22 for fair value information.

## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 21. MATERIAL BUDGET VARIATIONS

Council's Original Budget was incorporated as part of the 2019-2023 Delivery Plan adopted by the Council on 25 June 2019. It is not required to be audited.

Whilst the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its original budget on a quarterly basis, so that it is able to manage the various variations between actuals and budget that invariably occur throughout the year. Many of the variances below have been adjusted during budget reviews throughout the 2019/20 financial year and, where appropriate, have been incorporated into the 2020/21 Original Budget in order to frame a more rigorous and robust budget.

This Note sets out the details of material variations between the Original Budget and actual results for the Income Statement. Material favourable (F) and unfavourable (U) variances represent amounts of 10% or more of the budgeted amount, or if considered appropriate to comment.

##### Revenues

##### User charges and fees **-\$3,791K (-20%) (U)**

Council received user charges and fees revenue of \$15,091k which was below the original budget by -\$3,791k (-20%).

The reduction of income within this revenue class is predominantly related to a downturn of business activity as a result of the COVID 19 pandemic. The closure of Council's Aquatic Centre resulted in an unfavourable of \$2,026k based on the Council's original budget. Development related income also amounted in an unfavourable variance of \$404k reduction to original budget as did Commercial Waste (\$144k). As part of Councils small business support package, a number of fees were waived during COVID 19 resulting in the above reduction.

##### Other revenues **-\$2,053K (-23%) (U)**

Council received other revenues of \$6,829k which was below the original budget by -\$2,053k (-23%).

The contributing factors to this unfavourable variance was predominately via Council not achieving revenue targets for Bus Shelter Advertising (\$1,230K) as a result of contract negotiations ceasing through the COVID 19 pandemic period. As part of Councils small business support package, a number of fees were waived during COVID 19 resulting in the above reduction.

##### Grants & contributions provided for operating purposes **-\$1,039K (-10%) (U)**

Council Operating Grants and Contributions of \$8,859k was below the original budget by -\$1,039k (-10%).

This was predominately driven by a change in account standards for Revenue that are tied to contracts. Although Council received \$2,250K for of the Local Environment Planning grant during the financial year, under revised accounting standards, Council accounted for \$1,450K of the \$2,250K and the balance treated as a contract liability with the balance of funds to be spent in the following financial year. Other smaller grants captured under this revised accounting standard made up the balance of the unfavourable variance. The majority of these types of grants are tied to have matching expenditure meaning there is no net impact on working capital.

##### Grants & contributions provided for capital purposes **\$13,621K (67%) (F)**

Council received capital income of \$34,085k which was above the original budget by \$13,621k (67%).

This favourable variance was predominately made up of Developer Contributions (\$5,921K) and Voluntary Planning Agreement (\$4,873k). Other grants not originally budgeted for but received and expended during the year include Roads and Maritime Services grants relating to capital projects. All grants funding received is restricted in nature and can not be used other than the purpose that it has been received for.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 21. MATERIAL BUDGET VARIATIONS

Expenses

Borrowing costs \$151K (201%) (U)

Council incurred borrowing costs of \$226k which was above the original budget by \$151k (201%). This variance was a result of a change in accounting standards (AASB 16) for Leases that was not factored into Council's original budget.

Other expenses -\$2,688K (-14%) (F)

Council paid other expenses of \$16,281k which was below the original budget by -\$2,688k (-14%). This variance was predominately a result from a change in accounting standards (AASB 16) Leases that was not factored into Council's original budget.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 22. FAIR VALUE MEASUREMENT

Council measures the following assets and liabilities at fair value on a recurring basis:

- Infrastructure, property plant and equipment
- Investment property

During the 2019/20 financial year, Council has undertaken a comprehensive data collection and valuation of its asset classes. This is in preparation for an upgraded asset management system which will enable Council to transact against each asset within each asset class. The data collection and revaluation will continue to be reviewed to ensure it aligns with Council's asset management practices and ensures compliance with accounting standards.

Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

- Level 1* – Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2* – Inputs other than quoted prices included Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3* – Inputs for the asset or liability that are not based on observable market data (unobservable inputs).



NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 22. FAIR VALUE MEASUREMENT

The table below shows the assigned level for each asset and liability held at fair value by the Council:

30 June 2020	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
Investment properties	11	120,715	-	120,715
Infrastructure, Property, Plant and Equipment	10			
- Operational land		337,353	-	337,353
- Community land		145,219	-	145,219
- Land under roads		-	1,234	1,234
- Buildings (Specialised and non-specialised)		114,791	-	114,791
- Roads, Bridges, Footpaths		317,275	-	317,275
- Stormwater drainage		190,486	-	190,486
Subtotal I,PP & E			1,234	1,106,358
TOTALS		1,225,839	1,234	1,227,073

30 June 2019	Note	Level 2 Significant observable inputs (\$000's)	Level 3 Significant unobservable inputs (\$000's)	Total (\$000's)
Investment properties	11	118,170	-	118,170
Infrastructure, Property, Plant and Equipment	10			
- Operational land		220,018	-	220,018
- Community land		-	147,311	147,311
- Land under roads		-	1,155	1,155
- Buildings (Specialised and non-specialised)		-	90,569	90,569
- Roads, Bridges, Footpaths		-	379,405	379,405
- Stormwater drainage		-	204,166	204,166
Subtotal I,PP & E			822,606	1,042,624
TOTALS		338,188	822,606	1,160,794

The Council does not have any liabilities which are fair valued.

NOTES TO FINANCIAL STATEMENTS  
CONTINUED

NOTE 22. FAIR VALUE MEASUREMENT (CONTINUED)

Valuation Techniques

Council's non-current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government. Further details of the revaluations policy is provided under Note 10.

Level 2 measurements

Investment properties

On an annual basis, Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2020, the fair values of the properties have been determined by Scott Fullarton Valuations Pty Ltd.

All investment property valuations are included in level 2 of the hierarchy. The value of investment property has been determined using the market approach.

Land (Operational)

The fair value of Operational land has been determined by referencing it to current prices in an active market for similar properties. Where such information is not available, current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences are considered. Appropriate adjustments are also made for the inherent features of the property such as fire-prone, flood zonings and usability of the land.

Operational Land was last revalued as at 30 June 2020 as determined by Scott Fullarton Valuations Pty Ltd.

Buildings

The Council engages external, independent and qualified valuers to determine the fair value of the Council's buildings. Buildings were revalued in the 30 June 2020 financial year and the fair values were determined by Scott Fullarton Valuations Pty Ltd.

With the exception of the Civic Centre which is impaired and currently under review, the Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. The key unobservable input being the rate square metre has been benchmarked to construction costs of similar properties across the industry.

Level 3 measurements

Land (Community and Land under road)

Community Land has been valued by the Valuer General as at 1 July 2019. Council has resolved to not recognise Land Under Roads (LUR) acquired before 1 July 2008.

The key unobservable input to the valuation is a discount rate of 90% (englobo method) on the council/municipal average value.

Infrastructure assets

Valuations for infrastructure assets are performed internally by Council's engineering team. The gross value of the infrastructure assets are determined by unit rate to total volume which is normally square metres, lineal metres or individual items.

The unit rate, which is a key unobservable input, is determined using an assessment of average historical internal costs, and rates from contracts with third party suppliers. Infrastructure assets were last revalued at 30 June 2020.

The information presented in the Fair Value Measure Hierarchy table on unobservable input has been limited to significant components of the infrastructure assets as it is impracticable to provide information for all components.



## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 22. FAIR VALUE MEASUREMENT (CONTINUED)

##### Reconciliation of movements

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

Level 3	2020 (\$'000's)	2019 (\$'000's)
Balance at 1 July	822,606	802,378
Total gains or losses for the period	-	-
Recognised in profit or loss – realised (refer to Note 5)	-	-
Recognised in other comprehensive income – revaluation surplus	(79,532)	(1,706)
Other movements	(12,057)	(11,773)
Purchases	38,440	34,041
Sales	(452)	(334)
Transfers into Level 3	-	-
Transfers out of Level 3	-	-
<b>Balance at 30 June</b>	<b>769,005</b>	<b>822,606</b>

A reconciliation of the movements in recurring fair value measurements allocated to Level 2 of the hierarchy is provided below:

Level 2	2020 (\$'000's)	2019 (\$'000's)
Balance at 1 July	338,188	337,183
Total gains or losses for the period	2,545	1,005
Recognised in other comprehensive income – revaluation surplus	106,022	-
Purchases	11,313	-
<b>Balance at 30 June</b>	<b>458,068</b>	<b>338,188</b>

##### Transfers between levels of the hierarchy

There were no transfers of assets and liabilities between the hierarchies.

##### Highest and Best Use

Current use of the assets noted above reflects the highest and best use as Operational Assets, and in accordance with current planning restrictions, the exceptions being the Investment Properties, which are to be developed, and may require planning changes to allow the development.

## NOTES TO FINANCIAL STATEMENTS

### CONTINUED

#### NOTE 23. RELATED PARTY DISCLOSURES

##### Key Management Personnel

Key management personnel (KMP) of council are those persons having the authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. City of Ryde KMP's are identified as the Councillors, General Manager and Directors.

The aggregate amount of KMP compensation included in the Income Statement is:

Compensation	2020 (\$'000's)	2019 (\$'000's)
Short-term benefits	2,079	1,973
Post-employment benefits	105	106
Other long-term benefits	58	56
Termination benefits	0	507
<b>Total</b>	<b>2,243</b>	<b>2,642</b>

##### Other transactions with KMP and their related entities

Council has determined that transactions at arms lengths between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the Transaction	Amount of the transactions during the year (\$'000)	Outstanding balances, including commitments at year end (\$'000)	Terms and conditions	Provisions for impairment of receivables related to the amount of outstanding balances (\$'000)	The expense recognised during the period relating to bad or doubtful debts due from related parties (\$'000)
<b>2020</b>					
Nil	-	-	-	-	-
<b>2019</b>					
Nil	-	-	-	-	-

##### Other Related Parties

Type of related party: subsidiary/ associate/ joint ventures/ other	Nature of the Transactions	Amount of the transactions during the year	Outstanding balances, including commitments at year end	Terms and conditions	Provisions for impairment of receivables related to the amount of outstanding balances	The expense recognised during the period relating to bad or doubtful debts due from related parties
<b>2020</b>						
Nil	-	-	-	-	-	-
<b>2019</b>						
Nil	-	-	-	-	-	-



## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 24. STATEMENT OF DEVELOPER CONTRIBUTIONS

PURPOSE	Opening Balance \$'000	Contributions Received During Year <sup>(1)</sup>		Interest & Investment Income earned during year \$'000	Expended during year \$'000	Internal Borrowings (To/From) <sup>(2)</sup> \$'000	Held as restricted asset <sup>(3)(4)</sup> \$'000	Cumulative Internal Borrowings due/(payable) \$'000
		Cash \$'000	Non-cash \$'000					
Community & Culture	22,948	1,671	-	437	1,258	-	23,798	-
Open Space & Public Domain	69,501	5,173	-	1,282	3,666	(9,290)	63,000	9,572
Roads, Traffic, Carparks & Cycleways	-	823	-	(89)	9,786	9,052	-	(9,311)
Stormwater Management	2,598	401	-	35	1,841	-	1,193	-
Administration	-	38	-	(3)	273	238	-	(261)
<b>TOTAL UNDER PLAN 7.11</b>	<b>95,047</b>	<b>8,106</b>	-	<b>1,662</b>	<b>16,824</b>	-	<b>87,991</b>	-
Planning agreements	8,342	4,873	-	-	5,338	-	7,877	-
<b>TOTAL CONTRIBUTIONS</b>	<b>103,389</b>	<b>12,979</b>	-	<b>1,662</b>	<b>22,162</b>	-	<b>95,868</b>	-

(1) Reconcilable with Note 3

(2) Reconcilable with Note 7 (Restricted Assets Excludes Amounts Expended in Advance)

(3) Cumulative balance of borrowing within and between plans

(4) The total balance under plans are restricted and reflected in Note 7(c) as External Restrictions, whereas the total balance of planning agreements (Voluntary Planning Agreements) is restricted in Note 7(c) as Internal.

## NOTES TO FINANCIAL STATEMENTS

CONTINUED

## NOTE 25. STATEMENT OF PERFORMANCE MEASURES - CONSOLIDATED RESULTS

	Amounts (\$'000)	Indicators			Benchmark
		2020	2019	2018	
<b>1. Operating performance</b>					
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions – operating expenses <sup>2</sup>	4,449	3.39%	10.39%	12.99%	> 0%
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions	131,171				
<b>2. Own source operating revenue</b>					
Total continuing operating revenue <sup>1</sup> excluding all grants and contributions	122,312	74.01%	71.18%	77.30%	> 60%
Total continuing operating revenue <sup>1</sup> inclusive of all grants and contributions	165,256				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	42,305	1.49x	2.73x	3.06x	> 1.5x
Current liabilities less specific purpose liabilities	28,351				
<b>4. Debt service cover ratio</b>					
Operating results <sup>1</sup> before capital excluding interest and depreciation/impairment/amortisation (EBITDA)	27,282	51.67x	31.74x	33.20x	> 2x
Principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)	528				
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding	3,699	3.72%	5.03%	3.88%	< 5%
Rates and annual charges collectable	99,488				
<b>6. Cash expense cover ratio</b>					
Current year's cash, cash equivalents + Term Deposits x 12	134,949 x	7.50	16.80	17.50	> 3
Payments from cash flow of operating and financing activities	215,912	months	months	months	months

<sup>1</sup> Excludes fair value adjustments, reversal of revaluation decrements, net gain/loss on sale of assets and net share/loss of interests in joint ventures<sup>2</sup> Excludes impairment/revaluation decrements, net loss on sale of assets, and net loss on share of interests in joint ventures and associates



## AUDITOR'S REPORT



### INDEPENDENT AUDITOR'S REPORT Report on the general purpose financial statements Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

#### Opinion

I have audited the accompanying financial statements of the Council of the City of Ryde (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

## AUDITOR'S REPORT

CONTINUED

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (Including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

#### The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.



AUDITOR'S REPORT  
CONTINUED

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- Issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.aasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.aasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget Information Included in the Income Statement, Statement of Cash Flows, and Note 21 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible Income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Kenneth Leung  
Delegate of the Auditor-General for New South Wales

29 October 2020  
SYDNEY

AUDITOR'S REPORT  
CONTINUED



Cr Jerome Laxale  
Mayor  
Council of the City of Ryde  
1 Pope Street  
Ryde NSW 2112

Contact: Kenneth Leung  
Phone no: 02 6275 7257  
Our ref: D2025174/1783

29 October 2020

Dear Mayor

Report on the Conduct of the Audit  
for the year ended 30 June 2020  
Council of the City of Ryde

I have audited the general purpose financial statements (GPFS) of the Council of the City of Ryde (the Council) for the year ended 30 June 2020 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2020 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

**AUDITOR'S REPORT**

CONTINUED

**INCOME STATEMENT****Operating result**

	2020	2019	Variance
	\$m	\$m	%
Rates and annual charges revenue	94.6	90.1	5.0
Grants and contributions revenue	42.9	50.6	15.2
Operating result from continuing operations	(55.0)	54.3	201
Net operating result before capital grants and contributions	(89.1)	12.1	839

The Council's operating deficit from continuing operations of \$55 million in 2019-20 included depreciation and amortisation expense of \$20.1 million and revaluation decrement of \$96.7m compared to a net operating surplus of \$54.3 million in 2018-19. The movement was mainly attributed to the decrease in both grants and contributions revenue and revaluation decrement of IPPE.

The net operating deficit before capital grants and contributions was \$89.1 million in 2019-20 (net operating surplus before capital grants and contributions of \$12.1 million in 2018-19) was generally in line with the decrease in operating results as noted above.

Rates and annual charges revenue (\$94.6 million) increased by \$4.5 million (5.0 per cent) in 2019-20. This was due to the rate peg increase of 2.6 per cent as well as growth in the number of properties assessed in the year.

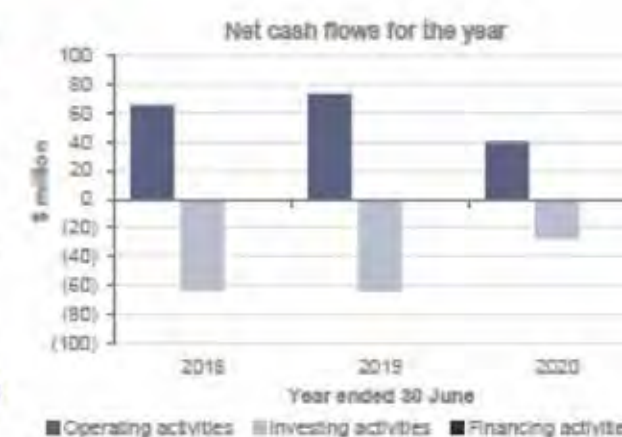
Grants and contributions revenue (\$42.9 million) decreased by \$7.7 million (15.2 per cent) in 2019-20 primarily due to the decrease in capital contributions noted previously. The largest decreases were in developer contributions for open space and community facilities.

**AUDITOR'S REPORT**

CONTINUED

**STATEMENT OF CASH FLOWS**

- Council reported a net increase in cash from \$15.6 million at 30 June 2019 to \$27.4 million at 30 June 2020.
- Cash inflows from operating activities decreased mainly due to a reduction in grants and contributions received.
- This was offset by a decrease in cash outflows for investing activities of \$36.6 million.
- Cash outflows used in investing and financing activities decreased significantly compared to the prior year mostly because of less payments spent on purchase of investments.

**FINANCIAL POSITION****Cash and investments**

Cash and Investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	128.3	133.4	<ul style="list-style-type: none"> <li>Total cash and cash equivalents decreased by \$2.7 million.</li> <li>Significant externally restricted funds include \$95.9 million in developer contributions and \$17.8 million for domestic waste management.</li> <li>Significant internally restricted funds include \$21.8 million in investment property reserve and \$18 million in the asset replacement reserve.</li> </ul>
Internal restrictions	100.8	98.5	
Unrestricted	4.4	4.3	
Cash and Investments	233.6	236.2	



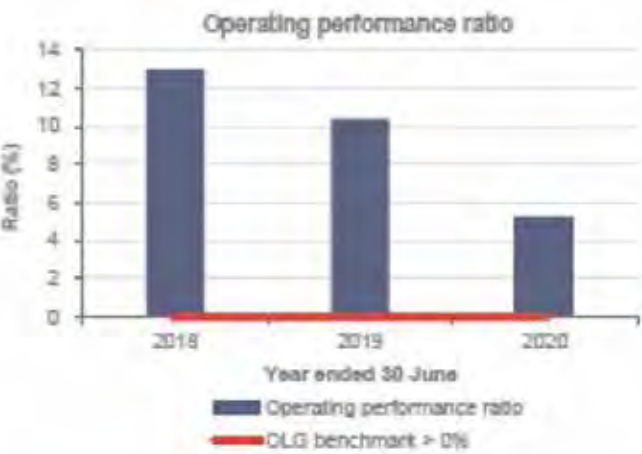
AUDITOR'S REPORT  
CONTINUED

PERFORMANCE

Operating performance ratio

- Council continued to exceed the industry benchmark over the past three years.
- The ratio decreased in 2019-20 as a result of increased expenses for employee benefits and on-costs, materials and contracts, and revaluation decrements / impairment of IPPE.

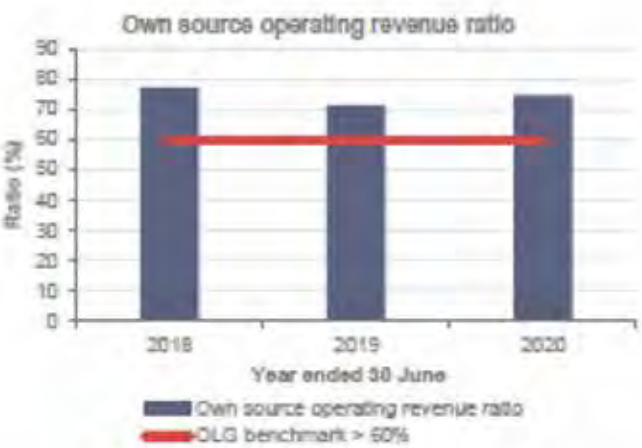
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than zero per cent.



Own source operating revenue ratio

- Council has met the industry benchmark in the last three years.
- The ratio increased in 2019-20 due to the decrease in grants and contributions, whilst rates increased and additional rental income.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

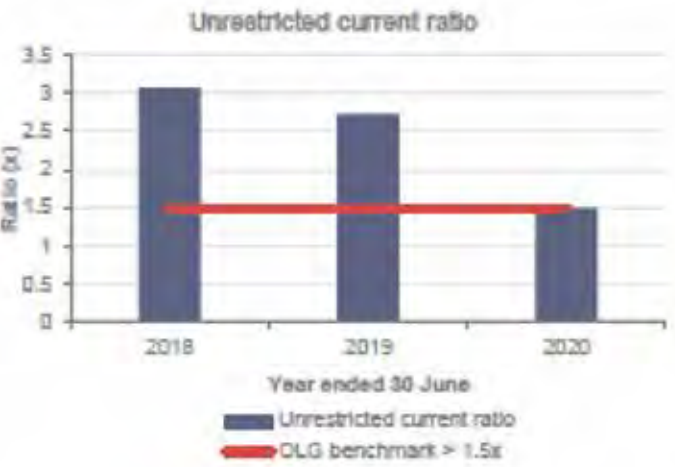


AUDITOR'S REPORT  
CONTINUED

Unrestricted current ratio

- Council did not meet the industry benchmark in 2019-20.
- The ratio has decreased in current financial period as a result of decreases in current assets (excluding all external restrictions) by \$9.4 million.

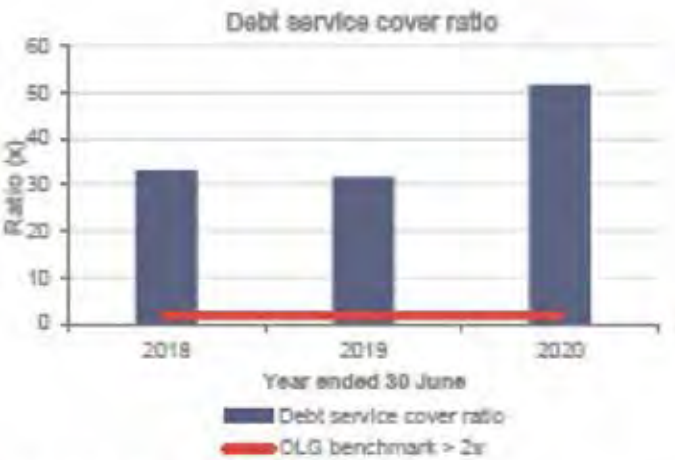
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

Council continued to exceed the industry benchmark over the last three years.

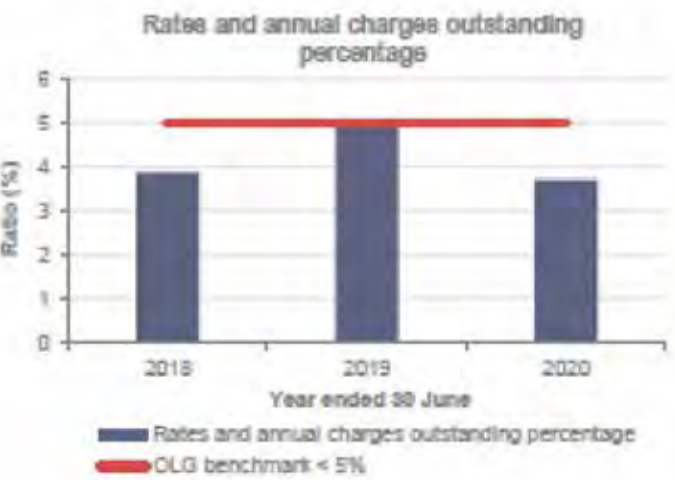
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

- Council has met the metro council benchmark over the last three years.
- The ratio decreased in 2019-20, reflecting decreased delays in recovering outstanding rate debtors compared to expectations.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.



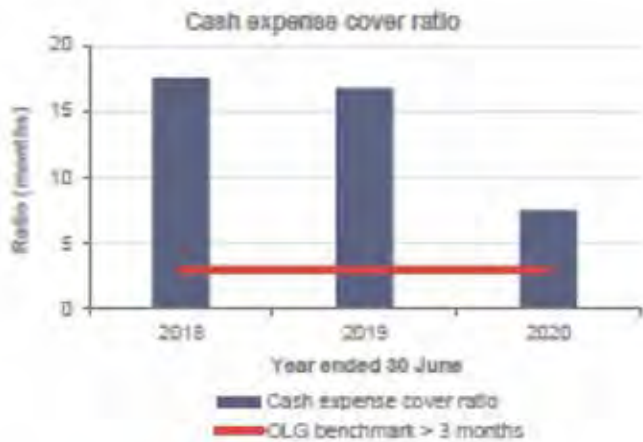


AUDITOR'S REPORT  
CONTINUED

Cash expense cover ratio

- Council has exceeded the industry benchmark in the past three years.
- This indicates that Council had the capacity to cover over 7 months of cash expenditure without additional cash inflows at 30 June 2020.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council's asset renewals have remained relatively consistent from \$25.9 million in 2018-19 to \$21.8 million in 2019-20. Renewals this year were primarily in relation to road pavements (\$7.0 million) and stormwater drainage (\$3.2 million).

OTHER MATTERS

Impact of new accounting standards

AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income for Not-for-Profit Entities'

The Council adopted the new accounting standards AASB 15 'Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities' (collectively referred to as the Revenue Standards) for the first time in their 2019-20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and amount of revenue recorded in a council's financial statements, particularly for grant revenue. AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a council's financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council disclosed the impact of adopting the new Revenue Standards in Note 16.

AUDITOR'S REPORT  
CONTINUED

AASB 16 'Leases'

The Council adopted the new accounting standard AASB 16 'Leases' for the first time in their 2019-20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

The Council disclosed the impact of adopting AASB 16 in Note 16.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Kenneth Leung

Delegate of the Auditor-General for New South Wales

cc: Mr George Dedes, General Manager  
Ms Elizabeth Gavey, Chair, Audit, Risk and Improvement Committee  
Mr Jim Bettis, Secretary of the Department of Planning, Industry and Environment





# SPECIAL PURPOSE FINANCIAL STATEMENTS

## CONTENTS

<b>Statement by Councillors and Management</b>	
<hr/>	
<b>Special Purpose Financial Statements</b>	
Income Statement of Other Business Activities	334
Financial Position of Other Business Activities	335
<hr/>	
<b>Notes to the Special Purpose Financial Statements</b>	
Note 1 Significant accounting policies	336
<hr/>	
<b>Audit Reports</b>	
Audit Reports	338

## SPECIAL PURPOSE FINANCIAL STATEMENTS

Year Ended 30 June 2020

### STATEMENT BY COUNCILLORS AND MANAGEMENT made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- the NSW Government Policy Statement, Application of National Competition Policy to Local Government
- the Division of Local Government Guidelines, Pricing & Costing for Council Businesses: A guide to Competitive Neutrality
- the Local Government Code of Accounting Practice and Financial Reporting

To the best of our knowledge and belief, these statements:

- presents fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accords with Council's accounting and other records

We are not aware of any matter that would render the reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 27 October 2020.

Councillor Jerome Laxale

Mayor

27/10/2020

Councillor

27/10/2020

George Dedes

General Manager

27/10/2020

Pave Kuzmanovski

Responsible Accounting Officer

27/10/2020

**SPECIAL PURPOSE FINANCIAL STATEMENTS**

Year Ended 30 June 2020

**INCOME STATEMENT OF OTHER BUSINESS ACTIVITIES**

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
<b>Income from continuing operations</b>				
Annual Charges	-	-	-	-
User Charges	3,850	5,583	1,295	1,463
Other income	20	20	-	-
<b>Total Income From Continuing Operations</b>	<b>3,870</b>	<b>5,603</b>	<b>1,295</b>	<b>1,463</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on costs	3,355	3,511	50	49
Materials and Contracts	490	578	309	357
Depreciation, amortisation and impairment	2,013	1,297	-	-
Calculated Taxation Equivalents	183	191	-	-
Other expenses	59	76	276	268
<b>Total Expenses From Continuing Operations</b>	<b>6,100</b>	<b>5,653</b>	<b>635</b>	<b>674</b>
<b>Surplus (Deficit) from Continuing Operations before capital amounts</b>	<b>(2,230)</b>	<b>(50)</b>	<b>660</b>	<b>789</b>
<b>Surplus (Deficit) from Continuing Operations after capital amounts</b>	<b>(2,230)</b>	<b>(50)</b>	<b>660</b>	<b>789</b>
<b>Surplus (Deficit) from All Operations before Tax</b>	<b>(2,230)</b>	<b>(50)</b>	<b>660</b>	<b>789</b>
Less Corporate Taxation Equivalent (30%) [based on Operating result before capital]	-	-	198	237
<b>Surplus (Deficit) After Tax</b>	<b>(2,230)</b>	<b>(50)</b>	<b>462</b>	<b>552</b>
<b>Opening Accumulated Surplus</b>	<b>34,072</b>	<b>33,931</b>	<b>200</b>	<b>200</b>
Adjustments for Amounts Unpaid:-				
Taxation Equivalent Payments	183	191	-	-
Corporate Taxation Equivalent	-	-	198	237
Less: TER Dividend payment (non restricted activities)	-	-	(198)	(237)
Less: Surplus Dividend payment (non restricted activities)	-	-	(462)	(552)
<b>Closing Accumulated Surplus</b>	<b>32,025</b>	<b>34,072</b>	<b>200</b>	<b>200</b>
<b>RETURN ON CAPITAL (%)</b>	<b>-4.99%</b>	<b>-0.13%</b>	<b>0.00%</b>	<b>0.00%</b>
Required return on capital (%)	5.00%	5.00%	0.00%	0.00%
<b>SUBSIDY FROM COUNCIL</b>	<b>4,466</b>	<b>2,047</b>	<b>-</b>	<b>-</b>

**Calculation of Dividend Payable**

Surplus (Deficit) after tax	(2,230)	(50)	462	552
Less: Capital grants & contributions	-	-	-	-
Surplus for dividend calculation purposes	(2,230)	(50)	462	552
<b>Dividend calculated from surplus</b>	<b>-</b>	<b>-</b>	<b>462</b>	<b>552</b>

**SPECIAL PURPOSE FINANCIAL STATEMENTS**

Year Ended 30 June 2020

**FINANCIAL POSITION OF OTHER BUSINESS ACTIVITIES**

	Ryde Aquatic Leisure Centre		Commercial Waste Management	
	(Category 1)		(Category 2)	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>				
Cash Asset and cash equivalents	10	1,243	-	-
Receivables	9	8	464	542
Inventories	12	12	-	-
Other	9,141	7,514	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>9,172</b>	<b>8,777</b>	<b>464</b>	<b>542</b>
<b>NON-CURRENT ASSETS</b>				
Infrastructure, Property, Plant & Equipment	44,725	39,932	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>44,725</b>	<b>39,932</b>	<b>-</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>53,897</b>	<b>48,709</b>	<b>464</b>	<b>542</b>
<b>CURRENT LIABILITIES</b>				
Payables	377	367	61	50
Income received in advance	18	18	-	-
Interest Bearing Liabilities	333	316	179	269
Provisions	850	893	13	12
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,578</b>	<b>1,594</b>	<b>253</b>	<b>331</b>
<b>NON-CURRENT LIABILITIES</b>				
Interest Bearing Liabilities	-	334	-	-
Provisions	16	16	11	11
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>16</b>	<b>350</b>	<b>11</b>	<b>11</b>
<b>NET ASSETS</b>	<b>52,302</b>	<b>46,765</b>	<b>200</b>	<b>200</b>
<b>EQUITY</b>				
Accumulated Surplus	32,025	34,072	200	200
Revaluation Reserves	12,693	12,693	-	-
<b>TOTAL EQUITY</b>	<b>44,718</b>	<b>46,765</b>	<b>200</b>	<b>200</b>



SPECIAL PURPOSE FINANCIAL STATEMENTS

Year Ended 30 June 2020

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Report (SPFS) for National Competition Policy reporting purposes follows. These financial statements are a SPFS prepared for use by Council and Office of Local Government. For the purposes of these statements, the Council is non-reporting not-for-profit entity.

The figures presented in the special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in the special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (NSW)*, the Local Government (General) Regulation 2005, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy. The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government". The Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality issued by the Office of Local Government in July 1997 has also been adopted. The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and return on investments (rate of return and dividends paid).

Declared Business Activities

In accordance with Pricing & Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1 – Business activities with a gross operating turnover more than \$2 million

Name	Brief Description of Activity
Ryde Aquatic Leisure Centre	Provision of aquatic and dry court sports and leisure facilities

Category 2 – Business activities with a gross operating turnover less than \$2 million

Name	Brief Description of Activity
Commercial Waste Removal	Commercial waste collection, recycling and disposal.

Monetary Amounts

Amounts shown in the financial statements are in Australian dollars and are rounded to the nearest thousand dollars.

Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council nominated business activities and are reflected in the special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

SPECIAL PURPOSE FINANCIAL STATEMENTS

Year Ended 30 June 2020

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Tax	Notional Rate Applied %
Corporate Tax Rate	30%
Land Tax	1.6% of the value in excess of \$692,000 but less than \$4,321,000. 2% of the value in excess of \$4,321,000
Payroll Tax	5.45% of total labour payments for the individual business activity in excess of \$850,000
Stamp Duty	Statutory rates as published by Revenue NSW

Income Tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level (gain/ (loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%. Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional, that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local Government Rates & Charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and Debt Guarantee Fees

The debt guarantee fee is designed to ensure that Council business activities face “true” commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the income statement of Business Activities.

(ii) Return on Investments (Rate of Return)

The NCP policy statement requires that Councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field". Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.



**SPECIAL PURPOSE FINANCIAL STATEMENTS**

Year Ended 30 June 2020



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the special purpose financial statements**  
**Council of the City of Ryde**

To the Councillors of the Council of the City of Ryde

**Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of the Council of the City of Ryde's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2020, the Statement of Financial Position of each Declared Business Activity as at 30 June 2020 and Note 1 Significant accounting policies for the Business Activities declared by Council.

The Declared Business Activities of the Council are:

- Ryde Aquatic Leisure Centre
- Commercial Waste Management

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2020, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code).

My opinion should be read in conjunction with the rest of this report and the Emphasis of Matter referring to the basis of accounting.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (Including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

**SPECIAL PURPOSE FINANCIAL STATEMENTS**

Year Ended 30 June 2020

Parliament promotes Independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

**Other Information**

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible Income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

**The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

**Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- Issue an Independent Auditor's Report including my opinion.



SPECIAL PURPOSE FINANCIAL STATEMENTS

Year Ended 30 June 2020

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.aasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.aasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Kenneth Leung  
Delegate of the Auditor-General for New South Wales

29 October 2020  
SYDNEY



SPECIAL SCHEDULES

CONTENTS

Special Schedule 1 - Net Cost of Services	342
Special Schedule 2 - Permissible Income for General Rates	344
Special Schedule 2 - Auditors Report	345
Special Schedule 7 - Report on Infrastructure Assets	348

**SPECIAL SCHEDULES**

Year Ended 30 June 2020

**SPECIAL SCHEDULE 1. NET COST OF SERVICES**

Function or Activity	Expenses from continuing operations	Income from continuing operations (non-capital)	Income from continuing operations (capital)	Net cost of services
	\$'000	\$'000	\$'000	\$'000
<b>Governance</b>	4,759	167		(4,592)
<b>Administration</b>	123,588	4,402		(119,186)
<b>Public Order &amp; Safety</b>				
Fire Service Levy, Fire Protection, Emergency Services	2,532	143		(2,389)
Animal Control	388	74		(314)
Enforcement of Local Govt Regs	661	1,087		426
Other Public Order & Safety	2,555	5,587	90	3,122
<b>Total Public Order &amp; Safety</b>	<b>6,136</b>	<b>6,891</b>	<b>90</b>	<b>845</b>
<b>Health</b>	879	498		(381)
<b>Environment</b>				
Noxious Plants and Insect/Vermin Control	124			(124)
Other Environment Protection	1,134	82		(1,052)
Solid Waste Management	20,056	24,114		4,058
Stormwater Management	4,724	1,178	29	(3,517)
<b>Total Environment</b>	<b>26,038</b>	<b>25,374</b>	<b>29</b>	<b>(635)</b>
<b>Community Services &amp; Education</b>				
Administration & Education	1,544	192		(1,352)
Social Protection (Welfare)	2,507	465		(2,042)
Aged Persons and Disabled	438	565		127
Children's Services	186	50		(136)
<b>Total Community Services &amp; Education</b>	<b>4,675</b>	<b>1,272</b>		<b>(3,403)</b>
<b>Housing &amp; Community Amenities</b>				
Public Conveniences	1,051	184		(867)
Street Lighting	2,119	379		(1,740)
Town Planning	9,068	17,598	4,873	13,403
Other Community Amenities	77	140	17,815	17,878
<b>Total Housing &amp; Community Amenities</b>	<b>12,315</b>	<b>18,301</b>	<b>22,688</b>	<b>28,674</b>
<b>Recreation &amp; Culture</b>				
Public Libraries	6,098	(139)		(6,237)
Community Centres and Halls	1,534	241		(1,293)
Other Cultural Services	1,160	142		(1,018)
Sporting Grounds and Venues	1,199	486	820	107
Swimming Pools	6,592	4,269		(2,323)
Parks & Gardens (Lakes)	9,956	101	340	(9,515)
Other Sport & Recreation	177	81		(96)
<b>Total Recreation &amp; Culture</b>	<b>26,716</b>	<b>5,181</b>	<b>1,160</b>	<b>(20,375)</b>

**SPECIAL SCHEDULES**

Year Ended 30 June 2020

**SPECIAL SCHEDULE 1. NET COST OF SERVICES (CONTINUED)**

Function or Activity	Expenses from continuing operations	Income from continuing operations (non-capital)	Income from continuing operations (capital)	Net cost of services
	\$'000	\$'000	\$'000	\$'000
<b>Mining, Manufacturing &amp; Construction</b>				
Building Control	1,058	176		(882)
<b>Total Mining, Manufacturing &amp; Construction</b>	<b>1,058</b>	<b>176</b>		<b>(882)</b>
<b>Transport &amp; Communication</b>				
Urban Roads : Local	14,067	5,309	10,118	1,360
Bridges on Urban Roads : Local	49			(49)
Footpaths	2,203			(2,203)
Parking Areas	552			(552)
Other	823	93		(730)
<b>Total Transport &amp; Communication</b>	<b>17,694</b>	<b>5,402</b>	<b>10,118</b>	<b>(2,174)</b>
<b>Economic Affairs</b>				
Other Economic Affairs	1,521	1,907		386
<b>Total Economic Affairs</b>	<b>1,521</b>	<b>1,907</b>		<b>386</b>
<b>TOTALS - FUNCTIONS</b>	<b>225,379</b>	<b>69,571</b>	<b>34,085</b>	<b>(121,723)</b>
<b>GENERAL PURPOSE REVENUES <sup>(1)</sup></b>		66,684		66,684
<b>SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES BEFORE EXTRAORDINARY ITEMS <sup>(2)</sup></b>	<b>225,379</b>	<b>136,255</b>	<b>34,085</b>	<b>(55,039)</b>
<b>SURPLUS/(DEFICIT) FROM ALL ACTIVITIES <sup>(2)</sup></b>	<b>225,379</b>	<b>136,255</b>	<b>34,085</b>	<b>(55,039)</b>

**NOTE : 1** The definition of general purpose income for the purposes of disclosure in Note 2(a) is the aggregation of specific income items disclosed in Note 3 of the GPFS: ordinary rates; general purpose untied grants; interest on overdue rates and annual charges, internally restricted assets, and general council cash and investments and ex gratia rates.

**2.** As reported on the Income Statement.



**SPECIAL SCHEDULES**

Year Ended 30 June 2020

**SPECIAL SCHEDULE 2. PERMISSIBLE INCOME FOR GENERAL RATES**

	2019/2020 Calculation \$'000	2020/2021 Calculation \$'000
<b>Notional General Income Calculation <sup>(1)</sup></b>		
Last Year Notional General Income Yield	68,467	70,973
Plus or minus Adjustments <sup>(2)</sup>	1,110	2,047
Notional General Income	<u>69,577</u>	<u>73,020</u>
<b>Permissible Income Calculation</b>		
Special variation percentage <sup>(3)</sup>	-	-
OR Rate peg percentage	2.70%	2.60%
OR Crown land adjustment incl. rate peg percentage	-	-
Less expiring special variation amount	-	-
Plus special variation amount	-	-
OR Plus rate peg amount	1,879	1,899
OR Plus crown land adjustment and rate peg amount	-	-
Sub-total	<u>71,456</u>	<u>74,919</u>
Plus or minus last year's Carry Forward Total	187	483
Less Valuation Objections claimed in the previous year	-	-
Sub-total	<u>187</u>	<u>483</u>
<b>Total Permissible income</b>	<u>71,643</u>	<u>75,402</u>
Less Notional General Income Yield	70,973	75,401
Catch-up or (excess) result	<u>670</u>	<u>1</u>
Plus Income lost due to valuation objections claimed <sup>(4)</sup>	-	-
Less Unused catch-up <sup>(5)</sup>	187	-
Carry forward to next year	<u>483</u>	<u>1</u>

**Notes**

- (1) The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called in the Valuation of Land Act 1916 "supplementary valuations" as defined in the Valuation of Land Act 1916.
- (3) The Siation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- (4) Reduction in Valuation are unexpected changes in land values issued by the Valuer-General. Councils can claim the value of the income lost due to changes in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.

**SPECIAL SCHEDULES**

Year Ended 30 June 2020

**INDEPENDENT AUDITOR'S REPORT**

Special Schedule - Permissible Income for general rates

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

**Opinion**

I have audited the accompanying Special Schedule - Permissible Income for general rates (the Schedule) of the Council of the City of Ryde (the Council) for the year ending 30 June 2021.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting - update number 28 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report and the Emphasis of Matter referring to the basis of accounting.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (Including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



SPECIAL SCHEDULES

Year Ended 30 June 2020

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on Infrastructure assets as at 30 June 2020.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the Local Government Act 1993, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- Issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/arc.pdf](http://www.auasb.gov.au/auditors_responsibilities/arc.pdf). The description forms part of my auditor's report.

SPECIAL SCHEDULES

Year Ended 30 June 2020



Kenneth Leung  
Delegate of the Auditor-General for New South Wales

29 October 2020  
SYDNEY



SPECIAL SCHEDULES

Year Ended 30 June 2020

SPECIAL SCHEDULE 7. REPORT ON INFRASTRUCTURE ASSETS NOT AUDITED

Asset Class	Asset Category	Estimated Cost to bring to a satisfactory standard (overdue renewals)	Required Annual Maintenance Expense	Current Annual Maintenance	Net Carrying Amount	Gross Replacement Cost (GRC)	Assets in Condition as a % of Gross Replacement Cost				
							1	2	3	4	5
Other Structures	General Buildings	61	7,214	6,354	72,723	\$500	27.00%	5.11%	38.57%	6.70%	27.40%
	Sub total	61	7,214	6,354	72,723	\$500					
	Other Structures	122	165	246	20,298	\$500	6.81%	57.95%	20.65%	14.15%	0.44%
Roads	Sealed Roads, Surfaces	672	419	481	68,829	\$500	30.52%	38.72%	20.89%	7.87%	0.89%
	Unsealed Roads, Structures	1,208	-	-	104,512	\$500	31.27%	39.54%	20.85%	8.22%	0.88%
	Other	0	54	4	2,418	\$500	11.54%	57.92%	30.54%	0.00%	0.00%
Stormwater Drainage	Footpaths and Cycleways	354	1,697	1,739	119,883	\$500	11.09%	21.87%	59.04%	7.78%	0.30%
	Kerbs and Gullies	3	773	1,109	84,985	\$500	0.23%	27.74%	71.86%	0.00%	0.00%
	Other Road Assets	265	1,899	1,927	33,422	\$500	50.71%	56.35%	11.53%	0.87%	0.68%
Stormwater Drainage	Sub total	2,782	4,841	6,354	332,133	\$500					
	Retaining Banks	-	-	-	983	\$500	7.50%	82.50%	-	-	-
	Other	-	-	-	-	\$500	-	-	-	-	-
Open Space/Recreational Assets	Stormwater Conduits	10,188	759	880	138,976	\$500	6.00%	46.35%	29.48%	13.46%	4.71%
	Wier and Junction Pile	399	-	-	41,088	\$500	14.88%	64.88%	13.05%	8.31%	0.76%
	Head Walls	-	-	-	-	\$500	-	-	-	-	-
Other Infrastructure Assets	Outfall Structures	-	-	-	-	\$500	-	-	-	-	-
	Stormwater Converters	-	-	-	-	\$500	-	-	-	-	-
	Other	187	170	113	11,138	\$500	15.52%	31.71%	37.88%	14.89%	-
Open Space/Recreational Assets	Sub total	10,586	929	889	190,446	\$500					
	Swimming Pools	-	1,609	1,739	42,008	\$500	-	-	100.00%	-	-
	Other Open Space/Recreational Assets	810	7,036	6,924	87,277	\$500	48.55%	28.90%	11.10%	0.65%	0.75%
Other Infrastructure Assets	Sub total	610	8,644	8,149	109,295	\$500					
	Sub total	-	-	-	-	\$500	-	-	-	-	-
	Total - all assets	14,161	21,800	19,888	724,938	\$500	15.60%	60.37%	19.91%	4.67%	1.44%

**Notes:**

Satisfactory condition refers to an asset that is not due for renewal, where a condition rating scale from 1 (Very Good Condition) to 5 (Asset Unsatisfactory) is utilised (Source: International Infrastructure Management Manual 2001). It does not include any planned enhancements to the asset. Condition 5 assets are taken as being overdue for renewal, as the end of Condition 4 is the intervention point, useful life of the asset, at which time it should be reviewed or disposed of.

**Condition Rating**

**Condition Description**

1 new or equivalent

2 good condition without visible blemishes or deterioration

3 usable & safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths

4 usable condition with defects that interfere with use or reduce asset life e.g. extensive road cracking. At the end of Condition 4, the asset will be due for renewal or disposal

5 requires major repairs or is not suitable to remain in use due to a significant safety hazard (i.e. it is overdue for renewal)

For condition 5 assets that remain in service, there is a lower residual life, but adequate RUL, remaining useful life.

The backlog refers to assets that have been deferred due to insufficient funds. Any asset in condition 5 is considered to have been deferred and overdue for renewal and otherwise part of the backlog.

Current Annual Maintenance, included in the table above, includes maintenance and operating costs, excluding depreciation, as the depreciation and tracking of costs has not been previously done and there is insufficient information to estimate this. Required Annual Maintenance is what should be spent to maintain and operate assets in a satisfactory standard that are already in satisfactory standard.

SPECIAL SCHEDULES

Year Ended 30 June 2020

SPECIAL SCHEDULE 7. REPORT ON INFRASTRUCTURE ASSETS NOT AUDITED

Infrastructure Asset Performance Indicators – Consolidated					Amounts \$'000	Current year	2019	2017	Benchmark
<b>Buildings Infrastructure Renewals Ratio</b>									
Asset Renewals (building, infrastructure & other structures)					\$18,058	157%	219%	181%	>100%
Depreciation, amortisation and impairment					\$12,108			194%	
<b>Infrastructure backlog ratio (WDR)</b>									
Estimated cost to bring assets to a satisfactory condition (overdue renewals)					\$14,161	2.0%	1.8%	1.8%	>2%
Net carrying amount of infrastructure assets					\$724,935			3%	
<b>Asset maintenance ratio</b>									
Actual asset maintenance					\$19,866	91%	102%	89%	>100%
Required asset maintenance					\$21,800				
<b>Cost to bring assets to agreed service level</b>									
Estimated cost to bring assets to a satisfactory condition (overdue renewals)					\$14,161	1.2%	1.2%	1.3%	<2%
Total value of infrastructure, building, other structures and depreciable land improvement assets (GBV)					\$1,168,368			2%	



# STATUTORY REPORTING

In keeping with the extension granted to Councils by the State Government for submission of the 2019/20 Annual Report, the 2019/20 Annual Report was completed before 31 December 2020 and was given to the Minister for Local Government Prior to that date. Printed copies of the report are available at the Ryde Customer Service Centre and an electronic version is available at the following link: [www.ryde.nsw.gov.au/annualreport](http://www.ryde.nsw.gov.au/annualreport).

1.

**Council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed – s428(1)**

A report on Council performance for 2019/20 using outcomes from the City of Ryde's Four-Year Delivery Plan 2019–2023 is presented in the Delivering Our Services section of this report (pages 90 to 246).

2.

**Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)**

Following the election of the current Council in September 2017, the City of Ryde Community Strategic Plan – Our Vision for Ryde 2028, was revised and adopted by Council in June 2018.

Integrated Planning and Reporting requirements detailed in the *Local Government Act 1993 (NSW)* require a report on Council's previous four years' progress implementing our Community Strategic Plan to be published in the annual report of the year in which an ordinary election of councillors is held. The City of Ryde's End of Term report for the current Council will be published in August 2021, in advance of Council elections currently scheduled for September 2021.

3.

**Copy of Council's audited financial reports and notes and information required by the Regulation or the Guidelines – s428(4)(a)**

The City of Ryde's audited financial reports for the 2019/20 financial year are presented from page 248 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4.

**Amount of rates and charges written off during 2019/20 – cl 132**

Rates and charges written off = \$1,394.05

Statutory and voluntary pensioner rebates = \$1,136,977.56

Total = \$1,138,371.61

5.

**Details of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations) – s 428 (4)(b), cl 217 (1)(a)**

There were no overseas visits by Councillors, Council staff or other persons representing Council on Council business during 2019/20.



6.

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

Total costs during 2019/20 for the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions are presented on page 38 (see Our Council, Councillors’ fees and expenses).



7.

Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

NAME OF CONTRACTOR	TOTAL AMOUNT PAYABLE INCL GST	NATURE OF GOODS AND SERVICES SUPPLIED
Benedict Recycling Pty Ltd	\$167,262	Waste Soil Removal – Contract value is an indicative value
GPP Excavation & Demolition Contractors	\$167,262	Waste Soil Removal – Contract value is an indicative value
Dixon Capital Trust	\$200,000	Project Management Ryde Central
Total Drain Cleaning Services	\$200,200	Asset Inventory Collection and Condition Data Assessment – Storm water Assets
Infrastructure Management Group Pty Ltd	\$318,166	Asset Inventory Collection and Condition Data Assessment – Civil and Park Assets
Total Drain Cleaning Services	\$442,442	Cleaning and Maintenance Services for Gross Pollutant Traps
Statewide Civil Pty Ltd	\$1,595,416	Kings Park Landscape, Civil and Playground Works
CA&I Pty Ltd	\$4,220,802	Pittwater Road Upgrade (High Street to Field of Mars)
Earthtec Pty Limited	\$1,277,398	Banjo Paterson Park Construction
ARA Mechanical Pty Ltd	\$908,380	Supply, Install and Commission New Air Handling Unit and Decommission of Existing Air Handling Unit
Celtic Civil Pty Ltd	\$904,136	Giffnock Avenue Footpath upgrade
McGregor Coxall Pty Ltd	\$320,262	Masterplan for Eastwood to Macquarie Park Open Space Corridor
Galaxy 42 Pty Ltd	\$234,080	Finance System Upgrade
Clouston Associates	\$185,751	Coxs Road Small Centre Upgrade Design
ACOR Consultants	\$209,990	Design Services – Pittwater Road shared user path Stage 3
Taylor Construction	\$121,000,000	Ryde Central Civic and Cultural Centre
Data#3	\$1,684,470	Microsoft and Cloud Licence
Edwards Planning	\$285,120	Professional Heritage Services to Urban Strategy Team
GML Heritage	\$175,890	Conservation Management Plan
Combined Roofing Australia	\$337,287	Willandra House Heritage Roof Replacement
Fleetwood Urban	\$423,658	Ryde Riverwalk – Boardwalk
Avant Constructions	\$213,840	Monash Park Grandstand Renewal
Mils Group Pty Ltd	\$203,720	North Ryde School of Arts Refurbishment
Kealec Pty Ltd t/a Sportz Lighting	\$184,868.20	Memorial Park Pedestrian Lighting

8.

Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

The following table (Table 1) summarises the amounts incurred by the City of Ryde during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed). The subsequent table (Table 2) contains a summary of the state of progress of each legal proceeding and (if it has been finalised) the result, to which the Council of the City of Ryde has been a party during the period beginning on 1 July 2019 and ending on 30 June 2020.

Legal proceedings under insurance arrangements and legal proceedings related to workers compensation and industrial relations matters are not captured in Table 2.

Table 1. Totals incurred by Council in relation to legal proceedings

TOTALS INCURRED BY COUNCIL IN RELATION TO LEGAL PROCEEDINGS	ACTUAL (EXCL GST)
Legal fees – Other	587,380
Legal fees – Experts	384,032
Legal fees – Planning and development	509,188
Legal fees – Recovered	(151,741)
Other expenses	179
Grand Total	1,329,039

Table 2. Status of legal proceedings

Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 260465 of 2016 – Class 4 Enforcement – 176 Princes Street, Putney	Enforcement proceedings commenced against the respondents for a failure to comply with Stop Work Order issued on 19 July 2015.	Ongoing
Land and Environment Court No 165218 of 2017– Class 4 Enforcement – 176 Princes Street, Putney	Appeal against Council's actual refusal of a Building Certificate Application.	Ongoing
Land and Environment Court No 56496 of 2018 – Class 1 Appeal – 34 Clanalpine Street, Eastwood	Appeal against the deemed refusal of Development Application No. 2018/0392 for the demolition of the existing building and associated structures and construction of a new multi-dwelling housing development comprising of 5 x dwellings and associated landscape works.	Appeal Upheld – s.34 Agreement
Land and Environment Court No 352547 of 2018 – Class 1 Appeal – 527 Victoria Road, Ryde	Appeal against the actual refusal of LDA2018/0196 for the demolition of existing building and construction of 3 storey boarding house development consisting of 19 boarding rooms, ground floor parking area with a total of four motorcycles and four bicycle parking spaces.	Appeal Upheld – s.34 Agreement
Land and Environment Court No 93347 of 2018 – Class 1 Appeal – 298 312 Blaxland Road, Ryde	Appeal against the actual refusal of LDA2017/0063 for demolition and construction of multi-dwelling housing development containing 39 dwellings with basement car parking for 74 vehicles.	Appeal discontinued
Land and Environment Court No 274887 of 2018 – Class 1 Appeal – 11 Zanco Road, Marsfield	Appeal against the refusal of Building Information Certificate.	Appeal discontinued
Land and Environment Court No 274891 of 2018 – Class 1 Appeal – 11 Zanco Road, Marsfield	Appeal against the deemed refusal of Development Consent order.	Appeal discontinued
Land and Environment Court No 267216 of 2019 – Class 4 Enforcement – 68-70 Chatham Road, Denistone	Proceedings seeking a declaration that Interim Heritage Order No 6 is invalid.	Appeal Upheld
Land and Environment Court No 91077 of 2019 – Class 4 Enforcement – 68-70 Chatham Road, Denistone	Appeal against the making of an Interim Heritage Order in respect of the property at 68-70 Chatham Road, Denistone, by Council of the City of Ryde on 1 March 2019 (published in the NSW Gazette No 21 dated 1 March 2019).	Appeal dismissed



Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 383695 of 2019 – Class 4 Enforcement – 68 Chatham Road, Denistone	Appeal against the making of an Interim Heritage Order No. 7 in respect of the property at 68 Chatham Road, Denistone, by Council of the City of Ryde on 8 November 2019 (published in the NSW Government Gazette No. 138 dated 8 November 2019).	Appeal discontinued
Land and Environment Court No 383696 of 2019 – Class 4 Enforcement – 70 Chatham Road, Denistone	Appeal against the making of an Interim Heritage Order No. 8 in respect of the property at 70 Chatham Road, Denistone, by Council of the City of Ryde on 8 November 2019 (published in the NSW Government Gazette No. 138 dated 8 November 2019).	Appeal discontinued
Land and Environment Court No 18581 of 2019 – Class 1 Appeal – 7 Balaclava Road, Eastwood	Appeal against the actual refusal of Development Application No. 2018/0224-7 for the construction of a 14 room boarding house with parking and other ancillary structures.	Appeal upheld
Land and Environment Court No 25398 of 2019 – Class 1 Appeal – 20 Waterview Street, Putney	Appeal against the deemed refusal of Development Application No. 2018/0223 for the adaptive reuse of the existing boat shed for a mixed use development including marine-related businesses and services; food and drink premises; 19 residential apartments; establishment of building envelopes to accommodate up to 70 dwellings at the site (inclusive of the proposed within the boat shed) including 18 x 3 storey town houses fronting Waterview Street and a three storey residential apartment building containing 33 units with basement car parking; indicative landscape design; at grade car parking; demolition of ancillary structures; and land remediation works.	Ongoing
Land and Environment Court No 254350 of 2019 – Class 1 Appeal – 20 Waterview Street, Putney	Appeal against the deemed or actual refusal of development application LDA2019/172 & LDA2018/223 for remediation, demolition and tree removal.	Ongoing
Judicial Review No 39094 of 2019 – Council of the City of Ryde v Valuer General and others 86 Blenheim Road, 12A and 14 Epping Road, North Ryde	Judicial review of the Valuer General's determination of compensation for compulsory acquisition.	Appeal upheld
Land and Environment Court No 89912 of 2019 – Class 1 Appeal – 17-23 Talavera Road, Macquarie Park	Appeal against the deemed refusal of LDA 2018/0322 for alterations and additions to the existing data centre involving the construction of a six-storey rear addition, landscaping and on-grade parking.	Appeal Upheld – s.34 Agreement

Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 99146 of 2019 – Class 1 Appeal – 68-70 Blaxland Road, Ryde	Appeal under section 8.18 of the <i>Environmental Planning and Assessment Act 1979</i> concerning a Development Control Order (fire safety order) issued by the Respondent dated 9 March 2020.	Ongoing
Land and Environment Court No 106204 of 2019 – Class 1 Appeal – 68-70 Blaxland Road, Ryde	Appeal against the refusal of the Applicant's application MOD2018/0235 under section 4.55 of the Act to modify development consent number LDA1988/3707 by modifying certain conditions of that development consent.	Ongoing
Land and Environment Court No 122025 of 2019 – Class 1 Appeal – 19-23 Samuel Street, Ryde	Appeal against the deemed refusal of Development Application No. 2018/0432 for the demolition of existing buildings and associated structures and construction of a multi-dwelling development.	Ongoing
Land and Environment Court No 127024 of 2019 – Class 1 Appeal – 38 Frederick Street, Ryde	Appeal against the deemed refusal of Development Application LDA2019/0027 for the demolition of existing structures including a two-storey dwelling house, tree removal and construction of a 57-place two-storey child-care centre.	Appeal discontinued
Land and Environment Court No 134286 of 2019 – Class 1 Appeal – 68 Denistone Road, Denistone	Appeal against the actual refusal of Development Application LDA2018/340 for sub-division of land into two lots.	Appeal Upheld
Land and Environment Court No 149091 of 2019 – Class 1 Appeal – 19-21 Myra Avenue, Ryde	Appeal against the deemed refusal of review application for Development Consent (S8.7 (1) <i>Environmental Planning and Assessment Act 1979</i> ).	Appeal discontinued
Land and Environment Court No 87332 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against the actual refusal of modification of consent application MOD2018/0123 to modify conditions 34 and 35 of development consent LDA2017/0057 to allow the operation of the gym 24-hours a day, seven days a week, and allow the use of free weights.	Appeal discontinued
Land and Environment Court No 87333 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against the actual refusal of modification of consent application MOD2018/0095 to modify conditions 34 and 35 of development consent LDA2017/0057 for the following works:  (i) Internal works within Lot 33 Strata Plan 87752 relating to floor space, internal office and accessible bathroom; and  (ii) Works within the common property of Strata Plan 97752 at the entrance of Lot 33 Strata Plan 87752.	Appeal discontinued
Land and Environment Court No 144590 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against Development Control Order.	Order confirmed

Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 144598 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against Development Control Order.	Order confirmed
Land and Environment Court No 397050 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Judicial review of rejection of Building Information Certificate.	Appeal discontinued
Land and Environment Court No 145535 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against Development Control Order.	Appeal discontinued
Land and Environment Court No 145536 of 2019 – Class 1 Appeal – 33/297 Victoria Road, Gladesville	Appeal against Development Control Order.	Appeal discontinued
Land and Environment Court No 173197 of 2019 – Class 1 Appeal – 5 Aeolus Avenue, Ryde	Appeal against the deemed refusal of review application for Development Consent (S8.7 (1) <i>Environmental Planning and Assessment Act 1979</i> ).	Appeal discontinued
Land and Environment Court No 173251 of 2019 – Class 1 Appeal – 47-51 Irene Crescent, Eastwood	Appeal against the actual refusal of Development Application No. LDA2018/0201 for a new multi-dwelling housing development comprising nine dwellings (4 x 2 storey and 5 x single-storey dwellings), tree removal and diversion of existing stormwater line/easement.	Ongoing
Land and Environment Court No 215115 of 2019 – Class 1 Appeal – 58-62 Falconer Street, West Ryde	Appeal against the deemed refusal of Development Application No. LDA2019/0091 for the demolition of existing structures. Construction and strata subdivision of an additional six dwellings to the existing Affordable Rental Housing Development.	Appeal Upheld – s.34 Agreement
Supreme Court Appeal No 232774 of 2019 – 41-45 Belmore Street, Ryde	The plaintiff sues the first defendant (Builder) and second defendant (Developer) for defects and deficiencies in and affecting the common property of which it is the registered proprietor including encroachments over land owned by 3rd defendant (City of Ryde).	Ongoing
Land and Environment Court No 260109 of 2019 – Class 1 Appeal – 9-13 Waterloo Road, Macquarie Park	Appeal against the deemed or actual refusal of development application LDA2019/0118 for extension of trading hours of Licenced Premises (Pub).	Appeal Upheld – s.34 Agreement
Land and Environment Court No 260138 of 2019 – Class 1 Appeal – 9-13 Waterloo Road, Macquarie Park	Appeal against the deemed or actual refusal of development application LDA2019/0117 for alterations and additions and use of first and second floors of Licenced Premises (Pub) as public areas and increase in patron numbers.	Appeal Upheld – s.34 Agreement

Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 301375 of 2019 – Class 1 Appeal – 43 Thompson Street, Gladesville	Appeal against the deemed refusal of Development Application LDA2018/480 for proposed dual occupancy with strata sub division.	Appeal Upheld
Land and Environment Court No 332301 of 2019 – Class 1 Appeal – 3 Wade Street, Putney	Appeal against the deemed refusal of application for a building information certificate under section 6.23 of the <i>Environmental Planning and Assessment Act 1979</i> made on 30 July 2019 for building work.	Appeal discontinued
Land and Environment Court No 332306 of 2019 – Class 1 Appeal – 3 Wade Street, Putney	Appeal against the deemed refusal of development application lodged on 18 April 2019 for a two-lot Torrens title subdivision of dual occupancy.	Appeal discontinued
Land and Environment Court No 332317 of 2019 – Class 1 Appeal – 3 Wade Street, Putney	Appeal against the deemed refusal of application under section 4.55 of the <i>Environmental Planning and Assessment Act 1979</i> to modify consent LDA2017/88 for dual occupancy. The modification relates to additional excavation and modifications to the site landscaping/deep soil zone.	Appeal discontinued
Land and Environment Court No 349996 of 2019 – Class 4 Proceedings – 13 Monash Road, Gladesville	Proceedings in relation to unauthorised dining area contained within the road reserve at the subject property.	Order Upheld
Land and Environment Court No 363828 of 2019 – Class 1 Appeal – 25 Sturdee Street, North Ryde	Appeal against the deemed refusal of construction of a new double storey dual occupancy.	Ongoing
Land and Environment Court No 363734 of 2019 – Class 1 Appeal – 31 Cobham Avenue, Melrose Park	Appeal against the actual refusal of LDA2019/78 for change of use of a ground floor home business premises to a business premises for use as a tattoo parlour.	Ongoing
Land and Environment Court No 364975 of 2019 – Class 1 Appeal – 3-5 Porter Street and 105-107 Church Street, Ryde	Appeal against the deemed refusal of modification application MOD2019/184 lodged with Council on 10 September 2019 to modify the timing of public domain works for occupation certificate for the approved development.	Appeal discontinued
Land and Environment Court No 377019 of 2019 – Class 1 Appeal – 2 Woodbine Crescent, Ryde	Appeal against the actual refusal of development application LDA2018/504 – demolition of existing housing and erection of attached dual occupancy dwelling.	Ongoing
Land and Environment Court No 389003 of 2019 – Class 1 Appeal – 53 Lavarack Street, Ryde	Appeal against the refusal of Development Application LDA2018/434 on 12 September 2019 for the construction of a new two-storey attached dual occupancy with strata subdivision, landscaping and parking.	Ongoing



Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
NCAT Tribunal No 399352 of 2019 – Department of Planning	Appeal against release of information re: Cladding on Buildings in Ryde – GIPA request.	Ongoing
Land and Environment Court No 404157 of 2019 – Class 1 Appeal – 46-48 Blaxland Road, Ryde	Appeal against actual the refusal of development application LDA2019/227 for alterations and additions to existing building, and first floor additions for shop top housing (2 x 1-bedroom units and 2 x 2-bedroom units) and commercial space associated with existing medical centre.	Ongoing
Land and Environment Court No 404426 of 2019 – Class 1 Appeal – 155 Church Street, Ryde	Appeal against the deemed refusal of a Development Consent Application (LDA2019/149) lodged on 17 May 2019 for demolition, excavation, site works and construction of a part-eight, part-12 storey mixed use building comprising of a supermarket, five speciality shops, two commercial tenancies and 43 residential dwellings.	Ongoing
Land and Environment Court No 20297 of 2020 – Class 1 Appeal – 24 Richmond Street, Ryde	Appeal against the refusal of development application LDA2019/188 on 22 July 2019 for demolition of existing building and construction and strata sub-division of an attached dual occupancy development.	Ongoing
Land and Environment Court No 32422 of 2020 – Class 1 Appeal – 31 Pellisier Road, Putney	Appeal against the deemed refusal of Development Application lodged with the Respondent on 4 December 2019 for alteration and additions to dwelling.	Appeal Upheld – s.34AA Agreement
Land and Environment Court No 47873 of 2020 – Class 1 Appeal – 153 Coxs Road, North Ryde	Appeal against the deemed refusal of alterations to the existing building which contains a dwelling house and secondary dwelling to a dual occupancy pursuant to State Environment Planning Policy (Affordable Rental Housing) 2009 and strata subdivision.	Ongoing
Land and Environment Court No 149061 of 2020 – Class 1 Appeal – 29-35 Buffalo Road, Gladesville	Appeal against actual refusal of Development Application No. LDA2016/0617 submitted to City of Ryde refused by City of Ryde Planning Panel on 13 February 2020 for the construction of two warehouse buildings with ancillary office space, retail tenancies, and associated works.	Ongoing

Nature of Legal Proceedings	Description	Status of proceedings (and if finalised) the result
Land and Environment Court No 168439 of 2020 – Class 3 Appeal – 86 Blenheim Road, North Ryde	This is an objection pursuant to section 66 of the Land Acquisition (Just Terms Compensation) Act 1991 and section 19 (e) of the <i>Land and Environment Court Act 1979</i> , being an objection to the amount of compensation offered by the Respondent on 10 March 2020 to the Applicant, for the compulsory acquisition of Lot C in Deposited Plan 410408, known as 86 Blenheim Road, North Ryde.	Ongoing
Land and Environment Court No 168457 of 2020 – Class 3 Appeal – 12A and 14A Epping Road, North Ryde	This is an objection pursuant to section 66 of the <i>Land Acquisition</i> (Just Terms Compensation) <i>Act 1991</i> and section 19 (e) of the <i>Land and Environment Court Act 1979</i> , being an objection to the amount of compensation offered by the Respondent on 10 March 2020 to the Applicant, for the compulsory acquisition of Lots D & E in Deposited Plan 410408, known as 12A and 14 Epping Road, North Ryde.	Ongoing
Supreme Court Appeal No 89803 of 2019 – Council of the City of Ryde v Visy Paper Pty Ltd trading as Visy Recycling	Damages being sought against respondent for termination of recycling contract.	Ongoing

9.

Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)

Works were undertaken by Council on the following private properties:

**26 and 28 Fox Road, East Ryde** – The Council’s Stormwater Asset Replacement Renewal program identified pipeline within the Council drainage easement on private land as needing repairs. Work involved pipelining the existing pipe through the easement to provide a design life consistent with Council’s asset maintenance programs. The cost of these works was approximately \$94,843.00 (fully subsidised by Council).

**4 and 6 Bergin Street, Denistone** – The Council’s Stormwater Asset Replacement Renewal program identified the pipeline within the Council drainage easement on private land as needing to be relined, ensuring a design life consistent with Council’s asset maintenance program is maintained. The work carried out involved pipelining the existing pipe through the easement. The cost of these works was approximately \$28,196.00 (fully subsidised by Council).

**84 Higginbotham Road, Ryde** – The Council’s Stormwater Asset Replacement Renewal program identified the pipeline within the Council drainage easement on private land as needing repairs. Work involved pipelining the existing pipe through the easement to provide a design life consistent with Council’s asset maintenance programs. The cost of these works was approximately \$32,635.00 (fully subsidised by Council).

**2 Baringa Street, North Ryde** – As part of Council’s Stormwater Asset Replacement Renewal program, we identified pipework within the Council drainage easement on private land as requiring pipe replacement. The works involved reconstruction of the existing pipe to a larger pipe that will provide the necessary serviceable condition and capacity required to mitigate flooding in the area. The cost of these works was approximately \$37,000 (fully subsidised by Council).

**Ryde Public School** – Also as part of Council’s Stormwater Asset Replacement Renewal program, pipes were identified within the Council drainage easement of Ryde Public School as requiring replacement. The project included reconstruction of the existing pipe to the necessary serviceable condition and capacity required to mitigate flooding in the area. The cost of these works was approximately \$33,173.00 (fully subsidised by Council).

10.

Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)

In line with our Community Grants Policy and Guidelines, we committed and approved a total of \$507,000 in community grants funding to more than 89 local community organisations in 2019/20. A total of 106 projects were allocated funding. Some groups were unable to proceed with their projects due to COVID-19 restrictions and have returned their funding or delayed their projects.

Funding was provided in the following grant categories:

- Seniors grant
- Capacity building grants
- Event grant
- Sports and recreation grant
- Community projects
- Inclusion grant
- Social support grant.

These grants are one way Council supports our local community groups to grow, prosper and carry out special projects that contribute to community wellbeing and help build a vibrant community culture.

11.

Statement of all external bodies that exercised functions delegated by Council.

No external bodies exercised functions delegated by Council.

12.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest.

The City of Ryde administers a Joint Library Service with Hunter’s Hill Council with respect to the Gladesville Library. This service provides Hunters Hill residents with full access to City of Ryde library services, including branches at Eastwood, North Ryde, Gladesville, West Ryde and the main library at Ryde.



13.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

The City of Ryde is involved in the following partnerships, co-operatives and joint ventures:

- Northern Sydney Regional Organisation of Councils (NSROC) – NSROC is a voluntary group of seven northern Sydney councils that exists to further the interests of its members and the communities they represent.
- NSROC Supply Management Group – this joint venture comprises NSROC councils with the objective of reducing expenditure by utilising bulk purchasing power for common products.
- Southern Sydney Regional Organisation of Councils (SSROC) – local government council group participation in group tendering and memorandum of understanding to address increasing renewable energy share for council energy procurement and for sustainable waste solutions.
- Ausgrid – Ausgrid is our major Distribution Network Service Provider (DNSP) providing power and lighting across Ryde LGA. We have recently entered into an agreement with Ausgrid to initiate accelerated LED replacements across Council’s residential streets.
- Parramatta River Catchment Group – catchment partnership group of 10 councils to oversee improvements to the health of the Parramatta River towards swimmability by 2025 under the Masterplan.
- Resilient Sydney – a joint initiative for all 33 Sydney metropolitan councils to plan for and address acute shocks and stresses associated with urbanisation, population growth and climate change impacts, involving working with State government agencies, community groups and business.
- Green Building Council of Australia – peak sustainability and built environment performance council body coordinating participating local government areas to improve building stock and controls to lessen environmental impact, improve performance and deliver healthy communities long term.
- Macquarie-Ryde Futures Partnership – this joint initiative between Macquarie University and the City of Ryde provides a structured forum to encourage collaboration between the University and Council, and to harness the research, planning, development and engagement capacities of the University to support the City of Ryde’s 2028 Community Strategic Plan.
- The Macquarie Park Innovation District (MPID) – a membership-based group of large corporates, Macquarie University and the City of Ryde in Macquarie Park. This group aims to work collaboratively to advance Macquarie Park as a globally recognised innovation district. The City of Ryde sits on the MPID CEO Steering Committee that meets quarterly. We also partner with MPID to deliver events, hackathons and other initiatives that support business or promote Macquarie Park as a destination to live, work, invest and visit.
- Venture Café – The City of Ryde is a co- founder of Venture Café Sydney in Macquarie Park, which is the eighth and newest member of the Venture Café Global Network. Other funding partners of Venture Café Sydney are: Stockland, Orix, Nab, EY, Macquarie University, the NSW Government, Visionary, and Konica Minolta. Venture Café provides a space for entrepreneurs, innovators, start-ups and business owners to meet each week to learn, share knowledge and innovate in Macquarie Park.
- The Transport Management Association: Connect Macquarie Park + North Ryde – Connect is a partnership between Transport for NSW, the business community of Macquarie Park and the City of Ryde. The goal of the partnership is to work together to help businesses address their traffic and transport challenges, and ensure Macquarie Park’s sustainability as an economic powerhouse.
- Northern Sydney Waste Alliance is a joint venture between Ryde, Ku-ring-gai, Hunters Hill, Lane Cove, Willoughby and Mosman councils to deliver a best value waste processing and disposal contract.

14.

Statement of activities undertaken to implement Council’s EEO and Diversity Management Plan

The City of Ryde continues to meet its legislative obligations under the *Local Government Act 1993 (NSW)*, which includes ongoing revision of our Equal Employment Opportunity (EEO) Management Plan, the effective communication of the requirements of this plan with all staff, regular training to ensure best practice is achieved and the collection and recording of appropriate information for future initiatives.

We are committed to ensuring we strive for a workplace culture that embraces and upholds all-inclusive principles relating to diversity and equal employment opportunity. It is our aim to create a diverse and skilled workforce who have equal access to rewarding opportunities and benefits relating to employment, career development and health and wellbeing. Participation by all employees in implementing the City of Ryde’s EEO and Diversity Management Plan ensures that we continue to work towards eliminating barriers that may affect the participation and advancement of any potentially marginalised groups within our workforce.

Please refer to page 59 in the Working at the City of Ryde section of this report for details of Council’s activities to implement our EEO Management plan.

15.

Statement of the total remuneration package of the General Manager and senior staff

The total remuneration comprised in the remuneration package of the General Manager and senior staff are as follows: General Manager: \$412,982. Senior staff (excluding General Manager): \$1,766,512.

16.

A statement detailing the stormwater management services provided (if levied) – cl 217 (1) (e)

The Ryde Local Government Area (LGA) comprises 14 discrete stormwater drainage catchments, with a total area of more than 4,000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low- to medium-density development. This year, the City of Ryde implemented a number of stormwater projects to help alleviate flooding across parts of the LGA that were previously at high risk.

Using Section 7.11 (stormwater management facilities) contributions, our Stormwater Improvement Works Renewal program delivered projects at Abuklea Road, Eastwood and Shepherds Bay, Meadowbank.

Abuklea Road was identified in the Eastwood and Terry’s Creek Floodplain Risk Management Study & Plan as needing works undertaken to alleviate flooding. Construction of a new pipeline was undertaken on Abuklea Road to significantly reduce the flooding in the area and further increase drainage capacity.

The Shepherds Bay outlets are responsible for carrying and discharging water into Parramatta River. After identifying the need to upgrade the three outlets located on Bay Drive, Rothesay Avenue and Belmore Street, Meadowbank, Council engaged an external consultant to undertake detailed design. The detailed design was completed and will improve the hydraulic functionality of the upstream stormwater network and reduce pollutants and sediment discharge into Parramatta River.

17.

A statement detailing the coastal protection services provided.

The City of Ryde continues to be an active member of the Parramatta River Catchment Group. The Group is leading efforts to improve the health and condition of the Parramatta River and its tributaries by improving their environmental management. In addition, we are a member of both the Parramatta River and the Lane Cove River Estuary Management Committees and continue to deliver the coastal protection services prescribed in current coastal zone management plans.

An in-river seawall was constructed at Putney’s Bennelong Park to help improve access to the Parramatta River. The seawall, built by the NSW Government, the City of Ryde and the Concord and Ryde Sailing Club, will minimise erosion of the beach area at Bennelong Park as well as reduce exposure of underlying bedrock and protect existing mangroves. It will also provide easier launching opportunities for sailing vessels and delivers on our commitment to foreshore activation and accessibility under both the Greater Sydney Commission’s North District Plan and the Parramatta River Catchment Group’s Masterplan.

A slip failure was observed in mid-2016 in relation to the soil slope in the southwestern edge of Banjo Paterson Park, east of the existing wharf. It was observed that the embankment was eroding and required attention. Following geotechnical investigations, it was identified that the construction of a seawall would prevent further erosion and would stabilise the embankment. A 25 metre long seawall with varying heights was designed during 2018/19 financial year. The construction is currently underway and will be completed in August 2020.

18.

The annual report of a council in the year in which an ordinary election of Councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan.

A State of the Environment report is not required for the 2019/20 Annual Report under s.428A of the Act.

19.

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406.

The City of Ryde has no policy on Environmental Upgrade Agreements, however it is exploring the role of these into the future to assist our corporate community to transition to a lower carbon economy and our Net Zero 2050 target for the city. In 2019/20 Council has not entered into any such agreement with any building owner.

20.

Report on special variation expenditure as required by the instrument made by the Minister.

In accordance with the instrument of approval for the special rate variation as issued by IPART on 19 May 2015, the following is reported for the 2019/20 financial year.

- a. The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows:  
  
Council levied the Special Rate Variation funds for the 2019/20 financial year in accordance with the IPART determination. These funds have been restricted and spent in accordance with their nominated purposes.
- b. Any significant differences between the proposed program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences;

There were no significant variations between the proposed program of works outlined within the IPART determination of Council’s SRV and Council’s allocation of funds relating to the SRV in its current version of the Long Term Financial Plan.

- c. The outcomes achieved as a result of the Special Variation.

The SRV fund have been used to address renewal works in the following asset categories:

- Roads
- Footpaths and Cycleways
- Catchments
- Open Space and Recreation
- Stormwater
- Buildings

The SRV funding allocated to infrastructure projects has meant early renewal of these critical pieces of infrastructure to allow Council to maintain



the serviceability promised to the residents. The SRV has assisted Council in the planning for the timely renewal of major infrastructure such as roads, footpaths and stormwater, which would otherwise continue to deteriorate to a point of failure, where the reconstruction and repair would require major works and increased costs. It has meant that the works and costs to renew the stormwater infrastructure and road pavements are reduced as damage to the underlying road and stormwater structures is not exacerbated by continued traffic loads or subsidence of failed road pavement left in service. The accelerated renewal programs for other infrastructure such as the sportsfields, playgrounds and amenity buildings restores to full usage poor condition assets that would have remained in service for several years, avoiding overall failures and continued intermediate repairs.

d. The Council’s actual revenues, expenses and operating balance.

	\$M
Opening Balance – SRV Restricted Fund	3.2
SRV funds levied during 18/19 financial year	12.9
SRV funds expensed during the 18/19 financial year	12.9
Restricted funds carried forward into 19/20 financial year	3.2

e. Any significant differences between the Council’s actual revenues, expenses and operating balance and the revenues, expenses and operating balance forecast in the Long Term Financial Plan and the reasons for those differences, and any corrective action taken or to be taken to address any differences reported under clause 2.II.e).

There were no significant differences noted.

21.

Report on capital works projects.

Details of capital works projects are included in Special Schedule 7 contained within the 2019/20 Financial Report on page 348.

Reports on the progress in implementing these projects are included in the Capital Works Program tables in relation to each Council service in the Delivering Our Services section of this report (pages 90 to 246).

22.

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) f

COMPANION ANIMALS GUIDELINES REPORT

- (a) During the past financial year Council impounded 54 companion animals, which was a decrease from the 86 recorded in the previous financial year. Of the 54 animals impounded, 26 were taken to Blacktown Pound. During this period Council released 12 dogs to their rightful owners, nine to a rescue organisation and seven were rehomed. Blacktown Pound released six dogs to their rightful owners, sold three cats and two dogs and released five cats to organisations for rehoming. Twenty-one cats and one dog were surrendered to Blacktown Pound by their owners. Of the 48 cats seized, three were sold, and five rehomed. Twenty-two cats were feral and eight unsuitable for rehoming. Subsequently all 30 cats were euthanised.
- (b) There were 74 reported dog attacks during 2019/20, which is an increase of 18 from the previous year.
- (c) The combined expenditure budget for Companion Animal Management for 2019/20 was \$300,000, which is lower than the previous year.
- (d) We continue to promote Companion Animals legislation through our website, various City of Ryde publications, our micro-chipping program and continued participation at selected community events.
- (e) We have a number of strategies in place to promote and assist with the desexing of dogs and cats, including the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Mini Kitty Commune, Cat Protection Society and WLPa). One of our vets provides a reduced fee for desexing animals, which was brought about through our work with local vets.
- (f) Section 64 of the Companion Animals Act states that ‘before destroying a seized or surrendered animal as authorised by subsection (1), it is the duty of the council concerned to consider whether there is an alternative action to that of destroying the animal and (if practicable) to adopt any such alternative.’ We have strategies in place to comply with the requirement under section 64 of the Act and not only work with our contractor Blacktown Pound but also local vets and SASH to seek alternatives to euthanasia for unclaimed animals.
- (g) Ranger Services, in consultation with various community organisations, reviews and updates companion animal information through a direct link on the City of Ryde website. In addition, we work closely with metropolitan not-for profit organisations to assist in the rehoming and rescue of animals and maintain our low kill policy in conjunction with our preferred partners. Blacktown Pound, the City of Ryde’s contractor, works with various not-for-profit organisations that provide a rehoming services for cats and dogs. Unfortunately we had a high number of cats euthanised as they were feral infants with some unsuitable for rehoming.
- (h) The City of Ryde maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our website. A Dog Recreation Needs Study 2020 has just been completed with a recommendation to trial seven new off leash parks. If the trial is successful this will increase the number of off leash parks to 20.

During the last financial year Council used money received from the fund for the management and control of companion animals through the following ways: Purchasing new equipment for officers involved the management of animals, helping to offset some of the pound fee charges incurred through the impounding of animals, and officers’ wages, especially when involved in local events to help promote and educate residents about responsible pet ownership.

We are still working on colour pamphlets about responsible pet ownership and requirements for dangerous and restricted dog breeds. We have completed notifying residents in relation to the new permits required for cats undesexed after four months of age and dangerous and restricted dog breeds. We are currently planning how to notify all residents who are required to register their companion animals and also to those who are required to pay the annual permit fee.

23.

Information included on government information public access activity.

*Government Information (Public Access) Act 2009, s 125(1), Government Information (Public Access) Regulation 2018, cl 8, Schedule 2*

Review of proactive release program - Clause 8(a)

Under section 7 of the *G/PA Act*, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available at least once every 12 months.

During the reporting period we reviewed this program by examining the information currently provided on the City of Ryde website, in public areas at Council offices, in local newspapers and provided in response to requests from the public. The website continues to be a primary source for providing information to the public and includes timely and detailed reporting on current matters relating to Council.

Most public requests for information received by Council relate to development records.

The City of Ryde development application (DA) tracking website includes information on the status of development applications with details about new applications and those that have recently been determined. New development applications and determinations are also reported by Council in local newspapers. Records such as development application plans and certain associated supporting documents are made available on our website for major developments. We have previously identified that not all development application records are available on our website, and steps are being taken to address this.

The City of Ryde otherwise meets its Open Access obligations relating to development application information by providing viewing access at our offices free of charge or by return email where possible (subject to copyright or public interest considerations). To minimise the number of public visits to our offices during the current health crisis, as much information as possible is provided directly to the customer in digital form rather than requiring inspection at our offices. This has been adopted as the preferred way in which to respond to such requests.

The City of Ryde continues to provide as much pre-Open Access development information as possible in response to informal requests and only requires a formal access application when lengthy and detailed searches are required.

Our social media continues as an effective mechanism to share information with the public.

An assessment of information that has been released informally has revealed that there have been no new opportunities to proactively disclose information. No public requests for information were received during this reporting period in relation to information recorded in the City of Ryde Disclosure Log.

Number of access applications received - Clause 8(b)

The total number of access applications received by City of Ryde during the reporting year (including withdrawn applications but not including invalid applications).

TOTAL NUMBER OF APPLICATIONS RECEIVED	
59	

Number of refused applications for Schedule 1 information - Clause 8(c)

The total number of access applications received by City of Ryde during the reporting year that City of Ryde refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED DUE TO SCHEDULE 1	
Wholly	Partly
0	0



Statistical information about access applications

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	1	0	0	0	0
Members of Parliament	0	1	0	1	0	0	0	0
Private sector business	23	5	0	3	0	0	0	4
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	7	0	5	1	0	0	0
Members of the public (other)	12	3	1	3	0	0	0	2

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	36	15	1	12	0	0	0	6
Access applications that are partly personal information applications and partly other	1	2	0	1	1	0	0	0

\*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	4
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	4

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	52
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	4
Total	56

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review	0	2	0
Review by Information Commissioner	0	2	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	4	0

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

	Number of applications transferred
Agency-initiated transfers	1
Applicant-initiated transfers	0



## 24.

### Particulars of compliance with and effect of planning agreements in force during the year – s7.5(5)

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2019/20
North Ryde M2 Site (Lachlan's Line)	Urban Growth (t/a Landcom)  Part of Deed Novated to Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited	<p>A Planning Agreement was entered into in October 2016 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Community facility to value of \$7.8 million on Lot 104 in Stratum</li> <li>Central Park land and embellishment</li> <li>Linear Park land and embellishment</li> <li>Lot 101 – Bushland reserve</li> <li>Lot 103 – Community/civic plaza</li> <li>Lot 108 – Land for open space</li> <li>Shared pathways</li> <li>Public roads</li> <li>Stormwater assets</li> <li>Public art.</li> </ul>	<p>The following public benefits are under the maintenance period:</p> <ul style="list-style-type: none"> <li>Lot 108 – Open space</li> <li>Public roads, including street lighting, street tree planting and footway paving to public domain standard for Macquarie Park Precinct</li> <li>Central Park</li> <li>Linear Park</li> <li>Lot 101 bushland reserve</li> <li>Shared pathways</li> <li>Stormwater assets</li> <li>Public art</li> <li>The community facility is under construction and is to be delivered in 2020/21.</li> </ul>
115-117 Church Street, Ryde	Eastern Pearl Pty Ltd	<p>The Planning Agreement was entered into July 2016 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Payment of monetary Contribution of \$125,000 toward public purposes</li> <li>Transfer to Council of an affordable housing unit and disabled car space.</li> </ul>	<p>The affordable housing apartment was transferred to Council in the 2019/20 financial year.</p>
101 Waterloo Road, Macquarie Park	JQZ Eleven Pty Limited	<p>The Agreement was entered on 28 September 2017 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>21 affordable housing apartments</li> <li>Pedestrian link from the public plaza into Macquarie Centre</li> <li>Public domain works fronting Waterloo Road</li> <li>Construction and dedication of new road as part of Macquarie Park Access Network.</li> </ul>	<ul style="list-style-type: none"> <li>Public benefits have all been transferred to Council in 2019/20.</li> <li>Public benefits are now in defects liability period for 12 months.</li> </ul>

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2019/20
25-27 Epping Road, Macquarie Park	Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited	<p>The Agreement was entered into on 29 November 2017 and proposed the following public benefit:</p> <ul style="list-style-type: none"> <li>\$900,000 worth of additional fitout to the community facility being provided under North Ryde M2 Site (Lachlan's Line) VPA.</li> </ul>	<p>Development under construction. Securities over public benefits have been submitted. Road closure for tunnel process has commenced.</p>
85-97 Waterloo Road, Macquarie Park	The Trust Company Limited 004 027 749 as custodian for Goodman Australia Industrial Trust No. 3 and Goodman Funds management Australia Limited and Sydney north Planning Panel	<p>The agreement was entered into on 27 March 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Road land and works</li> <li>Pedestrian link works</li> <li>Monetary contributions to approximate amount of \$17 million</li> <li>The total value of the VPA is approximately \$22 million.</li> </ul>	<ul style="list-style-type: none"> <li>The development is under construction. Securities over public benefits have been submitted</li> <li>Completion and dedication of Banfield Road expected early in the 2020/21 financial year.</li> </ul>
45-61 Waterloo Road, Macquarie Park	John Holland Macquarie Park Land Custodian Pty Ltd	<p>The Agreement was entered into on 31 August 2018 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Road land and works</li> <li>Pedestrian link works</li> <li>Monetary contribution \$2.1 million</li> <li>Total value of the VPA is approximately \$11 million.</li> </ul>	<ul style="list-style-type: none"> <li>Development is under construction. Securities over public benefits have been submitted</li> <li>Monetary contribution paid prior to construction commencing in the 2019/20 financial year.</li> </ul>
312 Victoria Road, Gladesville	Buildex Gladesville Pty Ltd	<p>The Agreement was entered into on 18 April 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Road land and works for extension of Gerard Lane to approximate value of \$1.16 million.</li> </ul>	<p>Securities over public benefits have been submitted.</p>
197-223 Herring Road, Macquarie Park (Macquarie Shopping Centre)	AMP Capital Funds Management Limited and AMP Macquarie Pty Limited	<p>The Agreement was entered into on 2 November 2018 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Approx. 5,000m2 of community facility land/works (cold shell) for a Library and Creative Hub in Macquarie Shopping Centre on a 99-year peppercorn lease to an approximate value of \$25 million.</li> </ul>	<p>Securities over public benefits have been submitted.</p>

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2019/20
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	<div>The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits:<ul style="list-style-type: none"><li>Monetary contributions for particular development and Intersection works in accordance with the conditions of the concept approval.</li></ul></div>	Operating. No particular matters in relation to the VPA occurred during reportable period.
11-17 Khartoum Road and 33-39 Talavera Road, Macquarie Park	The Trust Company Limited and Stockland Trust Management Limited as Trustee for Advance Property Fund and Sydney North Planning Panel	<div>The Planning Agreement was entered into on 2 December 2019 and proposed the following public benefits:<ul style="list-style-type: none"><li>Dedication of public road \$1.7 million</li><li>Construction of public road \$3.12 million</li><li>Pedestrian link and public access easement \$1.8 million</li><li>Public domain works \$1.62 million</li><li>Monetary contribution \$5.76 million</li></ul></div>	Operating, enforcement security lodged upon execution.

25.

Public Interest Disclosure Act 1994 and regulation

In the previous year there was an extensive revamp of the public interest disclosure (PID) process with eight new PID officers, revised policies, templates and training provided by the Ombudsman’s office (with over 200 staff attending). Since then awareness has been maintained through email messaging, newsletters and posters. An internal reporting e-learning module is also available.

During 2019/20, the City of Ryde received one new PID and finalised two PIDs raised in previous periods. These have been dealt with in accordance with Council’s Public Interest Disclosure Internal Reporting Policy.

26.

Capital Expenditure Reviews

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2019/20 year.

27.

Compliance with the Carers Recognition Act 2010

Council does not provide services directed at carers and/or people being cared for by carers.

28.

Disability Inclusion Act 2014

The City of Ryde worked with Hunter’s Hill and Lane Cove councils to create a Disability Inclusion Action Plan (DIAP) with a regional focus. The DIAP is a commitment from Council that people with disability are welcomed, accepted and respected in our community.

The DIAP is guided by the *Disability Inclusion Act 2014 (NSW)* and the NSW Disability Inclusion Action Planning Guidelines produced by Local Government NSW.

In developing our DIAP, City of Ryde, Hunter’s Hill and Lane Cove councils made a strong commitment to consult with people with disability. Consultation provided community and staff with an opportunity to identify and address local barriers and opportunities to inclusion.

The DIAP was adopted by the City of Ryde on 22 August 2017.



Action	Outcome
<b>i. Developing positive community attitudes and behaviours</b>	
1e. Provide positive updates of successful implementation of DIAP actions (as well as other examples of positive inclusion) on Council's public communication channels (including both Council and community achievements)	<p>Achievements by staff and community members living with disability are promoted through Council's communication channels, including its website and social media channels.</p> <p>The City of Ryde partnered with Macquarie University to deliver the People of Ryde series, which included profiles of local community members living with disability.</p> <p>To celebrate International Day of People with Disability, Council profiled a staff member who was introduced to Council through a business administration traineeship for someone living with disability. The staff member's story was also promoted by TAFE NSW.</p> <p>Progress on DIAP actions was also detailed in Council's Annual Report.</p>
1g. Review and update events held for International Day of People with Disability to better reflect the diversity of experience and age of people with disability	<p>The City of Ryde held several events for Social Inclusion Week in 2019. They were:</p> <ul style="list-style-type: none"><li>• All Abilities Disco – An opportunity for people to get together and celebrate Social Inclusion Week. The event featured a glam corner for people to get their hair and makeup done before spending a fun social afternoon together.</li><li>• Creativity Unleashed – People were able to discover a vibrant mix of multicultural food, fashion, music, interactive demonstrations and visual art displays.</li><li>• Inclusive Fashion Parade – With diversity and disability being rarely represented in fashion, this event was an opportunity to banish any stereotypes and show that it's possible for everyone to experience the glitz and glam of strutting down the catwalk.</li><li>• Zumba in the Plaza – The community was able to participate in an all-inclusive outdoor Zumba class at the newly redesigned outdoor space at West Ryde Plaza.</li><li>• What's Available in Accessible Traveland Leisure Activities – At this information session people were able to find out about options available for accessible travel and leisure activities for individuals or for families. People were given information on local, regional and international accessible travel locations.</li><li>• Proud to Be! – Presented by the Common Misfits, this event celebrated Social Inclusion Week by providing an opportunity for LGBTQ+ youth (14 – 24yrs) to form connections with their peers.</li><li>• Silent Disco at West Ryde Library – Attendees had a chance to explore the West Ryde Library after hours with a DJ pumping the latest tunes in a quiet atmosphere with no flashing lights.</li></ul>

Action	Outcome
3c. Update Council's Event Planning Guide to encourage organisations to be inclusive as well as accessible, for example, offering flexible pricing that considers the needs of people with disability	Guide is due to be updated and available online in November 2020.
3i. Review and facilitate provision of sport and recreation programs for people with disability	<p>This has been delayed due to COVID-19.</p> <p>A recreation strategy is being developed in 2020/21.</p>
4a. Encourage people with disability and their families to attend Council events through inclusive communications and provision of accessible events	<p>Continued provision of inclusive and accessible events, with a filter established on Council's Events Listing web page for All Abilities and a space within the event submission form for organisers to add accessibility information.</p> <p>Due to COVID-19 restrictions, many Council events have been held online, which has made them more accessible to members of our community with mobility issues.</p>
4b. Encourage volunteers to assist people with disabilities at Council events	Events on hold due to COVID-19.
4c. Create opportunities for people with a disability to be a volunteer at Council events.	Events on hold due to COVID-19.
4d. Provide an exclusive day and free entry for people with disability at major Council facilities (e.g. at the Ryde Aquatic Leisure Centre, libraries, gallery or other facilities)	Events on hold due to COVID-19.

Action	Outcome
<b>ii. Creating liveable communities</b>	
1a. Review whole-of-route accessibility along key active movement corridors including to and between town centres, major transport sites and to cultural/leisure facilities	This will be addressed as part of the Active Transport Strategy to be led by the Transport department in 2020/21.
1d. Prioritising footpath and road upgrades and repair of bus routes within the asset budget	A recent audit has been completed for compliance of all City of Ryde bus stop infrastructure with the <i>Disability Discrimination Act (DDA)</i> and <i>Disability Standards for Accessible Public Transport (DSAPT)</i> . An action plan will be created for this for the upgrade of bus route infrastructure.
1g. Playing a more active role in supporting community transport organisations that service the area, such as through grants, subsidised parking, or advertising for volunteers	We supported community transport organisations through the City of Ryde community grants program and promoted volunteering opportunities through our volunteer referral process.
1j. Review and revise public domain signage to improve legibility and consistency, to assist people with disability to move around our City	Council’s wayfinding signage in Macquarie Park has been updated in 2019/20 to incorporate approved Transport for NSW symbols for train stations, bus stops and taxi ranks.
1k. Work with Transport NSW to make major transport infrastructure in Ryde LGA more accessible and disability friendly with ramps and lifts, bus interchanges improved signage	<p>Our Assets and Infrastructure department have been working with Transport for NSW to upgrade bus stops and footpath connections.</p> <p>Our Transport department regularly comments on Transport for NSW upgrade proposals for major transport infrastructure.</p>
2b. Review the design of parks and playgrounds to propose that they cater to a range of age groups and allow for multi-generational enjoyment	\$50,000 identified in 2020/21 budget to undertake works to improve accessibility to playgrounds
2c. Audit and review disability access and infrastructure requirements in parks, leisure and recreational facilities renewal and upgrade program	Our Playground and Amenities Building Audit was completed in the 2019/20 financial year, priorities were identified and a works program has been established.
2d. Provide spaces in Council’s main libraries for a range of needs	<p>The guiding principle of ‘place’ is included in the new Library Strategic Plan.</p> <p>Place: We provide inclusive and welcoming spaces that inspire social, recreational, creative and learning experiences for our diverse community.</p> <p>Several works to improve accessibility are completed or planned: accessible self-service kiosks have been installed at all libraries; accessible toilet upgrades planned at West Ryde Library in 2019/20 and Gladesville in 2020/21; and an accessibility upgrade at Eastwood in 2020/21.</p>

Action	Outcome
3a. Create an audit register to identify and record level of accessibility and disability inclusion for use in program and project development	Asset data was collected in the 2019/20 financial year. Through this audit, information such as trip hazards on footpaths and compliance of kerb ramps for DDA standards was collected. This information will be incorporated in project development moving forward.
4b. Investigate incentives to encourage local businesses and venues to upgrade their premises to improve accessibility	The City of Ryde Community Grants Program now offers a social inclusion category. Funding can be used to adapt workplaces to be more accessible for staff and customers.
5d. Work with state government and the building industry to deliver training, education and incentives for developers and builders to facilitate development of housing that is adaptable and affordable for people with disability	<p>The Department is currently exhibiting an Explanation of Intended Effect for a proposed new Housing Diversity State Environmental Planning Policy (Housing Diversity SEPP) that:</p> <ol style="list-style-type: none"><li>Introduces new definitions for build-to-rent housing, student housing and co-living;</li><li>Amends some state-level planning provisions, particularly for boarding house and seniors housing development;</li><li>Amends some state-level planning provisions to support social housing developments undertaken by the NSW Land and Housing Corporation (LAHC) on government-owned land;</li><li>Consolidates three housing-related SEPPs<ul style="list-style-type: none"><li>State Environmental Planning Policy (Affordable Rental Housing) 2009</li><li>State Environmental Planning Policy (Housing for Seniors and People with a Disability) 2004</li><li>State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes).</li></ul></li></ol>
5e. Review existing Ryde planning controls to facilitate the development of social and group housing near essential services	A review of planning controls both at a state and local level is underway to better facilitate the development of affordable, social housing to support the community of Ryde.



Action	Outcome
<b>iii. Supporting access to meaningful employment</b>	
2b. Host a regional employment forum with not-for-profit organisations and local businesses to support transitioning people with disability into the workforce	The City of Ryde, in partnership with Meadowbank TAFE, held an all-inclusive Youth Skills and Jobs Expo. Over 200 people attended and attendees had the opportunity to apply for real jobs on the day. Presenters at the event highlighted the benefits of employing inclusively and the strengths of having a diverse workforce.
2d. Investigate incentives and supports for organisations willing to employ people with disability and to adapt workplaces to become more accessible such as looking at inclusion grants for small businesses	Grant category in place for social inclusion. This could include workplace training, equipment, and small scale capital works to support a person with a disability.
2f. Facilitate peer training and community mentoring through Council's volunteering program to support people with disability in the workplace	Volunteering programs have been placed on hold due to COVID-19 restrictions.
3a. Work in partnership with a disability employment agency to recruit and refer people with disability to volunteer with community organisations	Volunteering programs have been placed on hold due to COVID-19 restrictions.
3b. Provide information for people with disability on how to volunteer and access work experience	Council website updated to enable easier access to available volunteer opportunities. Links for volunteering opportunities during COVID-19 added.
3e. Work with the Department of Education to identify and address the gap in servicing the education needs of children with disability in the local area	Council has an ongoing relationship with the National Disability Recruitment Coordinator. The coordinator for the region provides us with updates and solutions to any gaps that may be present with current education needs for children with disability in the area.

Action	Outcome
<b>iv. Improving access to services through better systems and processes</b>	
2a. Update community engagement protocols to include principles of Universal Design for Learning in engagement approaches	In 2020/21 our Communications and Engagement Strategy will be reviewed
2b. Develop a checklist and training for staff for community engagement to be accessible and inclusive	In 2020/21 a Communications and Engagement Policy and Procedure will be developed.
2c. Providing alternative arrangements for consultation and engagement (including incorporating methods to more actively reach out/go directly to people with disability)	Due to COVID-19, alternative arrangements for face-to-face consultation and engagement have been occurring. During our biggest consultation in the past year we actively reached to people with disability with a variety of engagement options and by directly contacting groups.
3e. Provide a dedicated service/space at community and Council facilities for people with disability who do not have access to, or skills in, technology	A technology training space is planned for the Macquarie Library and Creative Hub. There is also opportunity for a specialised space as part of this development.  High contrast keyboards were installed at all libraries.
4c. Continue to develop social enterprise, providing work experience, social connection and skills based learning to involve people with disabilities in bush regeneration programs	In 2018 we had already commenced this work through the engagement of social enterprise group Bushlink to undertake bush regeneration works at a council site in the Terry's Creek catchment. In the past year we have not been able to further this engagement due to program changes, site suitability and then COVID-19 where many of our programs have ceased due to social distancing restrictions.  In the future, Council will review our sites to see where opportunities may be present.



City of Ryde Staff

29.

Recovery and threat abatement plans.  
Fisheries Management Act 1994

No recovery and threat abatement plans are known to have been completed by Council in this period.

30.

Details of inspections of private swimming pools.  
Swimming Pools Act 1992 s 22F(2), Swimming Pools  
Regulation 2018 cl 23

The City of Ryde conducted a total of 987 private swimming pool barrier fence audits during 2019/20.

NUMBER OF SWIMMING POOL INSPECTIONS THAT WERE  
CARRIED OUT UNDER DIVISION 5 OF PART 2 OF THE  
SWIMMING POOLS ACT 1992 THAT:

(a) Were of tourist and visitor accommodation	4
(b) Were of premises on which there were more than two dwellings	6
(c) Resulted in the Council issuing the following:	
(i) A certificate of compliance under section 22D of the Swimming Pools Act 1992	551
(ii) A certificate of non-compliance under clause 21 of the Swimming Pools Regulation 2018	334





# GLOBAL REPORTING INDEX

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation’s contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- Provide a balanced and reasonable picture of their economic, environmental and social performance
- Facilitate comparability, benchmarking and assessment of performance address issues of concern to stakeholders. The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four-Year Delivery Program, department planning and the Annual Report.
- The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Strategy and Analysis	
G4-1 CEO statement	Our Annual Report – A message from our Mayor  A message from our General Manager
G4-2 Risk and Opportunities	Our Annual Report – A message from our Mayor  A message from our General Manager  Our Annual Report – COVID-19 Pandemic - impact on Council Operations  Our Council - Internal audit, risk management and business continuity planning  Planning for our future  Community Financial Report  All Outcome reports

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Organisational Profile	
G4-3 Name of the organisation	Entity Name: Council of the City of Ryde Known as: City of Ryde
G4-4 Primary brands, products, and/or services	Our Annual Report – Our vision, purpose and values All Outcome reports
G4-5 Location of operational headquarters	Introduction - page 3
G4-6 Jurisdiction or areas in which the council operates	The City of Ryde in Profile Our Council - Our Elected Council The Council Organisation
G4-7 Legal form of the Council	Our Council - Our Elected Council The Council Organisation
G4-8 The main target customers of the Council's activities	Our Annual Report – Our Stakeholders All Outcome reports
G4-9 Scale of the Council number of employees net revenues total assets	Our Council – Working at the City of Ryde Community Financial Report General Purpose Financial Statements Special Purpose Financial Statements
G4-10 Size and compilation of the workforce	Our Council – Working at the City of Ryde
G4-11 Workforce covered by collective bargaining agreements	Our Council – Working at the City of Ryde
G4-12 Council's supply chain	Our Open and Progressive City Statutory Reporting
G4-13 Significant changes to the Council during the reporting period	Our Elected Council The Council Organisation
G4-15 Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Sustainability Statement Our Natural and Sustainable City Our Diverse and Inclusive City
G4-16 Association memberships and national/ international advocacy organisations in which the organisation has positions	Statutory Reporting

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
<b>Identified material aspects and boundaries</b>	
G4-17 Entities included in the Council’s financial statements	General Purpose Financial Statements Special Purpose Financial Statements
G4-20 Aspect boundary and limitations within the organisation	Introduction Our City General Purpose Financial Statements
G4-21 Aspect boundary and limitations outside the organisation	About this report Our City General Purpose Financial Statements Special Purpose Financial Statements
G4-23 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	No significant changes
<b>Stakeholder engagement</b>	
G4-24 List of stakeholder groups engaged by the organisation	Performance Overview - Our Stakeholders  All Outcome reports – Reference to stakeholder groups are included in the performance report for each outcome.
G4-25 Basis for identification and selection of stakeholders with whom to engage	Performance Overview - Our Stakeholders
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Performance Overview - Our Stakeholders
G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded	All Outcome reports
<b>Report File</b>	
G4-28 Reporting period for information provided	Introduction Year in Review  City of Ryde's Annual Report 2019/20 was published in December 2020 and is available on <a href="http://www.ryde.nsw.gov.au/annualreport">www.ryde.nsw.gov.au/annualreport</a>
G4-29 Date of most recent previous report	City of Ryde's Annual Report 2018/19 was published in November 2019 and is available on <a href="http://www.ryde.nsw.gov.au/annualreport">www.ryde.nsw.gov.au/annualreport</a>
G4-30 Reporting cycle	1 July 2019 to 30 June 2020
G4-31 Contact point	Introduction
G4-32 GRI Content Index for Standard disclosures	Appendices - Global Reporting Index
G4-33 Policy and current practice with regard to seeking external assurance for the report	Delivering Our Services Integrated Planning and Reporting Framework

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
<b>Governance</b>	
G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Our Elected Council The Council Organisation
G4-37 The process for consultation between stakeholders and highest governance body	Our Elected Council
G4-38 The composition of the highest governance body and committees	Our Elected Council
G4-39 Indicate whether the chair of the highest governance body is also an executive officer.	Our Elected Council
G4-40 The selection process for the highest governance body	Our Elected Council
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Our Elected Council
G4-44 Processes for evaluating the highest governance body’s own performance particularly with respect to economic, environmental and social performance	Delivering Our Services – Achieving Community Outcomes Integrated Planning and Reporting Framework Community Financial Report Sustainability Statement Community Strategic Plan Outcome Reports
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Our Elected Council
G4-51 Remuneration policies for the highest governance body and senior executives	The Council Organisation
G4-52 The process for determining remuneration	The Council Organisation
G4-56 The values, principles and code of conduct	Our vision, purpose and values Our Elected Council



GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Economic performance indicators	
G4-EC1 Economic value generated and distributed	All Outcome reports Community Financial Report General Purpose Financial Statements
G4-EC2 Financial Implications and other risks and opportunities for the organisations activities due to climate change	Planning for our future Outcomes – Our Natural and Sustainable City
G4-EC4 Financial assistance received from government	General Purpose Financial Statements
G4-EC7 Development and Impact of Infrastructure Investments and Services supported	All Outcome reports General Purpose Financial Statements
G4-EC8 Significant Indirect Economic Impacts	Outcomes – Our Natural and Sustainable City General Purpose Financial Statements
Environmental performance indicators	
G4-EN2 Percentage of materials used that are recycled input materials	Outcomes – Our Natural and Sustainable City Council has a significant program of recycling construction materials. Council’s purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn’t specifically refer to the use of recycled input materials. The extent to which the policy is applied is not currently measured.
G4-EN3 Energy consumption within the organisation	Outcomes – Our Natural and Sustainable City
G4-EN6 Reduction of Energy Consumption	Outcomes – Our Natural and Sustainable City
G4-EN13 Habitats protected or restored	Outcomes – Our Natural and Sustainable City
G4-EN16/17 Indirect greenhouse gas emissions	Outcomes – Our Natural and Sustainable City
G4-EN19 Reduction of greenhouse gas emissions	Outcomes – Our Natural and Sustainable City
G4-EN23 Total weight of waste by type and disposal method	Outcomes – Our Natural and Sustainable City

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Social performance indicators	
G4-LA1 Total number and rates of new employee hires and employee turnover	Our Council – Working at the City of Ryde
G4-LA5 Percentage of workforce represented in health and safety committees	Our Council – Working at the City of Ryde
G4-LA6 Rates of injury and lost days	Our Council – Working at the City of Ryde
G4-LA9 Hours of training per year	Our Council – Working at the City of Ryde
G4-LA11 Employees receiving regular performance and career development reviews	Our Council – Working at the City of Ryde
Society performance indicators	
G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Our Diverse and Inclusive City Our Active and Healthy City
G4-SO3 Business units assessed for risks related to corruption	Our Council – Internal Audit, risk management and business continuity planning
G4-SO4 Communication and Training on anti-corruption policies and procedures	Our Council – Internal Audit, risk management and business continuity planning Statutory Reporting
G4-SO5 Confirmed incidents of corruption and actions taken	Our Elected Council Statutory Reporting
Product responsibility performance indicators	
G4-PR2 Incidents of non-compliance – health and safety	Our Council – Working at the City of Ryde
G4-PR5 Results of surveys measuring customer satisfaction	Customer Satisfaction survey results are included for a number of Outcomes.



# GLOSSARY

**ABS**

Australian Bureau of Statistics

**ADVOCACY**

The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City

**ATRP**

Annual Total Remuneration Package

**BENCHMARKING**

A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance

**BIODIVERSITY**

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part

**BUSINESS CONTINUITY PLAN**

A clearly defined and documented plan that provides the guidelines that establish the ground rules for the critical operations of the City of Ryde. It contains the guidelines for the business to continue to operate within a defined timeframe utilising a set of predefined resources and workarounds

**COMMUNITY LAND**

Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land

**COR**

City of Ryde

**COVID-19**

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.

**CROWN LAND**

Crown Land is land that is owned and by State Government but managed on its behalf by Council

**DA**

Development Application

**DELIVERY PLAN**

A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. Note: this is a legislative requirement

**DCP**

Development Control Plan

**EEO**

Equal Employment Opportunity

**ET**

The City of Ryde’s Executive Team is led by the General Manager and includes four directors (Corporate Services, City Planning and environment, City Works, Customer and Community Services), the Manager of Communications and Engagement and the Chief Financial Officer.

**FINANCIAL YEAR**

The financial year we are reporting on in this annual report is the period from 1 July 2019 to 30 June 2020

**FIT FOR THE FUTURE**

This major local government reform program was proposed by the State Government has impacted the way all NSW councils operate. The program proposed the merger of 41 Sydney metropolitan councils into 18 ‘mega-councils’ and was created as a response to the findings in the Independent Local Government Review Report

**FTE**

Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff

**GIPA**

The *Government Information (Public Access) Act 2009*, which has replaced Freedom of Information legislation

**GPIMS**

Geospatial Program Integration Management System

**HMMS**

Home Modification and Maintenance Service

**HR**

Human Resources

**ICAC**

Independent Commission Against Corruption

**INTEGRATED PLANNING AND REPORTING**

The Integrated Planning and Reporting (IP&R) is a framework that allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their reports by planning holistically and sustainably for the future

**IPART**

Independent Pricing and Regulatory Tribunal

**LEP**

Local Environment Plan

**LGA**

Local Government Area

**LGSA**

Local Government and Shires Association

**LIRS**

NSW Local Infrastructure Renewal Scheme

**MOU**

Memorandum of Understanding

**MRC**

Eastwood’s Migrant Resource Centre

**OEH**

Office of Environment and Heritage

**OPERATIONAL PLAN**

A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. Note: this is a legislative requirement

**PAMP**

Pedestrian Accessibility and Mobility Plan

**PANDEMIC**

A pandemic is the worldwide spread of a new disease, such as a new influenza virus or the coronavirus, COVID-19.

**PARTNERING**

A structured approach to working together with other parties to achieve a mutually beneficial outcome

**PERFORMANCE**

The results of activities and progress in achieving the desired outcomes over a given period of time

**PERFORMANCE INDICATOR**

Objective evidence on the extent of, or progress towards, achievement of a desired outcome

**POM**

Plan of Management. A document that regulates the use and management of community land

**PMD**

Personal Mobility Device

**RALC**

Ryde Aquatic Leisure Centre

**RATE PEGGING**

The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government

**REEN**

Ryde Environmental Education Network

**RHHSO**

Ryde Hunters Hill Symphony Orchestra

**RISK MANAGEMENT**

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

**RMS**

Roads and Maritime Services

**RYDE 2028 COMMUNITY STRATEGIC PLAN**

This is the planning and reporting framework for local government set by the NSW Division of Local Government (DLG), Department of Premier and Cabinet. This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community

**RYT**

Ryde Youth Theatre

**SEPP**

State Environmental Planning Policy

**SMALL BUSINESS HARDSHIP FUND**

The Eastwood Small Business Hardship Fund Program provided support grants of up to \$2,000 for

eligible businesses in Eastwood that experienced economic hardship following the first cases of COVID-19 in January 2020.

**SMCMA**

Sydney Metropolitan Catchment Management Authority

**SRV**

Special Rating Variation

**SUSTAINABLE DEVELOPMENT**

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs

**TARGET**

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance

**TCORP**

NSW Treasury Corporation

**TFNSW**

Transport for NSW

**URBAN ACTIVATION PRECINCT**

A NSW State Government program, Urban Activation Precincts aim to deliver more homes in places with access to infrastructure, transport, services and jobs by concentrating development around public transport hubs

**VISION**

A statement that embraces the desired future for the community that the organisation is working towards

**VPA**

Voluntary Planning Agreement

**WSUD**

Water Sensitive Urban Design

**YEP**

Youth Environment Program





# INDEX

100 Boxes Project	217
<b>A</b>	
Access, see Inclusion	
Active and Healthy City	114
Advisory Committees	42
Animal Management	370
Assets,	70, 274, 283, 289
Audit, Risk and Improvement Committee	29, 41, 51
Audited Statements	248
Awards	24
<b>B</b>	
Biodiversity	88, 125, 144, 148, 151
Building compliance	62, 109, 239
Bush regeneration	153, 386
Bushcare	61, 153
Bushfires	83, 85, 88
Business Bootcamp	177
Bus Stops	193, 194
<b>C</b>	
Capital Works	23, 70, 243
Carparking in Eastwood	193, 194
Certifiers	109
Children's Play Implementation Plan (Play Plan)	84, 125
Chief Financial Officer's Report	70
Cities Power Partnership	13, 147
Citizenship Ceremonies	210
Civic Leadership	28
Community Engagement	45, 80, 235
Community Events	210
Community Financial Report	70
Community Grants Program	363
Community Strategic Plan	68
Complaints Management	230
Connected and Accessible City	114
Connect Macquarie Park + North Ryde	365
Corporate Structure	46
Council Committees	40, 42
Council	28
Councillors	29
COVID-19	12, 14, 22, 54, 105, 109, 111, 120, 125, 129, 161, 174, 192, 207, 210, 213, 217, 229, 233, 239
Creeks	144, 155
Culturally and Linguistically Diverse (CALD) Communities	217
Customer Service	233
Cycleways	19, 68, 199

**D**

Debt/Debtors	76, 280, 311
Development and Assessment	105 –107
Diverse and Inclusive City	204
Disability Inclusion Action Plan (DIAP)	380
Dog Off-Leash Parks	369
Domestic Violence	59, 215

**E**

Eastwood Carparking	193, 194
Eastwood Traffic and Parking Study	193
Economic Development	42, 89, 174
Emissions	145, 147 – 149
Environment, see Natural and Sustainable City	142
Emerging Civic Leaders	215
Employee Engagement	54
Equal Employment Opportunity (EEO)	59, 366
Events	81, 210
Executive Team	48
External Auditor	52, 322

**F**

Feral Animals	148
Field of Mars	151, 153
Financial Report	70
Flood Management	155, 156, 197, 363
Food Safety	109
Footpaths	19, 68, 199

**G**

General Manager's Review	14
Get Connected	177
Get the Site Right	155
GIPA Requests	371
Grants	19, 102, 127, 171, 207, 364
Greater Sydney Commission	80, 95, 96, 356

**H**

Health and wellbeing (staff)	57, 59
Heritage	13, 81, 93, 102
History	10
Home Based Business Forum	177
Home Modifications	219
Hospitality Industry Sector Forum	179
Housing Strategy	96
Human Resources	54

**I**

Immunisation Program	219
Inclusion	379
Indigenous	59, 139, 215, 224
Industrial Relations	60
Injury Management	64
Incident Reporting	64
Internal Audit	51
International Women's Day	210, 215
Integrated Planning and Reporting Framework	66

INDEX (continued)

L

Learning and Development	60
Library Services	135, 364
Litter Reduction	145, 155, 161
Local Environment Plan Review	95, 96
Leadership	48
Local Planning Panel	40
Local Strategic Planning Statement	82, 89, 95

M

Macquarie Park	15, 43, 97, 125, 138, 168 – 184
Markets	183, 211
Mayor’s Message	12
Media Coverage	80
Mission	6

N

Natural and Sustainable City	142
------------------------------	-----

O

Open and Progressive City	226
Open Space Master Plans	82, 120
Organisation Structure	46
Outcomes	90 – 246

P

Performance Overview	16
Parking restrictions	192
Pedestrian accessibility	13, 101, 181, 190, 193
Plastics	88, 161, 164, 165
Playground upgrades	12, 84, 125
Population	117
Private Certifiers	109
Procurement	245
Public transport	189, 190, 193, 383
Putney Park	121, 155, 157

R

Rates	351
Reconciliation Action Plan	215, 224
Recycling	161, 165
Residential Sustainability	88, 161
Resilience Plan	83
Risk Management	49
Road Safety	192, 195
Ryde 2028 Community Strategic Plan	14, 67, 68, 350
Ryde Aquatic Leisure Centre	129 – 131
Ryde Central	15, 80, 221, 229, 245
Ryde Environmental Education Network (REEN)	88, 165

INDEX (continued)

S

Safety Around Schools	243
SafeWork NSW	62
Schools	8, 148, 165, 192, 214
Shop Ryder Bus	19, 190
Shrimptons Creek	126
Smart and Innovative City	168
Social Inclusion, see Inclusion	
Social Plan and Creativity Strategy	84, 214
Special Rating Variation (SRV)	368
Special Schedules	332
Sportsfields	120
Staff, see Human Resources	
Stakeholders	20
Statutory Information	350
Stormwater	125, 155, 363, 367, 369
Street Libraries	99
Street Lighting	365
Strengthening Ryde Property Strategy	89
Statistics	8
Sustainability	82, 86, 142 –166
Sustainable Waste 2 Art Prize	26, 164

T

Terrys Creek	151
Thriving communities	177
Transport Management Association	364
Tree planting	99, 153

V

Values	6
Venture Café	174, 365
Vibrant and Liveable City	90
Vision	6
Voluntary Planning Agreements	377
Volunteers	61

W

Waste Management	88, 161
Water Consumption	88, 145, 149
Water Quality Monitoring	125, 144
Weeds	151
West Ryde Plaza	99, 181, 210
Women in Business	177
Work Experience Placements	59
Workplace Incident Reporting	64
Workforce Plan	54
Work Health and Safety (WHS)	62

Y

Youth Ambassador Program	214
Year in Review	12



TRANSLATION INFORMATION

English

If you do not understand this document, please come to 1 Pope Street, Ryde (within Top Ryde Shopping Centre), to discuss it with Council staff, who will arrange an interpreter service. Or you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact you. Council's phone number is 9952 8222. Council office hours are 8.30am to 5.00pm, Monday to Friday.

Arabic

إذا لم تفهم محتوى هذه الرسالة، يرجى الحضور إلى Ryde •1 Pope Street (في Top Ryde Shopping Centre) لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي، أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفوية على الرقم 131 450 لتتطلب من المترجم الاتصال بك، رقم هاتف المجلس هو 9952 8222، ساعات عمل المجلس هي 8:30 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

Armenian

Եթե դուք չեք հասկանում սույն համակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Բաղաքային խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն: Կամ կարող եք զանգահարել Թարգմանչական ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի: Խորհրդի հեռախոսահամարն է 9952 8222: Խորհրդի աշխատանքային ժամերն են՝ առավոտյան ժամը 8:30-ից մինչև երեկոյան ժամը 5:00, երկուշաբթիից մինչև ուրբաթ:

Chinese

如果你不明白这封信的内容，敬请前往1 Pope Street, Ryde（位于Top Ryde Shopping Centre内），向市政府工作人员咨询，他们会为您安排口译服务。此外，您也可以拨打131 450联络翻译和口译服务，要求口译员与您联系。市政府电话号码为9952 8222。市政府办公时间为周一至周五上午8:30至下午5:00。

Farsi

لطفاً اگر نمی توانید مندرجات این نامه را درک کنید به تشای Ryde •1 Pope Street (در Top Ryde Shopping Centre) در Ryde مراجعه کنید تا با استفاده از یک مترجم دراین باره با یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس گرفته و بخواهید که به یک مترجم ارتباط داده شود. شماره تماس شورای شهر 9952 8222 و ساعات کاری آن از 8:30 صبح تا 5:00 بعد از ظهر روزهای دوشنبه تا جمعه است.

Italian

Se avete difficoltà a comprendere questa lettera, venite in 1 Pope Street, Ryde (dentro al Top Ryde Shopping Centre), Ryde, per discutere con il personale del Comune che organizzerà un servizio di interpretariato. Potete anche contattare il Servizio di Traduzione e Interpretariato al 131 450 per chiedere a un interprete di contattarvi. Il numero di telefono del Comune è il 9952 8222. Gli orari di ufficio del Comune sono dalle 8.30 alle 17 dal lunedì al venerdì.

Korean

이 지시를 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 통역사 서비스를 주선할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화하십시오. 통역사가 여러분에게 연락하도록 요청하십시오. 시의회 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 금요일, 오전 8시 30분에서 오후 5시까지입니다.

CONTACT

Many of the City’s services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways.

Website

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

Fax

Send us a fax on (61 2) 9952 8070

Email

Send us an email at cityofryde@ryde.nsw.gov.au

Mayor and Councillors

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (+61 2) 9952 8222.

In Person

You can visit our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

Project Management

Mark Hastings

Corporate Planning and Reporting Coordinator

Liz Berger

Manager Communications and Engagement

Financials

Pav Kuzmanovski

Chief Financial Officer

Design and Art Direction

Isobel Spurr

Graphic Design

Renee Mitchell

Graphic Design Coordinator

Editing

Rachel Sullivan

Editor

Helen Simpson

Senior Coordinator Communications

Michael East

Communications Coordinator

Photography

Staff and community photographers

Copyright

© City of Ryde



**Customer  
Service Centre**

1 Pope Street,  
Ryde NSW 2112  
(+61 2) 9952 8222  
[www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)

 **City of Ryde**

Lifestyle and opportunity  
@ your doorstep

