

# Annual Report

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2020/21

A woman with dark hair, wearing a leopard-print halter top, stands with her arms outstretched. She is surrounded by vibrant, glowing neon light trails that form the shape of large, colorful wings. The lights are in shades of pink, purple, blue, green, and yellow, creating a dynamic and celebratory atmosphere against a dark background.

## Reconnecting Ryde

**Working to reconnect the community** through the reintroduction of services as we navigate our way through the COVID-19 pandemic.

## We are pleased to present the City of Ryde Annual Report for 2020/21.

The report focuses on the financial and operational performance of the City of Ryde in 2020/21, documenting our performance against the 2020/21 budget, and our progress against our Four-Year Delivery Plan 2021–2025.

This report includes a snapshot of our performance and an overview of our outlook for the future, including our plans to ensure the sustainability of our organisation, our City and the community we serve. Our *Government Information (Public Access) Act 2019* report and report on progress against our Disability Inclusion Action Plan are included in the Statutory Reporting section.

This report reflects Council's commitment to the consideration of social, economic, environmental and governance principles that are important to our community. It contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, with the GRI index on page 269 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 as well as in the State of the Environment and End of Term reports that are included as part of this publication.

Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City's future has remained a focus during 2020/21.

### Readership

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

### Accessing this Report

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

### Tell us what you think about this report

#### Telephone

Call the Customer Service Centre on 9952 8222.

#### Post

City of Ryde  
Locked Bag 2069  
North Ryde NSW 1670

## Our Annual Report

This year's Annual Report centres on the theme **RECONNECTING RYDE**.

It reflects how the City of Ryde is working to reconnect the community through the reintroduction of services as we navigate our way as a community through the COVID-19 pandemic. The support provided by Council throughout this period, combined with the community's response and understanding has ensured we have been able to navigate through the challenges we have faced in a unified way. This strong community response means the City of Ryde can now focus on proceeding with significant projects in 2021/22 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.





## OUR GUIDING PRINCIPLES



### Our 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.

# CONTENTS

## COUNCIL

The City of Ryde in profile	5
Our Story	6
<b>A year in review</b>	<b>8</b>
A message from our Mayor	8
A message from our General Manager	9
Our performance snapshot	10
COVID-19 pandemic	12
Council in the spotlight	12
Ryde Central	12
Planning for the future	12
Financial results	13
<b>Sustainability statement</b>	<b>14</b>
Social sustainability	14
Environmental sustainability	14
Economic sustainability	14
<b>Delivering our services</b>	<b>15</b>
Integrated planning and reporting framework	15
Our stakeholders	16
How we engage with our community	19

## OUR OUTCOMES

 Our Vibrant and Liveable City	20
 Our Active and Healthy City	36
 Our Natural and Sustainable City	52
 Our Smart and Innovative City	70
 Our Connected and Accessible City	78
 Our Diverse and Inclusive City	92
 Our Open and Progressive City	106

## GOVERNANCE 118

Democratic Governance - Our Council	121
Role of Council	121
Delegating decision-making and authority	121
The Elected Council	121
Elected Council's responsibilities	124
<b>Corporate Governance - The Council Organisation</b>	<b>130</b>
Structure and Leadership	130
Internal audit, risk management and business continuity planning	132
Working at the City of Ryde	134
Improving work health and safety	140

## FINANCIAL STATEMENTS

Community Financial Report	144
Annual Financial Statements	152
General Purpose Financial Statements	154
Special Purpose Financial Statements	222
Special Schedules	232

## STATUTORY REPORTING 240

Additional Statutory Reporting	240
Global Reporting Index	269
End of Term Report	274
State of the Environment Report	328
Glossary	346
Index	348



# THE CITY OF RYDE IN PROFILE

## POPULATION



**133,000**

estimated residents

**18,964**

children (16 percent)

**15,737**

young people (14 percent)

**16,593**

older people (14 percent)

## HOUSEHOLDS



**43,020**

households

**21,542**

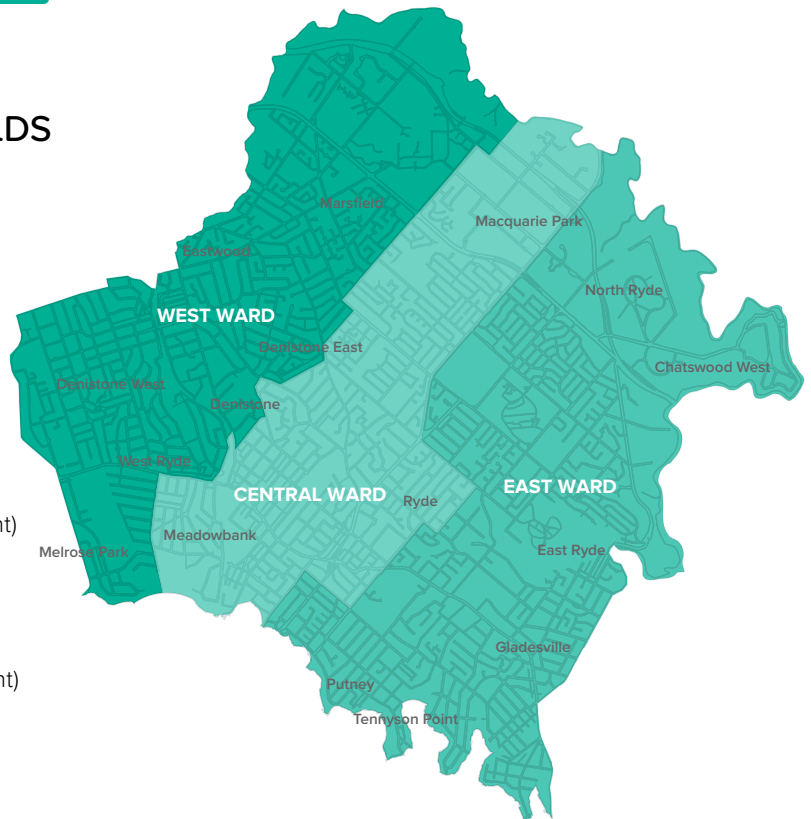
families (50 percent)

**10,156**

couples without  
children (24 percent)

**9,576**

single-person  
households (22 percent)



## A CULTURALLY DIVERSE CITY



**101**

countries of origin

**72**

languages spoken

**47 percent**

of residents born  
overseas

**48 percent**

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

## A PROSPEROUS AREA



**\$92,800**

median household  
income

**49.2 percent**

of people living in the City  
are employed

**61.7 percent**

of resident workers have a  
tertiary qualification

**5,342**

residents require  
assistance living due  
to disability

## HOUSING PROFILE



**53,225**

rateable properties

**21,310**

dwellings are separate  
houses

**9,175**

dwellings are medium  
density housing

**15,244**

dwellings are in  
high density housing

## A POWERHOUSE ECONOMY



**\$17 billion**

gross regional product

**13,360**

local businesses

**105,190**

local jobs

*Data sources:  
ABS ERP 2020  
NIEIR 2020  
ABS 2020  
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.

## Early 1800s

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

## January 1792

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

## 1886

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

## 1894

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

## 1963

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

## 1949

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





**1804**

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

**1841**

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

**1880s**

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

This agricultural aspect was retained until after World War II.

**1870**

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

**1992**

Ryde gained City status.

**NOW**

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



# A YEAR IN REVIEW

## A MESSAGE FROM OUR MAYOR



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

Throughout 2020/21, Council remained focused on providing the essential services our community relies on, while also continuing to deliver key projects across the City of Ryde that will benefit generations both currently and well into the future.

Unfortunately, the COVID-19 pandemic continued to create challenges for everyone in our community.

It curtailed face-to-face events, imposed restrictions on venues and of course presented significant economic challenges for many.

As has been the case since the beginning of the pandemic, the City of Ryde continued to provide support to those who have needed it throughout 2020/21. This included the extension of the one-off \$400 Council rate rebate for approved JobSeeker and JobKeeper applicants as well as the waiving of fees for local businesses that have suffered some of the toughest economic conditions over the past two years.

Despite the immense challenges created by the COVID-19 pandemic, the City of Ryde was still able to celebrate a significant number of achievements in 2020/21. A snapshot of the highlights include:

### Delivering a new community and civic hub for Ryde

Work commenced on the redevelopment on the Ryde Civic Centre site. Once completed this will deliver a new community and civic hub with a four-fold increase in community facilities, without the introduction of any residential development.

### Planning for our future

Council adopted a new Local Housing Strategy which outlined how future growth would be managed and how housing would be delivered across the City of Ryde over the next 20 years. This resulted in immediate changes,

with Council amending its rules to protect low-density neighbourhoods from State Government attempts to permit medium density developments in these areas, and also implementing some of the strongest heritage reforms in metropolitan Sydney.

### Investing in sustainable transport

Motorists were encouraged to make the switch to more sustainable modes of transport through a range of Council initiatives. This included the installation of public electric vehicle charging stations as well as new dedicated car share spaces across the City of Ryde.

### Addressing climate change

Work was undertaken towards developing a Net Zero Emissions Pathway for Council as part of our commitment to reduce emissions, minimise climate change impacts and plan for a sustainable future. We consulted with the community on how this pathway should be achieved.

### Improving our town centres

Significant investment was directed towards enhancing our town centres. In Eastwood, construction began on the new Rowe Street East car park, while progress was made on Eastwood Central which will result in additional parking and a new public plaza. A new draft masterplan was also exhibited for West Ryde while work commenced on upgrades to Coss Road town centre and Ryedale Road neighbourhood centre.

### Celebrating diversity

The City of Ryde's melting pot of cultures was celebrated through a large number of events and initiatives – both in-person and online. We also supported a broader spectrum of voices to become involved in our Council by undertaking a range of workshops encouraging women and those from multicultural backgrounds to consider running for Council.

### Investing in open spaces

New and improved open spaces were delivered to the community. This included the new Kings Park, which transformed the former Denistone East Bowling Club into a brand new state-of-the-art facility that contained facilities appealing to all ages.

As we look forward to 2021/22, the City of Ryde is in a strong position and as restrictions ease in a safe and gradual manner I look forward to what the future holds as we continue to deliver on our ambitious agenda.

A handwritten signature in black ink, reading 'Jerome Laxale'.

**Cllr Jerome Laxale**  
City of Ryde Mayor

## A MESSAGE FROM OUR GENERAL MANAGER



The City of Ryde's 2020/21 Annual Report provides an overview of Council's performance and achievements over the 12-month period.

As we entered 2020/21, both Council and the community were still managing the challenges that were created by the COVID-19 pandemic and the subsequent economic headwinds that the pandemic created.

Given the strong organisational foundations that were established at the start of the COVID-19 pandemic, Council was once again well positioned to navigate its way through these challenges and deliver all of its critical services as well as a number of major projects for the benefit of the community.

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

Despite COVID-19 restrictions continuing to ebb and flow throughout 2020/21, there were still more than 1.6 million visits to City of Ryde facilities. The sustained popularity of our facilities reinforced our renewed focus on upgrading and improving many of our key facilities and venues.

We have also invested in significant projects that will not only aid our economic recovery but also help us cater to the expected growth in population over the next decade and beyond.

This includes progressing with the redevelopment of the Ryde Civic Centre.

Work to demolish the old Ryde Civic Centre commenced in March 2021 and was completed six months later, allowing for construction on a new community and civic hub to begin in early 2022.

Once completed, this once-in-a-generation project will transform the cultural and arts sector by delivering a four-fold increase in community facilities, while also activating this crucial part of Top Ryde. In addition, it will provide a new home for Council staff and access to in-person Council services for the community in a central location.

Council also begun construction on the new Rowe Street East car park in Eastwood which will resolve chronic parking shortages and aide Eastwood's economic recovery from the shocks created by the COVID-19 pandemic.

In addition, we have a renewed focus on our town centres with investigations continuing into the wide-ranging Eastwood Central project that will result in more parking and increased public space, while a new masterplan has been adopted for West Ryde town centre and is in the early stages of its development.

We also continue to lead the way in creating a more sustainable City.

After Council adopted a 100 percent renewable energy target by 2030, work began in 2020/21 on how a Net Zero (NZ) Emissions Pathway could be created for reducing Council and community emissions. This included surveying our community on climate issues, a possible NZ plan and potential target options with responses guiding the development of a Net Zero Pathway strategy.

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

Council has been able to progress with its ambitious agenda due to its continued strong financial performance, which includes a cash reserves position of \$230 million and an uncommitted working capital balance of \$4.5 million.

On behalf of everyone at Council, I look forward to continuing our work in delivering for the community.

A handwritten signature in dark ink, appearing to read 'G Dedes'.

**George Dedes**  
City of Ryde General Manager

# A YEAR IN REVIEW

## OUR PERFORMANCE SNAPSHOT



**\$1.6 billion**

of approved development

**More than  
24,000**

development enquiries received

**691**

development applications

**132**

new dwellings approved

**84 days**

was the average number to determine each development application

### Planning and development

Medium density development provisions were amended to ensure appropriate medium and high density development, the Infrastructure Strategy addressing gaps in infrastructure development



**585,000  
participants**

in organised sport using Council's active open space areas

**Over 532,000  
visitors**

to the Ryde Aquatic Leisure Centre

**357,500  
visits**

to our five libraries

### Library programs and events

3,200 people attended a reduced program of 320 in person and online programs and events

### COVID-19 restrictions

Reduced visitor numbers and in-person attendance were experienced across all City of Ryde sportsfields, playgrounds, libraries, Customer Service and the Ryde Aquatic Leisure Centre as a result of ongoing COVID-19 closures and restrictions



**Bush  
regeneration**

works undertaken in 54 parks and reserves totaling over 104 hectares

**Over 3,800  
volunteer hours**

helped to restore and manage bushland across 18 sites

**Almost  
5 percent  
reduction**

in electricity use compared with 2003/04 baseline.

1,077GJ renewable electricity was generated from Council solar systems

**45.3 percent of  
49,500 tonnes**

of domestic waste recycled

**60,970 tonnes**

of construction materials recycled

**Over 1,700 trees**

and shrubs planted in bushland areas, parks, streets and private properties





## Mini innovation summits

held in partnership with Venture Café in the lead up to the Macquarie Park Innovation Festival

## Building business capacity

with over 25 monthly webinars and workshops for local SMEs including marketing, finance, legal and digital topics

## West Ryde Town Centre

masterplan developed to revitalise the town centre as a distinctive, vibrant and attractive local centre

## Coxs Road

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

## Supporting Eastwood businesses

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

## Ryde River Walk

completed with the missing 150 metre section providing new access along the Parramatta River

## Eastwood's new shopper car park

nearing completion, helping to reduce chronic congestion and parking shortages in Eastwood



## 80 percent

of over 79,800 Customer Service Centre calls resolved at first point of contact

## Over 14,300 customers

served at the Customer Service Centre

## Almost 1.4 million

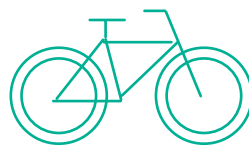
visits to our website

## 95 percent

of 44,675 customer requests actioned within 10 working days

## 93 percent

of 38,725 items of inward correspondence actioned within 10 working days



## Footpaths and cycleways

19,976m<sup>2</sup> of road pavements and 1,504m<sup>2</sup> of footpaths and cycleways were replaced and restored.

We installed 7,998m<sup>2</sup> of new footpaths and cycleways

## 29,958 passenger trips

taken on our Shop Ryder community bus service



## Restructured events program

More than 150 online events were held with more than 1,000 people participating in online library events, small business workshops, waste education seminars and other community events

## 7,080 people

hosted at 67 community development events

## Live events

were able to take place including the Battle of the Bands competition, 2021 Volunteer Recognition Awards, International Harmony Day celebrations, West Ryde Easter Celebrations and Neon Nights at West Ryde Plaza

## Granny Smith Festival

The 2020 Granny Smith Festival was held online due to COVID-19 restrictions with a series of online and in-person events during October and a reach of over 34,000 people

## \$472,284

allocated in community grants to support 75 projects

# A YEAR IN REVIEW

## COVID-19 PANDEMIC

The COVID-19 pandemic continued to create significant challenges for the City of Ryde throughout 2020/21.

While the vast majority of Council operations were permitted to operate throughout the 12-month period, consistent outbreaks and clusters resulted in restrictions continually being implemented in relation to density limitations at various venues and face-to-face events.

This impacted a significant proportion of Council events – particularly in the first half of 2020/21 – with many held online rather than in-person.

The economic uncertainty created by the COVID-19 pandemic also resulted in continued support being offered to local businesses, ratepayers and community organisations.

Despite the ongoing challenges, Council was still able to deliver on its ambitious agenda throughout 2020/21.

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

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

## COUNCIL IN THE SPOTLIGHT

There was considerable media interest in the activities and initiatives undertaken by the City of Ryde in 2020/21, with Council receiving more than 950 media mentions. Of these 33 percent were positive, 18 percent negative and 49 percent neutral.

The issues that generated the most coverage were the Ryde Central project, COVID-19 response and the various events that Council held both in-person and online.

## RYDE CENTRAL

The development application to redevelop the Ryde Civic Centre site was unanimously approved by the Sydney North Planning Panel in February 2021.

Later that month, when construction was about to commence, a stop work order was issued by Heritage NSW on the redevelopment after claims were made that the Ryde Civic Centre building had heritage significance.

The NSW Government lifted the stop work order in March, allowing work to commence on the \$110 million project to build a new community and civic hub on the Ryde Civic Centre site.

The centrepiece of the project will be a new multi-purpose and cultural building dedicated to community use.

This building will feature the Edna Wilde Performance Hall – named after former City of Ryde Mayor Edna Wilde OAM – which will be able to seat up to 700 people. It will also include public activity rooms, meeting rooms, function space, amenities and food premises.

An additional commercial building will house Council staff as well as external tenants. Other features include a public plaza, landscaping, pedestrian links and on-site basement car spaces.

The project is set to be completed in early 2024.

## PLANNING FOR THE FUTURE

Council continued to invest significant resources into ensuring the City of Ryde was well equipped to meet the needs of the growing and changing community.

Following the implementation of the Local Strategic Planning Statement and after a significant campaign, Council amended its planning rules so that low-density residential neighbourhoods were protected from the State Government's Low Rise Housing Diversity Code. This will ensure inappropriate developments such as manor houses, terraces, villas and townhouses are prevented from being built in low-density neighbourhoods.

Landmark heritage reforms developed by Council also became law, providing protection for more than 300 items across the community.

The City of Ryde also became the first council in NSW to endorse a comprehensive local resilience plan that will allow for the community to be prepared for major events and emergencies and respond appropriately when such situations occur.

## FINANCIAL RESULTS

Council's Income Statement for the financial year discloses the following:

FINANCIAL RESULTS	2020/21 \$(M)
Income	198.47
Expenses	130.93
Operating result	67.55
<b>Total capital expenditure</b>	<b>55.1</b>

Council collected over \$198 million in revenue for the financial year, including over \$100 million in rates and charges. Council also expended \$131 million in delivering services to the community. In addition to this, Council delivered an operating surplus of \$67 million as a result of a number of accounting related requirements, including revaluing its assets (\$36 million) and receiving capital revenue which will be used on future capital projects (\$23 million). The Audit Office has completed its audit on Council's financial reports and provided an unqualified opinion.

FINANCIAL POSITION	2020/21 \$(M)
Assets	1,689.8
Liabilities	64.17
Net assets	1,634.63
<b>Total equity</b>	<b>1,634.63</b>

Council spent \$55 million renewing and upgrading its infrastructure during the year, including a number of major projects such as Ryde Central and Rowe Street East Car Park. Council's Statement of Financial Position discloses net assets of \$1.63 billion, primarily made up of infrastructure-related assets of \$1.28 billion (net value). Council has maintained its cash reserves to a level of \$230 million which will be used to fund projects within the delivery program.

The COVID-19 pandemic had a minor impact on Council's 2020/21 operating result. Impacts were reported through the Quarterly Budget Review process and adjustments were made to budget to ensure that Council remained fiscally sound. Council's working capital position remains at \$4.5 million and will be continually monitored into the 2021/22 financial year as the impacts of the latest COVID-19 outbreak are quantified.



# SUSTAINABILITY STATEMENT

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

## SOCIAL SUSTAINABILITY

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

For example, our Social Plan 2019-2024 outlines a strategic roadmap to sustain and improve social wellbeing in the City of Ryde. Our Creativity Strategy 2019-2024 outlines a vision and strategic roadmap for Council, community and partners to support, build and empower arts and creativity in our City. Our Children's Play Implementation Plan 2019-2024 helps ensure that all families within the City of Ryde have access to safe, accessible and high-quality playgrounds. More information can be found on page 44.

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

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

See page 264 to learn more.

## ENVIRONMENTAL SUSTAINABILITY

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

For example, our Biodiversity Plan provides a comprehensive framework to assist in the management, enhancement and protection of natural areas and biodiversity across the City of Ryde. Our Waste Management Strategy targets a 20 percent per capita reduction in waste sent to landfill, and we have a wide range of programs aimed at helping our community live more sustainably. See pages 64-67 for more information.

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

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

## ECONOMIC SUSTAINABILITY

To ensure our local economy remains vibrant and sustainable in both the short and long term, we are working to create a healthy and resilient economy across our centres and neighbourhoods. Our initiatives include revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants. We also support an improved night-time economy and improved digital and transport connections across the City, and support people and businesses across the City to launch and nurture businesses and careers.

Our Economic Development Program supports micro, small, medium and large enterprises with regular events, programs and initiatives that help drive job creation. During the year, many of these were delivered online, while additional workshops and activities helped local business cope with the challenges of the pandemic. See page 74 to learn more.

Part of our focus on economic sustainability involves leading by example. To support economic sustainability and the resilience of the City of Ryde economy we have a range of strategies and programs including our Long-Term Financial Plan, Strengthening Ryde Strategy, Community Strategic Plan, Local Strategic Planning Statement and Local Environmental Plan. More information can be found throughout this Annual Report.

# DELIVERING OUR SERVICES

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

### Reporting on our progress

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

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

### Quarterly reports

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

### Annual Report

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

## GREATER SYDNEY

### 40 year

#### VISION

The Greater Sydney Region Plan

### 20 year

#### PLAN

Greater Sydney Commission North District Plan

#### KEY

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

## CITY OF RYDE COUNCIL

### 10 year

#### PLAN (Council Area)

#### Community Strategic Plan

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

#### Resourcing Strategy

(Financial, Asset, Workforce ICT)

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

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

#### Council Strategies

### 4 year

#### PLAN (Council Term)

#### Four Year Delivery Plan

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

#### Delivery Programs

#### End of Term Report

### 1 year

#### PLAN (Annual Planning Cycle)

#### One Year Operational Plan

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

#### Departmental Business Plans

#### Quarterly Reviews, Annual Report

# OUR STAKEHOLDERS

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



Residents



Ratepayers



Customers



Partners,  
regional and  
national



Community  
groups and  
volunteers



Government

## THEY ARE IMPORTANT TO US BECAUSE THEY:

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

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

Provide us with feedback and utilise our services and products.

Provide shared knowledge, networks, cultural experiences and economies of scale.

Build trust and bridges to local communities through services, help with planning and contribute to the development of our strategies, plans and programs.

Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks.

## WE ARE IMPORTANT TO THEM BECAUSE WE:

Provide civic leadership representation, services and facilities.

Generate sustainable growth and returns to the community.

Provide products and services of good value and quality.

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

Provide support and partnerships.

Provide local strategies, partnerships and networks.

## WE ENGAGE WITH THIS GROUP VIA:

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

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

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

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

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

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





### Employees and their representatives



### Visitors



### Suppliers



### Media



### Businesses

#### THEY ARE IMPORTANT TO US BECAUSE THEY:

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

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

Provide good value and quality products and services.

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

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

#### WE ARE IMPORTANT TO THEM BECAUSE WE:

Provide a fair, engaging and enriching work experience with career development and flexible work arrangements.

Provide products, services and facilities.

Provide fair access to business opportunities in line with policy and legislation.

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

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

#### WE ENGAGE WITH THIS GROUP VIA:

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

Events, our website, social media and other published information.

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

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

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







# How we engage with our community

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

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

## **Connect with Council**

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

## **Getting involved**

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

## **Make a submission**

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

## **Join a committee**

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

## **Talk to a Councillor**

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

**[www.ryde.nsw.gov.au/councillors](http://www.ryde.nsw.gov.au/councillors)**



# OUR VIBRANT AND LIVEABLE CITY

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

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

## PRIORITIES FOR THIS OUTCOME

### GREAT PLACES, VIBRANT NEIGHBOURHOODS

Centres are the focus of vibrant communities

Places are designed for people

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

### COLLABORATIVE DEVELOPMENT

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

- Actively advocating to the State Government and the Greater 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





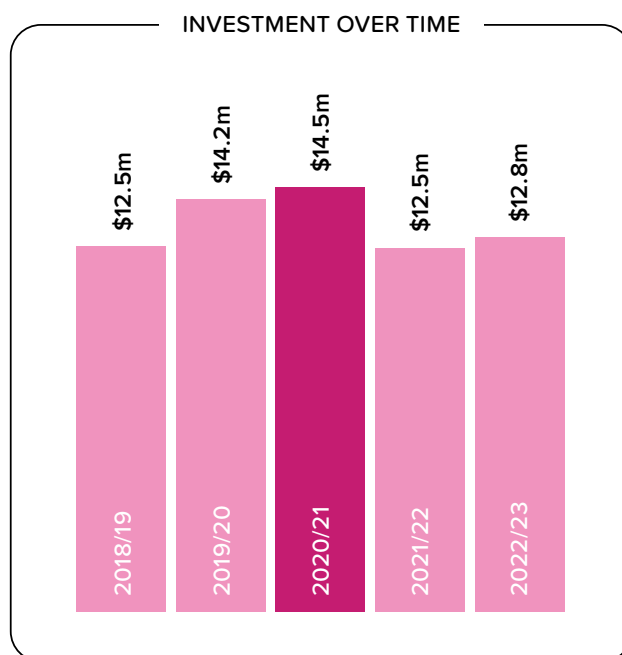
## OVERVIEW

### Council services supporting this outcome

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

### How we monitor progress

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



## BUILDING A VIBRANT AND LIVEABLE CITY

As the City of Ryde continues to be a desirable place to live and work, it is crucial to ensure our growing community has access to diverse housing and employment opportunities as well as vital services. With projected population increases 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 and to guide development to diversify housing supply while protecting and maintaining the character and liveability of our City. This needs to be achieved while also securing investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

## KEY STATISTICS

### PROJECTED GROWTH

116,298	Residents in 2016	160,750	Residents in 2031
43,020	Households in 2016	62,000	Households in 2031
46,149	Dwellings in 2016	66,000	Dwellings in 2031
53,225	Rateable properties		
52.9% of dwellings in the City of Ryde are medium or high density, compared with 44% in Greater Sydney			





## HIGHLIGHTS



### Neighbourhood centres

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



### Town centres

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



### New development

\$1.6 billion worth of developments were approved.

# SERVICES AND PERFORMANCE HIGHLIGHTS

## CITY STRATEGIC PLANNING

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

### Housing and development

In response to the State Government implementing changes to planning laws to encourage additional medium density development, Council amended its local planning provisions to ensure that medium density development under the new rules would only occur in appropriate locations.

The Planning Proposal that was subsequently approved by the Department of Planning, Industry and Environment now means that inappropriate developments, such as manor houses, terraces, villas and townhouses are now prevented from being built in low-density neighbourhoods in the City of Ryde.

To maintain appropriate levels of housing diversity and supply, Council has made more lots eligible for dual occupancy (duplex) development.

### Advocacy in relation to developer contribution changes

Following a State Government proposal to limit the amount that councils can charge with respect to developer contributions, Council advocated for a number of amendments to ensure the system offers more value to the community. Developer contributions fund supporting infrastructure such as community facilities, and should the proposed changes occur, the cost of providing facilities whose need is generated by increased density in the development itself will fall to ratepayers.

### Planning Macquarie Park's future

Council staff provided feedback on the Department of Planning, Industry and Environment's strategic review of planning controls in Macquarie Park. As Macquarie Park's importance as an economic, education and employment powerhouse grows, the department (acting on behalf of the Greater Sydney Commission) is considering introducing new residential uses in the precinct that enable people to live and work closer together, while also activating the precinct outside of business hours. Council has advocated for any changes to protect a distinct commercial core within the precinct so that it continues to be an exceptional employment and innovation centre, and to ensure supporting infrastructure is delivered.

### Ivanhoe Estate Precinct

Consent was granted by the Minister for Planning and Public Spaces for the Ivanhoe Estate Concept Masterplan. The staged development, which includes multiple high-rise buildings, 3,300 dwellings including 950 social housing and 128 affordable housing units, schools and retail, will be completed over a 10 to 15-year period. To maximise the retention of the ecological Sydney Turpentine Ironbark Forest community on and adjoining the Ivanhoe Estate, Council advocated to the State Government resulting in an increase to the green canopy.

### Infrastructure strategy development

Council is developing a centralised strategy that will bring together infrastructure planning. The strategy will provide clarity for the community on how Council intends to address the infrastructure challenge arising from ongoing growth.

### Public domain

In 2020/21 the City of Ryde completed approximately 300 Local Development Application assessments that impacted the public domain and worked through the construction phase of 720 developments to ultimately issue the Compliance Certificates for project completion.

Council promotes design solutions that enhance the amenity and character of the local area for residents, visitors, businesses, and other users and encourages the development of spaces that are attractive and safe for all users.

We liaise with different levels of government organisations to advocate and contribute to the delivery of new public infrastructure within the local government area. This is demonstrated through the significant collaboration on the State Significant Development at the Meadowbank Education Precinct.

Council has acquired new/renewed public infrastructure as part of the developments at 85-91 Waterloo Road, Macquarie Park, as well as 6-8 Giffnock Avenue, Macquarie Park. This new infrastructure provides better connectivity and improves the existing local network road capacity.





## HIGHLIGHTS



### Medium density development

Amended rules now mean that medium density development can only occur in appropriate locations.



### Changes to developer contributions

We are advocating to keep community facilities in the City of Ryde funded by local development contributions.



### Infrastructure strategy

We are providing clarity for the community on how gaps in infrastructure development will be addressed.

# NEIGHBOURHOOD ACTIVATION

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

## West Ryde Town Centre revitalisation

Council exhibited a draft masterplan for the West Ryde Town Centre to seek community feedback on two alternative proposals that would revitalise the town centre into a distinctive, vibrant and attractive local centre.

The draft masterplan establishes a clear vision based on place-specific design principles from the West Ryde Town Centre Revitalisation Strategy, and guides continued maintenance and renewal of the public domain and local infrastructure.

In addition, Council endorsed a Planning Proposal for 2-6 Chatham Road in West Ryde to allow the construction of a seven-storey mixed-use development. As part of this process, Council entered into a voluntary planning agreement that will result in three affordable housing units being dedicated to Council as well as upgrades to Chatham Road and public domain works.

### DELIVERY PROGRAM

#### Street Tree Planting Program

Annual program completed with approximately 600 street trees planted during the year. The Street Tree Planting Program assists in achieving City of Ryde's target of having 40% canopy cover by 2030.

#### Purchase Aerial Photography for LGA

### CAPITAL WORKS PROGRAM

#### Neighbourhood Centre Renewal

@CityofRyde thank you so much for the beautiful Bay Laurel Tree planted outside my place in Darvall Road this morning, it is fantastic!

Marie — Resident





## HIGHLIGHTS



### Coxs Road upgrade begins

The Coxs Road upgrade commenced, rebuilding the entire streetscape with shade, landscaping, street furniture and a new plaza.



### Ryedale Road renewal

Ryedale Road is being enhanced with a raised pedestrian crossing at the train station, new landscaping, planting and street furniture.



### New public domain

A plan was developed for an open space on Waterloo Road in Macquarie Park to deliver a linear park with attractive, functional green spaces and an expanded tree canopy.



# HERITAGE MANAGEMENT

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

## Heritage reforms

The landmark heritage reforms developed and endorsed by the City of Ryde now provide heritage protection to more than 300 items across the community. The reforms were adopted as an amendment to the Ryde Local Environmental Plan 2014 after the Department of Planning, Industry and Environment authorised Council to be the local plan making authority for the changes.

In addition, the Macquarie Ice Rink was also afforded heritage protection following a Gateway Determination that gave the City of Ryde approval to proceed. Council amended the Local Environmental Plan 2014 to list the ice rink and its location in the Macquarie Shopping Centre as an item of environmental heritage.

The Ryde Local Heritage Assistance Fund was also enhanced and now provides grants of up to \$15,000 to eligible owners of heritage listed items and properties in Heritage Conservation Areas to help offset the costs involved to repair, maintain or conserve their residential heritage item. There were 12 successful applications for funding during the year.

### DELIVERY PROGRAM

#### Updating of Heritage Conservation Management Plans

Conservation Management Plans developed for seven heritage community facilities.

### CAPITAL WORKS PROGRAM

#### Heritage Buildings Renewal

The roof renovation at Willandra House has been completed.









## 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.**

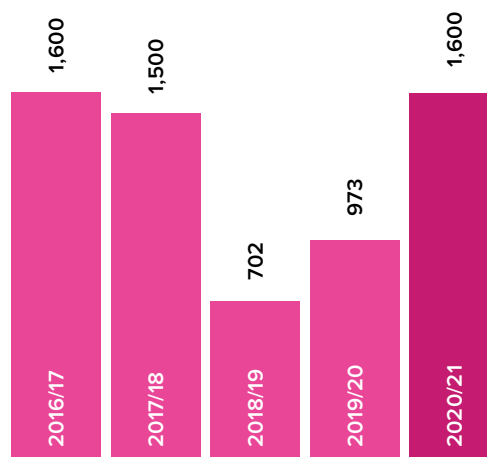
### Streamlining application lodgement and processing

To make the lodgement of development applications (DAs) more streamlined, Council now accepts all applications through the online development application service on the NSW Planning Portal. As well as reducing the time and effort associated with manually lodging development applications, this approach also complies with legislative changes and the mandate from the NSW Minister for Planning and Public Spaces.

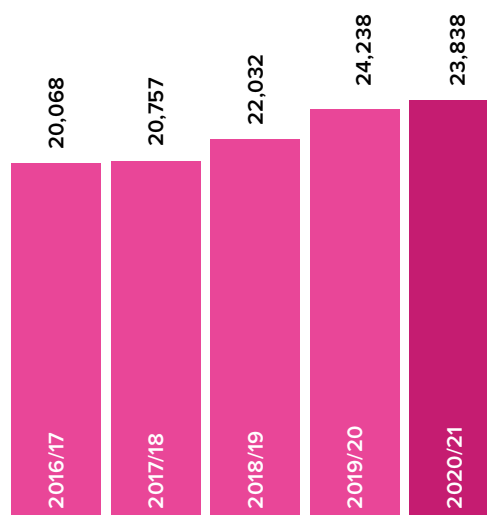
Due to the COVID-19 pandemic and temporary closure of the Customer Service Centre, Council opted to accept all DAs, Modifications (MODs) and S8.3 (item 1) applications via the Planning Portal from 1 July 2020. To help streamline the passage of applications through the review process, and to provide our community with pre-lodgement feedback, Council also established a free front-of-house service that reviews DAs, MODs and S8.3 Review applications prior to lodgement. Lodgement of Post Consent Certificates was added to this service in December 2020 and registration of Online Certificates of Registration issued by private Certifiers on 1 March 2021.

The changes to the workflows, processes and resources that were implemented in switching to the NSW Planning Portal means Council now provides a one-stop-shop for our Building and Development Advisory Service to review DAs, modifications and applications that are lodged for review. We also continue to provide direct development advice and assistance through our Customer Service Centre.

VALUE OF  
DEVELOPMENT APPLICATIONS  
DETERMINED (\$ MILLION)



DEVELOPMENT APPLICATIONS  
RELATED ENQUIRIES  
RECEIVED

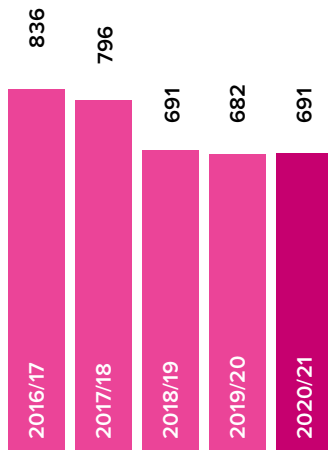


### 2019/20 2020/21

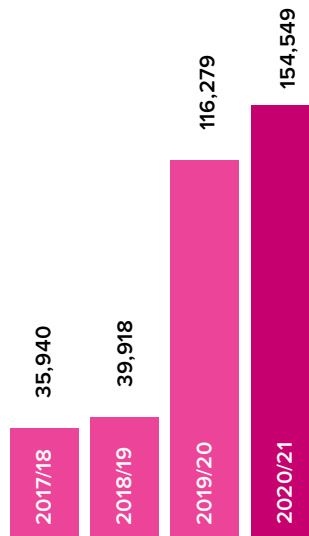
<b>Mean gross assessment time (target &lt;= 95 days)</b>	87.5 days	84 days	✓
<b>Mean gross determination time</b>			
- Commercial, retail, office (target <= 91 days)	77 days	98 days	✗
- Residential alterations and additions' (target <= 77 days)	66 days	62 days	✓
- Single new dwellings (target <=105 days)	83 days	86 days	✓

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

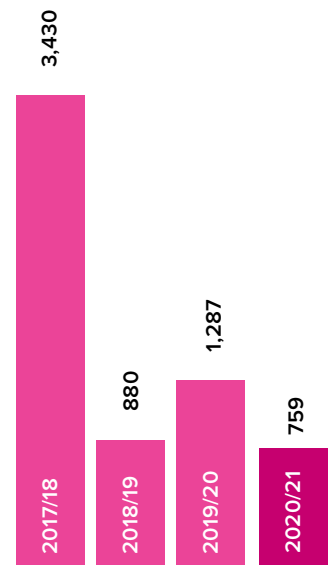
#### NUMBER OF DEVELOPMENT APPLICATIONS DETERMINED



#### NEW COMMERCIAL FLOOR SPACE (m<sup>2</sup>)



#### NEW DWELLINGS APPROVED



## HIGHLIGHTS



### New dwellings

132 new dwelling houses were built and 154,549m<sup>2</sup> in commercial floor space was approved.



### Development applications

691 development applications were determined including:

- 143 residential
- 132 single new dwellings
- 90 commercial, retail, office
- 230 positive covenants were processed.



### Enquiries

23,838 development-related enquiries were received.

## BUILDING CERTIFICATION AND COMPLIANCE

Providing complex service delivery and management programs in the specialist areas of building compliance and approvals, certification processes and compliance services to ensure compliance with building legislation and industry standards. This includes regular monitoring to help ensure public safety through fire safety investigations and compliance and swimming pool barrier audits.

	2019/20	2020/21	
Private pool fence inspections (Target >= 450)	501	459	✓
Audits of buildings with combustible cladding	50	8	✓
Annual Fire Safety Statement checked for compliance (Target >= 853)	810	897	✓

### Managing developer construction activities in the public domain

Council's City Works Directorate implemented a range of measures to improve developer compliance during construction activities that impact the public domain. These are in response to frequent instances of non-compliance with approved traffic management plans, obstruction of pedestrian or vehicular access, lack of delineation between temporary footways, roadways and work sites, inadequate temporary access and presence of pedestrian trip hazards, unauthorised closure of pedestrian paths, and inadequate sediment and erosion control measures.

The new measures contribute to a positive safety culture. A new process systematically identifies and resolves instances of non-compliance by developers and increases their awareness of their responsibilities and safety requirements during construction.

## COMMUNITY AND ENVIRONMENTAL HEALTH AND SAFETY

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

	2019/20	2020/21	
Food premises/businesses inspected (Target >= 850)	846	888	✓
Health inspections (regulated and registered premises)	105	141	✓
Public pools inspected (Target >= 20)	31	28	✓

### Keeping our community safe

Numerous activities were undertaken in the area of community health and safety. In addition to Council's regular program of work, officers completed more than 600 COVID-safe inspections in conjunction with NSW Health to ensure food businesses within the City of Ryde complied with the required COVID-safe reporting requirements.

To reduce the incidence of disease outbreaks associated with the City of Ryde's 205 cooling tower systems (comprising 390 individual cooling towers) Council engaged in a rigorous safety program. Cooling towers are separated into high (52), medium (142) and low (4) risk categories and during the year we reviewed more than 90 percent of risk management plans for high-risk cooling towers.

# RANGER SERVICES

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

## Parking

Parking was a primary focus for Council's rangers, specifically supporting local businesses by turning over vehicles within central business districts and supporting local residents by providing enforcement within resident parking zones. The rangers responded to 1,855 illegal parking complaints during 2020/21.

Parking enforcement resumed during July 2020 after being suspended during the COVID-19 lockdown period when rangers were re-tasked to patrol parks and followed up on complaints from residents.

## Compliance

Rangers continued to protect public amenity across the City of Ryde and resident safety by investigating illegal waste complaints, abandoned and derelict vehicles, footpath and roadway obstructions, and heavy vehicle enforcement. A total of 2,670 customer requests were investigated during 2020/21.

One area of concern this year was the increase in dog attacks throughout our main parks. This was due to more people using the parks with their pets during COVID-19 restrictions, with some people walking with their dogs off lead in parks that require dogs to be on a lead.

	2019/20	2020/21	
Proportion of non-residents to residents being fined	81%	79%	✓
Proportion of dog attacks reported as required under the Act	100%	100%	✓
Impounded dogs returned to owner	100%	100%	✓
Total number of formal and informal cautions versus infringement notices issued	28%	23%	✓









## THE YEAR AHEAD

The City of Ryde is committed to improving housing affordability and liveability.

**\$53 million in investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

**Centres and Neighbourhood program**

- Neighbourhood centre renewal

**Open Space, Sport and Recreation program**

- Street tree planting program



# OUR ACTIVE AND HEALTHY CITY

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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.

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## PRIORITIES FOR THIS OUTCOME

### ENHANCED RECREATIONAL SPACES

Providing opportunities and choice for recreation and active learning and living

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

### WELL-TARGETED SERVICES

Strengthening community life, connectedness and wellbeing

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



LEARN TO  
SKATE CLINIC AT  
MEADOWBANK  
SKATE PARK



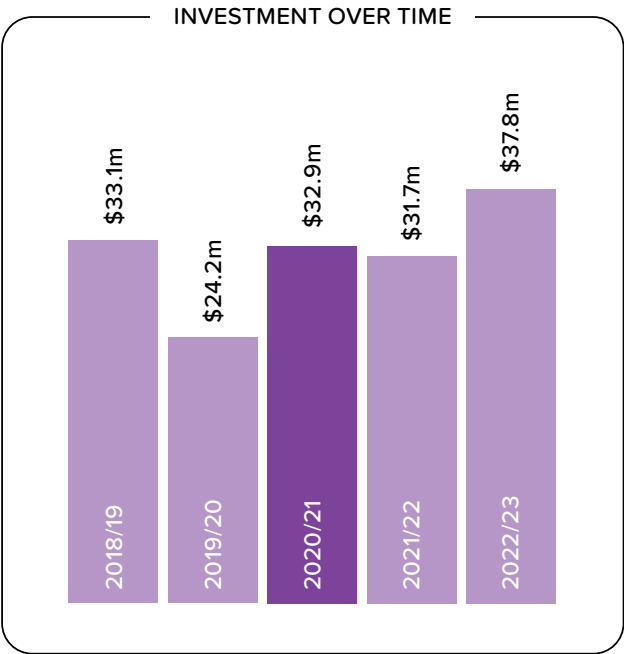
# OVERVIEW

## Council services supporting this outcome

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

## How we monitor progress

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



# BUILDING AN ACTIVE AND HEALTHY CITY

Our residents have built a strong sense of community, 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 as part of an organised event.

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

# KEY STATISTICS

AGE PROFILE	2016 CENSUS	PROJECTION FOR 2031	PROJECTED CHANGE
0-9	13,559	19,500	44%
10-19	11,547	16,700	45%
20-29	20,132	23,200	15%
30-49	35,084	48,350	38%
50-64	19,383	25,700	33%
65-79	11,264	18,400	63%
80+	5,329	8,950	68%





## FAMILIES IN RYDE



### Couples with children

2016 Census	14,824
Projection for 2031	21,350
Projected change	44%



### Couples without children

2016 Census	10,156
Projection for 2031	13,750
Projected change	35%



### One-parent families

2016 Census	3,674
Projection for 2031	5,450
Projected change	48%



### Other families

2016 Census	741
Projection for 2031	800
Projected change	8%



### Group household

2016 Census	2,303
Projection for 2031	3,050
Projected change	32%



### Single person

2016 Census	9,576
Projection for 2031	16,050
Projected change	68%



# SERVICES AND PERFORMANCE HIGHLIGHTS

## CITY SPORTSGROUNDS AND FACILITIES

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

### CAPITAL WORKS PROGRAM

#### Sportsfield Floodlighting Renewal

Council's ongoing program upgrading existing lighting on sportsgrounds to meet the relevant lighting levels for sporting codes. Renewal of the sportsfield lighting on Ryde Park Field 3 to meet Australian standards was completed this year.

#### Sportsfield Renewal and Upgrade

Council's ongoing program for the provision of safe and sustainable playing surfaces within the City of Ryde, including catering for increased future utilisation and sporting opportunities. Designs were prepared to raise the level of fields three, four and five of Meadowbank Park to allow for improved sporting field configuration. Mitigation of flooding impacts on the ELS Hall Park Synthetic Field will be completed in 2021/22. Pidding Park was reconstructed with new soil material brought in, the area made level, drainage installed and new turf laid.

#### Sportsground Amenities Renewal and Upgrade

Council's ongoing program upgrading and renewing aged, non-functional sporting amenities to meet the needs of current and future users. Refurbishment works on the North Ryde Park amenities building have been deferred until 2021/22 to minimise disruption to sporting user groups. A new amenities building servicing the sporting fields and new regional playground is currently under construction. Designs have been finalised for the new amenities building at Gannan Park to be constructed when funding is available.

#### Sportsfield Floodlighting Expansion

Provision of new floodlighting for sporting fields across the City of Ryde. The development application process for the installation of sportsfield lighting at Gannan Park is progressing.

#### Synthetic Playing Surfaces Expansion

Council's program for constructing synthetic playing surfaces throughout the City of Ryde. We have completed the design of the new amenities building at Christie Park with construction scheduled to occur during 2021/22. The project at Westminster Park has had an adjusted scope with field renewal works scheduled to occur during 2021/22.



## HIGHLIGHTS



### Night time sports

86 percent of sportsfields with lighting now have lighting capacity that is at or higher than the Australian standard.



### Community groups

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



### Community sport

585,000 participated in organised sports.



### Infrastructure

56 sportsfields.

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



### Sportsfield and amenity building upgrades

Upgrades are in progress to the sportsfields and amenity buildings at Meadowbank Park and at ELS Hall Park.



### Financial relief for sporting clubs

Winter sportsground hire and lighting costs were waived and fee increases delayed to help local sporting clubs recover from the COVID-19 pandemic.

## Preparing for a rebound in sportsfield demand

The multiple lockdowns undertaken in response to COVID-19 outbreaks underscored the importance of public spaces for both active and passive recreation.

Council continued with its ongoing program of sportsfield renewals and upgrades to ensure our facilities are able to support growing demand for their usage, including new synthetic playing surfaces and floodlighting to increase hours of use.

We also planned for new amenity facilities at Gannan Park and Christie Park.

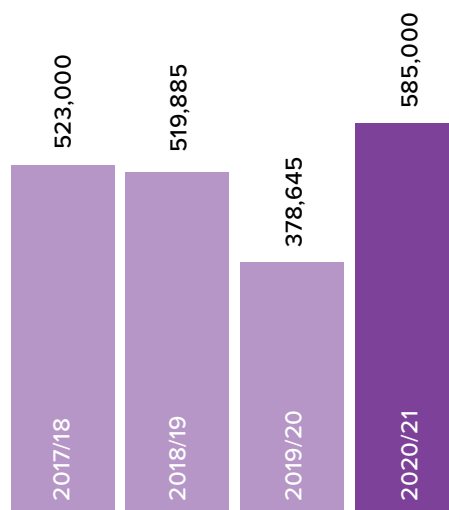
Council commenced the process to seek an operator for the tennis courts at Kotara, Olympic and Meadowbank parks. This is a major undertaking, ensuring that programs and services offered through these facilities continue to meet the contemporary needs of the City of Ryde community into the future.

With the rising popularity of pickleball in the City of Ryde, Council added pickleball markings on the Meadowbank netball courts. This provides facilities within the City of Ryde for the sport to ensure the demand is adequately catered for at multiple locations. Implementation of dedicated pickleball courts will be included in the relevant future Council projects, including masterplans where community feedback identifies a need and they can be accommodated.

In response to an approach from Sydney Disc Golf Club, Council also commenced a 12-month trial, installing a disk golf course at the North Ryde Common.

After being suspended through much of 2020, Council's popular School Holiday 'Active in Ryde' program returned during the January and April 2021 school holidays. Attended by more than 1,200 participants, the program featured lawn bowls clinics, a dance clinic, a two-hour clinic for primary school aged children including freestyle football and hiphop lessons, the Junior Jack skate clinic and a guided walk starting at ELS Hall Park. Participants learned about native flora and fauna in suburbia followed by a tree planting session at Greenwood Park to help improve the wildlife corridor along Shrimptons Creek for small birds.

PARTICIPANTS IN ORGANISED SPORT



Free WiFi,  
BBQs and a place for  
the kids (and big kids)  
to play — we love  
Elouera Reserve in  
Macquarie Park!

Connect Macquarie  
Park Innovation District



KINGS PARK IN  
DENISTONE EAST





# CITY PARKS AND OPEN SPACES

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

## Creating diverse public recreation spaces

Council's ongoing program of park strategic planning saw masterplans for Magdala Park, the Field of Mars and the Olympic Park Precinct completed during the year. The Parks Water Efficiency Strategy, Council's plan to more efficiently utilise water across its parks, and the Inclusive Recreation Strategy, outlining how Council will make recreation more inclusive for residents and visitors to the City of Ryde, were also completed during the year.

As part of our commitment to investing in state-of-the-art open spaces and ensuring that residents have access to safe, accessible and diverse recreation areas we also placed our draft Natural Areas Generic Plan of Management on public exhibition, detailing how we will manage parks and reserves containing designated natural areas, protect and enhance their biodiversity and conserve natural vegetation and habitat areas for threatened species.

The Blenheim Park Masterplan was endorsed following extensive community consultation. As part of the masterplan, Blenheim Park will be expanded and have a greater range of diverse and inclusive facilities that will cater to the entire community.

Playground upgrades were undertaken at Jennifer Park, in Melrose Park, and Eastwood's Marjorie Park, with the assistance of Federal Government grants. Pedestrian lighting was installed at Memorial Park, Meadowbank, while at Fontenoy Park in Macquarie Park, a new concrete footpath with lighting, fencing along Fontenoy Road, trees and associated landscaping works were installed to provide safe access. Council has also completed a new playground at Anzac Park, West Ryde with a rope bridge, climbing tower, slides, swings, nature play and dedicated toddler areas.

## DELIVERY PROGRAM

### Open Space Masterplans

Magdala Park and Olympic Park Masterplans and the Field of Mars Plan of Management and Masterplan were completed.

### Parks Plans of Management

The Parramatta River Parklands, Meadowbank Park, ELS Hall Park and the Generic Natural Areas Plans of Management were completed.

### Park Strategic Documents

Youth Infrastructure, Parks Water Efficiency, Inclusive Recreation and the Open Space Future Provision Strategies were completed.

### Park and Open Space Tree Planting Program

Planting of trees in conjunction with the new Regional Playground works in Meadowbank Park.

### Macquarie Park, Waterloo Road (Catherine Hamlin Park)

Construction of Catherine Hamlin Park on Waterloo Road, Macquarie Park, due to be completed in 2023.

## CAPITAL WORKS PROGRAM

### Playground Renewal and Upgrade

Construction has commenced on a new regional playground in Meadowbank Park. The local playgrounds at Jennifer and Marjorie Parks and the neighbourhood playground at Janet Park were renewed.

### Passive Parks Expansion and Improvement

Completed works include the missing link of the Ryde Riverwalk, a connecting path through Fontenoy Park and a new barbecue area at Santa Rosa Park that will support the future district playground.

### Toilet Blocks Renewal – excluding sportsfields

The amenities building at Kissing Point Park will be rebuilt with construction scheduled to be completed by December 2022.

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



## HIGHLIGHTS



### Playground upgrades

Three playgrounds were upgraded this year with a total of 43 playgrounds upgraded since 2012.



### Dog off-leash sites

Four additional dog off-leash sites were approved in Marsfield Park, Monash Park, Moore Park and Bennelong Park Foreshore.



### Kings Park

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



### Grants

\$5 million in grants was gained for improving facilities in parks including for installing cricket facilities at ELS Hall Park.



### Active in Ryde expanded

Council's school holiday programs featured 23 new activities and saw a total of 404 people participating in the program.



### New trees

More than 1,000 new trees were planted in parks and along streets across our City.

## RYDE AQUATIC LEISURE CENTRE

The Ryde Aquatic Leisure Centre (RALC) provides a broad range of programs and services to the local and broader community, attracting more than 730,000 visitors in a typical year. While all programs and services are important to the overall operation of the RALC, the Learn to Swim program is significant in that it is one of the larger learn to swim schools in Sydney (with in excess of 3,600 enrolments). Other services include leisure and recreational swimming, an array of indoor sports and facility hire, birthday parties, surfing and merchandise sales. Prior to the outbreak of COVID-19 in NSW, the RALC had returned an operating surplus to Council every year since 2004/05.

### Impact of COVID-19 restrictions

Visitor numbers to the RALC were severely impacted during 2020/21. The RALC was closed for three months (April-June 2020) during the initial phases of the COVID-19 pandemic forcing redeployment of staff to support other Council activities and allowing numerous maintenance and rejuvenation tasks to be completed at the RALC.

Following the easing of COVID-19 restrictions by the State Government, the RALC reopened in late June 2020. Visitor numbers took a while to recover and did not return to near pre-COVID-19 levels until 2021. During and following the 2020 shutdown, with visitor numbers still fluctuating due to COVID-19 lockdowns, we took the opportunity to renew key assets, including the Surf Ryder — our artificial wave machine.

### Olympic Park Masterplan

The Olympic Park Strategic Plan and long-term Masterplan for the Olympic Park precinct was completed and is scheduled to be adopted by Council in late 2021. While Olympic Park has served the community well for many years, Council recognised that, within the context of a rapidly growing and changing population, the roles and functions of the RALC site needed to be reviewed. The Olympic Park Masterplan allows Council to better understand the current and likely future sporting, recreational and leisure needs of the Ryde community and provides a framework for the effective future provision, planning and management and development of facilities and services within the Olympic Park precinct.

#### DELIVERY PROGRAM

##### Renewal of Surf Ryder

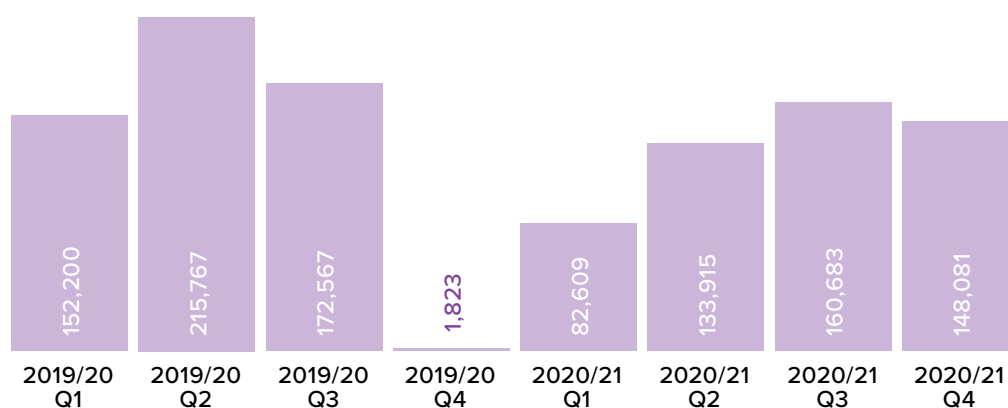
Upgrade completed.

#### CAPITAL WORKS PROGRAM

##### RALC asset renewal

Ongoing replacement and renewal of RALC assets as required.

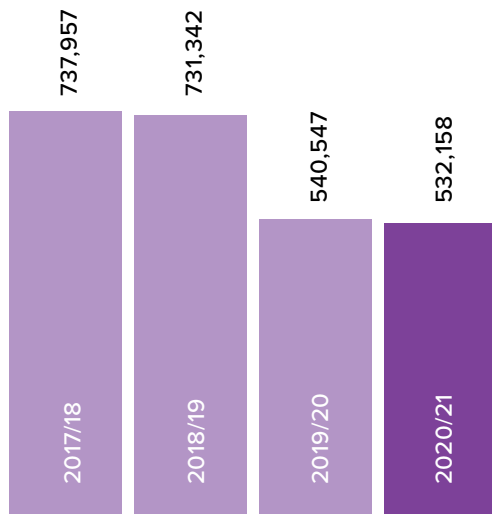
NUMBER OF RALC VISITORS 2019-21



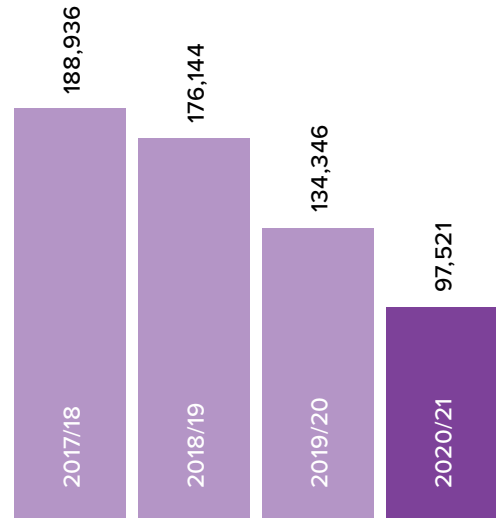
KEY: ● Complete ✓ On track ⚠ Delayed / Did not achieve target ➡ Deferred ✕ Cancelled



## VISITORS TO RALC



## RALC PROGRAM AND FACILITY HIRE USERS



## HIGHLIGHTS



## RALC visits

532,158 visitors to the RALC over the year.



## Learn to swim

Continued to provide one of the largest learn to swim schools in Sydney with more than 3,600 participants.



## Water quality

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

## LIBRARIES

Council's Library Service 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 that provide access to significant physical and online collections. They also provide an extensive range of programs and events for the community, including children's and youth services, literacy programs, home library services, community information, services to the multicultural community, local studies and family history.

### The changing nature of our library services

Eighteen months of restrictions associated with the COVID-19 pandemic has caused a significant shift away from in-person library attendance towards use of online services. Our library service has experienced a sustained increase in numbers of electronic items borrowed. Over the same period we have held significantly fewer events because of lockdowns and restrictions limiting the number and size of in-person gatherings.

In response, Council's Library Service has made significant upgrades to our online collections and now provides a range of new services, including access to the Hoopla streaming service, which includes a collection of 750,000 eBooks, digital comics, movies and shows. We have also launched a new library app to help residents browse our library catalogue and search for favourite authors or titles anytime, anywhere. Cashless transactions and EFTPOS payments were also established at North Ryde and Gladesville libraries for printing, fee payments and other in-library purchases.

Through Council's ongoing program of upgrades and renewing our library facilities, an inspiring new children's space was created at North Ryde Library including an award-winning Toy Library Interactive Wall.

The Home Library service continued providing home deliveries to residents aged 65 and over, while the Library 2U service provided contactless library book deliveries to City of Ryde residents during periods of lockdown.

### DELIVERY PROGRAM

#### Digital Enhancement for Libraries

We expanded our libraries with the capacity to add multimedia items and services in emergent formats. The new library app provided the community with a seamless way to access library services online and enhanced the customer experience.

### CAPITAL WORKS PROGRAM

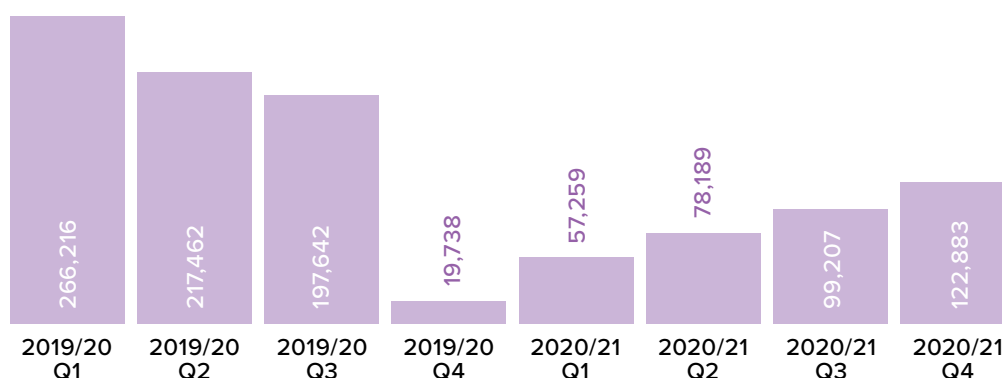
#### Community Building Renewals – Libraries

A refreshed and inspiring new children's area in the North Ryde Library has been delivered. The Eastwood Library roof was replaced as part of end of life replacement.

#### Library Public Multimedia Lab

Project deferred due to the COVID-19 pandemic.

NUMBER OF IN PERSON LIBRARY VISITORS 2019-21



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



## HIGHLIGHTS



### Five libraries

- 72,542 active library members
- 168,390 items in the physical library collection
- 33,355 items in the online library collection
- 7.9 percent of the collection in languages other than English



### Recovering visitor numbers

- 357,538 visitors attended libraries during the year
- 895,777 library loans
- 39,502 loans from our library community language collections



### Expanded digital services

- 210,711 visits to the library website
- Hoopla streaming service added to eCollections with over 750,000 titles available
- 96,435 electronic database items accessed
- 235,727 electronic items borrowed



### Library programs and events

- Over 3,700 people attended
- 260 library in-person and online programs and events



### Library app

A new library app was launched to help residents browse our library catalogue and search for favourite authors or titles.



### Award winning services

Our new toy library interactive wall was highly commended for innovation in outreach services by the NSW Public Libraries Association.



BLenheim  
PARK IN  
NORTH RYDE







## THE YEAR AHEAD

Council will continue its work to plan and build the facilities and services that support the entire community and give people the opportunity to participate as the City grows and changes.

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

In 2021/22 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 improvements

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

- Parks plans and strategies
- Sportsfield floodlighting renewal
- Sportsfield renewal and upgrade
- RALC asset renewal
- Sportsground amenities renewal and upgrade
- Playground renewal and upgrade
- Sportsfield floodlighting expansion
- Passive parks expansion and improvement
- Synthetic playing surfaces expansion



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

### RESILIENT INFRASTRUCTURE

Managing infrastructure to reduce risk and impacts

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







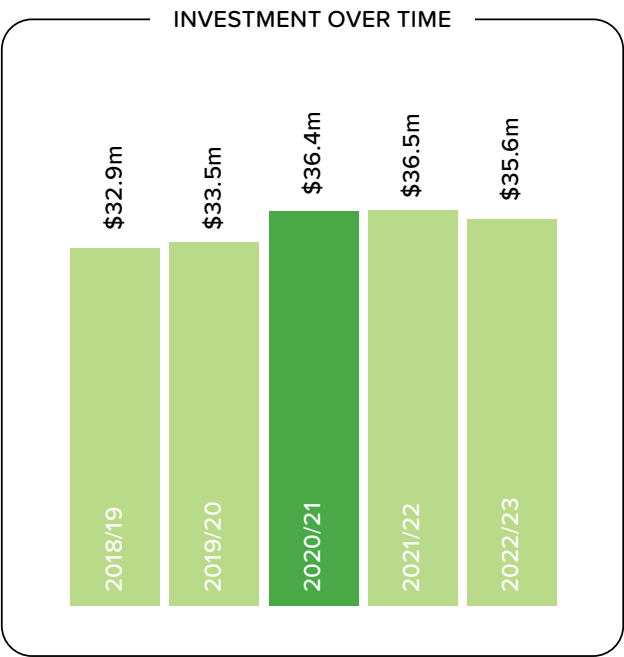
# OVERVIEW

## Council services supporting this outcome

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

## How we monitor progress

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



# BUILDING OUR NATURAL AND SUSTAINABLE CITY

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

Our priority is to protect and increase natural areas and parklands and address climate-related challenges such as extreme weather patterns, bushfires and flooding.

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

# KEY STATISTICS

- 205 hectares of natural areas** distributed over 71 parks and reserves
- Two major rivers and five main creeks/waterways** monitored for water quality and ecosystem health
- 22 different vegetation communities** have been mapped, with over **570 species** of native plants recorded in City of Ryde bushland
- Five regional and seven local biodiversity corridors** linking through our City
- 40 reserves** that contain threatened ecological communities



## HIGHLIGHTS



### Waste diversion

43.18 percent of waste material was diverted from landfill.



### Glass recycling

We joined a new program replacing natural sand with recycled crushed glass in road construction materials.



### Energy use

We used 52,609 GJ of energy (mains electricity and gas) which is 5 percent lower than our baseline usage in 2003/04.



# SERVICES AND PERFORMANCE HIGHLIGHTS

## ENVIRONMENTAL PLANNING AND MANAGEMENT

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

### Building resilience for our City

Adoption of the Ryde Resilience Plan 2030 in September 2020 underscored the City of Ryde's commitment to City-wide resilience planning for its operations and its people as we grow and change over the next 10 years. We are the first council in NSW to create a local resilience plan.

Delivery of the plan has commenced with a strong focus on addressing the immediate impacts of the COVID-19 pandemic within our community. It delivers localised actions to assist the City of Ryde to prepare for and recover from major shocks and chronic stresses across nine key response areas, defining targets and actions that ensure our community can adapt, survive and thrive by better withstanding and responding to local and global events, pressures and uncertainties.

In late 2020, Council updated our Climate Risk and Resilience Assessment, reviewing risks to Council assets and operations by climate change impacts and assessing our long-term vulnerability under these conditions. Climate risk and resilience vulnerability and mitigation strategies will now be incorporated in all local policies and plans.

### Cutting our energy consumption

Council has established longstanding targets to limit energy and water consumption across its facilities. Measuring against a consumption baseline of 2003/04 levels, we have been successful in maintaining consumption of energy and water at these levels over many years.

To reduce City-wide carbon emissions, and demonstrate leadership to the community, Council adopted renewable energy and resource efficiency targets for 2030. These targets provide a pathway for reducing carbon emissions and increasing renewable energy investment for the city so that Council can achieve 100 percent renewable energy by 2030.

In working towards achieving this target, Council also participated in the Southern Sydney Region of Councils renewable energy Power Purchase Agreement. This agreement will supply our large electricity sites with around 20 percent of their energy needs as renewable energy from the Moree Solar Farm project.

### Water use

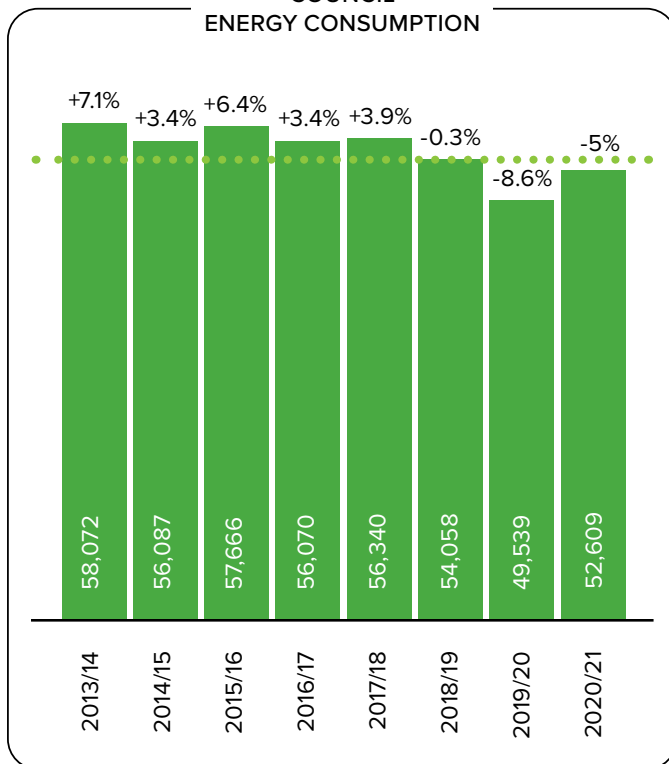
Our commitment to being a responsible and sustainable organisation also includes 'no net increase in potable water usage' above a 2013 baseline including in our parks and sportsfields. To support this, Council installed several stormwater harvesting systems over a number of years which provide a low to no cost solution to keep our fields operating and green. We have also installed water meter monitors in key locations to proactively detect leaks and prevent water wastage, and we are regularly seeking improvements to limit potable water usage in all our operations.

### DELIVERY PROGRAM

#### Ryde Aquatic Leisure Centre Energy Feasibility Study and Optimisation Project

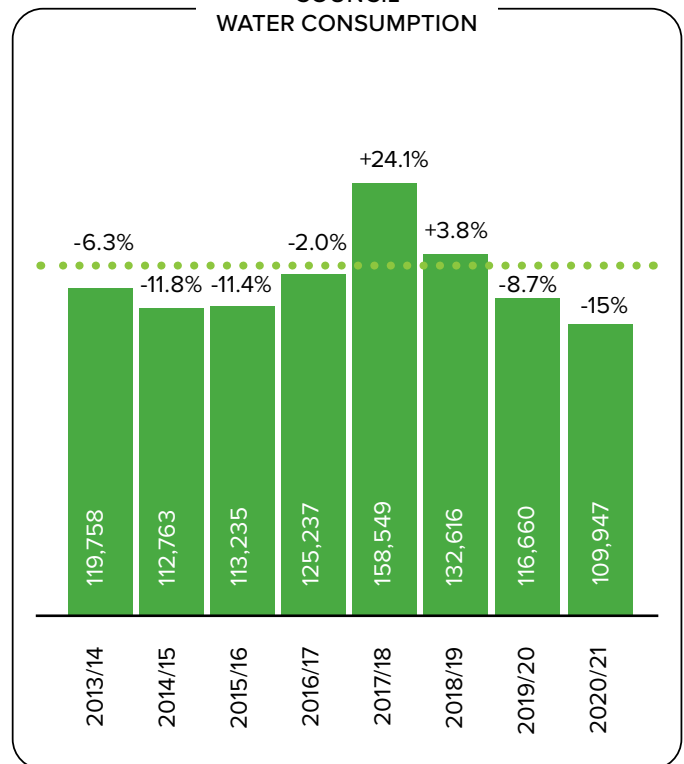
A comprehensive audit of the RALC was undertaken to seek ways to optimise the numerous systems that operate the site. This process reviewed the recently delivered solar power plant, cogeneration system, boilers and electrical system towards reducing energy wastage and delivering long term savings to the site. Implementation of optimisation works have been placed on hold due to the impacts of COVID-19 and budget restructuring.

### COUNCIL ENERGY CONSUMPTION



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

### COUNCIL WATER CONSUMPTION



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

## HIGHLIGHTS



### Renewable energy

1,077GJ of renewable electricity generated from Council solar systems.



### Additional land for conservation

The Office of Strategic Lands will transfer 9.5 hectares of land to Council for open space and environmental conservation.



### Water saving

109,947 kL of water was used across Council operations, which is a 15 percent decrease from our 2003/04 baseline usage.

# NATURAL AREA MANAGEMENT

**Council actively works to protect and restore the City of Ryde's 205 hectares of natural areas. This includes partnering with a broad range of businesses and people from our community who volunteer to help care for and restore the City's natural bushland areas, catchments and sensitive ecosystems. 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.**

## Enhancing natural areas and biodiversity

The City of Ryde's population has increased by about 25 percent over the past decade and is projected to grow by another quarter by 2036. To increase protection, enhancement and awareness of natural areas and biodiversity in the City we continued our program of delineation, fencing and signage in natural areas, conducted education programs for companion animals and wildlife protection, and undertook planting programs to enhance natural areas. Council also undertook regular inspections to monitor priority weeds, inspect bush regeneration areas and Bushcare group sites and address issues raised by the local community, with more than 150 field audits undertaken in 2020/21.

New fencing and walking trail reconfiguration at Stewart Park in Marsfield was completed and helped to protect the critically endangered Sydney Turpentine Ironbark Forest. At Lynn Park, Denistone, bollards were installed around the core bushland to protect the critically endangered Blue Gum High Forest at the site and delineation works were undertaken at parks across the City to help protect sensitive areas. The condition of walking trails in natural areas was also audited and plans prepared for managing our City's saltmarsh ecosystems and for conducting future biodiversity education activities.

## Community participation in protecting and managing the natural environment

A major part of Council's efforts to care for and enhance the City's 205 hectares of natural areas, waterways, catchments and ecosystems involves collaborating with volunteers, businesses and community. Members of our community volunteered 3,858 hours of their time in 2020/21, which contributed to restoring and enhancing our natural areas.

We also held community workshops on priority weeds and brush turkeys, along with community partnership activities with Tzu Chi Park, Ryde Rotary Club, St Joseph's College and EnviroPacific.

## Increasing tree canopy coverage

As a part of the Ryde Biodiversity Plan and the NSW Government's planning priority for increasing tree canopy cover across the Greater Sydney Region by 40 percent, Council committed to a target of 40 percent canopy coverage across our City by 2030. We undertook first-of-its-kind artificial intelligence mapping for measuring tree canopy and vegetation, enabling more accurate tracking of vegetation coverage and data including species increase or decline to help us achieve the 2030 target and guide future tree planting programs.

More than 1,700 trees and shrubs were planted in the City's natural areas, parks and streets through Council's annual tree planting program. Other Council initiatives and community plant giveaway programs add significantly more to this total. Some of the additional plantings included 720 native plants as part of the restoration of the Shrimptons Creek corridor and a tree give away for local residents, with 400 trees supplied to the community.

## DELIVERY PROGRAM

### Ryde Biodiversity Plan – Implementation

Delineation works have been completed in Stewart Park, Lucknow Park and Waterloo Park. The feral animal program was again undertaken to reduce rabbit populations. A walking trail audit of key natural areas was completed to improve spaces for community access and a community brush turkey workshop was also delivered to help understand the native animal.

### Biosecurity and Natural Area Monitoring Officer

Council was successful for a second year in receiving grant funding for our Biosecurity Weeds program and Officer position. Priority weed inspections were undertaken at 342 high risk sites, along 112.6km of high risk roadways, creeklines and rivers, on 242 private properties and in 54 online marketplaces to identify 'priority' or 'regional or state significant' weeds. Expert weed education and advice was delivered to the community including at Council's Sustainability Festival 2021, to Bushcare volunteers and Council staff. Council partnered with the Department of Primary Industries and Environment to contact sellers of prohibited species through online plant markets in the City of Ryde. Over 40 percent of planned capacity building activities were cancelled or delayed because of COVID-19 restrictions.





## HIGHLIGHTS



### Growing canopy cover

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



### Bushland area

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



### Bush regeneration

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



### Managing invasive weeds

Surveillance was undertaken at 342 high risk sites, along 112.6km of high risk roadways, creeklines and rivers and on 242 private properties.



### Bushcare

Our Bushcare program helped restore bushland with over 3,858 volunteer hours delivered to enhance our natural bushland areas across 18 sites.



### Feral animal control

Feral animal control was undertaken in 11 parks and reserves and saw a 43 percent decrease in the number of fox sightings reported to Council.

# CATCHMENTS AND STORMWATER MANAGEMENT

The City of Ryde comprises of 14 discrete stormwater drainage catchments, with a total area of more than 4,000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low- to medium-density development.

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

## Transforming creeks and improving habitat

With increasing pressure on our creeklines and bushland areas resulting from increasing population and urban development, Council has an ongoing mission to return these ecologically significant areas to their natural state. At ELS Hall Park in North Ryde, all abilities group Bushlink helped spread 30 square metres of mulch along the Shrimptons Creek corridor followed by the planting of 720 native plants to improve the local habitat.

The steep, weed-infested drainage line below Melba Drive at the Portius Park Bushcare site was transformed, with extensive weed control, stabilisation of the stormwater outlet and surrounding gully area. Natural rock is being used to slow and direct stormwater flow, while the gully's adjoining riparian areas were revegetated and stabilised. The long-awaited project has helped to connect parts of the Bushcare site, improved water quality and biodiversity, and reduced erosion.

Restoration works were also delivered at Kittys Creek to alleviate direct flooding issues and stabilise degraded areas. Riparian planting was provided to improve the surrounding site and assist water conveyance in high flow events.

## Educating the community to protect our waterways

To help reduce pollutants entering our river system we launched the Parramatta River Catchment Group's 'Love your Waterways' community education campaign at our Sustainability Festival in June 2021. This campaign encourages people to take up five simple actions to reduce their litter, pet waste, gardening materials, chemicals and other pollutants from entering our waterways, and forms part of the River Aware residential stormwater education program that we actively participate in each year.

Due to the increase in home renovations during the COVID-19 pandemic, this year's 'Get the Site Right' campaign aimed to educate homeowners on the negative impacts of sediment on our waterways and how to implement correct erosion and sediment controls on site.

The 'See it, Report it, Stop it.' campaign targeted 10,000 households across Terrys Creek, Kittys Creek, Buffalo Creek, Strangers Creek, Shrimptons Creek and Archers Creek. A direct mail campaign outlined how to report an incident and this was supported through a digital campaign. This program resulted in increased reporting that assisted Council to monitor and target known problematic areas to stop illegal dumping and improve water quality long term.

## DELIVERY PROGRAM

### Harmonising Flood Studies



## CAPITAL WORKS PROGRAM

### Eastwood Town Centre Flood Study & Stormwater Upgrades



Works to reduce inundation of Eastwood town centre following heavy rainfall and identifying a preferred option for managing flooding risk. The design for the First Avenue to Rowe Street drainage upgrade has been completed with works commencing in 2021/22.

### Shepherds Bay Outlet



This will increase the functional capacity of the stormwater outlet, installing new infrastructure and water quality devices, and outlet protection works at the Parramatta River seawall. The safety management study has been completed. Construction scheduled to commence in August 2021.

### 146 Bowden Street Trunk Drainage



Works related to developer contributions towards stormwater works at 146 Bowden Street. The safety management study has been completed. Construction scheduled to commence in August 2021.

### Stormwater Asset Replacement Renewal



An ongoing program to restore and improve stormwater drainage infrastructure, creek rehabilitation and renewal of water quality devices. Kitty's Creek rehabilitation has been completed. Design for the Buffalo Creek rehabilitation works has commenced.

### Stormwater Improvement Works Renewal



An ongoing program of stormwater improvement projects to alleviate flooding risk and impacts. A contractor has been engaged to complete gross pollutant trap repairs.





## HIGHLIGHTS



### Our waterways network

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



### Restoring and rehabilitating creeks

Portius Park and Kittys Creek restoration works were undertaken in 2020/21 to improve urban waterways and riparian biodiversity.



### Stormwater infrastructure

- 96 percent of stormwater assets are in acceptable condition or better.
- 428 metres of stormwater pipelines were laid or restored.
- 56 stormwater pits were constructed/restored.



## FORESHORES AND SEAWALLS

We manage the development, delivery, remediation, improvement and maintenance of our foreshore infrastructure and assets (including wharves, jetties, boat ramps and seawalls) to ensure that they remain safe, are sustainable in the long term and provide a satisfactory level of service for the community. We also provide 91 spaces to store items such as dinghys at four locations along the Parramatta River waterfront. These service the majority of boat moorings along the river adjacent to the City of Ryde.

### 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. This year the group focused on the impact of private development and upper catchment stormwater on river water health, and developing new coastal management programs to replace current coastal estuary zone management plans.

Council constructed a seawall at Banjo Paterson Park and commenced design of additional seawalls at Putney Park, Kissing Point Park and Looking Glass Point:

**Banjo Paterson Park Seawall Construction** – 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, with the embankment eroding. Following geotechnical investigations, we 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 constructed in August 2020.

**Putney Park Seawall Design** – The existing seawall (350 metres in length) along Putney Park in Pellisier Road, Putney is being regularly overtopped by waves caused by passing ferries, resulting in soil erosion behind the wall. A detailed site assessment confirmed the presence of multiple sinkholes, while a section of the wall is leaning, indicating instability. Council developed a concept design for a 350 metre long revetment wall with an option to raise the existing wall to address overtopping and future sea level rise. Construction works will be programmed in future years.

**Kissing Point Park Seawall Design** – The Kissing Point Park seawall is located between Yaralla Road and Concord Ryde Sailing Club. With the degradation and erosion of the existing seawall (62 metres in length), it was recognised that this existing structure needed repairs while protecting indigenous heritage, mangroves and foreshore vegetation. The design for refurbishment works and a new revetment wall has been completed with construction works scheduled for completion in 2021/22.

### CAPITAL WORKS PROGRAM

#### Putney Beach Activation

Construction of the Putney Beach stairs in support of the future swim site was completed in July. Water quality testing is scheduled for July 2021 and February 2022.

#### Kissing Point Park Recreational Boating Improvements

Upgrade the Kissing Point Park boat ramp including construction of a new wider boat ramp, fish cleaning station, *Disability Discrimination Act* compliant amenity block, carpark and access improvements.

#### Seawalls/Retaining Walls Refurbishment Renewal

Construction programmed for the Kissing Point Park Foreshore Protection Works and the Wharf Road Gladesville Seawall.

### Establishing Putney Beach as a future swim site

Our efforts to make Parramatta River swimmable again by 2025 continued. Council has commenced construction of a set of sandstone beach access steps at Putney Park, which was chosen as one of three initial potential swim sites within the Parramatta River. Providing increased recreational and foreshore access for our community, it is one of the outcomes of the Greater Sydney Commission's North District Plan. Future work will provide increased recreational and foreshore access for our community, with seating and planted shade areas while also providing ecological benefits within the river's intertidal zones.





## WASTE SERVICES

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

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

### City of Ryde Waste Services – At a glance

COLLECTIONS	DIVERTED FROM LANDFILL AND THE ENVIRONMENT	SENT TO LANDFILL
3.6 million residential waste and recycling bin lifts and 97,400 commercial waste and recycling bin lifts 3,100 missed services (.0009 percent)	8,197 tonnes of household recyclables 4,037 tonnes of waste diverted from landfill via processing 10,493 tonnes of garden organics 1,211 tonnes from other programs	23,479 tonnes of household waste
32,525 pre-booked household cleanup service collections		3,588 tonnes of household cleanup waste
1,005 chipping and mulching service collections		
991 TV and computer service bookings	34.8 tonnes of electronics	
Community Recycling Centre — Artarmon	3,713 Ryde residents visited	
Annual household chemical cleanout	27 tonnes of hazardous materials	
Nine Problem Waste Drop-off stations	4.1 tonnes of problem waste items	
Clothing bins collection	115 tonnes of unwanted clothing	
Clean Up Australia Day	Volunteers collected 800kg of litter and discarded items from 34 sites including parks, bushland, waterways and foreshores between Tuesday 2 March and Sunday 7 March 2021. An additional 14 clean-up events were held throughout the year.	
Porters Creek	60,970 tonnes of construction material was reused or onsold	



## Paving the way with recycled glass

The City of Ryde joined the Southern Sydney Regional Organisation of Councils (SSROC) Paving the Way program.

The program aims to create a market for approximately one-third of Council domestic glass collections (equivalent to 70 million glass bottles per year) by replacing natural sand with recycled crushed glass in asphalt, non-structural concrete, and pipe bedding. Paving the Way is the largest joint local government-led procurement to initiate the use of recycled glass in local roads in NSW to date. Additionally, Council has also entered into an SSROC agreement to prioritise recycled materials in procurement where cost and quality requirements are met. These initiatives will have a major impact, reducing greenhouse gas emissions and quarry depletion, providing access to more competitive rates from contractors and stimulating regional infrastructure development.

## Resource recovery in multi-unit dwellings

We have a long-term focus on maximising waste reduction and diversion across the City of Ryde, employing measures to prevent litter and illegal dumping and encouraging our community to live 'Smarter, Cleaner and Greener' lives. Council has a dedicated project working with strata managers, real estate agents, body corporates, building managers and residents to maximise recycling in multi-unit dwellings and minimise the incidence of illegal dumping and contamination in recycling and garden organics bins in these dwellings (more than 50 percent of all residents in the City of Ryde live in multi-dwelling units).

Council also received NSW Environment Protection Authority funding for a food organics recycling trial in low rise multi-unit dwellings where residents empty their food organics into bins stored in a bin bay, accessed by the contractors from the road.

The food organics recycling trial will provide accurate data on the amount of waste diversion that is achievable using this type of recycling. It will also indicate participant willingness to separate waste.

## Expanding recycling options in the City of Ryde

To reduce waste and create more opportunities for recycling, our re-configuration of the Porters Creek site has progressed, with legacy soil bays moved. This provides space for the Community Recycling Centre on site, as well as other revenue generating opportunities. When completed, residents will have a convenient local facility available to dispose of a wide range of 'problem waste' items and hazardous materials. The City of Ryde has received a \$290,000 grant to support the construction of the Community Recycling Centre.

We loved our  
[Train the Trainer  
Waste Education]  
workshop, such a  
great initiative.  
Thank you.

@exploreanddevelopeppingroad  
(Instagram)

## DELIVERY PROGRAM

### Reduce, Reuse, Recycle in Ryde Schools



An education campaign aimed to engage and educate school students about waste and recycling in the Ryde LGA.

### Managing Waste Reduction in Multi-Unit Dwellings



3,700 dwellings and 80 multi-unit complexes participated in this EPA funded project.

### Waste Education Train the Trainer Workshops



An education campaign to equip early learning educators with the correct resources and know-how to teach the youngest members of the community about waste and recycling.

### Waste Wise Ryde — Towards Zero Waste



Household program to reduce waste and increase reuse and recycling through the provision of equipment and incentives. Fifty households participated in the pilot program and were able to reduce their waste by at least 50 percent.

### Don't Let Your Recycling Go To Waste



Bin lid and front stickers were installed on more than 6,500 recycling bins in multi-unit dwellings, explaining recycling requirements and common contaminants.

### Our Common Ground



First year program completed with four groups establishing shared vegetable gardens and compost bins/ worm farms and an estimated ongoing 500 kilograms per year of organic waste diverted from landfill.

### Waste Reduction Awareness Campaign



EPA funded project to address litter in the environment.

### Improving Business Waste Management in Eastwood



Active enforcement and education measures to reduce litter and illegal dumping in the Eastwood canal area.

### Cigarette Butt Litter Project



EPA grant funded project to reduce cigarette butt littering in transport hub locations (Top Ryde Shopping Centre Bus interchange, Macquarie University Metro and North Ryde Metro).

### NSROC AWT Transition — Food Organics Medium Density Unit



The trial program is scheduled for early 2022.

### Waste App



Council partnered with RecycleSmart to provide an app with bin collection days, recycling information and the ability to report bin collection and illegal dumping issues.

### Community Recycling Centre Small Drop Off Stations



EPA grant funded project to implement additional problem waste stations into the City of Ryde.

### Porters Park CRC Development



A feasibility study to determine a location and costs for building a Community Recycling Centre at Porters Creek was completed.

## CAPITAL WORKS PROGRAM

### Community Problem Waste Recycling Centre



Environment Trust grant for development of a Community Recycling Centre in the City of Ryde was awarded.

### Old Landfill Sites Subsidence Program



Remediating subsidence issues on sportsgrounds that are located on old tip sites and are experiencing considerable ground movement. Renewal of the sports field at Pidding Park has been completed.

### Porters Creek Precinct



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.



“ We used this fantastic service [Home Waste & Sustainability Service] some years ago for an audit of our sustainability, and learned a few tricks!

Lyn

”

## HIGHLIGHTS



### Waste education

- Our Common Ground – 382 participants
- 20 community workshops – 461 participants
- Sustainability Festival 2021 – 750 attendees
- Ryde Environmental Educators Network – 17 Schools
- Waste Wise Ryde Program – 50 households
- 10th annual Sustainable Waste 2 Art Prize (SWAP) – 137 entries and 4 SWAP workshops
- 70 school workshops and 20 Train the Trainer workshops



### Home waste and sustainability assessments

101 home assessments were conducted with almost \$1,000 average annual household savings on electricity, gas and water.



### Household waste

49,506 tonnes of household waste collected.



SUSTAINABILITY FESTIVAL AT  
WILGA PARK IN MACQUARIE PARK







# THE YEAR AHEAD

Over the coming year Council will continue 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.

**\$145 million investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

## **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

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

- Park and Open Space Tree Planting program
- Ryde Biodiversity Plan implementation

## **Waste and Recycling program**

- Community Recycling Centre for problem waste
- Managing waste reduction in multi-unit dwellings
- Old landfill sites subsidence program
- Our Common Ground Program
- Porters Creek precinct
- Porters Park Community Recycling Centre development
- Reduce, Reuse, Recycle in Ryde schools
- Waste Wise Ryde - Towards Zero Waste



# OUR SMART AND INNOVATIVE CITY

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

## PRIORITIES FOR THIS OUTCOME

### BUSINESS OPPORTUNITY AND INVESTMENT

Businesses benefit from a prosperous local economy

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

### STRENGTHENING BUSINESS NETWORKS

Partnerships shape business growth, investment and development

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

### MACQUARIE PARK

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

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





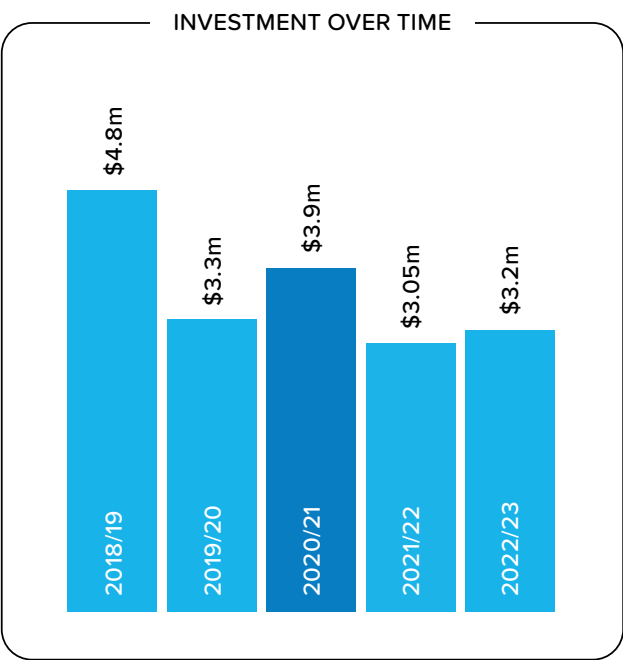
# OVERVIEW

## Council services supporting this outcome

- Business Capacity Building
- Neighbourhood Activation

## How we monitor progress

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



# BUILDING PROSPERITY IN OUR CITY

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

Macquarie Park attracts large corporations and skilled jobs. Council works with state agencies, universities and private enterprise, including our participation in the Macquarie Park Innovation District, to establish Macquarie Park as one of the largest economic centres in Australia.

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

# KEY STATISTICS

CITY OF RYDE	MACQUARIE PARK
\$16.7 billion gross regional product	Economy valued at \$9.5 billion
Over 13,300 local businesses	More than 1,900 businesses
Over 105,000 local jobs	Over 9,000 residents in Macquarie Park
Over 74,700 employed residents	Over 62,000 jobs in Macquarie Park
Almost 20% live and work in the area	Macquarie Centre is the largest shopping centre in NSW
Over \$150,000 average household income	Australian headquarters for 10 of the world's top 100 companies
Over 35,300 (62%) of resident workers have a tertiary qualification	Over 40,000 students and 3,200 academic and professional staff at Macquarie University, and over 300 companies in the university precinct





## HIGHLIGHTS



### Eastwood Hardship Grants

Supported 236 Eastwood businesses with \$450,000 in grants and benefiting from Council's \$50,000 gift card program.



### Mentor Advisory Program

Provided mentoring and coaching for 50 local business owners.



### Migrant Resource Program

Delivered employment pathways for migrants.



### Food tours

Council's new food tours in Top Ryde (Iranian/Persian) and Eastwood (Korean) were attended by 150 participants.



### Hospitality industry sector forum

In collaboration with TAFE NSW, Council staged a free industry forum for the hospitality sector with advice provided on attracting new customers and growing food-based businesses.



### Women in Business — home-based business

Engaged over 150 businesses in communities of practice.

# SERVICES AND PERFORMANCE HIGHLIGHTS

## BUSINESS CAPACITY BUILDING

We provide support to local businesses and a stronger local economy through business sector and economic development. The capacity building programs we provide offer 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 enterprise community and industry sectors across the City and developed in consultation with business chamber representatives, the general business community and internal and external stakeholders.

### Economic Development Strategy

The update of Council's Economic Development Strategy (2020-24) was finalised in 2020/21.

A key part of delivering the strategy is leveraging partnerships with other government agencies and our particularly strong business community to deliver a series of capacity building programs for small businesses. The strategy also gives Council the flexibility and capacity to continue to assist local businesses with the challenges presented by the COVID-19 pandemic, including seeking help with access to grants, mentoring and assistance to improve their online presence.

### Helping local businesses succeed

In addition to working to expand the diversity of businesses, support small business and build employment opportunities, Council's capacity building programs also provide direct support to members of our diverse business community by delivering more than 25 monthly webinars and workshops covering a range of business themes, including marketing, finance, legal and digital topics.

### Back to business recovery — supporting local businesses

During the year Council continued its support for businesses across the City of Ryde, which continued to face challenges as a result of the COVID-19 pandemic. As part of this, Council waived outdoor dining fees and food inspection fees until March 2021. More than \$112,000 in fees were waived during the year. Our Eastwood Hardship Grants program benefited 236 local businesses who shared a total of \$450,000 in grants from Council. Council's marketing program also distributed \$50,000 in gift cards to the local community, to be spent in Eastwood.

### DELIVERY PROGRAM

#### Transport Management Association/ Connect Macquarie Park



Achieved significant reductions in drive alone rates for member businesses during the year.

#### Economic Development Plan Implementation



Local business food tours in Top Ryde and Eastwood have been completed. Shop Local – Love Your Community is currently being piloted in West Ryde and Eastwood.

A series of Macquarie Park Mini Innovation Summits were held in partnership with Macquarie University Incubator, part of the lead up to the Innovation Festival (September 2021).

#### Planting Embellishment Program — Macquarie Park



Working with landowners to improve the quality of landscaping across the precinct.

#### Ryde Electric Vehicle Innovation Project



Public electric vehicle charging stations have been installed in Top Ryde (Church Street carpark) and Macquarie Park (Giffnock Avenue).

#### Eastwood Small Business Hardship Grant



The gift card program was implemented online with 400 people randomly selected to receive \$100 to be spent in Eastwood.





## HIGHLIGHTS



### Shop Local – Love Your Community

We promoted West Ryde and Eastwood and encouraged the community to shop local – to be expanded across the City of Ryde.



### Promoting investment in Macquarie Park

'Invest Macquarie Park' promotions were developed to support investment in the area.



### Boosting local business collaboration

Council's Memorandum of Understanding with all five local business chambers in the City of Ryde.



### Making a stand against violence

Venture Café event showcasing prevention of abuse and violence and Council supervisors supporting staff experiencing domestic violence.



### Local procurement for Council

Council's new procurement policy prioritises local suppliers wherever possible to help generate local employment.



### Recognising local businesses

Three local businesses were recognised in the Northern Districts Local Business Awards. The City of Ryde is a major sponsor.

# TOWN CENTRE UPGRADES AND NEIGHBOURHOOD ACTIVATION

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

Work commenced on upgrades to Coxs Road neighbourhood centre in North Ryde and Ryedale Road town centre in West Ryde, with both projects set to revitalise their respective areas through rebuilding entire streetscapes.

In addition, consultation was undertaken on a new draft masterplan for West Ryde Town Centre, with a view to rejuvenating the area into a distinctive, vibrant and attractive town centre.

Plans to revitalise Eastwood through reducing traffic congestion and creating new public domain space and community facilities also continued to be developed.

To address the parking demand for shoppers in the area and help boost the local economy, in October 2020 Council commenced construction of the new multi-level short stay carpark that will replace the existing single level carpark at 53-71 Rowe Street, Eastwood. Expected to begin operations in late 2021, the carpark will provide a much needed 146 spaces for Eastwood and will include electric vehicle (EV) charging stations. Council is also working to transform the Glen Street Car Park site into a public plaza and community facilities with the current Glen Street Car Park relocated to the Shaftsbury Road precinct.

## CAPITAL WORKS PROGRAM

### Night Time Economy Implementation



### Footpath Upgrade — Bundara Reserve to Rivett Road



### Giffnock Avenue Footpath Upgrade



The scope of this upgrade has been increased to complete the entire footpath with the anticipated completion date extended to 2021/22.

### Town Centre Upgrade Implementation — Renewal



### Wayfinding in Macquarie Park



The NSW Government elected to not proceed with original project concept. Council consolidated existing wayfinding signage with new Metro signage upgrades.

Macquarie Park  
is a nice place to live.  
The Lane Cove  
National Park and the  
Macquarie University  
Campus provide a  
nice green  
environment.

Sue — Resident





## 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 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.

**\$12 million in investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

### **Centres and Neighbourhood Program**

- Multi-function poles in Macquarie Park
- Transport Management Association for Macquarie Park
- Town Centre upgrade implementation

### **Strategic City Program**

- Planting Embellishment Program — 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, and use local facilities and services. Walking, cycling and public transport are easy to use and well connected throughout the City.

## PRIORITIES FOR THIS OUTCOME

### CONNECTIONS TO OUR CITY

Improving access to our suburbs, workplaces and major destinations

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

### CONNECTIONS WITHIN OUR CITY

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

Continuing to enhance and maintain connections and accessibility to centres, open spaces and places including:

- Improved car parking options, especially in town centres
- Planning for increased use of active and public transport options, and improved pedestrian access and mobility
- Continuing investment in the road network, footpaths, cycleways and walkways, and considering technology solutions assisting parking and vehicle movement

### DIGITAL CONNECTIVITY

Accessible digital connections for the community and business

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







## OVERVIEW

### Council services supporting this outcome

Traffic and Transport

City Roads

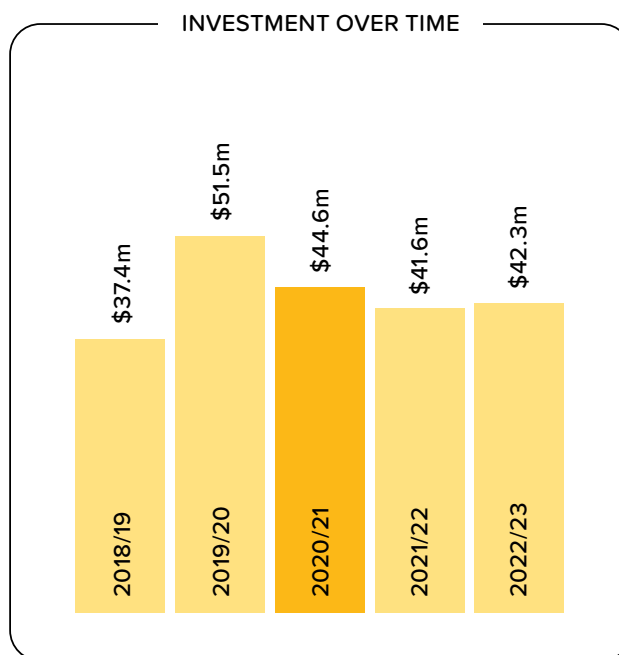
Paths and Cycleways

### How we monitor progress

Vehicle movements

Modal shift

Community sentiment



## BUILDING CONNECTIONS WITHIN OUR CITY

The City of Ryde's central location, close to Sydney's CBD and with good public transport links, is a key strength.

However, traffic and associated congestion, inadequate shopper parking and gaps in the provision of frequent and convenient public transport limit access to centres and reduce liveability. This has been identified by every group in our community as the number-one issue affecting our City. Forecast population and economic growth and future housing development will only increase these problems if we are not successful in linking growth with infrastructure provision and encouraging our residents onto more sustainable forms of transport.

Our aim is to improve connectivity across our City and improve accessibility to our suburbs, centres, open spaces and places. Relieving traffic and congestion on roads, reducing car use and increasing public transport, pedestrian and cyclist access to destinations across the City are key priorities.

## KEY STATISTICS

City of Ryde residents use their own car for **approximately 70 percent** of trips that they make.

The City of Ryde has **320 kilometres** of roads traversing the City with over **641 kilometres** of kerbs and guttering and **560,400m<sup>2</sup>** of footpaths.

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

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

**63 percent** of over **57,000** working residents use their car to get to work.

**48 percent** of working residents catch public transport to get to work, walk, cycle or work at home.

There are up to **200,000** vehicle movements every weekday on the four major state roads that traverse the City of Ryde.

More than **110,000** Opal card taps on more than **1,200** bus, train and ferry services every weekday.

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



## HIGHLIGHTS



### Rowe Street East Car Park

The car park will contain 146 car spaces and an EV charging station to reduce chronic congestion and parking shortages in Eastwood.



### Dedicated car share spaces

25 new dedicated car share spaces were installed to provide residents with new transport options, help reduce traffic congestion and parking demand.



### Paving the Way Program

We joined the program that utilises recycled crushed glass in asphalt and concrete for future civil and road projects.



# SERVICES AND PERFORMANCE HIGHLIGHTS

## TRAFFIC AND TRANSPORT SERVICES

**The City of Ryde provides specialist advice on traffic, transport and development matters, road safety, managing our transport, traffic and car parking and implementing sustainable transport options to improve mobility 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, manage the renewal of existing traffic facilities, and develop plans and strategies that support the use of non-car based modes of transport (cycling, walking, public transport) and improve safety for all road users. It also includes optimising the use of on- and off-street parking to provide access to our town centres and places of interest.**

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

### New school safety measures

To enhance safety in local school zones, we completed comprehensive safety reviews at four local primary schools and dealt with increased traffic issues around schools related to increased parent drop-offs during COVID-19 outbreaks. Council is also working with local schools to distribute safety resources and assess their interest in installing upgraded signage and banners as a way of enhancing safety within the school's immediate vicinity. New signage for school zones is currently being developed by Northern Sydney Councils to target the key issues identified by schools and road safety officers.

Council's ongoing program of targeted infrastructure changes to improve accessibility and pedestrian safety around schools continued this year, including implementing traffic and parking changes at Northcross Christian School, installing safety bollards at Holy Spirit Catholic School, a new crossing and pedestrian fencing at West Ryde Public School and a new crossing on Quarry Road at Yamble Reserve to support Smalls Road Public School. Council was successful in receiving \$770,000 funding from the Federal Stimulus Road Safety Program to further provide and upgrade pedestrian facilities near schools for projects in 2021/22.

### Improving traffic and safety management

Council has implemented a new online mapping system and gained access to new data sources highlighting 'near misses' to identify high-risk locations and help our traffic engineers and transport planners utilise crash, traffic volume and travel speed data, public transport and active transport information, information on traffic facilities and land use information to design future safety and transport improvements for our City.

### Advising on major projects for community benefit

Work started on Council's new Integrated Transport Strategy (ITS), which provides direction for delivering and managing the City's transport network and services in future years, and will identify a range of actions to make it happen.

We are also working with Transport for NSW (TfNSW) to manage the staged delivery of a major Traffic and Transport Study for Meadowbank. This study assesses options developed by the Greater Sydney Commission (GSC), TfNSW and the City of Ryde to improve traffic, transport and place outcomes in the area following the future relocation of Marsden High and Meadowbank Public School to the precinct as part of the GSC masterplan for the Meadowbank Education and Employment Precinct.

Council also successfully advocated with TfNSW, GSC and DPIE for visionary transport infrastructure to be included in the Macquarie Park Place Strategy priority infrastructure list to ensure that population and employment growth is directly linked to new infrastructure in the future.

During the year we also contributed engineering advice and advocated for better outcomes on a number of major State Government road and traffic projects. These included building support with the community and stakeholders for a safer and more place-oriented design for the proposed Macquarie University (Herring Road) Bus Interchange (MUBI), providing more space for pedestrian/cyclist dwelling and movement at the Lane Cove Road/Waterloo Road intersection and bus stops as part of the Macquarie Park Bus Priority Infrastructure Program (BPIP), accommodating bus lanes in the future widening of Victoria Road, and design changes to improve road safety at the West Ryde commuter carpark being delivered by TfNSW.



## HIGHLIGHTS



### Child car seat checks

80 people undertook child  
car seat checks.



### New grant funding for community projects

Grant funding under the Federal  
Government's Local Roads and  
Community Infrastructure Program  
was secured for projects totalling  
over \$400,000.



### Driver safety programs

Programs shifted online and  
engaged more people, with  
120 attendees.



## CAPITAL WORKS PROGRAM

<b>Integrated Transport Strategy Implementation</b>	①
Projects delivered within this program include traffic studies for two precincts, fixed speed check signs, improved emergency access to parks, and work on Council's new Bicycle Strategy.	
<b>Integrated Transport Strategy Review Model</b>	①
The Integrated Transport Strategy update is almost complete, with final development to occur in 2021/22.	
<b>Transport and Pedestrian Initiatives — Macquarie Park</b>	✓
<b>Local Roads and Community Infrastructure Program — Transport Projects</b>	①
The Myra Avenue footpath, raised pedestrian crossing on Bennett Street at Mons Avenue, and the Quarry Road raised pedestrian threshold at Smalls Road Public School crossing are complete. Bollards have been installed in front of the Holy Spirit Catholic Primary School in North Ryde and installation at the Coxs Road mall has been delayed pending the Coxs Road upgrade works.	
<b>Bus Stop DDA compliance</b>	●
73 bus stops have been upgraded to meet accessibility standards for public transport.	
<b>Bus Stop Seats – new</b>	●
<b>Traffic Calming Devices</b>	●
Works in East Parade Car Park and Fontenoy Road have been completed and a signalised crossing has been installed at Victoria Road/Westminster Road intersection adjacent to Our Lady Queen of Peace Catholic Church. A range of smaller signage and line marking projects were also completed.	
<b>Road Safety Upgrades and Improvement</b>	➡
Funding was significantly reduced for this program to accommodate the reduction in s7.11 funding being received by Council.	
<b>Multi-deck Car Park Construction – Rowe Street East, Eastwood</b>	✓
Level 3 has been completed. Construction is progressing well with anticipated completion by 30 December 2021.	
<b>Pedestrian Crossing Lighting Upgrade</b>	✓
Designs for all 65 sites have been completed. Delays caused by the Ausgrid live work ban will result in works being carried forward into 2021/22.	
<b>Eastwood Central – Road Upgrades</b>	✓
After delays due to additional work required to satisfy Transport for NSW safety requirements this project now has works authorisation.	
<b>Integrated Parking Solution</b>	✓
Implementation of smart parking technology commencing in January 2022.	
<b>Pedestrian Fencing – Wicks Road/Coxs Road</b>	●
Pedestrian fencing has been installed at the Wicks Road/Coxs Road intersection and in Herring Road (Kent Road Public School).	
<b>Eastwood Central</b>	✓
Project planning has commenced, with supporting investigations to inform future activities underway.	
<b>Traffic Facilities Renewal</b>	●
Pedestrian refuge and raised pedestrian threshold with cycle lane on Buffalo Road completed along with Rothesay Avenue/Belmore Street intersection upgrade.	
<b>Car Park Renewal</b>	●
Meadowbank Wharf carpark restoration works have been completed.	





## CITY ROADS

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

2020/21 resulted in a reprioritisation to Council's Operational Plan due to the impacts from the COVID-19 pandemic. Through the assistance of state and federal grant funding such as the Local Roads and Community Infrastructure Program, Council was able to complete 14 road projects to improve the overall road condition for the local community. Major projects successfully completed included road kerb renewal and resurfacing projects at Princess Street, Ryde and Monash Road, Gladesville.

### Additional grant funding

#### Local Roads and Community Infrastructure program

The City of Ryde received \$3.8 million for 10 projects under the Federal Government's LRCI program, phase 2. Approved projects encompass road kerb renewal, road rehabilitation, footpath expansion, traffic improvement and the construction of a bus shelter. These projects will upgrade Council's current infrastructure while improving accessibility, traffic safety and drainage for the community, as well as create local job opportunities. Four of the nominated projects were completed in 2020/21 and the remaining projects will be completed in 2021/22.

#### Roads to Recovery program

The City of Ryde received grant funding under the Roads to Recovery program, which supports the maintenance of the nation's local road infrastructure asset, facilitates greater access and improves safety and economic and social outcomes. The City of Ryde received a total of \$428,000 which was utilised to rehabilitate roads along Wingate Avenue, Eastwood and Eltham Street, Gladesville.

#### Regional road repair program

The City of Ryde also obtained \$281,000 under the Regional Road REPAIR program from TfNSW. This funding provided financial assistance to the City of Ryde to successfully complete road rehabilitation of Wicks Road, North Ryde.

### LED lighting rollout

The City of Ryde has partnered with Ausgrid and Southern Sydney Regional Organisation of Councils to replace existing street lighting with highly efficient LED lighting. Currently, we have successfully converted 57 percent of street lighting to LED lighting, and works to replace all remaining street lighting is ongoing.

All street lights within the City of Ryde are programmed to be converted to LED lighting by 2025, significantly reducing Council's annual expenditure on street lighting. This accelerated LED replacement program assists with meeting Council's 100 percent renewable energy target by 2030 and future net zero emission goals.

### CAPITAL WORKS PROGRAM

#### Heavy Patching



#### Flood Mitigation/Constitution Road Upgrade



Integrated with proposed works by the Greater Sydney Commission and Department of Education in and around the Meadowbank precinct area, this project incorporates the Angas Street Bridge replacement, Constitution Road widening and the signalisation of the Bowden Street/Constitution Road intersection.

#### Pittwater Road Upgrade between High Street and Field of Mars



Annual scope of works completed. Project completion pending powerpole relocation.

#### Implementation of Road Opening Permit Software



This project did not proceed due to the costs outweighing the projects benefits.

#### Road Resurfacing Renewal



#### Road Kerb Renewal



#### Bridge Upgrade / Renewal



#### Kerb and Gutter Renewal



NEW PEDESTRIAN  
CROSSING ON  
QUARRY ROAD

## HIGHLIGHTS



### Road network

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



### Road condition

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



### Road maintenance

19,976m<sup>2</sup> were resurfaced.

1,504m kerb and guttering replaced and restored.



## PATHS AND CYCLEWAYS

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

### Encouraging walking and cycling

Council commenced the preparation of a new Bicycle Strategy to inform Council where funding for new cycling infrastructure (such as paths and storage) would most effectively be spent. As part of this review, Council will identify what actions can be taken to increase the participation rate of cycling in the City of Ryde.

With an increase of walking and cycling during COVID-19 restrictions, Council delivered messaging via social media and Council newsletters to remind people to ride and walk safely and be aware of other users when on Council's shared user paths. In addition, new signage was erected along the Ryde Riverwalk and at intersection points with footpaths and around playgrounds and fitness areas. We also partnered with Bike North to hold cycle skills workshops and bike maintenance workshops.

As part of the Northern Sydney Regional Organisation of Councils (NSROC) Transport Leadership Group, we identified active transport priority projects to help implement the NSROC Transport Strategy and Priorities. We will work with neighbouring councils and Transport for NSW, advocating for funding assistance to help deliver these cycle links.

### Maintaining Meadowbank Bridge

In October 2020, following public complaints about the condition of the Meadowbank Pedestrian Bridge, Council notified Crown Lands (owner of the bridge) of major defects on the surface of the 140 year old bridge that made it unsafe for public use. Crown Lands subsequently requested that Council maintain the bridge on its behalf once urgent repairs had been undertaken.

A fire on the bridge subsequently occurred in January 2021, with Crown Lands undertaking repair works to the floor decking. The popular walking and cycling path over the bridge was reopened to the public in March 2021.

### CAPITAL WORKS PROGRAM

#### Pittwater Road Shared Path – Epping Road to Victoria Road



All Condition 4 and Condition 5 works have been completed.

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



Project deferred pending commitments for infrastructure upgrades from other stakeholders in the Meadowbank Education and Employment Precinct. Awaiting commitment from the State Government for infrastructure works.

#### Pittwater Road Shared User Path – Stages 2 and 3



The Pittwater Road Shared User Path is progressing well. Grant funding from TfNSW will be carried forward into 2021/22.

#### Footpath Construction Renewal



#### Cycleways Construction Expansion



#### Footpath Construction Expansion



The City of Ryde's cycle path network offers a number of great rides that connect all over the LGA. They are really popular with community members of all ages and have been a real lifesaver during COVID-19 lockdowns.

Emma, local resident

## HIGHLIGHTS



### Pittwater Road Shared User Path

The new Shared User Path on Pittwater Road will provide an uninterrupted five-kilometre connection between North Ryde and Gladesville when complete.



### Paths and cycleways

There are 501 kilometres of paths and cycleways in the City of Ryde.



### Footpaths replaced

We replaced 3,597m<sup>2</sup> footpaths and cycleways with new paths.



### Path and cycleway maintenance

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



### New footpaths

We installed 5,441m<sup>2</sup> of new footpath and 2,567m<sup>2</sup> of cycleways.



### Ryde River Walk

The 150-metre section between Bill Mitchell Park and Ross Street, Gladesville was completed.



JOIN THE RYDE IN MEADOWBANK PARK





## THE YEAR AHEAD

We are continuing our work to improve the standard of our roads, footpaths and cycleways, and provide healthier, more sustainable alternatives to getting around. This includes increasing access to public transport to help reduce dependence on cars.

**\$171 million investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

### **Traffic and Transport program**

- Bus Stop DDA compliance
- Eastwood Central
- Expansion of paths and pedestrian facilities
- Federal stimulus road safety
- Integrated parking Macquarie Park and Eastwood Town Centre
- ITS implementation and update
- Integrated Transport Strategy
- Local Roads and Community Infrastructure Program
- Pittwater Road shared user path
- Road safety upgrades
- Traffic calming devices
- Traffic facilities renewal

### **Paths and Cycleways program**

- Cycleways expansion
- Footpath renewal and expansion

### **Roads program**

- Bridge upgrade / renewal
- Constitution Road upgrade
- Heavy patching, resurfacing
- Kerb and gutter renewal





# 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 community to ensure our events and activities remain relevant





## OVERVIEW

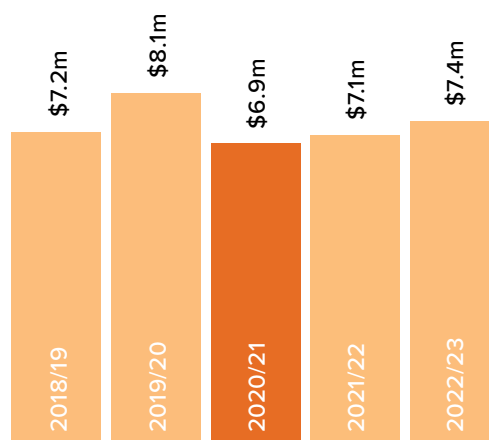
### Council services supporting this outcome

Events  
Community Development  
Direct Community Services  
Community Facilities

### How we monitor progress

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

INVESTMENT OVER TIME



## BUILDING A HARMONIOUS AND CULTURALLY DIVERSE CITY

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

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

Our community want our local history and heritage to be protected and promoted, and they want to see more places for groups to meet. Our residents appreciate and support public art and cultural performance spaces throughout our City.

A rich range of social networks, community groups and partnerships help residents and businesses to participate in creative, diverse, voluntary and philanthropic activities that connect neighbourhoods and improve the quality of life for people of all ages, abilities, health and cultures. Facilities and places for people to meet for activities and community events are considered essential to building an inclusive community. Residents want their community buildings and venues to be more functional and multipurpose and become places where people can come together, attend events and interact.

Protecting and revitalising the places, facilities and services that people use so that they are able to meet the changing needs of our community is important in making this happen.

## KEY STATISTICS

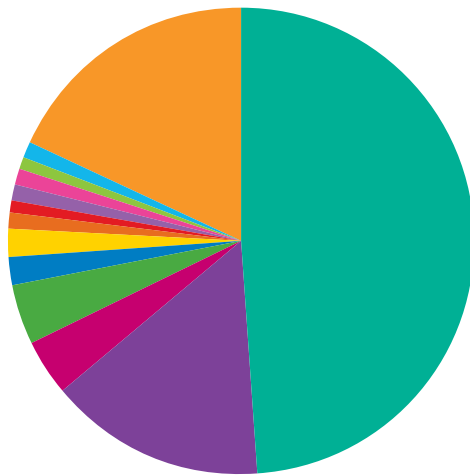
### COMMUNITY GROUPS AND SERVICES, EVENTS AND PROGRAMS IN THE CITY OF RYDE

**Over 50** community service providers

**Over 120** community groups and faith-based organisations

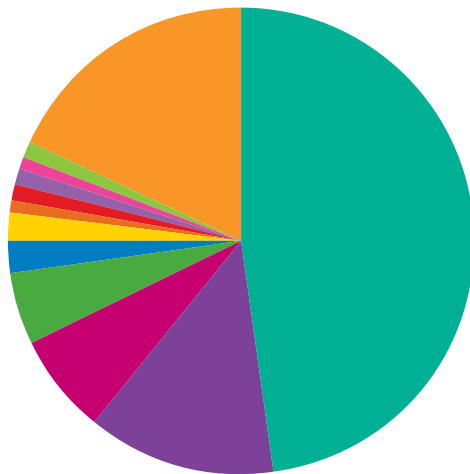
**Over 2,000** council and community events and programs every year

**Over 35** advisory groups and interagencies giving the community a voice



### Birthplace 101 countries

- **49%** Australia
- **15%** China (including Hong Kong)
- **4%** South Korea
- **4%** India
- **2%** England
- **2%** Philippines
- **1%** Italy
- **1%** Iran
- **1%** Malaysia
- **1%** New Zealand
- **1%** Indonesia
- **1%** Sri Lanka
- **18%** Other countries



### Language spoken at home 72 languages

- **48%** English only
- **13%** Mandarin
- **7%** Cantonese
- **5%** Korean
- **2%** Italian
- **2%** Arabic
- **1%** Spanish
- **1%** Hindi
- **1%** Greek
- **1%** Persian
- **1%** Indonesian
- **18%** Other languages

## OUR COMMUNITY



### Our multicultural community

72 different languages are spoken in our community.



### Immigration

42 percent of people in the City of Ryde came from countries where English was not their first language.



### Multilingual

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



# SERVICES AND PERFORMANCE HIGHLIGHTS

## EVENTS

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

Council's annual program of events includes:

- Keystone events like the Granny Smith Festival, ANZAC and Remembrance Day services, Australia Day celebrations, Lunar New Year, West Ryde Easter Fair, Community Christmas celebrations and Volunteer Recognition Awards
- Events focused on building an inclusive community and celebrating our diversity, including Harmony Day events, International Women's Day activities, NAIDOC Week, refugee- and migrant-focused events and Social Inclusion Week activities
- Events focused on supporting key groups in our community with a diverse program covering everything from parenting workshops to Seniors Festival activities, Ryde Youth Theatre productions and Youth Week activities, some of which were postponed due to COVID-19 restrictions, with other events delivered as online programs.

A number of live events were able to take place in 2020/21, with each one operating in accordance with COVID-Safe plans and public health orders.

This included the Battle of the Bands competition, 2021 Volunteer Recognition Awards, International Women's Day #ChooseToChallenge Forum, Harmony Day celebrations, National Reconciliation Week, Australia Day Citizenship Ceremony, West Ryde Easter Celebrations and Neon Nights at West Ryde Plaza.

Face-to-face citizenship ceremonies also resumed in November 2020, with a total of 821 residents becoming citizens at these events.

Due to NSW Government restrictions on crowd numbers for large-scale events, the traditional Granny Smith Festival was replaced with a series of smaller events that took place throughout October 2020, including a drive-in cinema, online competitions and concerts, an online market, online cooking classes and artists creating artworks live in Eastwood Plaza.

In addition, more than 150 online events were held across Council throughout 2020/21, with more than 1,000 people participating. These included online library events including the popular Author Platform talks held in conjunction with the NSW Public Libraries Association, small business workshops and waste education seminars.

Eastwood Night Markets was relaunched in November 2020 with a mix of fan favourites and new stalls, while Ryde Wharf Market launched in Meadowbank at the end of 2020, featuring some of Sydney's best market stalls.

Thank you and the Mayor and the whole team for conducting the citizenship ceremony for us today. It was an absolute pleasure and moment of pride.

Tasmia, resident

# AUS DAY CEREMONY

WELCOME



## HIGHLIGHTS



### New citizens

821 new citizens were welcomed at 11 'in person' citizenship ceremonies and 90 people became new citizens in one-on-one online ceremonies.



### Granny Smith Festival

The 2020 Granny Smith Festival was held in a reduced capacity with a series of online and in-person events throughout October resulting in a reach of over 34,000 people.



### Drive-in cinema

Over 2,000 people attended 12 drive-in cinema sessions.



## COMMUNITY SERVICES — COMMUNITY DEVELOPMENT

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

Throughout the year, Council provided 67 community development activities with a mix of in-person and online offerings due to COVID-19 restrictions with more than 7,080 people participating.

Examples of community development activities in 2020/21 include:

### Make a Stand Against Abuse

Council held a range of Make a Stand virtual activities centred around the United Nations' 16 Days of Activism against Gender-Based Violence. The activities provided opportunities to tell the stories of those impacted by domestic and family violence and put the spotlight on organisations that are available to help. The Make A Stand podcast series shares stories of domestic violence survivors and provides information on seeking help and support. The podcasts are available in English, Mandarin, Cantonese, Korean, Arabic and Farsi.

### Reflect Reconciliation Action Plan

Implementation of the Reflect Reconciliation Action Plan (RAP) commenced in 2020 and aims to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. The RAP is a strategic document that includes practical actions that will drive our contribution to reconciliation both internally and in the community. During the year we implemented 20 of the planned 36 actions.

### Nurturing the arts

The City of Ryde supports arts and cultural development through events, projects, capacity building programs and sector development.

This year more than 1,000 people participated in arts and culture programs, both online and in person. Local artists were put on show, with more than 150 local creatives listed on Council's Artist Register. Artists are regularly profiled through the Creative Spotlight interview series and inclusion in Council events and programs. Our Get Gig Ready podcast series, featuring local musicians, reached more than 100,000 listeners.

Council also commenced working with Shopfront Arts Co-op to deliver the Ryde Youth Theatre and provide opportunities for young people to make and present their own performances.

### Supporting young people

The City of Ryde continues to support young people through a range of initiatives. More than 3,500 people attended a webinar series with Dr Michael Carr-Gregg, developing parenting skills to better support children and young people – particularly in relation to the impacts of the COVID-19 pandemic.

We also ran a range of regular workshops and programs to help people under 25 transition to adulthood, with topics including 'How to Ask for a Pay Rise', 'Managing Difficult Conversations', and 'How to say No'.

### Community Grants program

Council provides a significant community grants program to support local not-for-profit organisations and community groups (and in some cases individuals) to carry out special projects that contribute to community wellbeing and help build a vibrant community culture. A new Community Grants Policy was introduced in January 2021 to ensure the grants program remained consistent with the needs of the community.

During the year Council approved a total of \$472,284 in community grants funding to support 75 projects.

The City of Ryde Grant Finder was also introduced to assist the community to search for funding and grant opportunities across Australia.



## HIGHLIGHTS



### Make a Stand

A series of podcasts were translated into five community languages to assist people to access domestic and family violence support.



### Community events

7,080 people attended 67 community development events.



### Get Gig Ready

A new podcast series featuring local musicians reached more 100,000 listeners.



### RAP

20 out of 36 actions from the Reflect Reconciliation Action Plan have been implemented.



### Arts and culture

More than 1,000 people participated in arts and cultural programs.



### Community grants

We allocated more than \$472,000 in community grants to 75 local community organisations.



## DELIVERY PROGRAM

### Ryde Youth Theatre Group



Ryde Youth Theatre program successfully delivered by new contractor, Shopfront Arts Co-op.

### Macquarie Library and Creativity Hub Planning and Design



Concept planning has been delayed until timeframes with AMP development are further clarified. Funding for the project to be carried over to 2021/22.

### Ryde Hunters Hill Symphony Orchestra



Project significantly impacted by COVID-19 restrictions. Funding to be carried over to 2021/22.

### Social Plan Implementation Fund



Project impacted by COVID-19 restrictions. Some activities and associated funds have been carried over to 2021/22.

### Creativity Strategy Implementation Fund



The fund financed a range of programs to support artists and creatives in the City of Ryde. Some activities have been delayed due to COVID-19. Funds carried over to 2021/22.

### 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 were held.

### City of Ryde Reconciliation Action Plan



Implementation has been delayed due to COVID-19 restrictions. Funding carried over to 2021/22.





## Recognising the achievements of our diverse community

### 2021 Citizen of the Year Awards

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

- Citizen of the Year: Carmen Platt
- Citizen of the Year Special Commendation: Rob Senior
- Young Citizen of the Year: Alex Noble
- Young Citizen of the Year Special Commendation: Cameron Last

### 2021 Volunteer Recognition Awards

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

- Volunteer of the Year: Helena Malinowska
- Volunteer of the Year Special Commendation: Cate Turner
- Young Volunteer of the Year: Sarthak Vashist
- Young Volunteer of the Year Special Commendation: Lachlan Stevens
- Group Volunteer of the Year: Eastwood Girl Guide Leaders
- Group Volunteer of the Year Special Commendation: Korean Community of Commerce



## DIRECT COMMUNITY SERVICES

**Council provides a limited range of services directly to individuals within our community, supporting people to remain living in their own homes through our Home Modification and Maintenance Service and immunising children from newborn to five years of age. We also provide information and linkage to people in the Ryde area seeking volunteer opportunities and resources.**

Council provides direct services to the community, including:

- Home Modification and Maintenance Service to eligible people 65 years of age and over living in City of Ryde and Hunters Hill to assist them to live independently in their home.
- An immunisation clinic for children from newborn to five years of age which administers childhood vaccines according to the NSW Immunisation Schedule.
- Information on volunteering opportunities and resources in Ryde.

The City cares about our needs and desires, both pedestrians and riders. It embraces people with a range of ages, nationalities and cultures through various events it holds. Ryde is home!

Maria

## HIGHLIGHTS



### Home Modification and Maintenance Service

541 jobs were completed with 97 percent customer satisfaction.



### Immunisation program

1,042 children were immunised with 99 percent customer satisfaction.



### Supporting residents facing hardship

Council resolved to extend COVID-19 financial hardship relief providing a one-off \$400 rate rebate for JobSeeker/JobKeeper eligible ratepayers until 31 March 2021.

## COMMUNITY FACILITIES

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

### DELIVERY PROGRAM

**Enhance Community Facility Booking Software**



### CAPITAL WORKS PROGRAM

**Community Buildings – Expansion**



COVID-19 restrictions caused planning delays resulting in planned work being carried forward into next financial year.

**Community Buildings Renewal**



A significant contingency set aside for the Eastwood facility refurbishment was not required and will be used to address priority works during 2021/22.

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

## HIGHLIGHTS



### 28 halls and facilities

23 license agreements.

90 regular hirers.

240 casual hirers.



### Visits

More than 68,000 visits were made to community buildings from almost 5,900 bookings.



### Continued community services

Not-for-profit organisations operating from Council's community buildings supported over 62,000 clients.



CELEBRATING 150 YEARS  
OF OUR CITY





A photograph of a person playing a didgeridoo. The person's hands are visible, holding the instrument. The background features a brick wall and green foliage. The image is partially covered by an orange curved shape on the right side, which contains text.

## THE YEAR AHEAD

As our City grows, Council will continue leading and delivering the events and activities that support our community, help bring people together, strengthen people's connections with each other, and celebrate our multicultural diversity.

**\$29 million investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

### **Community and Cultural Program**

- Continuation of Ryde Youth Theatre Group
- Ryde Hunters Hill Symphony Orchestra
- Social Plan Implementation Fund
- Creativity Strategy Implementation Fund
- Continued implementation of City of Ryde Reflection Reconciliation Action Plan

### **Centres and Neighbourhood Program**

- Ryde Heritage Information Centre





# 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 to plan and shape the City's future

### AN ENGAGED AND INFORMED COMMUNITY

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

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

### WELL LED, FINANCIALLY SUSTAINABLE

Transparent, responsible leadership and governance

- Responsible civic leadership supported by transparent, accountable decision making and comprehensive governance and accountability frameworks
- Continually improving the things our residents care about and drive efficiencies in our service delivery to 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 delivering our services, facilities and infrastructure





## OVERVIEW

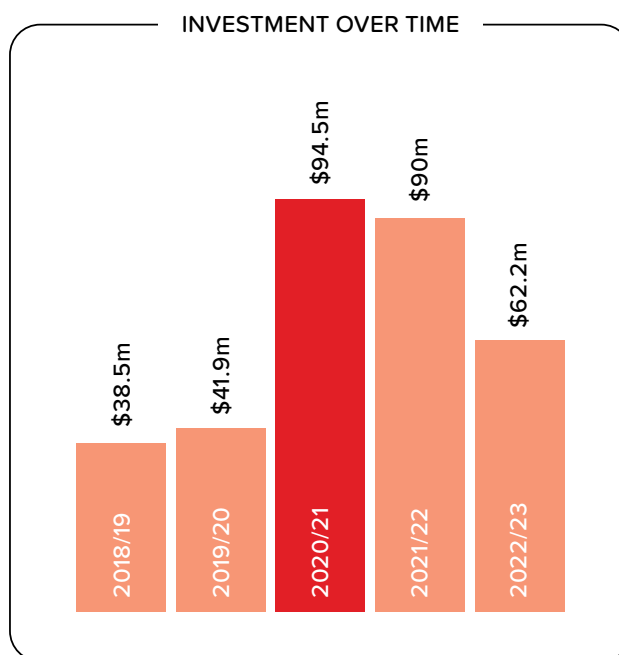
This chapter describes the City of Ryde's democratic and corporate governance arrangements and how we work with and deliver services for the community.

### Council services supporting this outcome

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

### How we monitor progress

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



## ENSURING OPEN AND PROGRESSIVE LEADERSHIP FOR THE CITY OF RYDE

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



## HIGHLIGHTS



### Assets

\$1.6 billion portfolio of assets and infrastructure.



### Revenue

\$198 million revenue from all sources.



### Non-rates revenue

\$99 million revenue from non-rates sources.



### Properties

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



### Ryde Central

Construction commenced in March 2021 with demolition of the old Ryde Civic Centre and Council building.



### New Asset Management System

Introduced for all Council asset records, with more than 105,000 asset records with a combined value of over \$1 billion.



# SERVICES AND PERFORMANCE HIGHLIGHTS

## CUSTOMER SERVICES

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

Council's Customer Service department answered almost 80,000 calls in 2020/21, 80 percent of which were resolved at the first point of contact. In addition, 14,300 customers were served in person at the Customer Service Counter located at 1 Pope Street in Ryde.

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

## MARKETING, COMMUNICATIONS AND COMMUNITY ENGAGEMENT

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

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

Our online presence continues to grow. Social media is becoming an increasingly popular customer service channel for Council, providing opportunities for two-way communication. The changing media landscape, coupled with COVID-19 impacts and a move to more online events, has also led to more investment in digital advertising to better reach our community in the most cost-effective and data-driven way.

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

Providing clear, accessible, time-critical information relevant to our community has been key during the COVID-19 pandemic. Council's website was a central hub for news and information on impacts to our services, support for businesses and the community, resources and online events. This content was amplified through all of Council's communication channels and tailored for our many audiences.

### DELIVERY PROGRAM

#### Communication and Engagement Strategy

Stage 1 of 2 complete.

#### Council Website

City of Ryde website upgrade – scope in development including incorporation of council's intranet.



## HIGHLIGHTS



### Customer service

14,300 customers were served at the Customer Service Counter.



### Call centre

Over 79,800 calls were answered at the Customer Service Call Centre. 80 percent were resolved at first point of contact.



### Customer requests

95 percent of 44,675 customer requests and 93 percent of 38,725 pieces of inward correspondence were all completed within 10 working days.



### Complaints resolution

Resolution of significant complaints improved during the year, with 100 percent (9 of 9) resolved within target timeframes.



### Media and website

Over 950 media items about the City of Ryde were published in print and electronic media.

There were almost 1.4 million visits to Council's website with close to 4 million page views.



### Engagements

There were almost 4,000 engagements via community consultation and surveys.

There were also:

- 21 face-to-face engagements.
- 63 public consultations.
- 26 research surveys.



# ASSET MANAGEMENT — PROPERTY MANAGEMENT

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

Council's portfolio of commercial, residential, affordable housing, corporate and operational buildings is valued at more than \$130 million, and is managed to provide a quality commercial offering and a desirable, functional place of employment, and create a financial return to Council, to reduce reliance on rate revenue as a source of income. All commercial properties were occupied during 2020/21.

## Property portfolio and development initiatives

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

As part of the our Laneway Divestment program, we completed the sale of a part of a laneway to Ryde Eastwood Leagues Club. This laneway runs between land owned by the club on each side, with the sale providing Council with a significant financial return, while enabling the club to progress its masterplan.

As part of the development of the Lachlan's Line residential precinct at North Ryde, the City of Ryde received facilities including open space, public domain works and built facilities in excess of 2,500 square metres in floor area, over two floors. During the year we undertook work to identify building defects and overcome these defects by working in conjunction with the developer. A competitive process has been initiated to seek commercial operators to run these spaces.

Following extensive community feedback, we pursued the acquisition of the former Brush Park Bowling Club to deliver additional open space for the benefit of the community. Despite active participation, the City of Ryde was not successful at the public auction for the site. Council's efforts to acquire the site have been acknowledged by the Brush Park Friends Action Group.

Transport for NSW (TfNSW) is undertaking an upgrade of the Devlin Street / Victoria Road intersection as part of its Pinch Point Program. TfNSW has indicated that it requires some Council-owned land to construct permanent infrastructure. After commercial negotiations for the sale of this land were unsuccessful, TfNSW has initiated compulsory acquisition of Council's land for its project.

The Ryde Central project made rapid progress in 2020/21 with work commencing to redevelop the Ryde Civic Centre site and build a new community and civic hub. The project is on schedule to be completed in 2023. Please refer to page 12 for more information on the Ryde Central project.

## CAPITAL WORKS PROGRAM

### Ryde Central



#### Corporate buildings renewals



Providing renewal works for Council's corporate buildings, including the North Ryde office and the Ryde Planning and Business Centre. Spending for this program was re-prioritised pending demolition of the old Civic Centre building and temporary reductions in use of other corporate facilities resulting from COVID-19 protocols.

#### Commercial buildings renewals



Renewal of urgent works identified in Council's commercial buildings, including commercial, residential, retail and other income-producing buildings. Minor works to Rockend Cottage and 8 Chatham Road were completed. Future ongoing work at West Ryde Community Centre being investigated.

#### Operational building renewal



Renewal works across Council's operational buildings including the Operations Centre, SES headquarters and Porters Creek Weighbridge office.

#### Commercial Buildings Expansion



Lachlan's Line defect rectification works are in progress. Argyle Centre project on hold due to ongoing legal and administrative processes concerning the status of the land. Victoria Road project awaiting determination of development application.

## PROJECT MANAGEMENT

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

The department continued its strong track record for delivering community infrastructure identified in the community strategic plan through improved project management, digital design reviews and remote working solutions during the COVID-19 pandemic.

A total of 94 projects were due for completion in 2020/21, with a record 97 percent of the scheduled scope of works completed.

Works involved undertaking surveys, developing concept plans, developing detailed designs and specifications, undertaking quantity assessments, developing costings, calling for quotations and tenders, procurement, contract administration, construction works, quality assurance, handovers and many more activities.

Successful implementation of advanced forward planning occurred in 2020/21, with footpath and stormwater programs now designed the year before construction. This allows work to be better spread over the year, avoids delays caused by lack of contractors during peak periods and allows time for quality outcomes. The advanced forward planning program will be expanded across the next financial year to contain additional programs and build on 2020/21 results.

## LEGAL SERVICES

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

Further information about the amounts incurred by Council in relation to legal proceedings can be accessed in the Statutory Reporting section of this report (refer to page 244).

## PROCUREMENT SERVICES

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

Further information about major procurement and contracts is contained in the Statutory Reporting section of this report (refer to page 243).

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

### CAPITAL WORKS PROGRAM

#### Plant and fleet purchases

Purchase and disposal of passenger and light commercial vehicles and plant that support Council's operations.

### DELIVERY PROGRAM

#### Research and Policy officer

Project Officer position is complete for the year and extended to June 2022.

#### Governance Office (PT) - Investigations and Special Projects

Completed and converted to a fulltime position.

#### Provision of Councillor Equipment

Delayed until conclusion of the Council Election, now scheduled for December 2021.



# FINANCIAL MANAGEMENT

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

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

## DELIVERY PROGRAM


Finance System Upgrade 

# PEOPLE AND PERFORMANCE

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

## CAPITAL WORKS PROGRAM

Electronic Time and Attendance 

# 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.

With rolling pandemic-related lockdowns requiring staff to work from home for part of 2020/21 we brought forward our planned investment in information technology infrastructure and asset replacement through our Digital Workplace Transformation Program.

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

- Modern and Secure Microsoft 365 toolsets to enable full collaboration internally and externally
- Refreshed end user hardware with latest devices to enhance staff experience
- Implemented an audio-video integrated Microsoft Teams Meeting Rooms System
- Undertook enhanced business continuity planning and disaster recovery planning
- Improved security and privacy and reduced risk while providing seamless failover and continuity of our technology services
- Network improvements to ensure faster, robust and flexible local and remote network connectivity
- A suite of cyber security enhancements to increase compliance and protect against ransomware, malware and security threats
- Adopted Microsoft's cloud-based Email System with cloud-based backup, security and email signature management
- Upgraded Multi-function devices to allow seamless integration with Microsoft 365 Services

## DELIVERY PROGRAM

### Asset Data Collection



Additional data being collected for stormwater infrastructure and buildings.

### Asset Management Software



New system was implemented including Ci Anywhere for creating and managing work orders and the Field app for assigning work orders. This introduced 50 tablets for outdoor staff to allow full mobility.

### Mobile Field Worker App – Health and Building Compliance



Finalisation of the roll-out for health and building staff to be fully mobile for their compliance inspections with secure remote connectivity with back-office systems.

### Information Technology Software Renewal



Upgrades of various corporate systems to the latest software versions including our Finance, Payroll, Record Management and CRM system, and the Porter's Creek weighbridge, providing new features, improved experience and usability.

### Information Technology Software Expansion



Preparation for adding additional eBusiness transactions for Online Payments, Development Applications Tracking, and State Government portal for lodgement of Development Applications.

## CAPITAL WORKS PROGRAM

### Information Technology Infrastructure Renewal









## THE YEAR AHEAD

Ryde Central's construction is underway. Scheduled to open in 2023 it will provide a new home for Council and new state-of-the-art facilities for the community.

Within our organisation we will continue to implement a program of continuous improvement across all services and identify opportunities to align our services with the changing needs of our business and expectations of our community.

**\$305 million investment is planned for this outcome over the next four years.**

In 2021/22 we have the following projects planned:

### **Strategic City Program**

- Review of the Community Strategic Plan

### **Community and Cultural Program**

- Community facilities booking software

### **Governance and Civic Program**

- Research and Policy Officer
- Council election
- Councillor induction and provision of Councillor equipment

### **Internal Corporate Services Program**

- Plant and fleet purchases
- Asset management software
- Information technology software and infrastructure renewal
- Information technology applications expansion

### **Property Portfolio Program**

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



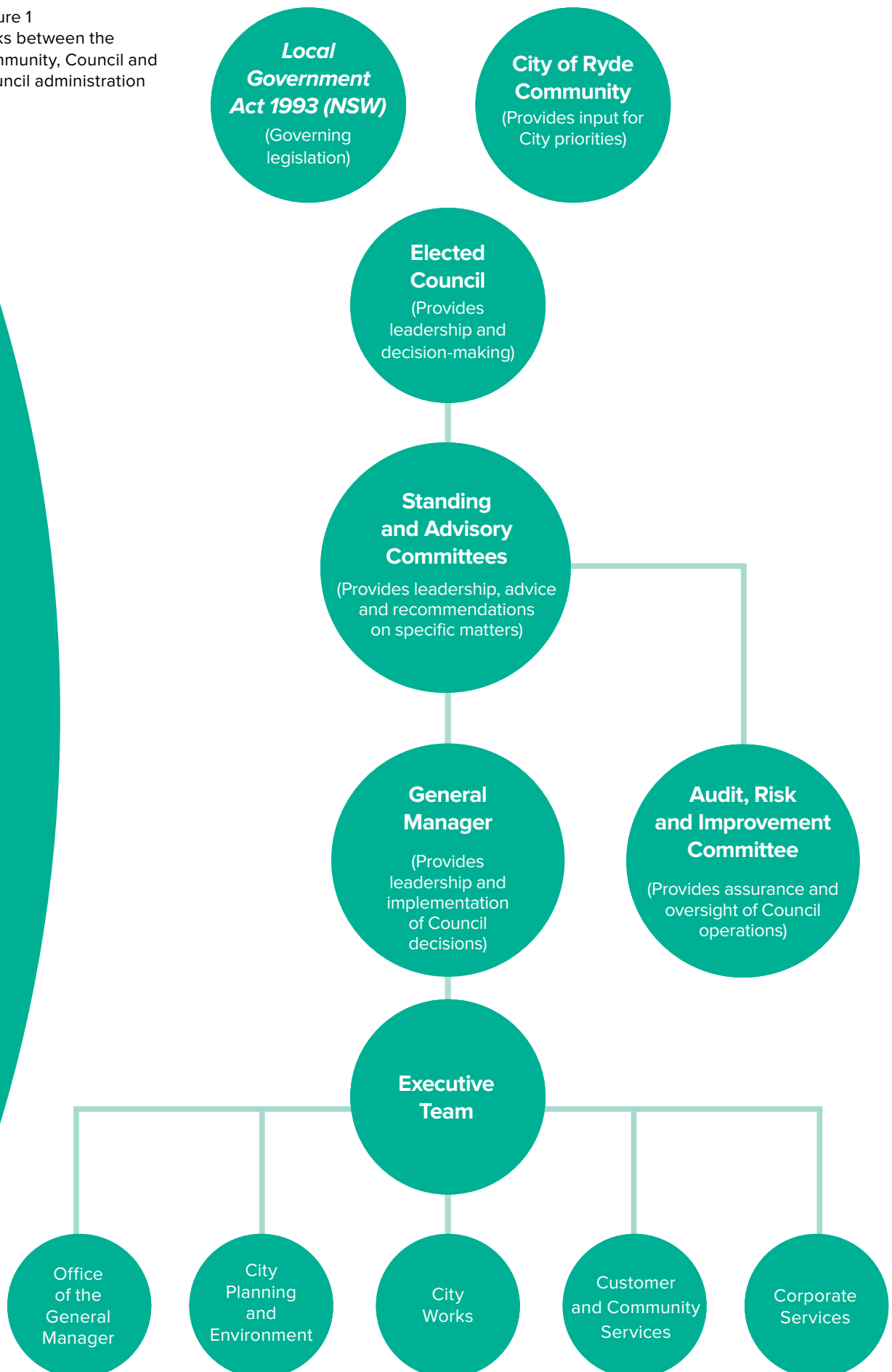
# GOVERNANCE

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

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Figure 1  
Links between the  
community, Council and  
Council administration







## 100 Years of Women in Local Government

The City of Ryde celebrated 100 years of women in local government with the unveiling of an honour board that recognises every woman who has served on Council.

Of the 312 Councillors who have served on the City of Ryde and Eastwood Council since 1870, 17 of those were women. Edna Wilde OAM is the only woman to have served as Mayor, a role she held on three separate occasions between 1980-1982, 1999-2000 and 2002-2004.

Just over half of the City of Ryde's population is female, however, there are currently only two women out of 12 Councillors.

To encourage more women to run for Council, the City of Ryde recently joined the Australian Local Government Women's Association NSW. Council also held a free information session for women who were interested in standing at the upcoming Council elections. The event provided information on how to run for the elections as well as insights into the role and responsibilities of a Councillor.

# DEMOCRATIC GOVERNANCE – OUR COUNCIL

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

## ROLE OF COUNCIL

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

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

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

- Council
- General Manager
- Executive Team.

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

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

## DELEGATING DECISION-MAKING AND AUTHORITY

In accordance with the *Local Government Act 1993* (s377-s381), Council can delegate some of its decision-making authority and functions to the General Manager. The General Manager is able, in turn, to delegate functions to nominated employees within the City's staff establishment, enabling them to efficiently perform the responsibilities of their roles, enforce Council's regulations and finalise or negotiate various matters within parameters set by Council. The Corporate Delegations Register records these delegations. Figure 1 (on page 119) 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 26 June 2020, the Minister for Local Government made an order under Section 318B(1)(a1) of the *Local Government Act 1993* to postpone the local government ordinary elections scheduled for 12 September 2020 for 12 months to 4 September 2021 as a result of the COVID-19 pandemic.

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

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

## THE ELECTED COUNCIL



**Jerome Laxale**  
West Ward

**Elected September 2012**

**Mayor –  
Sept 2015 – Sept 2016  
Sept 2017 – Current**

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



**Simon Zhou**  
West Ward

**Elected September 2017**

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

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.



**Trenton Brown**  
West Ward

**Elected 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 and the early heritage homes of our local area. He is working to achieve stronger economic management, advocating for greater transparency in decision-making and supporting local business and community organisations.



**Peter Kim**  
West Ward

**Elected September 2017**

**Deputy Mayor –  
Sept 2020 – Current**

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





**Christopher Gordon**  
East Ward

**Elected September 2017**

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

Councillor Gordon 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, addressing poverty, and facilitating community in the City.



**Penny Pedersen**  
East Ward

**Elected 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. She is also aware of the challenges facing Ryde with increased high density living and the strain this is placing on our local infrastructure and services.



**Jordan Lane**  
East Ward

**Elected September 2017**

Councillor Lane is a passionate supporter of the 10,000 small and family businesses that call Ryde home. As a Councillor, he is working to amend Ryde's planning laws, oppose overdevelopment and ensure transparent decision-making in the interests of all Ryde residents.



**Roy Maggio**  
East Ward

**Elected September 2008**

**Mayor –  
Sept 2013 – Sept 2014**

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

**Sept 2014 to Sept 2016**

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



**Edwina Clifton**  
Central Ward

**Elected 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.



**Christopher Moujalli**  
Central Ward

**Elected 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.



**Bernard Purcell**  
Central Ward

**Elected September 2017**

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.



**Sarkis Yedelian**  
OAM  
Central Ward

**Elected March 2004**

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

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

# ELECTED COUNCIL'S RESPONSIBILITIES

## Council meetings

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

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

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

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

## Council decisions

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

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

## Code of conduct

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

### Code of conduct matters

During 2020/21 there were 23 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 the Complaints Procedure with the other complaints being referred to an external conduct reviewer. These complaints have either been resolved or are still in progress in accordance with the aforementioned procedure.

### Independent Commission Against Corruption

There was one matter involving correspondence to the Independent Commission Against Corruption (ICAC) during the previous year. The matter involved the exchange of information (ie information requested by the ICAC and information voluntarily supplied to the ICAC).

## Councillors' fees and expenses

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

The Mayor and Councillors receive an annual fee established by Council and set within the approved range by the Local Government Remuneration Tribunal. In 2020, the Local Government Remuneration Tribunal undertook an extensive review of the categories and allocation of Councils and determined that the City of Ryde be re-categorised from a 'Metropolitan Medium' to a 'Metropolitan Large' Council.

The Mayor's Fee for 2020/21 was \$88,600 plus a Councillor Fee of \$30,410.

The Councillor's Fee for 2020/21 was \$30,410 for each Councillor.

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

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

LOCAL GOVERNMENT ACT REFERENCE	ITEM	REPORT
cl 217 (1)(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**	\$59,417.63
cl 217(1)(a1)(i) & (ii)	Provision of dedicated office equipment allocated to Councillors	\$7,654.43
	Telephone calls made by Councillors (communication expenses) ***	\$26,050.87
cl 217 (1)(a1)(iii)	Attendance of Councillors at conference and seminars, including registration, accommodation, transport etc	\$15,925.23
cl 217(1)(a1)(iv)	The provision of induction training and professional development for Mayor and other Councillors	\$2,443.10
	Training of Councillors and provision of skill development	\$7,078.00
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
cl217(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	\$116.00
** This amount is for reimbursements up until and including 1 September 2021. Councillors are able to put in reimbursements up to three months after being received. *** This amount includes all communications expenses for Councillors (mobile, landline, internet, data usage, postage)		

There were no overseas visits by Councillors, Council staff or other persons representing Council on Council business during 2020/21.

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

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

	ATTENDED BY
Code of Conduct Refresher Training – May 2021	The Mayor, Councillor Jerome Laxale Councillor Christopher Gordon Councillor Christopher Moujalli Councillor Penny Pedersen Councillor Bernard Purcell



## Councillor attendance at meetings and workshops

Eleven Council meetings were held from 1 July 2020 to 30 June 2021, with Table 3 listing meetings and workshops attended during that period. Workshops are held to advise Councillors on topical issues, such as the proposed budget. The Mayor is an Ex-Officio member of all committees and is not required to attend committee meetings.

**Table 3. Councillor attendance at meetings and workshops for the period 1 July 2020 to 30 June 2021.**

	WORKSHOPS ATTENDED 11 Workshops were held in 2020/21		COUNCIL MEETINGS ATTENDED 11 Council meetings held in 2020/21		COUNCIL COMMITTEE MEETINGS ATTENDED 14 Committee Meetings held in 2020/2021	
	Number	%	Number	%	Number	%
<b>Jerome Laxale — Mayor</b>	10	91%	11	100%	2/14	14%
<b>Dr Peter Kim — Deputy Mayor</b>	6	55%	8	73%	5/14	36%
<b>Trenton Brown</b>	6	55%	11	100%	10/14	71%
<b>Edwina Clifton</b>	0	0%	11	100%	12/14	86%
<b>Christopher Gordon</b>	10	91%	11	100%	14/14	100%
<b>Jordan Lane</b>	5	45%	11	100%	0/0	0%
<b>Roy Maggio</b>	2	18%	10	91%	1/14	7%
<b>Christopher Moujalli</b>	2	18%	10	91%	0/0	0%
<b>Penny Pedersen</b>	11	100%	11	100%	14/14	100%
<b>Bernard Purcell</b>	10	91%	11	100%	14/14	100%
<b>Sarkis Yedelian OAM</b>	3	27%	11	100%	3/8	38%
<b>Simon Zhou</b>	2	18%	11	100%	0/0	0%

1. The Mayor, Councillor Jerome Laxale Ex-Officio for 14 Committee Meetings.
2. Councillor Jordan Lane did not elect to sit on any Committees.
3. Councillor Christopher Moujalli did not elect to sit on any Committees.
4. Councillor Yedelian OAM sat only on the Works and Community Committee Meeting.
5. Councillor Simon Zhou did not elect to sit on any 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
<b>Finance and Governance Committee</b>	Edwina Clifton (C) Bernard Purcell (D) Christopher Gordon Penny Pedersen Dr Peter Kim Trenton Brown Roy Maggio Jerome Laxale: (Mayor, Ex-Officio)	Deals with matters relating to finance, governance, procurement/tenders, audit and property.
<b>Works and Community Committee</b>	Bernard Purcell (C) Penny Pedersen (D) Edwina Clifton Christopher Gordon Dr Peter Kim Trenton Brown Roy Maggio Sarkis Yedelian OAM Jerome Laxale: (Mayor, Ex-Officio)	Deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing. Includes matters affecting Council facilities, awarding of community and cultural grants, requests for removal of trees, redevelopment of parks and capital works projects such as roads, footpaths and drainage.
<b>Local Planning Panel</b>	Ms Alison McCabe – Chair Ms Marcia Doheny, Mr Stephen O'Connor – Alternate Chair <i>Expert panel members:</i> Michael Leavey, Jennifer Bautovich, Graham Brown, David Epstein, Susan Hobley, Brett Newbold <i>Community representatives:</i> Bec Ho, Rob Senior, Donna Gaskill	A panel of independent experts who determine development applications on behalf of Council as well as provide advice to Council on planning matters.

## Advisory Committees

Advisory Committees help the Council stay connected with the views of our local citizens. Comprising local community members and Council representatives, these committees provide advice and feedback to the Council on key issues. During 2020/21, there were 15 Council Advisory Committees and reference groups operating within the City of Ryde.

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



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

# CORPORATE GOVERNANCE – THE COUNCIL ORGANISATION

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

## STRUCTURE AND LEADERSHIP

### Executive Leadership Team

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

#### GENERAL MANAGER

George Dedes



Office of the General  
Manager

General Counsel

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

## CITY PLANNING AND ENVIRONMENT

Liz Coad - Director



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

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

## CITY WORKS

Wayne Rylands - Director



Operations  
Parks  
Assets and Infrastructure  
Business Infrastructure  
Project Development  
Transport

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

## CUSTOMER AND COMMUNITY SERVICES

Angela Jones-Blayney  
- Director



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

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

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

## CORPORATE SERVICES

Mark Eady - Director\*



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

The Corporate Services directorate forms an integral part of the City of Ryde Council organisation, working in partnership with the business to provide advice and support to enable delivery of Council services and initiatives.

This includes managing a \$132 million portfolio of commercial, residential, community and operational properties for the City of Ryde.

\*Steve Kludass was the Corporate Services Director until December 2020.



# INTERNAL AUDIT, RISK MANAGEMENT AND BUSINESS CONTINUITY PLANNING

## Audit, Risk and Improvement Committee

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

In 2020/21 the Committee has provided oversight across a range of areas, including:

<b>Internal Audit Plan for 2020/21</b>	Reviewed with input provided to longer term audit planning.
<b>Interim COVID-19 internal audit plan</b>	Reviewed and endorsed.
<b>Council's pandemic response</b>	Reviewed and input provided.
<b>Annual engagement plan (Audit Office of NSW)</b>	Reviewed with respect to conduct of the external financial audit.
<b>Draft Financial Statements for 2020/21</b>	Reviewed and referral recommended for external audit.
<b>Internal audit</b>	Briefings received on progress against planned activities and audit reports considered.
<b>Significant audit and risk management tasks</b>	Progress against targets reviewed.
<b>Quality Assurance Improvement Program (QAIP) review</b>	Progress and implementation of recommendations reviewed.
<b>Key Performance Indicator reporting</b>	Reviewed.
<b>Implementation of internal audit recommendations by senior management</b>	Progress reviewed.
<b>Enterprise Risk Management (ERM)</b>	Briefings received on Council's approach to, and the ongoing development and maintenance of, our ERM and associated strategies, plans and registers.
<b>Governance</b>	Briefings on corporate governance initiatives and activities reviewed.
<b>Matters arising from regulatory authorities (such as ICAC, Ombudsman, other statutory authorities and the Audit Office of NSW)</b>	Findings and recommendations considered, and implications shared with the City of Ryde.
<b>Audit Office of NSW performance audits</b>	Senior management advised of their commencement.
<b>External audit</b>	Confidential 'in-camera' meetings held with external auditors and then with Internal Audit in the absence of management to enable full and frank discussions.
<b>Updated fraud and corruption prevention policy, strategy and action plan</b>	Reviewed and endorsed.

## Internal Audit

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

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

Audit findings and recommendations are communicated to the management of the areas audited, the General Manager and members of the Executive Leadership Team and Audit, Risk and Improvement Committee. A significant majority of agreed internal audit recommendations for 2020/21 were implemented. Where these recommendations were not implemented by the agreed timelines, these were reported to the Executive Leadership Team as part of the quarterly Key Performance Indicator reporting process.

During 2020/21 the following audits and reviews were undertaken:

- AP master file amendment review
- Councillor expenses review
- Fraud and Corruption Prevention Policy, Strategy and Action Plan update
- IT super user access controls
- Procurement review
- Purchase card user compliance review
- Quality Assurance Improvement Program Implementation of recommendations
- RMS Drives 24
- Special projects, investigations and complaints handling
- Tender process reviews.

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

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

An independent Quality Assurance Improvement Program undertaken by an external body. This reviews an Internal Audit function in accordance with the International Standards for the Professional Practice of Internal Auditing. The results of this review were positive.

## External Audit

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

## Risk management and business continuity planning

The City of Ryde continued to proactively manage risk throughout our business in 2020/21. We are committed to integrating the systematic and proactive management of risks and opportunities with the way we do business at all levels. We recognise and clearly communicate how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes. All our employees and Councillors are responsible for managing risk.

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

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

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

## Risk management initiatives conducted in 2020/21

Activities in 2020/21 included:

- Continuing to utilise our Business Continuity Plan for COVID-19 Crisis Management Team response
- Ongoing management and monitoring of Council's Retro Paid Loss Scheme – Workers Compensation
- Desktop review and planning for Enterprise Risk Management 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
- Researching a new corporate risk register system.

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

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

## WORKING AT THE CITY OF RYDE

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

### Workforce management strategies

Our workforce management strategies focus on the following:

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

### Our flexible workforce

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

Significant workplace reforms undertaken in 2020/21 included a review of our public domain section which has resulted in better service provision to the community and generated operational savings projected at \$330,000 per annum.

Responding to the COVID-19 pandemic has been challenging for both the local community and for our staff. Council enacted its Business Continuity Plan and endorsed a Crisis Management Team in 2020 to guide our staff through this period and this is ongoing.

We have continued to review and update our COVID-Safe Plans in consultation with staff and Council's Work Health and Safety Committee to make sure that the City of Ryde remains a COVID-Safe 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.

In response to the pandemic, many staff continue to work remotely or at other work locations. Some of Council's services such as our libraries, Ryde Aquatic Leisure Centre (RALC), community halls and community events have been required to adapt to staged closing and reopening as enforced by the State Government.

In doing so our staff have demonstrated their resilience, flexibility and commitment to the community by adapting to remote working, changing duties and priorities. They have worked hard to ensure that Council has delivered on its objectives within the operational plan.

Through Council's commitment to Equal Employment Opportunity we ensure that our recruitment policies and practices are merit based and false barriers to employment are removed. We are proud that our workforce demographic closely represents the community demographic.



## Activities undertaken to implement Council's EEO and Diversity Management Plan

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

In addition to adhering to legislative obligations, there are many 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.
- Council's second Empowering Women to Thrive Program was undertaken during the reporting period. The program provides emerging female leaders with personal and professional development and multi-dimensional communication skills.
- Approximately 100 staff attended anti-discrimination training – Respect in the Workplace.
- Council implemented its first Reconciliation Action Plan with a focus on reviewing policies, programs and activities that promote an inclusive working environment for persons of Aboriginal and Torres Strait Islander background.
- Council continued to progress towards White Ribbon Accreditation. Education regarding awareness of family and domestic violence and how support can be offered in the workplace to victims, was rolled out across the organisation.
- Council staff also coordinated the No Excuse for Abuse march to increase awareness of this issue in the community.

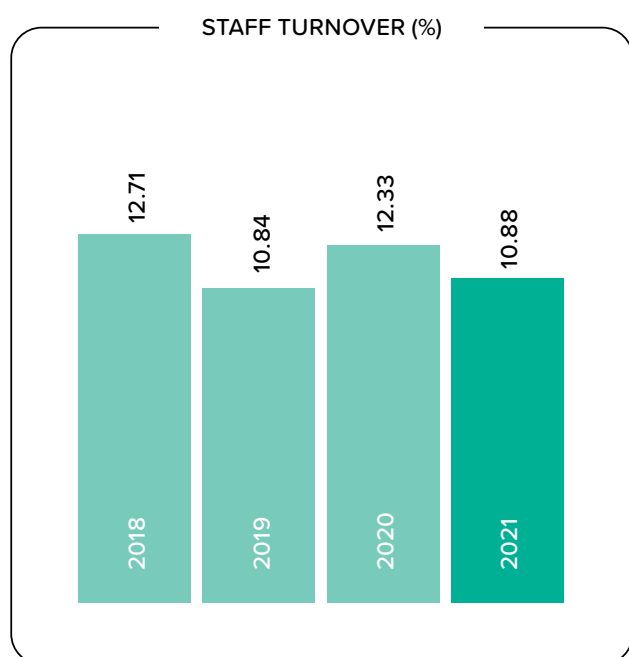
## Workforce demographics

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

Within these directorates in 2020/21 there were 23 departments that delivered services and projects made up of 544.36 full-time equivalent (FTE) positions and a total headcount of 785 staff.

**Table 4. Total number of City of Ryde Council employees at 30 June**

STAFF ESTABLISHMENT							
	Permanent Full-Time	Permanent Part-Time	Temporary Full-Time	Temporary Part-Time	Casual	Total Headcount	FTE
<b>30 June 18</b>	421	59	27	5	269	781	514.53
<b>30 June 19</b>	438	60	34	9	264	805	529.50
<b>30 June 20</b>	456	55	22	7	214	754	533.47
<b>30 June 21</b>	469	55	15	5	241	785	544.36



Turnover for the year was 10.88 percent which is within industry benchmarks. It is important to note that a healthy turnover of staff provides the opportunity for Council to recruit new staff who bring new ideas and perspectives which in turn helps us to grow our skills, knowledge and capability.

Table 5. Workforce gender across Council

STAFF HEADCOUNT BY GENDER				
	Permanent	Temporary	Casual	Total
Female	207	12	153	372
Male	317	8	88	413
Total workforce	524	20	241	785

Table 6. Gender across Council

PERMANENT STAFF, HEADCOUNT BY GENDER AND GRADE				
Salary Grades	Male	Female	% Men	% Women
Grades 1-4	90	32	75%	26%
Grades 5-8	75	65	54%	46%
Grades 9-14	121	100	54%	45%
Senior Management	31	10	76%	24%
Total Permanent staff	317	207	60%	40%

Table 7. Workforce diversity across Council

PERMANENT STAFF, HEADCOUNT BY DIVERSITY GROUP		
	% of LGA population (ABS Census 2016)	Representation in Council workforce 2020/21
Aboriginal and Torres Strait Islanders	0.4	1.3
Women	51.4	47.4
People speak a language other than English	48	46*
People with Disability	4.6	4.8*

\*% of permanent workforce



## Developing capability

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.

The City of Ryde recognises that education and training is a lifelong process and therefore our learning and development strategy seeks to strengthen our workforce and build capability at all levels. Our philosophy of continuous improvement applies to the skills and knowledge of our employees and also contributes to improving the delivery of services we provide to our community.

Leadership development at all levels has been a strong focus over the last 12 months. Members of the management team have participated in development opportunities at leadership forums, focused coaching in culture leadership and some managers have commenced the Diploma of Leadership and Management.

Council's Aspiring Leaders program has also commenced with 16 participants undertaking the Diploma of Leadership and Management in conjunction with a workplace project to further develop their skills. In addition 16 team leaders undertook the Stepping UP – Front Line Managers training course.

Other learning and development programs covered:

- Work health and safety compliance training including relevant tickets and licenses
- Systems and technology training related to Council's Digital Workplace Transformation Strategy
- 28 staff commenced the Project Management or Empowering Women to Thrive at Work programs
- Organisational and role-specific capability development
- 914 e-learning sessions were undertaken across a variety of subjects
- 26 staff accessed education assistance to participate in formal programs of study from Certificate II through to Master's Level.

## Innovation

Our Technology department continued to progress the digital transformation strategy. Key achievements included:

- Migration of building information certificate applications to the NSW e-planning portal
- Implementation of Council's integrated asset management system
- Mapping of more than 500 processes to increase transparency, efficiency and capture corporate knowledge.

## Ticket to Ryde

Ticket to Ryde was Council's first all-staff conference. The conference was developed to provide staff with the opportunity to connect with one another and share their role in the story of Ryde, provide us with their great ideas and learn new things in an interactive format.

From across the organisation, 475 staff attended the conference and generated more than 390 great ideas for making City of Ryde an even better place to work and serve our community.

Many of the ideas shared at the conference will inform our business improvement programs during 2021/22.



## 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.

Refer to page 101 for the 2021 Volunteer Recognition Award winners.

## Brand and culture

We continue to build on our brand as an employer of choice promoting diverse career opportunities, flexible working arrangements and progressive workplace policies including recognition and reward programs and health and wellbeing initiatives.

## Recognition and reward

We recognise the efforts of our staff who go above and beyond through a number of reward programs:

- Staff with long service were acknowledged through our internal workplace The HUB e-newsletter
- 206 staff were recognised for their efforts in going above and beyond through our TA Awards
- Three staff received Australia Day Awards in recognition of their contributions.

## Industrial relations

The City of Ryde has a strong collaborative working relationship with relevant union associations. The Local Government State Award 2020 was implemented from July 2020, with amendments that enable opportunities to align staff resources to the delivery of services to the community with improved cost-effectiveness. Our consultative committee met on five occasions during the year to review and endorse workplace reform initiatives that improve staff resource allocation. Council also engaged at an industry level for the development and implementation of the Local Government (COVID-19) Splinter (Interim) Award 2021, providing security to Council staff during the pandemic period.

## IMPROVING WORK HEALTH AND SAFETY

**At the City of Ryde we are committed to providing a workplace that is safe and without risk to the health and welfare of all employees, contractors, apprentices, volunteers, work experience persons, visitors and members of the public in our workplaces, and the effective rehabilitation of injured employees.**

Council's formal Work, Health and Safety (WHS) employee consultative mechanisms are a combination of employee Health and Safety Representatives and the Health and Safety Committee. The two mechanisms provide the opportunity for direct input from employees into health and safety matters that may affect them in their respective work groups across Council.

During the year:

- The safety regulator, SafeWork NSW, conducted compliance visits to all metropolitan local councils, to ascertain how councils manage hazardous manual tasks to prevent musculoskeletal injuries. The regulator was satisfied with design improvements made to plant and work practices within the operations department and library services, and related procedures. No improvement notices were issued.
- Our WHS Coordinator, along with our Injury Management Coordinator and Business Innovation Officer delivered a presentation on our Participative Ergonomics program at a virtual National Conference on Musculoskeletal Disorders and Design, organised by the Queensland safety regulator.
- There were 32 consultations through Council's Employee Assistance Program, a slight decrease on 34 for the previous year.
- We continued to engage with other councils and major external partners through our membership of Council Safe and StateCover's Metropolitan WHS Group (Metro Group).
- Further training was provided as a refresher on the alert distress cards we introduced last year, for staff who work alone and/or who are in potentially vulnerable situations at work.
- We continue to include our WHS procedures in process mapping software, to be used for audits and the implementation of procedures.
- First aid training was expanded for staff in workplaces to increase our coverage within our main office at North Ryde and for our outdoor staff.
- A Bushfire Plan was reviewed for our North Ryde Office – located in a bushfire prone setting alongside the Lane Cove National Park – in consultation with the building owner and other tenants.
- Our WHS Policy was reviewed in consultation with the Health and Safety Committee and was endorsed by the Executive Team.
- Council has been working to attain White Ribbon accreditation, including developing, reviewing and updating a number of corporate procedures, including the WHS Policy.

As with all organisations, the COVID-19 pandemic has presented Council with ongoing challenges throughout 2020/21. Through Council's Crisis Management Team, in consultation with the Health and Safety Committee and Workplace Health and Safety Representatives, a range of measures have been implemented to proactively manage what is currently one of the highest risks to health and safety in the workplace, with the potential to spread among staff and customers. These initiatives include maintaining whole of Council and workgroup specific COVID-Safe plans, site-specific work assessments, development of specific COVID-19 related protocols and installation of safety screens, hand sanitiser and masks for staff.



## Health and wellbeing

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.

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.

Council also provided staff with opportunities to review their financial wellbeing with superannuation sessions, promoted awareness and support for mental health through the promotion of R U OK? Day and Movember, and access to health and wellbeing information for staff working from home.

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

## Health and safety training and development

During 2020/21, 581 staff participated in WHS training or related seminars, a decrease from 1,046 staff in 2019/20. Investment in training also decreased to \$59,717 from \$85,589. The increased numbers of staff undertaking alcohol and other drugs mandatory training in 2019/20 mainly accounts for the decreases in 2020/21. Restrictions limiting face-to-face programs and reducing the capacity for some training also contributed to reduced numbers in 2020/21. However, we introduced a computer-based iLearn platform over 2020/21, which offers a wide range of programs, including an increasing number of WHS programs. This platform will co-exist alongside traditional training methods.

## Consultation with workers

Our annual StateCover self-audit and insurance assessment indicated an above average overall WHS performance of 83.8 percent down from 87.7 percent for the previous year. Some areas of improvement were identified and have been included in the WHS Plan for 2021/22 and 2022/23. We receive the maximum allowable reimbursement for WHS initiatives recognised in completing the annual self-audit, with funding supporting improved safety within the organisation.

The City of Ryde continues to be a member of the Local Government Workers Compensation insurer, StateCover Mutual, attached to the specialised Retro Paid Loss scheme.



Workplace incident reporting and injury management

Council continues to encourage hazard and near miss reporting as a positive means of identifying risks and preventing potential injuries. There were 130 reported workplace incidents in 2020/21, compared with 169 in 2019/20, and 16 near-miss reports (2019/20 – 12 reports). However, there were no hazard reports (2019/20 – 1 report). We recognise an opportunity to improve our hazard reporting across 2021/22 and beyond, ensuring suitable actions are implemented. The COVID-19 pandemic’s impact on reduced opening hours at the Ryde Aquatic Leisure Centre and libraries was a factor in the reduction of third-party incident reports.

Notifiable incidents

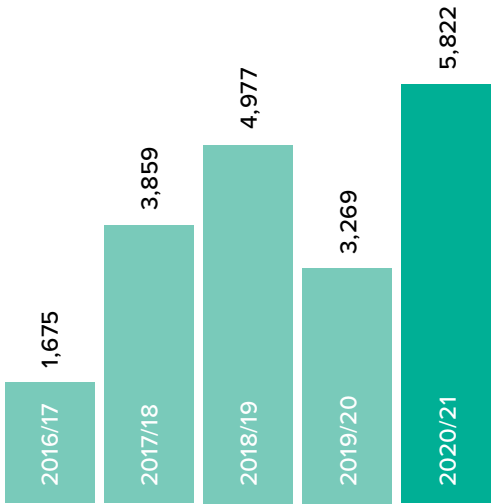
There were eight notifiable incidents reported to the safety regulator, SafeWork NSW. Of these, two were considered dangerous incidents (near misses) and six were injuries of varying degrees.

Suitable actions were put in place to prevent re-occurrences that encompassed:

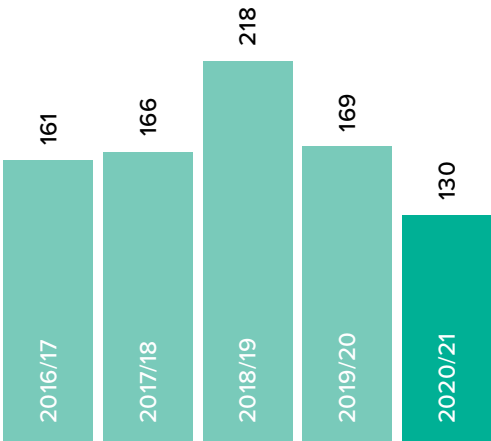
- Improved design of the workplace where possible
- Improved equipment to reduce the need to climb ladders
- Review of pre-start assessment and practices
- Review of the inspection regime for tree climbing/ rigging gear and a review of our generic risk assessment and work method, across all incidents.

Inspectors visited our premises twice, while the other incidents were dealt with by correspondence for lower level notifiable incidents. It is noted SafeWork Inspectors could still visit the workplace at any time.

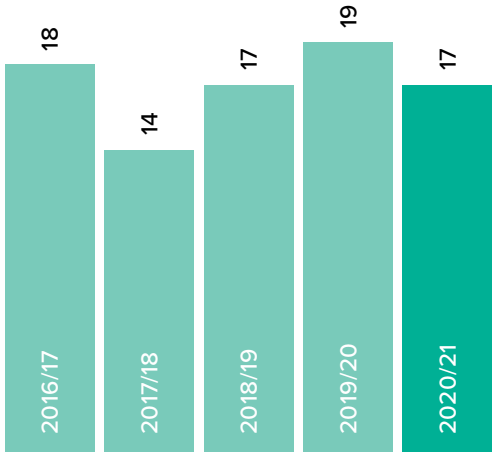
LOST TIME IN ALL HOURS DUE TO INJURY 2016-2021

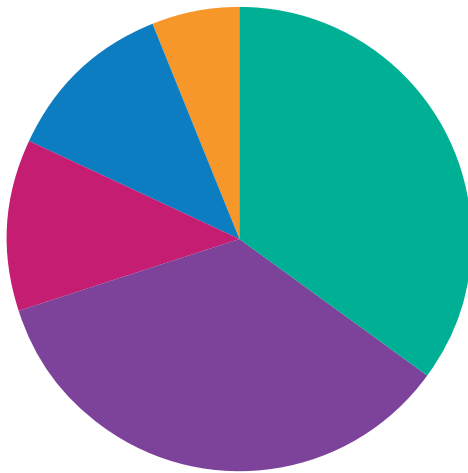


INCIDENT AND INJURY REPORTS 2016-2021



NUMBER OF CLAIMS 2016-2021





### Nature of Injury 2020/21

- **35%** Sprains/strains
- **35%** Open wound/ foreign body
- **12%** Fractures, dislocations, amputations
- **12%** Psychological condition
- **6%** Contusion/crush



### Mechanism of Injury 2020/21

- **35%** Being hit by moving objects
- **23%** Body stressing
- **18%** Falls, trips and slips of a person
- **12%** Hitting objects with a part of the body
- **12%** Mental stress





# COMMUNITY FINANCIAL REPORT

The City of Ryde has spent \$131 million this year to provide services to the community aligned with the seven outcomes within City of Ryde's Community Strategic Plan. In addition, \$55 million has been spent on capital works across the Community Strategic Plan outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

During the year, the impacts of the COVID-19 pandemic were still felt across the community. Several of our community services and programs recommenced after the easing of social distancing restrictions imposed by various levels of government. This was forecast to impact Council's budget and those implications were included in the budget upon adoption of the One-Year Operational Plan. As social distancing restrictions eased, the focus remained on economic recovery and assisting ratepayers within our local government area. A number of fee waivers and financial assistance for eligible ratepayers were introduced to assist the economic recovery heading into the Christmas period. Council will continue to monitor its financial position heading into the new financial year, in particular with the latest outbreak of COVID-19 and the impacts it will have on delivering community services.

## FINANCIAL POSITION OF COUNCIL - SUMMARY

**(AS AT 30 JUNE 2021)**

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. Our current financial position shows \$1.69 billion of net assets predominately made up of infrastructure assets. Cash reserves are maintained at adequate levels to ensure that the City of Ryde renews or upgrades its assets (through its capital works program) to ensure community expectations are met.



The following table provides a summary of the financial results from the Financial Statements 2020/21.

**Table 8. Summary of financial results 2020/21**

<b>INCOME STATEMENT</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>\$'000</b>	<b>2021</b>	<b>2020</b>
Income from continuing operations	198,473	170,340
Expenses from continuing operations	130,927	225,379
<b>Net operating result for the year</b>	<b>67,546</b>	<b>(55,039)</b>
Net operating result for the year before Grants and Contributions from Capital Purposes.	43,909	89,124
<b>STATEMENT OF FINANCIAL POSITION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>\$'000</b>	<b>2021</b>	<b>2020</b>
Current assets	157,108	117,452
Non-current assets	1,541,691	1,500,146
<b>Total assets</b>	<b>1,698,799</b>	<b>1,617,598</b>
Current liabilities	52,656	50,089
Non-current liabilities	11,515	10,797
<b>Total liabilities</b>	<b>64,167</b>	<b>60,886</b>
<b>Total equity</b>	<b>1,634,632</b>	<b>1,556,712</b>

In 2020/21, our operating result excluding capital grants and contributions was a surplus of \$44 million primarily driven by a non-cash asset revaluation increment of approximately \$36 million. Excluding this revaluation, the financial position of Council is aligned to the forecasts made during the quarterly review process. A large component of Council revenue was the receipt of \$23 million in capital income (including developer contributions) which was bought to account primary due to the in-kind assets received at the Lachlan's Line precinct.

Key financial highlights of the 2020/21 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 \$230 million as at the 30 June 2021
- Spending \$55 million on capital works including \$28 million on renewing existing assets.

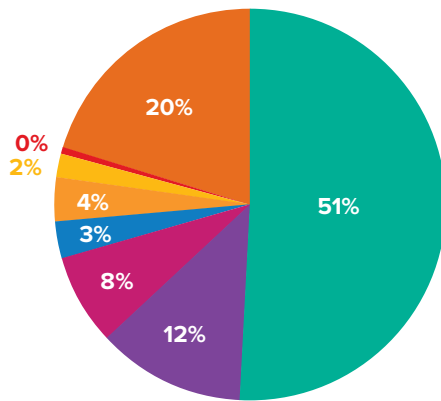
A summary of the indicator trends shows that the City of Ryde is trending in a positive manner and has exceeded benchmarks this financial year.



## Sourcing our revenue – where our money came from

The City of Ryde has many sources of revenue to ensure that is not dependent on one stream of revenue. The main source of income, other than rates, was from capital grants and contributions of \$24 million or 12 percent. Income from rates and annual charges contributed \$101 million or 51 percent of total revenue. Federal and State Government grants assist us to provide facilities and services in the community. User fees and charges (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees like development application fees) are also an important source of income.

The following graph shows the various sources of our \$198 million in revenue during 2020/21.

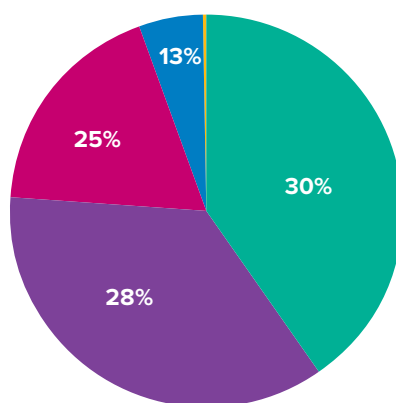


2021 (\$M)	INCOME FROM CONTINUING OPERATIONS
101	Rates and annual charges
24	Grants and contributions provided for capital purposes
15	User charges and fees
6	Other revenues
7	Grants and contributions provided for operating purposes
4	Interest and investment revenue
1	Net gains from disposal of sssets
40	Other income
<b>198</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>

## Identifying our expenses – where our money was spent

In delivering the Community Strategic Plan outcomes, the City of Ryde spent a combined \$186 million on both operating and capital works and services during the year. The two main types of expenses incurred during the year relate to employee costs and materials and contracts. The City of Ryde has continued its focus on addressing its infrastructure renewal backlog to ensure assets are serviceable.

The following graph shows the allocation of \$131 million of operating expenditure.

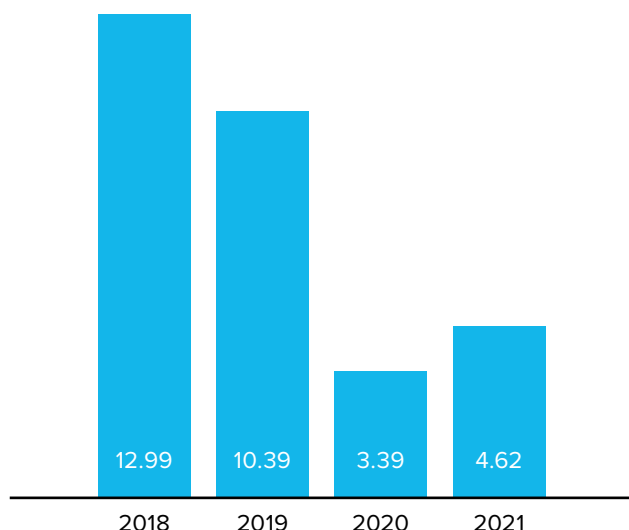


2021 (\$M)	EXPENSES FROM CONTINUING OPERATIONS
53	Employee benefits and on-costs
47	Materials and contracts
24	Depreciation and amortisation
7	Other expenses
0.2	Borrowing costs
<b>131.2</b>	<b>Total expenses from continuing operations</b>
<b>55</b>	<b>Total capital expenditure</b>
<b>186.2</b>	<b>TOTAL EXPENDITURE</b>

## FINANCIAL RATIOS AND BENCHMARKS

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

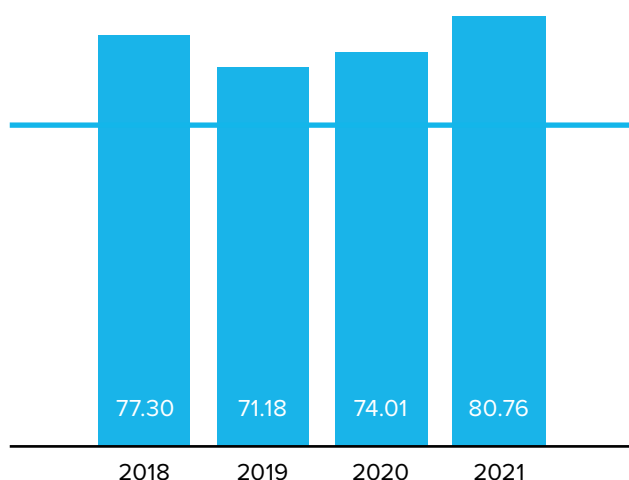
While our financial indicators reflect that we are in a sound financial position, the City of Ryde will continue to face a number of challenges in the years ahead associated with maintaining and improving infrastructure while the local government area is growing. This will be done through Council's Resourcing Strategy, 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 — 4.62%

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

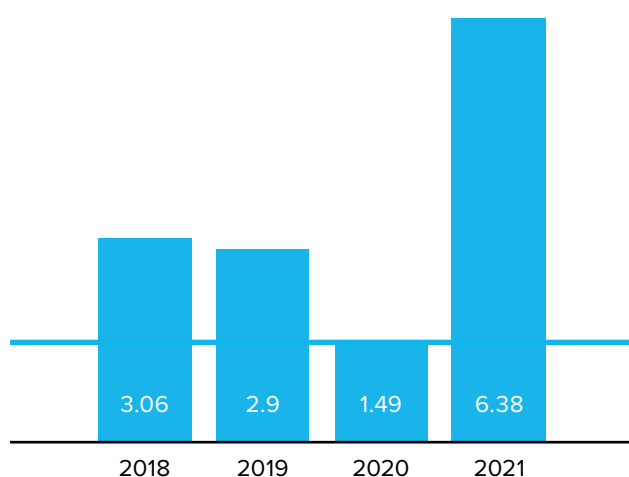
**(Benchmark > 0.00%)**



### Own source operating revenue — 80.76%

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.

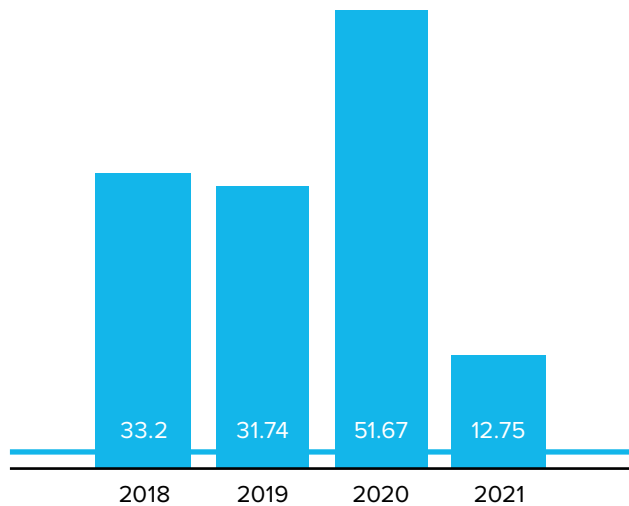
**(Benchmark > 60.00%)**



### Unrestricted current ratio — 6.38x

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

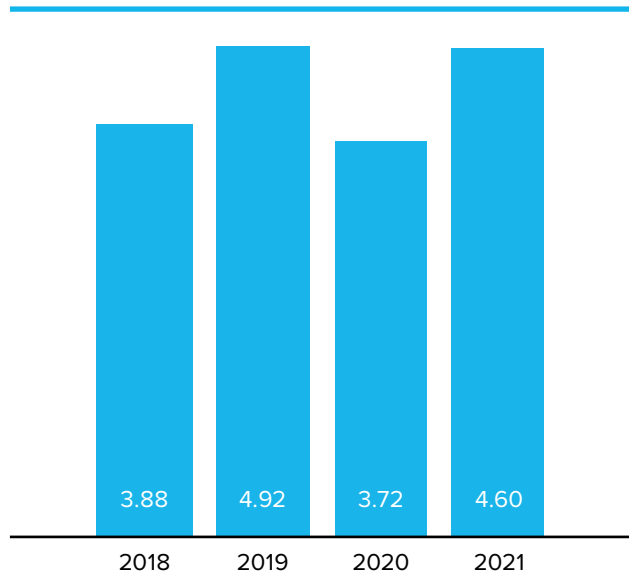
**(Benchmark > 1.5x)**



### Debt service cover ratio — 12.75x

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The City of Ryde'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. City of Ryde's total debt is considered extremely low at \$1.1 million.

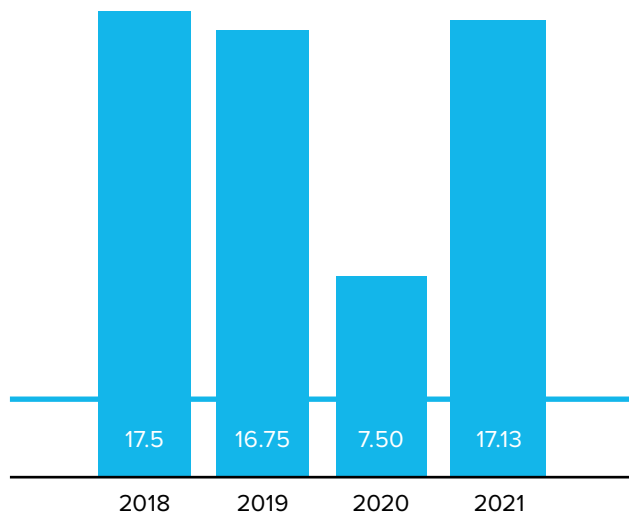
**(Benchmark > 2.00x)**



### Rates and annual charges outstanding percentage — 4.60%

This ratio is the percentage of outstanding rates as a proportion to the total amount of rates and charges levied for the financial year. The City of Ryde's outstanding rates and annual charges ratio increased during the year due to the COVID-19 pandemic and the ability of people to pay their rates in the short term.

**(Benchmark < 5.00%)**



### Cash expense cover ratio — 17.13 months

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

**(Benchmark > 3.00 months)**

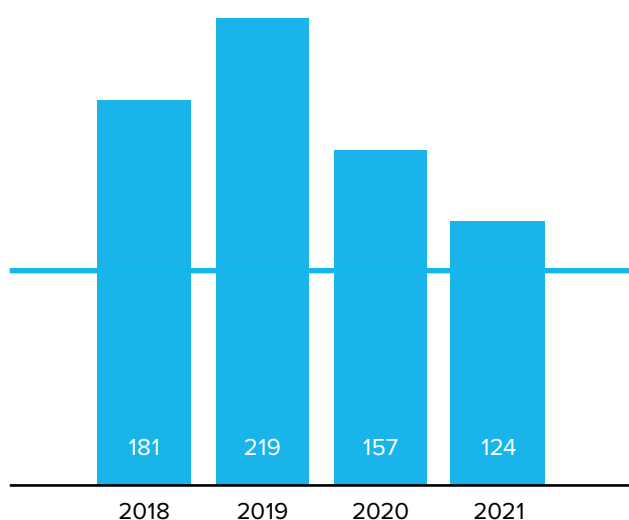


## How does our infrastructure spending and conditions compare against benchmark indicators?

The net value of the City of Ryde's entire asset portfolio totals \$1.28 billion. A part of this asset portfolio includes roads, bridges, footpaths, drains, cycleways, lighting, seawalls, wharves, buildings, parks, playgrounds, sporting and leisure facilities and natural areas. These assets, which are used by the community, deteriorate (depreciate) over time and require ongoing maintenance, renewal or replacement.

A summary of the indicators shows that Council is exceeding the benchmarks in all asset-related categories except maintenance (which has been offset in higher than expected renewal expenditure). Council is spending more on its renewals than it is depreciating but still has a backlog of approximately \$15 million that needs to be addressed. Funds have been allocated in the current Four-Year Delivery Program to address this backlog.

The age of our assets, and their regular and growing use, means we need to invest in renewal programs to ensure our assets continue to meet community needs and expectations. 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 — 124%

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

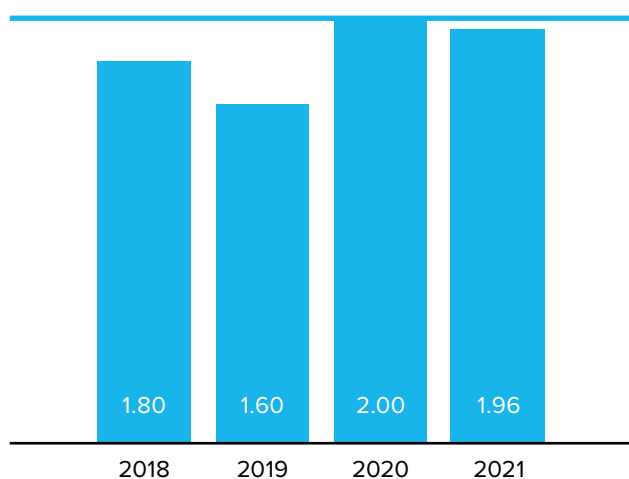
**(Benchmark >= 100.00%)**

## Infrastructure backlog ratio

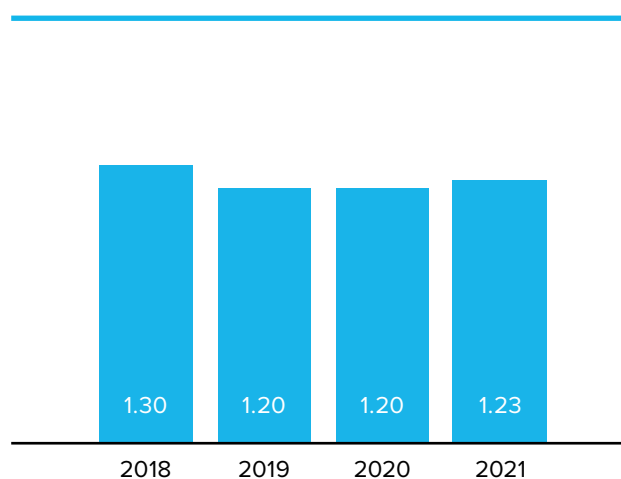
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure. A benchmark of 2 percent has been set. A separate ratio to determine the Infrastructure backlog in accordance with the City of Ryde's service level for each asset class has also been disclosed.

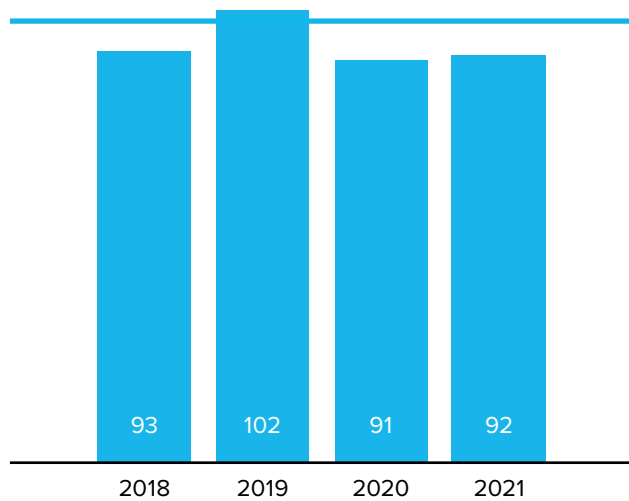
**(Benchmark < 2.00%)**

### Infrastructure backlog ratio — 1.96%



### Infrastructure backlog ratio to agreed service level — 1.23%





### Asset maintenance ratio — 92%

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

**(Benchmark >100.00%)**





# ANNUAL FINANCIAL STATEMENTS

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This section includes the audited financial statements presented to Council and the community, to provide information about the financial performance, financial position and cash flows of Council for the year ended 30 June 2021.

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Council of the City of Ryde is constituted under the *Local Government Act 1993* (NSW) and has its principal place of business at:

Council of the City of Ryde  
Level 1, Building 0  
Riverview Business Park  
3 Richardson Place  
North Ryde NSW 2113

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost.

All press releases, financial statements and other information are publicly available on our website: [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)



# CONTENTS

<b>General Purpose Financial Statements</b>	<b>154</b>	C3 Liabilities of Council	195
Understanding Council's Financial Statements	155	C3-1 Payables	195
Statement by Councillors and Management	156	C3-2 Contract Liabilities	196
Primary Financial Statements:	157	C3-3 Borrowings	196
Income Statement	157	C3-4 Employee benefit provisions	198
Statement of Comprehensive Income	158	C4 Reserves	198
Statement of Financial Position	159	C4-1 Nature and purpose of reserves	198
Statement of Changes in Equity	160	D Risks and accounting uncertainties	199
Statement of Cash Flows	161	D1-1 Risks relating to financial instruments held	199
Notes to the Financial Statements	162	D2 Fair value measurement	202
A About Council and these financial statements	162	D3-1 Contingencies	205
A1-1 Basis of preparation	162	E People and relationships	208
B Financial Performance	164	E1 Related party disclosures	208
B1 Functions or activities	164	E1-1 Key management personnel (KMP)	208
B1-1 Functions or activities – income, expenses and assets	164	E1-2 Councillor and Mayoral fees and associated expenses	208
B1-2 Components of functions or activities	165	E1-3 Other related parties	208
B2 Sources of income	167	E2 Other relationships	208
B2-1 Rates and annual charges	167	E2-1 Audit fees	208
B2-2 User charges and fees	167	F Other matters	209
B2-3 Other revenue	168	F1-1 Statement of Cash Flows information	209
B2-4 Grants and contributions	170	F2-1 Commitments	209
B2-5 Interest and investment income	174	F3 Statement of developer contributions as at 30 June 2021	210
B2-6 Other income	174	F3-1 Summary of developer contributions	210
B3 Costs of providing services	175	F3-2 Developer contributions by plan	211
B3-1 Employee benefits and on-costs	175	F3-3 S7.4 planning agreements	211
B3-2 Materials and services	176	F4 Statement of performance measures	212
B3-3 Borrowing costs	177	F4-1 Statement of performance measures – consolidated results	212
B3-4 Depreciation, amortisation and impairment of non-financial assets	178	Independent Auditor's Reports:	213
B3-5 Other expenses	179	On the Financial Statements (Sect 417 [2])	213
B4 Gains or losses	180	On the Financial Statements (Sect 417 [3])	216
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	180	<b>Special Purpose Financial Statements</b>	<b>222</b>
B5 Performance against budget	181	Statement by Councillors and Management	222
B5-1 Material budget variations	181	Income Statement of Ryde Aquatic Leisure Centre	223
C Financial position	182	Income Statement of Commercial Waste Management	224
C1 Assets we manage	182	Statement of Financial Position of Ryde Aquatic Leisure Centre	225
C1-1 Cash and cash equivalents	182	Statement of Financial Position of Commercial Waste Management	226
C1-2 Financial investments	182	Note – Significant Accounting Policies	227
C1-3 Restricted cash, cash equivalents and investments	184	Auditor's Report on Special Purpose Financial Statements	229
C1-4 Receivables	185	<b>Special Schedules</b>	<b>232</b>
C1-5 Inventories	187	Permissible income for general rates	232
C1-6 Infrastructure, property, plant and equipment	188	Report on infrastructure assets as at 30 June 2021	236
C1-7 Investment properties	191		
C1-8 Other	191		
C2 Leasing activities	192		
C2-1 Council as a lessee	192		
C2-2 Council as a lessor	193		

# GENERAL PURPOSE FINANCIAL STATEMENTS

## Overview

Council of the City of Ryde is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Council of the City of Ryde  
Level 1, Building 0  
Binary Centre  
3 Richardson Place  
North Ryde NSW 2113

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au).

## Council of the City of Ryde

### General Purpose Financial Statements

for the year ended 30 June 2021

## Understanding Council's Financial Statements

### Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

#### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

#### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

#### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.



## Council of the City of Ryde

### General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 October 2021.



Councillor Jerome Laxale  
Mayor  
26 October 2021



Councillor  
Councillor **BERNARD Purcell**  
26 October 2021



George Dedes  
General Manager  
26 October 2021



Pavle Kuzmanovski  
Responsible Accounting Officer  
26 October 2021

## Council of the City of Ryde

### Income Statement

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
	<b>Income from continuing operations</b>			
98,259	Rates and annual charges	B2-1	<b>100,882</b>	94,617
13,429	User charges and fees	B2-2	<b>14,773</b>	15,091
10,254	Other revenue	B2-3	<b>6,428</b>	6,060
6,394	Grants and contributions provided for operating purposes	B2-4	<b>7,279</b>	8,859
15,764	Grants and contributions provided for capital purposes	B2-4	<b>23,637</b>	34,085
3,723	Interest and investment income	B2-5	<b>3,696</b>	5,775
–	Other income	B2-6	<b>40,478</b>	5,853
–	Net gains from the disposal of assets	B4-1	<b>1,300</b>	–
<b>147,823</b>	<b>Total income from continuing operations</b>		<b>198,473</b>	170,340
	<b>Expenses from continuing operations</b>			
53,569	Employee benefits and on-costs	B3-1	<b>52,894</b>	53,554
35,537	Materials and services	B3-2	<b>46,810</b>	44,922
183	Borrowing costs	B3-3	<b>173</b>	226
21,804	Depreciation, amortisation and impairment for non-financial assets	B3-4	<b>24,248</b>	116,813
22,431	Other expenses	B3-5	<b>6,802</b>	7,952
–	Net losses from the disposal of assets	B4-1	<b>–</b>	1,912
<b>133,524</b>	<b>Total expenses from continuing operations</b>		<b>130,927</b>	225,379
<b>14,299</b>	<b>Operating result from continuing operations</b>		<b>67,546</b>	(55,039)
<b>14,299</b>	<b>Net operating result for the year attributable to Council</b>		<b>67,546</b>	(55,039)
<b>20,341</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>43,909</b>	(89,124)

The above Income Statement should be read in conjunction with the accompanying notes.

## Council of the City of Ryde

### Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
<b>Net operating result for the year – from Income Statement</b>		<b>67,546</b>	<b>(55,039)</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	<b>10,374</b>	116,347
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>10,374</b>	116,347
<b>Total other comprehensive income for the year</b>		<b>10,374</b>	116,347
<b>Total comprehensive income for the year attributable to Council</b>		<b>77,920</b>	61,308

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



# Council of the City of Ryde

## Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	36,092	27,449
Investments	C1-2	99,947	75,200
Receivables	C1-4	13,474	11,944
Inventories	C1-5	709	695
Other	C1-8	6,886	2,164
<b>Total current assets</b>		<b>157,108</b>	<b>117,452</b>
<b>Non-current assets</b>			
Investments	C1-2	94,666	130,765
Receivables	C1-4	22	22
Infrastructure, property, plant and equipment	C1-6	1,282,914	1,242,592
Investment property	C1-7	157,235	120,715
Right of use assets	C2-1	6,854	6,052
<b>Total non-current assets</b>		<b>1,541,691</b>	<b>1,500,146</b>
<b>Total assets</b>		<b>1,698,799</b>	<b>1,617,598</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	29,083	29,446
Contract liabilities	C3-2	4,737	3,129
Lease liabilities	C2-1	2,117	1,925
Borrowings	C3-3	338	317
Employee benefit provisions	C3-4	16,381	15,272
<b>Total current liabilities</b>		<b>52,656</b>	<b>50,089</b>
<b>Non-current liabilities</b>			
Contract liabilities	C3-2	5,470	5,573
Lease liabilities	C2-1	4,235	3,839
Borrowings	C3-3	762	1,091
Employee benefit provisions	C3-4	1,044	294
<b>Total non-current liabilities</b>		<b>11,511</b>	<b>10,797</b>
<b>Total liabilities</b>		<b>64,167</b>	<b>60,886</b>
<b>Net assets</b>		<b>1,634,632</b>	<b>1,556,712</b>
<b>EQUITY</b>			
Accumulated surplus	C4-1	1,267,617	1,200,071
IPPE revaluation reserve	C4-1	367,015	356,641
<b>Council equity interest</b>		<b>1,634,632</b>	<b>1,556,712</b>
<b>Total equity</b>		<b>1,634,632</b>	<b>1,556,712</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Council of the City of Ryde

### Statement of Changes in Equity

for the year ended 30 June 2021

	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
<b>\$ '000</b>							
Opening balance at 1 July		1,200,071	356,641	1,556,712	1,255,110	240,294	1,495,404
Net operating result for the year		67,546	–	67,546	(55,039)	–	(55,039)
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	10,374	10,374	–	116,347	116,347
<b>Other comprehensive income</b>		–	10,374	10,374	–	116,347	116,347
<b>Total comprehensive income</b>		67,546	10,374	77,920	(55,039)	116,347	61,308
<b>Closing balance at 30 June</b>		1,267,617	367,015	1,634,632	1,200,071	356,641	1,556,712

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Council of the City of Ryde

### Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
<b>Cash flows from operating activities</b>				
<b>Receipts:</b>				
98,569	Rates and annual charges		<b>99,596</b>	95,594
13,429	User charges and fees		<b>15,579</b>	16,413
3,723	Investment and interest revenue received		<b>4,147</b>	6,575
22,158	Grants and contributions		<b>25,101</b>	26,135
–	Bonds, deposits and retention amounts received		<b>182</b>	3,436
10,254	Other		<b>9,847</b>	13,146
<b>Payments:</b>				
(50,360)	Employee benefits and on-costs		<b>(51,035)</b>	(52,862)
(28,847)	Materials and services		<b>(49,205)</b>	(48,699)
(183)	Borrowing costs		<b>(173)</b>	(233)
–	Bonds, deposits and retention amounts refunded		<b>–</b>	(2,285)
(22,431)	Other		<b>(9,429)</b>	(17,331)
<b>46,312</b>	<b>Net cash flows from operating activities</b>	F1-1a	<b>44,610</b>	39,889
<b>Cash flows from investing activities</b>				
<b>Receipts:</b>				
32,882	Sale of investment securities		<b>27,850</b>	65,327
1,420	Sale of infrastructure, property, plant and equipment		<b>3,163</b>	1,352
<b>Payments:</b>				
–	Purchase of investment securities		<b>–</b>	(49,353)
–	Acquisition of term deposits		<b>(16,450)</b>	–
–	Purchase of investment property		<b>(36)</b>	–
(80,640)	Purchase of infrastructure, property, plant and equipment		<b>(48,254)</b>	(45,055)
<b>(46,338)</b>	<b>Net cash flows from investing activities</b>		<b>(33,727)</b>	(27,729)
<b>Cash flows from financing activities</b>				
<b>Payments:</b>				
(317)	Repayment of borrowings		<b>(308)</b>	(302)
(1,981)	Principal component of lease payments		<b>(1,932)</b>	–
<b>(2,298)</b>	<b>Net cash flows from financing activities</b>		<b>(2,240)</b>	(302)
<b>(2,324)</b>	<b>Net change in cash and cash equivalents</b>		<b>8,643</b>	11,858
27,449	Cash and cash equivalents at beginning of year		<b>27,449</b>	15,591
<b>25,125</b>	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>36,092</b>	27,449

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 26 October 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

Council has closely monitored the economic impacts (both locally and globally) arising from the outbreak of the COVID-19 pandemic and the implications in preparing these financial statements. Council will continue to monitor the actions and directives issued by both State and Federal Government's to ensure that the spread of COVID-19 is controlled and assist local economic recovery in a fiscally responsible manner.

Council 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.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2005 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of investment property – refer Note C1-7
- ii. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- iv. employee benefit provisions – refer Note C3-4.

#### Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

## A1-1 Basis of preparation (continued)

### Monies and other assets received by Council

#### The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

#### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

### Volunteer services

Council offers a variety of services, events and programs that are fulfilled with the generosity of volunteers who offer their time and skills. Such services include bushcare, festivals, library and multicultural programs. The nature of such activities would not be purchased if not donated, and is not reliably measured. As such, Council does not recognise these services in the income statement.

### New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

### New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2021.

Those newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures are further discussed in Note F3-1

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.										
	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions or activities										
Catchment program	221	106	5,021	4,763	(4,800)	(4,657)	221	–	191,802	190,532
Centres and Neighbourhood program	4,433	5,258	3,376	3,502	1,057	1,756	4,308	371	–	11,032
Community and Cultural program	8,228	1,833	5,861	6,725	2,367	(4,892)	6,943	713	6,943	111
Customer and Community Relations program	13	15	3,427	3,787	(3,414)	(3,772)	–	–	–	–
Economic Development program	6	6	304	771	(298)	(765)	1,897	2	–	–
Environmental program	80	82	994	1,074	(914)	(992)	36	73	–	–
Foreshore program	6	(6)	180	100	(174)	(106)	6	(6)	–	–
Governance and Civic program	277	129	4,466	4,274	(4,189)	(4,145)	268	120	–	–
Internal Corporate Services program	37,729	10,102	22,914	116,147	14,815	(106,045)	2,904	272	–	–
Land Use Planning program	8,995	26,850	1,952	2,459	7,043	24,391	–	904	–	706,431
Library program	427	(139)	5,887	5,986	(5,460)	(6,125)	375,652	368	–	2
Open Space, Sport & Recreation program	7,408	6,456	19,991	19,911	(12,583)	(13,455)	1,207	1,321	214,827	254,305
Organisational Development program	–	7	411	254	(411)	(247)	–	–	–	–
Paths and Cycleways program	607	938	3,572	2,555	(2,965)	(1,617)	607	771	64,157	–
Property Portfolio program	2,256	2,187	6,487	4,127	(4,231)	(1,940)	114,130	–	–	120,715
Regulatory program	9,490	9,569	9,107	9,487	383	82	–	–	–	–
Risk Management program	317	446	4,416	4,603	(4,099)	(4,157)	–	–	–	–
Roads program	4,194	3,825	9,068	11,512	(4,874)	(7,687)	2,889	1,915	271,126	333,368
Strategic City program	–	–	700	366	(700)	(366)	–	–	–	–
Traffic & Transport program	2,807	1,599	3,326	3,112	(519)	(1,513)	1,999	666	18,532	–
Waste and Recycling program	25,157	24,301	19,467	19,864	5,690	4,437	182	–	–	1,102
Other	–	–	–	–	–	–	(482,333)	32,795	930,585	–
General purpose income	85,822	76,776	–	–	85,822	76,776	–	2,659	–	–
Total functions and activities	198,473	170,340	130,927	225,379	67,546	(55,039)	30,916	42,944	1,698,799	1,617,598



## B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### Catchment program

Managing, monitoring and maintaining water quality and reuse of our stormwater and natural waterways.

### Centres and Neighbourhood program

Developing, delivering, maintaining and managing our public domain infrastructure, facilities and place management.

### Community and Cultural program

Managing all community services, community development, community buildings and events and driving cultural development.

### Customer and Community Relations program

Engaging with our community, all media and community relations, branding and marketing our city and developing and managing all our customer services.

### Economic Development program

Business sector and economic development.

### Environmental program

Monitoring and managing our environmental performance, developing environmental policy and making our community aware of environmental impact.

### Foreshore program

Managing all aspects of our foreshore

### Governance and Civic program

Supporting our mayor and councillors; through council process and civic events; and providing guidance on governance to support other areas of council.

### Internal Corporate Services program

Developing and managing our information, records and corporate knowledge; implementing information technology, communications, business, financial and HR infrastructure and services. Managing our fleet and plant; planning and developing assets; all project management and administrative support.

### Land Use Planning program

Planning, delivering and managing our land and urban design and enhancing and informing on our heritage.

### Library program

Delivering our library services

### Open Space, Sport & Recreation program

Developing, delivering, maintaining and managing all our sports, recreation, outdoor, open spaces and natural areas infrastructure, services and facilities.

### Organisational Development program

Addressing workforce planning, driving culture and performance, assessing process efficiency and overseeing all corporate communications.

### Paths and Cycleways program

Developing, managing and maintaining our footpaths and cycleways.

### Property Portfolio program

Developing, managing and maintaining our portfolio of corporate, commercial and civic properties.

### Regulatory program

Delivering all our regulatory assessments and activities, including building regulations, environmental regulations, road, parking and footpath enforcement and animal management.

### Risk Management program

Managing all legal services, procurement and internal auditing, assessing and managing business continuity, risk and disaster management

### Roads program

Managing and maintaining our roads, bridges and retaining walls

### Strategic City program

## B1-2 Components of functions or activities (continued)

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Providing strategic direction and planning; and managing the reporting on our corporate performance.

### **Traffic & Transport program**

Managing our transport, traffic and car parking; developing sustainable transport options.

### **Waste and Recycling program**

Managing our domestic and commercial waste services, educating on and facilitating recycling and disposal services

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2021	2020
<b>Ordinary rates</b>		
Residential	33,667	32,145
Business	20,898	17,701
Less: pensioner rebates (mandatory)	(675)	(690)
Less: pensioner rebates (Council policy)	(1)	(16)
<b>Rates levied to ratepayers</b>	<b>53,889</b>	<b>49,140</b>
Pensioner rate subsidies received	368	388
<b>Total ordinary rates</b>	<b>54,257</b>	<b>49,528</b>
<b>Special rates</b>		
Environmental	7,700	7,578
Infrastructure special rate levy	13,037	12,873
Macquarie park	1,836	1,480
<b>Rates levied to ratepayers</b>	<b>22,573</b>	<b>21,931</b>
<b>Total special rates</b>	<b>22,573</b>	<b>21,931</b>
<b>Annual charges</b>		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	23,424	22,073
Stormwater management services	1,135	1,098
Section 611 charges	230	63
Non-rateable waste management charges	114	120
Less: pensioner rebates (mandatory)	(431)	(422)
Less: pensioner rebates (Council policy)	(654)	(9)
<b>Annual charges levied</b>	<b>23,818</b>	<b>22,923</b>
Pensioner subsidies received:		
– Domestic waste management	234	235
<b>Total annual charges</b>	<b>24,052</b>	<b>23,158</b>
<b>Total rates and annual charges</b>	<b>100,882</b>	<b>94,617</b>

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

### B2-2 User charges and fees

\$ '000	Timing *	2021	2020
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Aquatic centre	2	4,943	3,934
Sports facility rental	2	320	488
Hall hire	2	632	350
Road restorations	2	109	2,067
Gutter crossings	2	88	75



## B2-2 User charges and fees (continued)

\$ '000	Timing *	2021	2020
Commercial waste service	2	1,273	1,295
Other	2	–	127
<b>Total specific user charges</b>		<b>7,365</b>	<b>8,336</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Private works – section 67	2	20	27
Regulatory/ statutory fees	2	3,310	2,439
Section 10.7 certificates (EP&A Act)	2	493	329
Section 603 certificates	2	258	206
Tree Preservation	2	74	–
Other	2	43	–
<b>Total fees and charges – statutory/regulatory</b>		<b>4,198</b>	<b>3,001</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Parking fees	2	1,076	1,679
Environmental planning	2	1,344	1,488
Home maintenance and modification	2	86	105
Other	2	704	482
<b>Total fees and charges – other</b>		<b>3,210</b>	<b>3,754</b>
<b>Total user charges and fees</b>		<b>14,773</b>	<b>15,091</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		14,773	15,091
<b>Total user charges and fees</b>		<b>14,773</b>	<b>15,091</b>

### Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 14 days of the provision of the service or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

(\*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

## B2-3 Other revenue

\$ '000	Timing *	2021	2020
Fines	2	63	27
Fines – parking	2	3,366	3,839
Insurance claims recoveries	2	–	1
Sale of abandoned vehicles	2	30	19
Legal fees recovery – other	2	186	399
Other	2	1,029	341
Other rebates	2	759	641
Materials recycling	2	729	628
Recoveries – other	2	117	96
Sundry sales	2	149	69
<b>Total other revenue</b>		<b>6,428</b>	<b>6,060</b>

### Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)	6,428	6,060

## B2-3 Other revenue (continued)

\$ '000	Timing *	2021	2020
Total other revenue		6,428	6,060

### Accounting policy for other revenue

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier. The only exception is Fines Revenue which is recognised as revenue upon payment of the infringement rather than at the time of the infringement being issued.

(\*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

## B2-4 Grants and contributions

\$ '000	Timing *	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance	2	1,863	1,756	—	—
<b>Payment in advance - future year allocation</b>					
Financial assistance	2	1,995	1,862	—	—
<b>Amount recognised as income during current year</b>		<b>3,858</b>	<b>3,618</b>	<b>—</b>	<b>—</b>
<b>Special purpose grants and non-developer contributions (tied)</b>					
<b>Cash contributions</b>					
Library	2	376	368	—	—
Local infrastructure renewal scheme subsidy	2	—	72	—	—
Street & traffic lighting	2	371	371	—	—
Work Health & Safety incentive rebate	2	—	273	—	—
Transport	1	485	—	2,407	1,356
Home maintenance and modification	2	443	460	—	—
Community staff funding	2	213	242	—	—
Passive parks expansion	1	—	—	103	100
Sportsground amenities renewal	1	—	—	601	—
Playground renewals/upgrades	1	—	—	300	—
LEP grant	2	521	904	—	—
Other specific grants	2	752	689	1,014	1,040
Transport (roads to recovery)	1	—	—	695	656
<b>Previously contributions:</b>					
Roads and bridges	2	—	407	—	—
Other contributions	2	260	245	74	110
Other councils	2	—	753	—	—
Transport for NSW contributions (regional roads, block grant)	2	—	274	—	—
Community events	2	—	56	—	—
Customer / resident contributions	2	—	—	—	29
LSL contributions from other councils	2	—	127	—	—
Old landfill sites subsidence program	2	—	—	—	—
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>3,421</b>	<b>5,241</b>	<b>5,194</b>	<b>3,291</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>3,421</b>	<b>5,241</b>	<b>5,194</b>	<b>3,291</b>
<b>Total grants and non-developer contributions</b>		<b>7,279</b>	<b>8,859</b>	<b>5,194</b>	<b>3,291</b>
<b>Comprising:</b>					
– Commonwealth funding		3,858	3,618	—	—
– State funding		3,421	3,379	5,194	3,152
– Other funding		—	1,862	—	139
		<b>7,279</b>	<b>8,859</b>	<b>5,194</b>	<b>3,291</b>

(\*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058



## B2-4 Grants and contributions (continued)

### Developer contributions

\$ '000	Notes	Timing *	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>Developer contributions:</b> (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
F3						
<b>Cash contributions</b>						
S 7.11 – contributions towards amenities/services		2	–	–	410	–
S 7.4 – contributions using planning agreements		2	–	–	3,937	4,873
S 7.12 – fixed development consent levies		2	–	–	2,588	–
S 94 – community facilities		2	–	–	2,270	1,671
S 94 – open space		2	–	–	2,750	5,173
S 94 – drainage		2	–	–	–	401
S 94 – traffic facilities		2	–	–	401	823
S 94 – other		2	–	–	–	38
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>12,356</b>	<b>12,979</b>
<b>Non-cash contributions</b>						
S 7.11 – contributions towards amenities/services		2	–	–	6,087	–
S 7.11 affordable housing		2	–	–	–	17,815
<b>Total developer contributions non-cash</b>			<b>–</b>	<b>–</b>	<b>6,087</b>	<b>17,815</b>
<b>Total developer contributions</b>			<b>–</b>	<b>–</b>	<b>18,443</b>	<b>30,794</b>
<b>Total contributions</b>			<b>–</b>	<b>–</b>	<b>18,443</b>	<b>30,794</b>
<b>Total grants and contributions</b>			<b>7,279</b>	<b>8,859</b>	<b>23,637</b>	<b>34,085</b>
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			–	–	–	–
Grants and contributions recognised at a point in time (2)			7,279	8,859	23,637	34,085
<b>Total grants and contributions</b>			<b>7,279</b>	<b>8,859</b>	<b>23,637</b>	<b>34,085</b>

(\*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	2,979	2,798	6,908	7,334
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	2,901	985	1,409	614
<b>Add:</b> Funds received and not recognised as revenue in the current year	–	–	–	–
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(2,612)	(804)	(692)	(1,040)
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	–	–	–	–
<b>Unspent funds at 30 June</b>	<b>3,268</b>	<b>2,979</b>	<b>7,625</b>	<b>6,908</b>
Unspent funds at 1 July	–	–	95,868	103,389
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	11,980	14,641
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(691)	(22,162)
Less: contribution plan repealed	–	–	(87,991)	–
<b>Unspent contributions at 30 June</b>	<b>–</b>	<b>–</b>	<b>19,166</b>	<b>95,868</b>

### Accounting policy

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

#### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

#### Developer contributions

## B2-4 Grants and contributions (continued)

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Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### **Other grants and contributions**

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.



## B2-5 Interest and investment income

\$ '000	2021	2020
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	(2)	197
– Cash and investments	3,650	5,531
<b>Amortisation of premiums and discounts</b>		
– Debt securities at amortised cost	48	47
<b>Total interest and investment income (losses)</b>	<b>3,696</b>	<b>5,775</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
General Council cash and investments	3,696	5,775
<b>Total interest and investment income</b>	<b>3,696</b>	<b>5,775</b>

### Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

## B2-6 Other income

\$ '000	Notes	2021	2020
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		36,484	2,545
<b>Total fair value increment on investment properties</b>	C1-7	<b>36,484</b>	<b>2,545</b>
<b>Rental income</b>			
<b>Investment properties</b>			
Lease income (excluding variable lease payments not dependent on an index or rate)		543	599
Lease income relating to variable lease payments not dependent on an index or a rate		–	48
<b>Total Investment properties</b>		<b>543</b>	<b>647</b>
<b>Other lease income</b>			
Commercial buildings		1,084	994
Affordable housing		535	139
Leaseback fees - council vehicles		717	693
Other		1,115	835
<b>Total Other lease income</b>		<b>3,451</b>	<b>2,661</b>
<b>Total rental income</b>	C2-2	<b>3,994</b>	<b>3,308</b>
<b>Total other income</b>		<b>40,478</b>	<b>5,853</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	49,271	42,577
Employee leave entitlements (ELE)	4,225	10,791
ELE on-costs	7,760	5,941
Fringe benefit tax (FBT)	177	193
Training costs (other than salaries and wages)	406	239
Other	655	547
<b>Total employee costs</b>	<b>62,494</b>	<b>60,288</b>
Less: capitalised costs	(9,600)	(6,734)
<b>Total employee costs expensed</b>	<b>52,894</b>	<b>53,554</b>

#### Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

## B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		2,758	1,081
Contractor Costs			
– Roads and footpaths maintenance		592	2,049
– Parks maintenance		1,575	1,482
– Waste disposal, collection and recycling		14,174	13,390
– Construction recycling		315	237
– Temporary and agency staff		2,621	2,895
– Electrical		608	980
– Repairs and maintenance		294	564
– Community Research		–	154
– Events		353	392
– Heritage		–	158
– Labour hire		240	167
– Building cleaning and maintenance		1,574	1,018
– Bush Regeneration		–	531
– Security		370	441
– Project design and construction		1	–
– Home Modification and Maintenance Service		–	187
– Drainage		–	129
– Parking meter		177	190
– Plant hire external		–	119
– Other contractor costs		2,722	2,903
Consultancy Costs			
– Consultants fees – town planning		1,200	1,346
– Consultants fees – project development design		35	38
– Consultants fees – property		–	93
– Consultants fees – risk management		134	141
– Consultants fees – other consultancy costs		1,060	2,144
Audit Fees	E2-1	92	91
Infringement notice contract costs (SEINS)		563	483
Councillor and Mayoral fees and associated expenses	E1-2	469	485
Advertising		449	582
Bank fees and charges		230	263
Computer software charges		3,454	1,204
Electricity and heating		1,019	1,114
Insurance		1,314	1,352
Office expenses (including computer expenses)		110	–
Postage		421	385
Printing and stationery		371	–
Street lighting		2,108	1,877
Communications costs		330	312
Valuation fees		169	172
Other expenses		691	650
Hire and rentals expense		123	–
Membership fees		432	239
Property lease costs		578	539
Property rates and levies		344	–
Water rates		407	359
Library books		500	–
<b>Legal expenses:</b>			
– Legal expenses: planning and development		1,357	510
– Legal expenses: other		476	1,476
<b>Total materials and services</b>		<b>46,810</b>	<b>44,922</b>



## B3-2 Materials and services (continued)

### Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

## B3-3 Borrowing costs

Interest on leases	129	165
Interest on loans	44	61
<b>Total borrowing costs expensed</b>	<b>173</b>	<b>226</b>

### Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

## B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
<b>Depreciation and amortisation</b>			
Plant and equipment		2,052	2,261
Office equipment		1,497	1,022
Furniture and fittings		–	216
Land improvements (depreciable)		–	517
<b>Infrastructure:</b>	C1-6		
– Buildings – non-specialised		3,435	1,737
– Buildings – specialised		1,401	888
– Roads, bridges and other road assets		6,980	7,924
– Stormwater drainage		2,886	1,856
– Bridges		45	–
– Footpaths		1,554	–
– Other open space/recreational assets		2,260	1,235
– Other structures		420	427
Right of use assets	C2-1	1,718	1,582
<b>Other assets:</b>			
– Library books		–	453
<b>Total gross depreciation and amortisation costs</b>		<b>24,248</b>	<b>20,118</b>
Less: capitalised costs		–	(50)
<b>Total depreciation and amortisation costs</b>		<b>24,248</b>	<b>20,068</b>
<b>Impairment / revaluation decrement of IPPE</b>			
– Land		–	19,293
– Infrastructure		–	77,333
– Other		–	119
<b>Total gross IPPE impairment / revaluation decrement costs <sup>1</sup></b>		<b>–</b>	<b>96,745</b>
<b>Total IPPE impairment / revaluation decrement costs charged to Income Statement</b>		<b>–</b>	<b>96,745</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>24,248</b>	<b>116,813</b>

### Accounting policy

#### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

#### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

## B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

(1) In 2019/20, Council conducted a comprehensive revaluation of its asset classes. This impairment was a result of Council having insufficient Revaluation Reserves to allocate these decrements. These impairments are non-cash decrements and have no impact on Council's working fund positions.

## B3-5 Other expenses

\$ '000	Notes	2021	2020
<b>Impairment of receivables</b>			
Other		209	35
<b>Total impairment of receivables</b>	C1-4	<b>209</b>	<b>35</b>
<b>Other</b>			
Contributions/levies to other levels of government			
– Contribution to Dept of Planning		286	281
– Emergency services levy (includes FRNSW, SES, and RFS levies)		2,254	1,987
– Waste levy		3,210	4,409
– Other contributions/levies		5	–
Contributions & donations - community grants		838	1,240
<b>Total other</b>		<b>6,593</b>	<b>7,917</b>
<b>Total other expenses</b>		<b>6,802</b>	<b>7,952</b>

### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.



## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2021	2020
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Less: carrying amount of property assets sold/written off		(117)	–
<b>Gain (or loss) on disposal</b>		<b>(117)</b>	<b>–</b>
<b>Gain (or loss) on disposal of plant and equipment</b>	C1-6		
Proceeds from disposal – plant and equipment		2,224	1,352
Less: carrying amount of plant and equipment assets sold/written off		(1,053)	(887)
<b>Gain (or loss) on disposal</b>		<b>1,171</b>	<b>465</b>
<b>Gain (or loss) on disposal of Roads, bridges and footpaths</b>	C1-6		
Proceeds from disposal – Roads, bridges and footpaths		939	–
Less: carrying amount of Roads, bridges and footpaths assets sold/written off		(1,166)	–
<b>Gain (or loss) on disposal</b>		<b>(227)</b>	<b>–</b>
<b>Gain (or loss) on disposal of real estate assets held for sale</b>	C1-5		
Less: carrying amount of real estate assets sold/written off		–	(452)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>(452)</b>
<b>Gain (or loss) on disposal of investments</b>	C1-2		
Proceeds from disposal/redemptions/maturities – financial assets <sup>1</sup>		–	3,279
Less: carrying amount of financial assets sold/redeemed/matured <sup>2</sup>		–	(2,000)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>1,279</b>
<b>Gain (or loss) on disposal of Traffic Facilities &amp; Structures</b>			
Less: carrying amount of Road ancillary assets sold/written off		(28)	–
<b>Gain (or loss) on disposal</b>		<b>(28)</b>	<b>–</b>
<b>Gain (or loss) on disposal of Recreation &amp; Land Improvements</b>			
Less: carrying amount of Park assets sold/written off		(149)	–
<b>Gain (or loss) on disposal</b>		<b>(149)</b>	<b>–</b>
<b>Gain (or loss) on disposal of Drainage assets</b>			
Less: carrying amount of drainage assets sold/written off		(60)	–
<b>Gain (or loss) on disposal</b>		<b>(60)</b>	<b>–</b>
<b>Gain (or loss) on disposal of Library books</b>			
Less: carrying amount of assets sold		–	(1,372)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>(1,372)</b>
<b>Gain (or loss) on disposal of Furniture &amp; Fittings</b>			
Less: carrying amount of assets sold		–	(1,832)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>(1,832)</b>
<b>Gain (or loss) on disposal of Kerb and gutter</b>			
Proceeds from disposal – kerb and gutter		811	–
Less: carrying amount of kerb and gutter assets sold/written off		(101)	–
<b>Gain (or loss) on disposal</b>		<b>710</b>	<b>–</b>
<b>Net gain (or loss) on disposal of assets</b>		<b>1,300</b>	<b>(1,912)</b>

#### Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

## B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

(1) This does not include investments that are rolled over, in full, with the same authorised deposit-taking institution.

(2) The 2019/2020 figure includes the settlement from legal action

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 23/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include the impact of the Covid-19 pandemic, state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
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#### REVENUES

<b>Other revenues</b>	<b>10,254</b>	<b>6,428</b>	<b>(3,826)</b>	<b>(37)%</b>	<b>U</b>
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This variance is primarily related to changes made to the Code of Accounting Practices made after Council adopted its original budget. The unfavourable variance is offset by favourable variances in Other Income. This had no net impact on Council's Working capital position.

<b>Operating grants and contributions</b>	<b>6,394</b>	<b>7,279</b>	<b>885</b>	<b>14%</b>	<b>F</b>
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A number of grant funded projects that were carried forward from the 2019/20 financial year were completed during the year. These projects were not included in Council's original budget.

<b>Capital grants and contributions</b>	<b>15,764</b>	<b>23,637</b>	<b>7,873</b>	<b>50%</b>	<b>F</b>
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Council received an In-Kind Developer Contribution relating to the Lachlans Line development which was not included in the original budget. This increase was offset against lower than anticipated Developer Contributions being received during the year as a result of the State Government changing the timing of payments from developers from construction certificate to occupation certificate.

#### EXPENSES

<b>Materials and services</b>	<b>35,537</b>	<b>46,810</b>	<b>(11,273)</b>	<b>(32)%</b>	<b>U</b>
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This variance is primarily related to changes made to the Code of Accounting Practices made after Council adopted its original budget. The unfavourable variance is offset by the favourable variances in Other Expenses. This had no impact on Council's working capital position.

<b>Depreciation, amortisation and impairment of non-financial assets</b>	<b>21,804</b>	<b>24,248</b>	<b>(2,444)</b>	<b>(11)%</b>	<b>U</b>
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This variance is primarily related to Right of Use asset depreciation not captured in Council's original budget. This is a non cash variance and will have no impact on Council's working capital.

<b>Other expenses</b>	<b>22,431</b>	<b>6,802</b>	<b>15,629</b>	<b>70%</b>	<b>F</b>
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This variance is primarily related to changes made to the Code of Accounting Practices made after Council adopted its original budget. The favourable variance is offset by the unfavourable variances in Materials and Services. Other material variances include lower than anticipated contributions made during the year.

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

\$ '000	2021	2020
<b>Cash and cash equivalents</b>		
Cash on hand and at bank	3,462	8,990
Cash-equivalent assets		
– Deposits at call <sup>1</sup>	24,483	18,459
– NCD's, FRN's	8,147	–
<b>Total cash and cash equivalents</b>	<b>36,092</b>	<b>27,449</b>

(1) Includes term deposits with a term of less than 3 months

#### Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	36,092	27,449
<b>Balance as per the Statement of Cash Flows</b>	<b>36,092</b>	<b>27,449</b>

#### Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

#### C1-2 Financial investments

	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>\$ '000</b>				
<b>Debt securities at amortised cost</b>				
Long term deposits <sup>2</sup>	97,950	26,000	62,500	45,000
NCD's, FRN's (with maturities > 3 months)	–	24,999	12,700	37,142
Fixed bonds	1,997	43,667	–	48,623
<b>Total</b>	<b>99,947</b>	<b>94,666</b>	<b>75,200</b>	<b>130,765</b>
<b>Total financial investments</b>	<b>99,947</b>	<b>94,666</b>	<b>75,200</b>	<b>130,765</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>136,039</b>	<b>94,666</b>	<b>102,649</b>	<b>130,765</b>

(2) Does not include term deposits with a term of less than 3 months



## C1-2 Financial investments (continued)

### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

### Amortised cost

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.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

### Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the Income Statement as gains and losses from investment securities.

### Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations.

### Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

## C1-2 Financial investments (continued)

### Impairment of available for sale investments

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

## C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total cash, cash equivalents and investments	136,039	94,666	102,649	130,765

\$ '000	2021	2020
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### Details of restrictions

#### External restrictions – included in liabilities

Specific purpose unexpended grants – general fund	8,898	8,026
<b>External restrictions – included in liabilities</b>	<b>8,898</b>	<b>8,026</b>

#### External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	19,166	95,868
Stormwater management	1,624	1,783
Macquarie park special rate	1,955	1,358
Domestic waste management	19,511	17,847
Infrastructure special rate reserve	6,874	3,161
Other	580	–
<b>External restrictions – other</b>	<b>49,710</b>	<b>120,017</b>
<b>Total external restrictions</b>	<b>58,608</b>	<b>128,043</b>

#### Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

Plant and vehicle replacement	4,642	3,135
Employees leave entitlement	5,538	5,067
Incomplete/carry over works and projects	410	296
Refundable deposits	17,447	17,596
Asset replacement reserve	2,431	18,004
Ryde aquatic leisure centre	–	10
Investment property reserve	21,674	21,812
Ryde Central reserve	54,283	19,071
Accommodation reserve	24,563	6,432
Merger and transition reserve	–	72
Workers compensation	3,000	2,450
Council election reserve	777	557
Asset expansion reserve	32,373	–
Affordable housing reserve	605	236
Other	4,354	6,254
<b>Total internal restrictions</b>	<b>172,097</b>	<b>100,992</b>

## C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Purpose</b>				
Rates and annual charges <sup>1</sup>	4,573	–	3,337	–
Interest and extra charges	235	–	362	–
User charges & fees <sup>2</sup>				
User charges and fees – environmental and health	934	–	734	–
User charges and fees – Ryde Aquatic leisure centre	162	–	21	–
User charges and fees – home modification service	22	–	54	–
User charges and fees – property and infrastructure works	772	–	542	–
User charges and fees – recreational facilities	811	–	101	–
User charges and fees – restorations	53	–	914	–
Contributions to works	7	–	6	–
Accrued revenues				
– Interest on investments	957	–	1,329	–
Net investment in finance lease	–	–	–	–
Government grants and subsidies	2,293	–	1,691	–
Net GST receivable	2,197	–	2,345	–
Commercial waste	417	–	475	–
Community Recycle Centre	–	22	–	22
Workers compensation	2	–	37	–
Fines	364	–	125	–
Asset sales	182	–	152	–
Other debtors	49	–	73	–
Voluntary planning agreement	–	–	27	–
<b>Total</b>	<b>14,030</b>	<b>22</b>	<b>12,325</b>	<b>22</b>
<b>Less: provision of impairment</b>				
User charges and fees	(556)	–	(381)	–
<b>Total provision for impairment – receivables</b>	<b>(556)</b>	<b>–</b>	<b>(381)</b>	<b>–</b>
<b>Total net receivables</b>	<b>13,474</b>	<b>22</b>	<b>11,944</b>	<b>22</b>

(1) Rates and annual charges are secured by underlying properties

(2) User fees and charges are unsecured. A provision for impairment (doubtful debts) has already been provided

\$ '000	2021	2020
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year	381	378
+ new provisions recognised during the year	175	25
– amounts already provided for and written off this year	–	(22)
<b>Balance at the end of the year</b>	<b>556</b>	<b>381</b>



## C1-4 Receivables (continued)

### Accounting policy

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 14 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, when the receivables are of a value where recovery is no longer economically viable.

None of the receivables that have been written off are subject to enforcement activity

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

## C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>(i) Inventories at cost</b>				
Stores and materials	709	—	695	—
<b>Total inventories at cost</b>	<b>709</b>	<b>—</b>	<b>695</b>	<b>—</b>
<b>Total inventories</b>	<b>709</b>	<b>—</b>	<b>695</b>	<b>—</b>

### Current assets not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

\$ '000	2021	2020
Stores and materials <sup>1</sup>	447	544
	<b>447</b>	<b>544</b>

(1) This represents a stockpile of material that is held at Porters Creek, made from recycled building materials and it will take more than 12 months for this to be used.

### Accounting policy

#### Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period						At 30 June 2021			
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Asset revaluation – gross book value	Asset revaluation – accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	17,508	–	17,508	14,870	17,108	–	–	(10,822)	–	–	38,664	–	38,664
Plant and equipment	30,149	(18,756)	11,393	3,640	–	(1,053)	(2,052)	–	–	–	30,185	(18,257)	11,928
Office equipment	13,625	(9,027)	4,598	1,428	225	–	(1,497)	752	–	–	16,030	(10,524)	5,506
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–
Land:													
– Operational land	337,353	–	337,353	–	–	–	–	–	–	–	337,353	–	337,353
– Community land	99,016	–	99,016	–	–	–	–	–	–	–	99,016	–	99,016
– Crown land	46,203	–	46,203	–	–	–	–	–	–	–	46,203	–	46,203
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234
Infrastructure:													
– Roadside structures	18,791	(3,933)	14,858	6	135	(6)	(702)	154	–	–	19,078	(4,633)	14,445
– Foreshore Assets	13,633	(4,367)	9,266	804	–	–	(153)	574	–	–	15,010	(4,520)	10,490
– Carparks	13,309	(2,277)	11,032	116	–	(174)	(267)	–	4,056	(3,407)	17,299	(5,945)	11,354
– Road pavement	270,939	(97,598)	173,341	2,074	1,153	(676)	(4,594)	906	–	–	273,532	(101,328)	172,204
– Traffic facilities and devices	23,092	(4,528)	18,564	522	–	(22)	(532)	–	–	–	23,578	(5,045)	18,533
– Kerb and guttering	115,157	(50,192)	64,965	372	127	(101)	(1,152)	618	–	–	116,085	(51,254)	64,831
– Buildings – non-specialised	159,861	(87,138)	72,723	738	435	(117)	(3,435)	1,718	–	–	162,618	(90,556)	72,062
– Bridges	4,273	(1,795)	2,478	421	–	–	(45)	–	12,883	(3,158)	17,578	(4,999)	12,579
– Footpaths and cycleways	119,983	(62,056)	57,927	739	4,424	(315)	(1,554)	2,936	–	–	127,322	(63,165)	64,157
– Stormwater drainage	288,242	(97,756)	190,486	1,571	282	(59)	(2,886)	2,410	–	–	292,326	(100,522)	191,804
– Aquatic leisure centre	60,037	(17,969)	42,068	167	–	–	(1,401)	–	–	–	60,204	(19,370)	40,834
– Recreation and land improvements	81,312	(13,843)	67,469	1,169	2,624	(149)	(2,260)	754	–	–	85,368	(15,761)	69,607
Other assets:													
– Heritage collections	110	–	110	–	–	–	–	–	–	–	111	(1)	110
Total infrastructure, property, plant and equipment	1,713,990	(471,398)	1,242,592	28,637	26,513	(2,672)	(22,530)	–	16,939	(6,565)	1,778,957	(496,043)	1,282,914

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## Council of the City of Ryde | Notes to the Financial Statements 30 June 2021

## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class		Asset movements during the reporting period										At 30 June 2020			
At 1 July 2019															
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in P/L)	WIP transfers	Asset revaluation - gross book value	Asset revaluation - accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	
\$ '000	Capital work in progress	11,748	–	11,748	–	17,279	–	–	(11,519)	–	–	17,508	–	17,508	
	Plant and equipment	28,571	(17,974)	10,597	869	3,075	(887)	–	–	–	–	30,149	(18,756)	11,393	
	Office equipment	11,244	(8,006)	3,238	1,431	271	–	–	680	–	–	13,625	(9,027)	4,598	
	Furniture and fittings	5,918	(3,982)	1,936	73	39	(1,832)	(216)	–	–	–	–	–	–	
	Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–	
	Land:														
	– Operational land	220,018	–	220,018	–	11,313	–	–	–	–	106,022	–	337,353	–	337,353
	– Community land	104,652	–	104,652	–	–	–	–	–	–	(5,636)	–	99,016	–	99,016
	– Crown land	42,659	–	42,659	–	–	–	–	–	–	3,544	–	46,203	–	46,203
	– Land under roads (post 30/6/08)	1,155	–	1,155	–	–	–	–	–	–	79	–	1,234	–	1,234
Land improvements – non-depreciable	10,265	–	10,265	1,050	213	–	–	–	71	(11,599)	–	–	–	–	
Land improvements – depreciable	20,201	(14,465)	5,736	15	368	–	(517)	–	–	(20,584)	14,982	–	–	–	
Infrastructure:															
– Buildings – non-specialised	127,575	(75,106)	52,469	1,086	6,809	(452)	(1,737)	–	475	26,931	(12,858)	159,861	(87,138)	72,723	
– Other structures	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
– Buildings – specialised	–	–	–	–	–	–	(888)	–	–	–	–	–	–	–	
– Roads	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
– Road pavement	307,178	(76,741)	230,437	6,974	187	–	(6,101)	–	349	(43,749)	(14,756)	270,939	(97,598)	173,341	
– Traffic facilities and devices	7,398	(3,998)	3,400	1,363	672	–	(148)	–	660	13,758	(1,141)	23,092	(4,528)	18,564	
– Bridges	4,179	(1,750)	2,429	94	–	–	(45)	–	–	–	–	4,273	(1,795)	2,478	
– Footpaths and cycleways	64,878	(11,135)	53,743	1,894	3,488	–	(585)	–	4,996	44,727	(50,336)	119,983	(62,056)	57,927	
– Kerb and guttering	104,522	(15,126)	89,396	2,282	1	–	(697)	–	497	7,855	(34,369)	115,157	(50,192)	64,965	
– Open space / recreational assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
– Carparks	13,299	(1,917)	11,382	11	–	–	(360)	–	–	(1)	–	13,309	(2,277)	11,032	
– Foreshore Assets	5,406	(1,152)	4,254	120	–	–	(62)	–	24	8,083	(3,153)	13,633	(4,367)	9,266	
Roadside structures	14,390	(3,863)	10,527	94	213	–	(348)	–	10	3,325	1,037	18,791	(3,933)	14,858	
– Stormwater drainage	271,512	(67,346)	204,166	3,152	90	–	(1,856)	–	3,282	10,206	(28,554)	288,242	(97,756)	190,486	
– Aquatic leisure centre	53,168	(15,068)	38,100	89	–	–	(888)	–	–	6,780	(2,013)	60,037	(17,969)	42,068	
– Recreation and land improvements	77,617	(11,538)	66,079	823	190	–	(1,240)	–	475	2,206	(1,064)	81,312	(13,843)	67,469	
Other assets:															
– Heritage collections	229	–	229	–	–	–	–	–	–	(119)	–	110	–	110	
– Library books	3,229	(1,969)	1,260	355	210	(1,372)	(453)	–	–	–	–	–	–	–	
– Other	–	–	–	–	–	–	–	96,626	–	–	–	–	–	–	
Total infrastructure, property, plant and equipment		1,511,174	(331,299)	1,179,875	21,775	44,418	(4,543)	96,626	–	151,828	(132,225)	1,713,990	(471,398)	1,242,592	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).



## C1-6 Infrastructure, property, plant and equipment (continued)

### Accounting policy

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office of Local Government. At balance date the following classes of IPPE were stated at their fair value:

- Operational land (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.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. In determining the useful lives and unit rates for each asset type, an evidence based approach has been taken. For most assets, there is no ready "tradeable" market, and councils are the major if not only provider of such assets (e.g. local roads and their drainage). In-house technical expertise is available and is used. The major exceptions are land and buildings, which are valued externally.

Where a condition review of assets discloses an error in the quantity of the asset, this will be adjusted as a prior period adjustment only if material.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

## C1-6 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

### Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Councils has no control of any Rural Fire Services assets.

## C1-7 Investment properties

\$ '000	2021	2020
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### Owned investment property

Investment property on hand at fair value	157,235	120,715
<b>Total owned investment property</b>	<b>157,235</b>	<b>120,715</b>

### Owned investment property

#### At fair value

Opening balance at 1 July	120,715	118,170
Net gain/(loss) from fair value adjustments	36,484	2,545
Capitalised subsequent expenditure	36	—
<b>Closing balance at 30 June</b>	<b>157,235</b>	<b>120,715</b>

### Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

## C1-8 Other

### Other assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Prepayments	1,102	—	1,424	—
Prepayments – waste alliance	784	—	740	—
Other	5,000	—	—	—
<b>Total other assets</b>	<b>6,886</b>	<b>—</b>	<b>2,164</b>	<b>—</b>

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets such as land and buildings. Information relating to the leases in place and associated balances and transactions is provided below.

#### Buildings

Council holds two leases for the administrative building at Richardson Place, North Ryde (NRO). The original lease terms were to 30 April 2021 and have subsequently been renewed to 30 April 2026, including a right to terminate with a minimum term of 3 years.

The building leases contain an annual pricing mechanism based on a fixed increase at each anniversary of the lease inception.

#### Extension options

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the early termination or extension options will be exercised.

#### (a) Right of use assets

\$ '000	Land & Buildings	Total
<b>2021</b>		
Opening balance at 1 July	6,052	6,052
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	–	–
Adjustments to right-of-use assets due to re-measurement of lease liability	2,520	2,520
Depreciation charge	(1,718)	(1,718)
<b>Balance at 30 June</b>	<b>6,854</b>	<b>6,854</b>
Right of Use asset is for the administrative building		
<b>2020</b>		
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	7,634	7,634
Depreciation charge	(1,582)	(1,582)
<b>Balance at 30 June</b>	<b>6,052</b>	<b>6,052</b>
Right of Use asset is for the administrative building		

#### (b) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2021</b>					
Cash flows	2,117	4,235	–	6,352	6,352
<b>2020</b>					
Cash flows	1,925	3,839	–	5,764	5,764

#### (c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
---------	------	------

## C2-1 Council as a lessee (continued)

\$ '000	2021	2020
Interest on lease liabilities	129	165
Depreciation of right of use assets	1,718	1,582
Expenses relating to low-value leases	–	1,747
	<b>1,847</b>	<b>3,494</b>

### (d) Statement of Cash Flows

Total cash outflow for leases	(2,060)	(1,952)
	<b>(2,060)</b>	<b>(1,952)</b>

### (e) Leases at significantly below market value – concessionary / peppercorn leases

#### Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

#### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

#### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2021	2020
---------	------	------

#### (i) Assets held as investment property



## C2-2 Council as a lessor (continued)

\$ '000	2021	2020
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Investment property operating leases principally comprise of freehold buildings, commercial spaces and residential townhouses.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	543	599
Lease income relating to variable lease payments not dependent on an index or a rate	—	48
<b>Total income relating to operating leases for investment property assets</b>	<b>543</b>	<b>647</b>

### Operating lease expenses

Direct operating expenses that generated rental income	(3)	(165)
<b>Total expenses relating to operating leases</b>	<b>(3)</b>	<b>(165)</b>

### (ii) Assets held as property, plant and equipment

Council provides operating leases on Council properties and buildings for the purpose of community services which must be provided by Council as well as where buildings may be leased at market value where the asset is held for future Council or community needs.

Lease income (excluding variable lease payments not dependent on an index or rate)	2,017	769
Lease income relating to variable lease payments not dependent on an index or a rate	717	1,892
<b>Total income relating to operating leases for Council assets</b>	<b>2,734</b>	<b>2,661</b>

### Reconciliation of IPPE assets leased out as operating leases

\$ '000	2021	2020
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### (iii) Maturity analysis of contractual lease income

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	466	378
1–2 years	451	350
2–3 years	301	363
3–4 years	99	377
4–5 years	—	112
<b>Total undiscounted lease payments to be received</b>	<b>1,317</b>	<b>1,580</b>

### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Payables</b>				
Goods and services – operating expenditure	5,492	–	7,873	–
Accrued expenses:				
– Other expenditure accruals	5,311	–	3,169	–
Security bonds, deposits and retentions	17,401	–	17,219	–
Refundable fees	–	–	248	–
Government departments and agencies	10	–	–	–
Prepaid rates	822	–	872	–
Other	47	–	65	–
<b>Total payables</b>	<b>29,083</b>	<b>–</b>	<b>29,446</b>	<b>–</b>
<b>Total payables</b>	<b>29,083</b>	<b>–</b>	<b>29,446</b>	<b>–</b>

#### Current payables not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	13,920	13,775
<b>Total payables</b>	<b>13,920</b>	<b>13,775</b>

## C3-1 Payables (continued)

### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	–	5,470	–	5,573
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	3,428	–	2,451	–
<b>Total grants received in advance</b>		<b>3,428</b>	<b>5,470</b>	<b>2,451</b>	<b>5,573</b>
<b>User fees and charges received in advance:</b>					
Upfront fees – leisure centre	(iii)	18	–	174	–
Other		1,291	–	504	–
<b>Total user fees and charges received in advance</b>		<b>1,309</b>	<b>–</b>	<b>678</b>	<b>–</b>
<b>Total contract liabilities</b>		<b>4,737</b>	<b>5,470</b>	<b>3,129</b>	<b>5,573</b>

### Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centre do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

### Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

## C3-3 Borrowings

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Loans – secured <sup>1</sup>	338	762	317	1,091
<b>Total borrowings</b>	<b>338</b>	<b>762</b>	<b>317</b>	<b>1,091</b>

(1) Council is currently receiving a Low Interest Rate Subsidy (LIRS) for the loans to subsidise the interest payments of these loans.

### C3-3 Borrowings (continued)

#### (a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,408	(308)	–	–	–	–	1,100
Lease liability (Note C2-1b)	5,764	588	–	–	–	–	6,352
<b>Total liabilities from financing activities</b>	<b>7,172</b>	<b>280</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7,452</b>

\$ '000	2019		Non-cash movements				2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,710	(302)	–	–	–	–	1,408
Lease liability (Note C2-1b)	–	5,764	–	–	–	–	5,764
<b>Total liabilities from financing activities</b>	<b>1,710</b>	<b>5,462</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7,172</b>

#### (b) Financing arrangements

\$ '000	2021	2020
<b>Total facilities</b>		
Credit cards/purchase cards	106	103
<b>Total financing arrangements <sup>1</sup></b>	<b>106</b>	<b>103</b>
<b>Undrawn facilities</b>		
– Credit cards/purchase cards	106	103
<b>Total undrawn financing arrangements</b>	<b>106</b>	<b>103</b>

#### Additional financing arrangements information

##### Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) Council has no bank overdraft facility

##### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.



## C3-4 Employee benefit provisions

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Annual and other accrued leave	4,694	–	4,689	–
Sick leave	163	–	178	–
Long service leave	9,480	1,044	9,798	294
Other employee provisions	2,044	–	607	–
<b>Total employee benefit provisions</b>	<b>16,381</b>	<b>1,044</b>	<b>15,272</b>	<b>294</b>

### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	8,250	7,963
	<b>8,250</b>	<b>7,963</b>

### Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

## C4 Reserves

### C4-1 Nature and purpose of reserves

#### Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments and decrements in the revaluation of non-current assets

## D Risks and accounting uncertainties

### D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying value.

#### (a) Market risk – interest rate and price risk

\$ '000	2021	2020
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	2,307	2,334
Impact of a 10% movement in price of investments		
– Equity / Income Statement <sup>1</sup>	–	–

(1) Movements in the price of investments is not calculated, as tradable investments are purchased with the intent to hold to maturity, at which point they are redeemed at face value.

## D1-1 Risks relating to financial instruments held (continued)

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date was:

### Credit risk profile

#### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
<b>2021</b>						
Gross carrying amount	–	3,166	793	479	135	4,573
<b>2020</b>						
Gross carrying amount	–	2,408	434	418	77	3,337

#### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
<b>2021</b>						
Gross carrying amount	9,479	–	–	–	–	9,479
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–
<b>2020</b>						
Gross carrying amount	362	7,347	300	153	848	9,010
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–

## D1-1 Risks relating to financial instruments held (continued)

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the maturity table below.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2021</b>							
Trade/other payables	0.00%	17,401	–	–	–	17,401	28,261
Loans and advances	0.00%	–	–	–	–	–	1,100
<b>Total financial liabilities</b>		<b>17,401</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>17,401</b>	<b>29,361</b>
<b>2020</b>							
Trade/other payables	0.00%	17,219	29,446	–	–	46,665	28,574
Loans and advances	2.65%	–	367	1,167	–	1,534	1,408
<b>Total financial liabilities</b>		<b>17,219</b>	<b>29,813</b>	<b>1,167</b>	<b>–</b>	<b>48,199</b>	<b>29,982</b>



## D2 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

### Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

**Level 3:** Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

Fair value measurement hierarchy							
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020	2021	2020
Recurring fair value measurements							
Investment property	C1-7						
Investment properties		157,235	120,715	—	—	157,235	120,715
Total investment property		157,235	120,715	—	—	157,235	120,715
Infrastructure, property, plant and equipment							
	C1-6						
- Operational land		337,353	337,353	—	—	337,353	337,353
- Community land		—	—	145,219	145,219	145,219	145,219
- Land under roads		—	—	1,234	1,234	1,234	1,234
- Buildings (Specialised and non-specialised)		—	—	112,896	114,791	112,896	114,791
- Roads, Bridges, Footpaths		—	—	332,304	317,275	332,304	317,275
- Stormwater drainage		—	—	191,804	190,486	191,804	190,486
- Plant & Equipment		—	—	11,928	11,393	11,928	11,393
- Office Equipment		—	—	5,506	4,598	5,506	4,598
- Roadside Structures		—	—	14,445	14,858	14,445	14,858
- Foreshore Assets		—	—	10,490	9,266	10,490	9,266
- Carparks		—	—	11,354	11,032	11,354	11,032
- Recreational Land Improvements		—	—	69,607	67,469	69,607	67,469
- Heritage Collections		—	—	110	110	110	110
Total infrastructure, property, plant and equipment		337,353	337,353	906,897	887,731	1,244,250	1,225,084

### Non-recurring fair value measurements

### Valuation techniques

Council's non-current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government. Further details of the revaluations policy is provided under Note C1-6

## D2 Fair value measurement (continued)

### Investment property

On an annual basis, Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2021, 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.

### Infrastructure, property, plant and equipment (IPPE)

#### Land (Operational)

The fair value of Operational land has been determined by referencing it to current prices in an active market for similar properties. Where such information is not available, current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences are considered. Appropriate adjustments are also made for the inherent features of the property such as fire-prone, flood zonings and usability of the land.

Operational Land was last revalued as at 30 June 2020 as determined by Scott Fullarton Valuations Pty Ltd.

#### 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.

### Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Level 3	
	2021	2020
Opening balance	887,731	941,332
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	10,374	(79,532)
Other movements		
Purchases (GBV)	33,994	38,440
Disposals (WDV)	(2,672)	(452)

## D2 Fair value measurement (continued)

\$ '000	Level 3	
	2021	2020
Other movements	(22,530)	(12,057)
Closing balance	906,897	887,731

### Information relating to the transfers into and out of the level 3 fair valuation hierarchy includes:

There were no transfers of assets and liabilities between the hierarchies

### Highest and best use

Current use of the assets noted above reflects the highest and best use as Operational Assets, and in accordance with current planning restrictions, the exceptions being the Investment Properties, which are to be developed, and may require planning changes to allow the development

## D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021 (increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 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.

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.



## D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$ 85,008. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2020.

Council's expected contribution to the plan for the next annual reporting period is \$85,000.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

\* excluding member accounts and reserves in both assets and liabilities.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	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, which will be a triennial actuarial investigation will be completed by December 2021

### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

## D3-1 Contingencies (continued)

### 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 receiving 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.

### 3. Remediation works

#### (i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No known liability arises from any potential toxicity or subterranean leakage, but there will be ongoing remediation works that may be required from time to time to reinstate the playing surfaces, due to subsidence following further settling of the waste within the landfill.

Council has not, as yet, been able to reliably determine the quantum of liability for this future works.

## ASSETS NOT RECOGNISED

#### (i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

#### (ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Bevillesta Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council's Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the developers, where Council leased to the developer the airspace in which a number of assets were to be constructed.

This represents a contingent asset that will become Council's assets at the end of the lease.

## E People and relationships

### E1 Related party disclosures

#### E1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. City of Ryde KMP's are identified as the Councillors, General Manager and Directors.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
<b>Compensation:</b>		
Short-term benefits	2,211	2,079
Post-employment benefits	110	105
Other long-term benefits	59	58
Termination benefits	25	—
<b>Total</b>	<b>2,405</b>	<b>2,242</b>

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

## E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
---------	------	------

The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	89	69
Councillors' fees	365	309
Other Councillors' expenses (including Mayor)	15	107
<b>Total</b>	<b>469</b>	<b>485</b>

## E1-3 Other related parties

Nil

## E2 Other relationships

### E2-1 Audit fees

\$ '000	2021	2020
---------	------	------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

#### Auditors of the Council - NSW Auditor-General:

##### (i) Audit and other assurance services

Audit and review of financial statements	92	91
<b>Remuneration for audit and other assurance services</b>	<b>92</b>	<b>91</b>
<b>Total Auditor-General remuneration</b>	<b>92</b>	<b>91</b>
<b>Total audit fees</b>	<b>92</b>	<b>91</b>

## F Other matters

### F1-1 Statement of Cash Flows information

#### (a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
<b>Net operating result from Income Statement</b>	<b>67,546</b>	<b>(55,039)</b>
<b>Adjust for non-cash items:</b>		
Depreciation and amortisation	24,248	20,068
Net losses/(gains) on disposal of assets	(1,300)	1,912
Non-cash capital grants and contributions	(6,087)	(17,815)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(36,484)	(2,545)
– Revaluation decrements / impairments of IPP&E direct to P&L	–	96,745
Amortisation of premiums, discounts and prior period fair valuations		
– 'Held to maturity' financial assets	(48)	(47)
<b>+/- Movement in operating assets and liabilities and other cash items:</b>		
Decrease/(increase) in receivables	(1,705)	2,684
Increase/(decrease) in provision for doubtful debts	175	3
Decrease/(increase) in inventories	(14)	51
Decrease/(increase) in other assets	(4,722)	787
Increase/(decrease) in payables	(2,381)	(7,815)
Increase/(decrease) in accrued interest payable	–	(7)
Increase/(decrease) in other accrued expenses payable	2,142	–
Increase/(decrease) in other liabilities	(124)	–
Increase/(decrease) in contract liabilities	1,505	–
Increase/(decrease) in employee leave entitlements	1,859	907
<b>Net cashflows from operating activities</b>	<b>44,610</b>	<b>39,889</b>

#### (b) Non-cash investing and financing activities

Developer contributions 'in kind'	6,087	–
<b>Total non-cash investing and financing activities</b>	<b>6,087</b>	<b>–</b>

### F2-1 Commitments

#### Capital commitments (exclusive of GST)

\$ '000	2021	2020
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Land	–	700
Buildings	91,756	124,325
Other Structures	7,331	135
Infrastructure	2,895	1,811
<b>Total commitments</b>	<b>101,982</b>	<b>126,971</b>

#### Details of capital commitments

Major commitments include the Ryde Central project, Rowe St multi level carpark, Meadowbank Park project and Ryedale Rd public domain upgrade.



## F3 Statement of developer contributions as at 30 June 2021

### F3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended/ repealed	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash				
Community & Culture	23,798	2,272	-	-	(23,798)	2,272	-
Open Space and Public Domain	63,000	2,752	2,020	-	(63,382)	2,370	-
Roads, Traffic, Carparks and Cycleways	-	401	4,068	-	-	401	-
Stormwater Management	1,193	-	-	-	(1,193)	-	-
Administration	-	410	-	-	-	410	-
<b>S7.11 contributions – under a plan</b>	<b>87,991</b>	<b>5,835</b>	<b>6,088</b>	<b>-</b>	<b>(88,373)</b>	<b>5,453</b>	<b>-</b>
<b>S7.12 levies – under a plan</b>	<b>-</b>	<b>2,590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,590</b>	<b>-</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>87,991</b>	<b>8,425</b>	<b>6,088</b>	<b>-</b>	<b>(88,373)</b>	<b>8,043</b>	<b>-</b>
S7.4 planning agreements	7,877	3,937	-	-	(691)	11,123	-
<b>Total contributions</b>	<b>95,868</b>	<b>12,362</b>	<b>6,088</b>	<b>-</b>	<b>(89,064)</b>	<b>19,166</b>	<b>-</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

## F3-2 Developer contributions by plan

	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended/ repealed	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash				
<b>CONTRIBUTION PLAN 1 <sup>1</sup></b>							
Community & Culture	23,798	-	-	-	(23,798)	-	-
Open Space and Public Domain	63,000	-	-	-	(63,000)	-	-
Stormwater Management	1,193	-	-	-	(1,193)	-	-
<b>Total</b>	<b>87,991</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(87,991)</b>	<b>-</b>	<b>-</b>
<b>CONTRIBUTION PLAN 2</b>							
Community & Culture	-	2,272	-	-	-	2,272	-
Open Space and Public Domain	-	2,752	2,020	-	(382)	2,370	-
Roads, Traffic, Carparks and Cycleways	-	401	4,068	-	-	401	-
Administration	-	410	-	-	-	410	-
<b>Total</b>	<b>-</b>	<b>5,835</b>	<b>6,088</b>	<b>-</b>	<b>(382)</b>	<b>5,453</b>	<b>-</b>

(1) Council repealed this plan as of 1 July 2020.

## S7.12 Levies – under a plan

<b>CONTRIBUTION PLAN 2</b>							
Other	-	2,590	-	-	-	2,590	-
<b>Total</b>	<b>-</b>	<b>2,590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,590</b>	<b>-</b>

## F3-3 S7.4 planning agreements

<b>VPA</b>							
Other	7,877	3,937	-	-	(691)	11,123	-
<b>Total</b>	<b>7,877</b>	<b>3,937</b>	<b>-</b>	<b>-</b>	<b>(691)</b>	<b>11,123</b>	<b>-</b>

## F4 Statement of performance measures

### F4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1, 2</sup>	6,334	4.62%	3.42%	10.38%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	137,052				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	129,773	80.76%	74.01%	71.18%	> 60.00%
Total continuing operating revenue <sup>1</sup>	160,689				
3. Unrestricted current ratio					
Current assets less all external restrictions	137,794	6.38x	2.09x	2.73x	> 1.50x
Current liabilities less specific purpose liabilities	21,588				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	30,755	12.75x	51.74x	31.74x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,413				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	4,808	4.60%	3.72%	5.03%	< 5.00%
Rates and annual charges collectable	104,579				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	160,042	17.13 mths	13.31 mths	16.80 mths	> 3.00 mths
Monthly payments from cash flow of operating and financing activities	9,340				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method



## 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 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 2021, the Statement of Financial Position as at 30 June 2021, 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 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.



Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Other Information

The Council's annual report for the year ended 30 June 2021 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 Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Kenneth Leung  
Delegate of the Auditor-General for New South Wales

29 October 2021  
SYDNEY



Cr Jerome Laxale  
Mayor  
Council of the City of Ryde  
1 Pope Street  
Ryde NSW 2112

Contact: Kenneth Leung  
Phone no: 02 9275 7257  
Our ref: D2123264/1783

29 October 2021

Dear Mayor

## Report on the Conduct of the Audit for the year ended 30 June 2021 Council of the City of Ryde

I have audited the general purpose financial statements (GPFS) of the Council of the City of Ryde (Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on Council's GPFS.

This Report on the Conduct of the Audit (the Report) for Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

### INCOME STATEMENT

#### Operating result

	2021 \$m	2020* \$m	Variance %
Rates and annual charges revenue	101	94.6	↑ 6.7
Grants and contributions revenue	30.9	42.9	↓ 28.0
Operating result from continuing operations	67.5	(55.0)	↑ 223
Net operating result before capital grants and contributions	43.9	(89.1)	↑ 149

Council's operating result from continuing operations (\$67.5 million including depreciation and amortisation expense of \$24.2 million) was \$123 million higher than the 2019–20 result. This can largely be attributed to:

- increase in other income of \$34.7 million due to fair value increment on investment properties
- decrease in depreciation, amortisation and impairment for non-financial asset of \$92.6 million due to a one-off decrease in the fair value of infrastructure, property, plant and equipment in 2019–20.

The net operating result before capital grants and contributions (\$43.9 million) was \$133 million higher than the 2019–20 result.

Rates and annual charges revenue (\$101 million) increased by \$6.3 million (6.7 per cent) in 2020–21 largely due to the rate peg as well as growth in the number of properties assessed in the year.

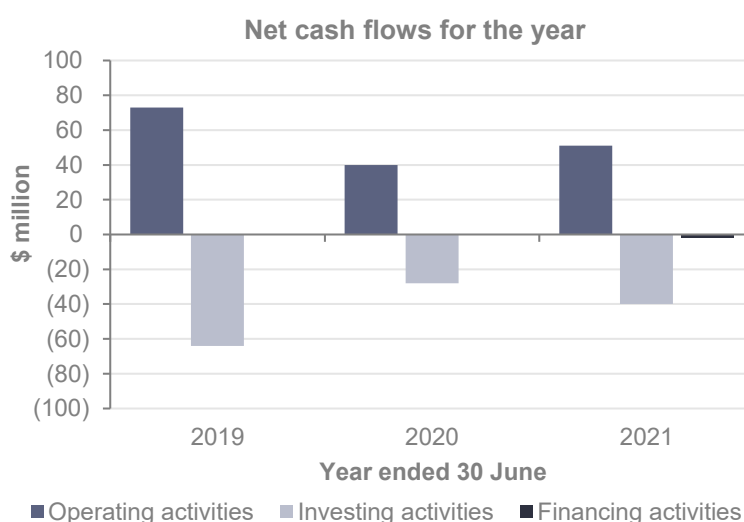
Grants and contributions revenue (\$30.9 million) decreased by \$12.0 million (28.0 per cent) in 2020–21 largely due to the decrease in non-cash developer contributions received in the current year.

## STATEMENT OF CASH FLOWS

Cash flows from operating activities in 2020–21 increased by \$4.7 million due to decreased outflows in employee benefits and on-costs and other operating expenditure.

Cash outflows from investing activities increased due an increase in outflows in purchase of infrastructure, property, plant and equipment.

Cash flows from financing activities was minimal and remained relative stable compared to last year.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>231</b>	<b>233</b>	<ul style="list-style-type: none"> <li>• Significant externally restricted cash and investments include developer contributions - general of \$19.2 million and domestic waste management of \$19.5 million.</li> </ul>
Restricted cash and investments:			<ul style="list-style-type: none"> <li>• Significant internal restrictions include \$54.3 million in Ryde Central reserve, \$32.4 million in asset expansion reserve and \$24.6 million in accommodation reserve.</li> </ul>
• External restrictions	58.6	128	
• Internal restrictions	172	101	



## PERFORMANCE

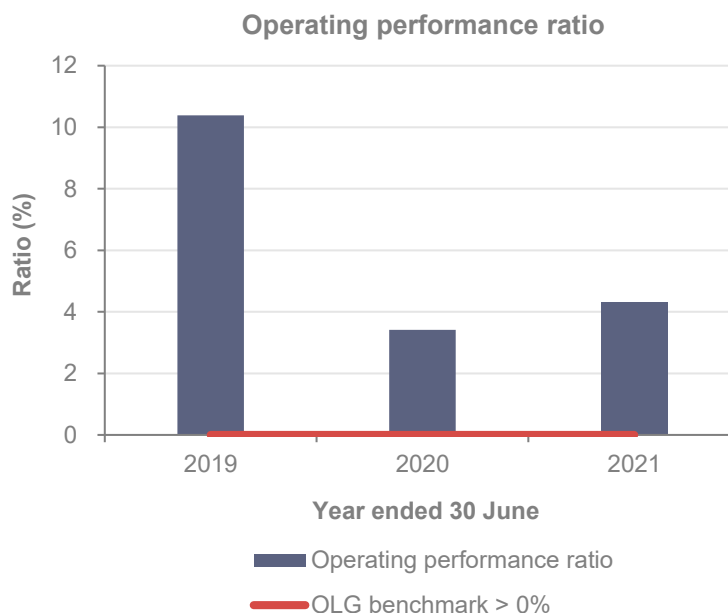
### Performance measures

The following section provides an overview of Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

#### Operating performance ratio

- Council exceeded the industry benchmark for the past three years.
- The ratio increased 0.9 per cent due to an increase in operating revenue of \$28.1 million, while operating expense decreased \$94.5 million compared to 2019–20.

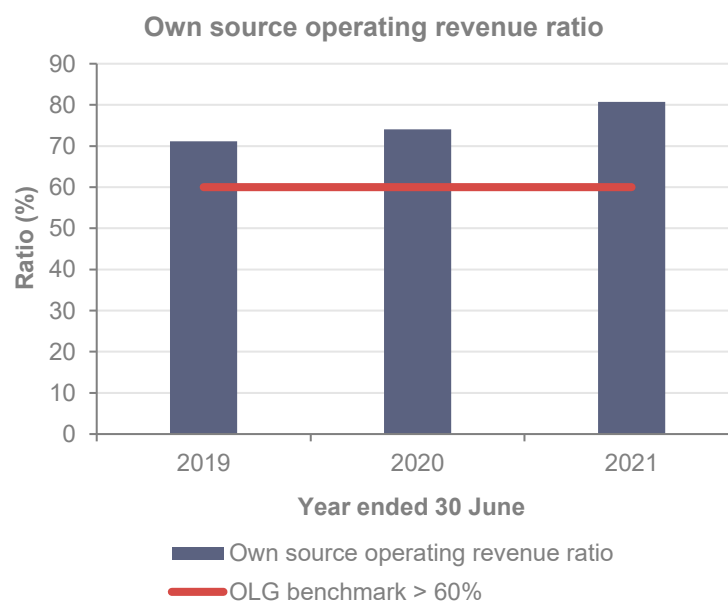
The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

Council met the OLG benchmark of greater than 60 per cent for the current reporting period.

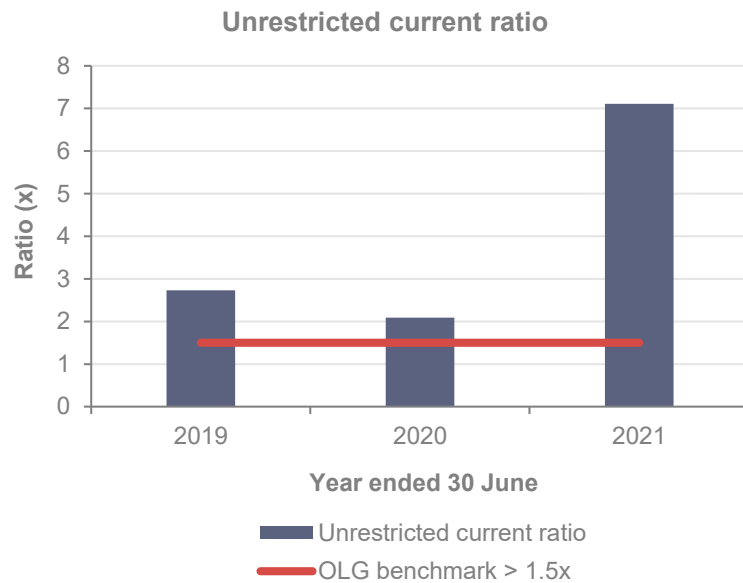
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



## Unrestricted current ratio

Council continued to exceed the industry benchmark over the past three years.

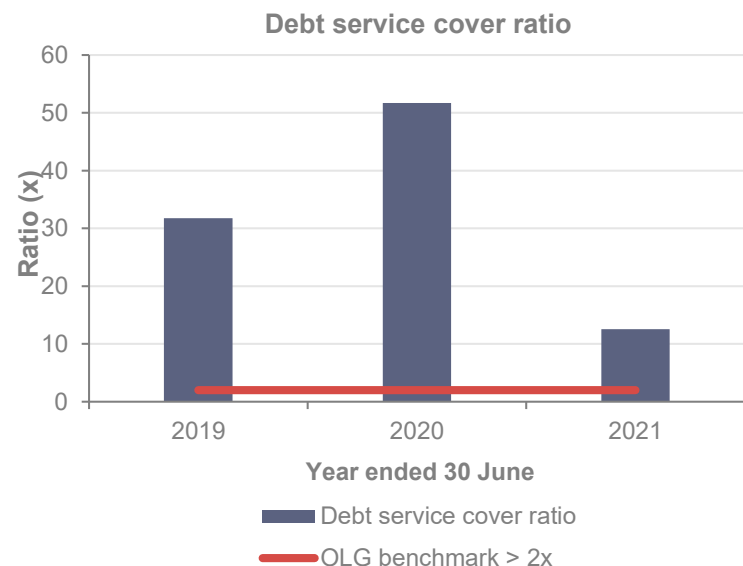
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



## Debt service cover ratio

Council continued to exceed the industry benchmark over the last three years.

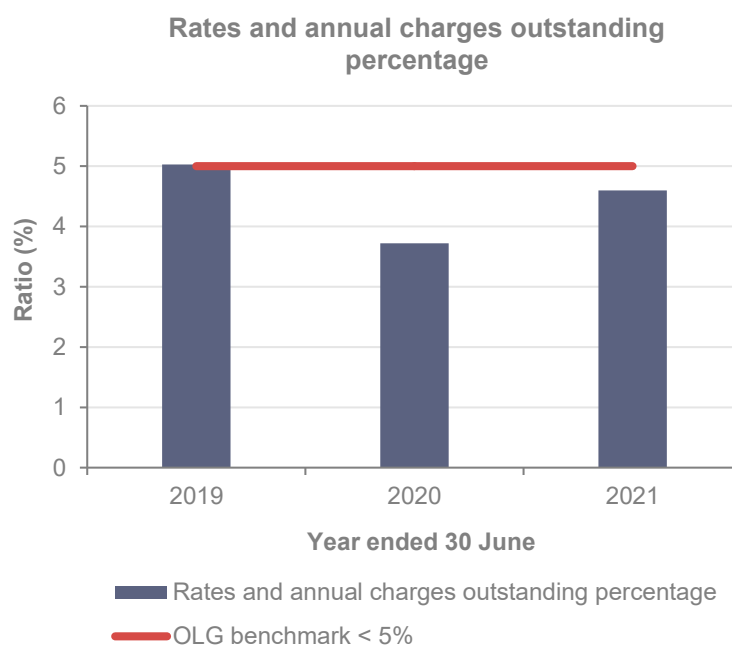
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



## Rates and annual charges outstanding percentage

Council continued to achieve the metro council benchmark for the past three years.

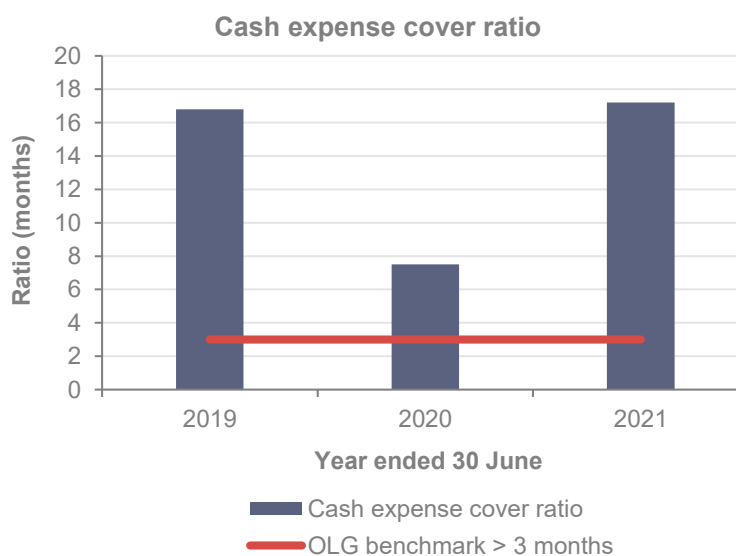
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



## Cash expense cover ratio

- Council continued to exceed the industry benchmark over the past three years.
- The ratio increased in 2020–21 due to higher cash and investment balances held at year end.

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



## Infrastructure, property, plant and equipment renewals

Council asset renewals have increased from \$21.8 million in 2019–20 to \$28.6 million in 2020–21. Renewals in 2020–21 primarily related to capital work in progress, plant and equipment and road assets.

## OTHER MATTERS

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in Council's accounting records or financial statements. 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  
Mr Stephen Horne, Chair, Audit, Risk and Improvement Committee  
Mr Jim Betts, Secretary of the Department of Planning, Industry and Environment



# SPECIAL PURPOSE FINANCIAL STATEMENTS

## Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

## Council of the City of Ryde

### Special Purpose Financial Statements

for the year ended 30 June 2021

#### 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 and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 October 2021.



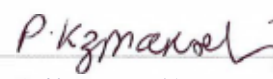
Councillor Jerome Laxale  
Mayor  
26 October 2021



Councillor  
Councillor BERNARD PURCELL  
26 October 2021



George Dedes  
General Manager  
26 October 2021



Pavle Kuzmanovski  
Responsible Accounting Officer  
26 October 2021

## Council of the City of Ryde

### Income Statement of Ryde Aquatic Leisure Centre

for the year ended 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>Income from continuing operations</b>		
User charges	5,076	3,850
Other income	20	20
<b>Total income from continuing operations</b>	<b>5,096</b>	<b>3,870</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	3,379	3,355
Materials and services	1,457	490
Depreciation, amortisation and impairment	1,423	2,013
Calculated taxation equivalents	164	183
Other expenses	62	59
<b>Total expenses from continuing operations</b>	<b>6,485</b>	<b>6,100</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(1,389)</b>	<b>(2,230)</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(1,389)</b>	<b>(2,230)</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>(1,389)</b>	<b>(2,230)</b>
<b>Surplus (deficit) after tax</b>	<b>(1,389)</b>	<b>(2,230)</b>
<b>Plus accumulated surplus</b>	<b>32,025</b>	<b>34,072</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	164	183
<b>Closing accumulated surplus</b>	<b>30,800</b>	<b>32,025</b>
<b>Return on capital %</b>	<b>(3.3)%</b>	<b>(5.0)%</b>
<b>Subsidy from Council</b>	<b>2,016</b>	<b>2,624</b>

## Council of the City of Ryde

### Income Statement of Commercial Waste Management for the year ended 30 June 2021

\$ '000	2021 Category 2	2020 Category 2
<b>Income from continuing operations</b>		
User charges	1,273	1,295
<b>Total income from continuing operations</b>	<b>1,273</b>	<b>1,295</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	39	50
Materials and services	310	309
Other expenses	302	276
<b>Total expenses from continuing operations</b>	<b>651</b>	<b>635</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>622</b>	<b>660</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>622</b>	<b>660</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>622</b>	<b>660</b>
Less: corporate taxation equivalent [based on result before capital]	(162)	(198)
<b>Surplus (deficit) after tax</b>	<b>460</b>	<b>462</b>
<b>Plus accumulated surplus</b>	<b>200</b>	<b>200</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	171	–
– Corporate taxation equivalent	162	198
<b>Less:</b>		
– TER dividend paid	(171)	(198)
– Dividend paid	(622)	(462)
<b>Closing accumulated surplus</b>	<b>200</b>	<b>200</b>

## Council of the City of Ryde

### Statement of Financial Position of Ryde Aquatic Leisure Centre

as at 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	7	10
Receivables	162	9
Inventories	–	12
Other	2,677	9,141
<b>Total current assets</b>	<b>2,846</b>	<b>9,172</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	42,068	44,725
<b>Total non-current assets</b>	<b>42,068</b>	<b>44,725</b>
<b>Total assets</b>	<b>44,914</b>	<b>53,897</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	530	377
Borrowings	–	333
Income received in advance	20	18
Employee benefit provisions	819	850
<b>Total current liabilities</b>	<b>1,369</b>	<b>1,578</b>
<b>Non-current liabilities</b>		
Employee benefit provisions	52	16
<b>Total non-current liabilities</b>	<b>52</b>	<b>16</b>
<b>Total liabilities</b>	<b>1,421</b>	<b>1,594</b>
<b>Net assets</b>	<b>43,493</b>	<b>52,303</b>
<b>EQUITY</b>		
Retained earnings	30,800	32,025
Revaluation reserves	12,693	12,693
<b>Total equity</b>	<b>43,493</b>	<b>44,718</b>



## Council of the City of Ryde

### Statement of Financial Position of Commercial Waste Management

as at 30 June 2021

<b>\$ '000</b>	<b>2021 Category 2</b>	<b>2020 Category 2</b>
<b>ASSETS</b>		
<b>Current assets</b>		
Receivables	406	464
<b>Total current assets</b>	<b>406</b>	<b>464</b>
<b>Total assets</b>	<b>406</b>	<b>464</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	158	61
Borrowings	–	179
Employee benefit provisions	33	13
<b>Total current liabilities</b>	<b>191</b>	<b>253</b>
<b>Non-current liabilities</b>		
Employee benefit provisions	15	11
<b>Total non-current liabilities</b>	<b>15</b>	<b>11</b>
<b>Total liabilities</b>	<b>206</b>	<b>264</b>
<b>Net assets</b>	<b>200</b>	<b>200</b>
<b>EQUITY</b>		
Retained earnings	200	200
<b>Total equity</b>	<b>200</b>	<b>200</b>

## Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these 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 these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2005* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are 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, fair value 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' in 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 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and 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 and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

##### Ryde Aquatic Leisure Centre

Provision of aquatic and dry court sports and leisure facilities

#### Category 2

(where gross operating turnover is less than \$2 million)

##### Commercial Waste Removal

Commercial waste collection, recycling and disposal.

### 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 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):

#### Notional rate applied (%)

Corporate income tax rate – **26%** (19/20 27.5%)

## Note – Significant Accounting Policies (continued)

**Land tax** – the first \$755,000 of combined land values attracts **0%**. For the combined land values in excess of \$755,000 up to \$4,616,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$4,616,000 a premium marginal rate of **2.0%** applies.

**Payroll tax** – **4.85%** on the value of taxable salaries and wages in excess of \$1,200,000.

### 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 26% (19/20 27.5%).

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 26% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and 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 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 Statements 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.

The rate of return is calculated as follows:

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**Operating result before capital income + interest expense**

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**Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

#### (iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



## INDEPENDENT AUDITOR'S REPORT

### 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 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 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

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 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (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 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 the Significant accounting policies note 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 2021 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 the Significant accounting policies note 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.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- 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 2021  
SYDNEY

# SPECIAL SCHEDULES

## Council of the City of Ryde

### Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	70,973	<b>75,401</b>
Plus or minus adjustments <sup>2</sup>	b	2,047	<b>819</b>
<b>Notional general income</b>	c = a + b	<b>73,020</b>	<b>76,220</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.60%	<b>2.00%</b>
Or plus rate peg amount	i = e x (c + g)	1,899	<b>1,524</b>
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>74,919</b>	<b>77,744</b>
Plus (or minus) last year's carry forward total	l	483	<b>1</b>
<b>Sub-total</b>	n = (l + m)	<b>483</b>	<b>1</b>
<b>Total permissible income</b>	o = k + n	<b>75,402</b>	<b>77,745</b>
Less notional general income yield	p	75,401	<b>77,745</b>
<b>Catch-up or (excess) result</b>	q = o - p	<b>1</b>	<b>-</b>
<b>Carry forward to next year <sup>6</sup></b>	t = q + r + s	<b>1</b>	<b>-</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

#### Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Council of the City of Ryde (the Council) for the year ending 30 June 2022.

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 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.



## Other Information

The Council's annual report for the year ended 30 June 2021 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 2021'.

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/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Kenneth Leung

Delegate of the Auditor-General for New South Wales

29 October 2021  
SYDNEY

## Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard		Estimated cost to bring to the agreed level of service set by Council		2020/21 Required maintenance <sup>a</sup>	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
<b>Buildings</b>	Buildings – non-specialised	–	–	–	–	5,508	4,491	72,062	162,618	27.4%	5.1%	38.8%	6.7%	22.0%
	<b>Sub-total</b>	–	–	–	–	<b>5,508</b>	<b>4,491</b>	<b>72,062</b>	<b>162,618</b>	<b>27.4%</b>	<b>5.1%</b>	<b>38.8%</b>	<b>6.7%</b>	<b>22.0%</b>
<b>Roads</b>	Roads	1,193	1,193	561	389	172,204	273,532	31.3%	39.2%	20.7%	8.4%	0.5%		
	Bridges	4	4	55	11	12,580	17,578	38.6%	10.6%	49.2%	1.6%	0.0%		
	Footpaths and cycleways	354	354	1,569	1,775	64,157	127,322	15.6%	21.1%	55.7%	7.4%	0.3%		
	Kerb and Gutter	3	3	849	705	64,831	116,085	1.1%	27.5%	71.4%	0.1%	0.0%		
	Other road assets	285	285	1,852	1,910	32,977	42,655	31.7%	55.3%	11.6%	0.7%	0.7%		
	<b>Sub-total</b>	<b>1,839</b>	<b>1,839</b>	<b>4,886</b>	<b>4,790</b>	<b>346,749</b>	<b>577,172</b>	<b>22.0%</b>	<b>33.2%</b>	<b>38.8%</b>	<b>5.7%</b>	<b>0.3%</b>		
<b>Stormwater drainage</b>	Stormwater drainage	10,558	10,558	924	956	191,804	292,326	9.6%	48.3%	26.6%	12.0%	3.6%		
	<b>Sub-total</b>	<b>10,558</b>	<b>10,558</b>	<b>924</b>	<b>956</b>	<b>191,804</b>	<b>292,326</b>	<b>9.6%</b>	<b>48.3%</b>	<b>26.6%</b>	<b>12.0%</b>	<b>3.6%</b>		
<b>Open space / recreational assets</b>	Swimming pools	1,609	1,609	473	281	58,803	60,204	0.0%	0.0%	100.0%	0.0%	0.0%		
	Other	610	610	7,305	6,832	69,607	85,368	51.5%	37.1%	10.5%	0.2%	0.7%		
	<b>Sub-total</b>	<b>2,219</b>	<b>2,219</b>	<b>7,778</b>	<b>7,113</b>	<b>128,410</b>	<b>145,572</b>	<b>30.2%</b>	<b>21.8%</b>	<b>47.5%</b>	<b>0.1%</b>	<b>0.4%</b>		
<b>Other infrastructure assets</b>	Foreshore Assets	285	285	1,852	1,910	21,845	32,310	16.5%	18.2%	54.3%	11.0%	0.0%		
	<b>Sub-total</b>	<b>285</b>	<b>285</b>	<b>1,852</b>	<b>1,910</b>	<b>21,845</b>	<b>32,310</b>	<b>16.5%</b>	<b>18.2%</b>	<b>54.3%</b>	<b>11.0%</b>	<b>0.0%</b>		
	<b>Total – all assets</b>	<b>14,901</b>	<b>14,901</b>	<b>20,948</b>	<b>19,260</b>	<b>760,870</b>	<b>1,209,998</b>	<b>20.5%</b>	<b>31.3%</b>	<b>37.3%</b>	<b>6.8%</b>	<b>4.0%</b>		

(a) Required maintenance is the amount identified in Council's asset management plans.

#### Infrastructure asset condition assessment 'key'

Satisfactory condition refers to an asset that is not due for renewal, where a condition rating scale from 1 (very good) to 5 (asset unserviceable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset. Condition 5 assets are taken as being overdue for renewal, as the end of condition 4 is the intervention point, useful life of the asset, at which time it should be renewed or disposed of.

#### Condition rating/ description

- 1 New or equivalent
- 2 Good condition without visible blemishes or deterioration
- 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.

## Report on infrastructure assets as at 30 June 2021 (continued)

- 5 Requires major repairs or is not suitable to remain in use due to a significant safety hazard, i.e. it is overdue for renewal.

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life). The backlog refers to asset renewals that have been deferred due to insufficient funds. Any asset in condition 5 is considered to have been deferred and overdue for renewal and therefore part of the backlog.



## Council of the City of Ryde

### Report on infrastructure assets as at 30 June 2021

#### Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2021	Indicator 2021	Indicators 20202019		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals <sup>1</sup>	23,569	124.17%	157.39%	218.78%	>= 100.00%
Depreciation, amortisation and impairment	18,981				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	14,901	1.96%	1.91%	1.58%	< 2.00%
Net carrying amount of infrastructure assets	760,870				
Asset maintenance ratio					
Actual asset maintenance	19,260	91.94%	91.13%	102.16%	> 100.00%
Required asset maintenance	20,948				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	14,901	1.23%	1.21%	1.15%	
Gross replacement cost	1,209,998				

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.





# ADDITIONAL STATUTORY REPORTING

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The 2020/21 Annual Report was completed before 30 November 2021 and was given to the Minister for Local Government on that date. Printed copies of the report are available at the Ryde Customer Service Centre and an electronic version is available at the following link: **[www.ryde.nsw.gov.au/annualreport](http://www.ryde.nsw.gov.au/annualreport)**.

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### 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 2020/21 using outcomes from the City of Ryde's Four-Year Delivery Plan 2020–2024 is presented in the Our Performance and Achievements section of this report (pages 20 to 117).

### 2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

Following the election of the current Council in September 2017, the City of Ryde Community Strategic Plan – *Our Vision for Ryde 2028*, was revised and adopted by Council in June 2018.

Integrated Planning and Reporting requirements detailed in the *Local Government Act 1993* require a report on Council's previous four years' progress implementing our Community Strategic Plan to be published in the annual report of the year in which an ordinary election of Councillors is held. The City of Ryde's End of Term report for the current Council has been tabled at the last meeting of Council for the current term and is included in this Annual Report, in advance of Council elections currently scheduled for December 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 2020/21 financial year are presented from page 154 (See General Purpose Financial Statements and Special Purpose Financial Statements).

### 4. Amount of rates and charges written off during 2020/21 – cl 132

Rates and charges written off = \$816.10

Statutory and voluntary pensioner rebates = \$1,759,939.37

Total = \$1,760,755.47

### 5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) – s 428 (4)(b), cl 217 (1)(a)

There were no overseas visits by Councillors, staff or other persons representing Council on council business during 2020/21.

### 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 2020/21 for the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions are presented on page 125 (see Our Council, Councillors' fees and expenses).

## 7. Details of each contract awarded for amounts greater than \$150,000 – cl 217(1)(a2)

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
Glascott Landscape and Civil Pty Ltd	Meadowbank Park Projects	\$3,555,639.87
Ferrycarrig Construction Pty Ltd	Ryedale Road Public Domain Upgrade	\$3,032,284.00
Business Security Management Services	Supply of Patrol and Static Guard Services	\$1,268,443.00
Katopa Holdings Pty Ltd t/a CBD Mechanical Electrical	Electrical Services	\$164,060.00
ETI-Raven	Electrical Services	\$154,218.00
Land and Marine Ocean Engineering Pty Ltd	Kissing Point Boat Ramp	\$797,876.00
Douglas Partners	Eastwood Central Geotechnical Investigation and Contamination Report	\$196,810.00
Woolcott Research Pty Ltd	Transactional Research Program	\$343,620.00
CA & I Pty Ltd	Coxs Road Public Domain Upgrade	\$2,611,508.00
Antoun	Kittys Creek Bridge Widening	\$768,590.81
Civil Works (NSW) Pty Ltd	Construction of Putney Beach Stairs	\$219,867.50
EBS Global Pty Ltd t/a Elite Bus Solutions	Bus Operator for Shop Ryder Community Bus Service	\$169,680.00
Shopfront Arts Co-op Ltd	Ryde Youth Theatre Program Delivery	\$375,000.00
Belmadar Pty Ltd	Construction of Multi-Deck Car Park Rowe Street Eastwood	\$7,248,948.00
WMA Water Pty Ltd	Flood Harmonisation Study	\$276,770.00
Commonwealth Bank	Banking Services	\$632,270.00
Total Drain Cleaning	CCTV Bulk Package Pipes and Pits	\$156,555.00
Combined Roofing Australia	Eastwood Library and Women's Rest Centre Roof Replacement	\$150,729.00

## 8. Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

The following table (Table 9) summarises the amounts incurred by the Council during the year in relation to legal proceedings taken by or against the Council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed). The subsequent table (Table 10) 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 2020 and ending on 30 June 2021.

Legal proceedings under insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters are not captured in Table 10.

**Table 9. Summary of the amounts incurred by the Council in relation to legal proceedings**

	<b>ACTUAL (EXCL GST)</b>
Legal fees – voluntary planning agreements and works in kind	27,843
Legal fees – Property	45,826
Legal fees – Commercial agreements	-
Legal fees – Environmental, regulatory, waste and compliance	19,825
Legal fees – Governance	2,100
Legal fees – Other	424,425
Legal fees – Experts	464,016
Legal fees – Planning and development	800,107
Legal fees – Recovered	(185,995)
Other expenses	-
<b>Grand Total</b>	<b>1,598,147</b>

**Table 10. Summary of legal costs**

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 260465 of 2016 – Class 4 Enforcement – 176 Princes Street, Putney	Enforcement proceedings commenced against the respondents for a failure to comply with Stop Work Order.	Ongoing
Land and Environment Court No 165218 of 2017– Class 4 Enforcement – 176 Princes Street, Putney	Appeal against Council's actual refusal of a Building Certificate Application.	Ongoing
Land and Environment Court No 25398 of 2019 – Class 1 Appeal – 20 Waterview Street, Putney	Appeal against the deemed refusal of Development Application 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.	Appeal upheld
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 Council.	Appeal discontinued
Land and Environment Court No 106204 of 2019 – Class 1 Appeal – 68-70 Blaxland Road, Ryde	Appeal against the refusal of Development Application Modification under section 4.55 of the Act to modify development consent by modifying certain conditions of that development consent.	Appeal discontinued
Land and Environment Court No 122025 of 2019 – Class 1 Appeal – 19-23 Samuel Street, Ryde	Appeal against the deemed refusal of Development Application for the demolition of existing buildings and associated structures and construct a multi-dwelling development.	Appeal upheld



NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 173251 of 2019 – Class 1 Appeal – 47-51 Irene Crescent, Eastwood	Appeal against the actual refusal of Development Application for a new multi-dwelling housing development comprising 9 dwellings (4 x 2 storey and 5 x single-storey dwellings), tree removal and diversion of existing stormwater line/easement.	Appeal discontinued
Supreme Court Appeal No 232774 of 2019 – 41-45 Belmore Street, Ryde	The plaintiff (Owner's Corporation) sues the 1st defendant (Builder) and 2nd 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 (Council).	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 applications for remediation, demolition and tree removal.	Appeal upheld
Land and Environment Court No 349996 of 2019 – Class 4 Proceedings – 13 Monash Road, Gladesville	Proceedings in relation to enforcement of order to cease unauthorised dining area contained within the road reserve.	Order upheld
Land and Environment Court No 363734 of 2019 – Class 1 Appeal – 31 Cobham Avenue, Melrose Park	Appeal against the actual refusal of Development Application for change of use of a ground floor Home Business premises to a Business Premises for use as a tattoo parlour.	Appeal upheld
Land and Environment Court No 363828 of 2019 – Class 1 Appeal – 25 Sturdee Street, North Ryde	Appeal against the deemed refusal of Development Application for the construction of a new double storey dual occupancy.	Appeal upheld
Land and Environment Court No 377019 of 2019 – Class 1 Appeal – 2 Woodbine Crescent, Ryde	Appeal against the actual refusal of Development Application for demolition of existing housing and erection of attached dual occupancy dwelling.	Appeal upheld
Land and Environment Court No 389003 of 2019 – Class 1 Appeal – 53 Lavarack Street, Ryde	Appeal against the refusal of Development Application for the construction of a new 2 storey attached dual occupancy with strata subdivision, landscaping and parking.	Appeal upheld
NCAT Tribunal No 399352 of 2019 - Department of Planning	Appeal against release of information re Cladding on Buildings in Ryde — GIPA request.	Appeal upheld

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 404157 of 2019 – Class 1 Appeal – 46-48 Blaxland Road, Ryde	Appeal against actual the refusal of Development Application for alterations & 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. 2 x 2-bedroom units) and commercial space associated with existing medical centre.	Appeal dismissed
Land and Environment Court No 404426 of 2019 – Class 1 Appeal – 155 Church Street, Ryde	Appeal against the deemed refusal of a Development Application for demolition, excavation, site works and construction of a Part 8, Part 12 storey mixed use building comprising of a supermarket, five (5) speciality shops, two (2) 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 for demolition of existing building and construction and strata sub-division of an attached dual occupancy development.	Appeal upheld
Land and Environment Court No 47873 of 2020 – Class 1 Appeal – 153 Coss Road, North Ryde	Appeal against the deemed refusal Development Application for 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.	Appeal upheld
Supreme Court Appeal No 89803 of 2019	Contractual dispute as to recycling contract.	Discontinued
Land and Environment Court No 149061 of 2020 – Class 1 Appeal – 29-35 Buffalo Road, Gladesville	Appeal against actual refusal of Development Application for the construction of two warehouse buildings with ancillary office space, retail tenancies and associated works.	Appeal upheld
Land and Environment Court No 168439 of 2020 – Class 3 Appeal – 86 Blenheim Road, North Ryde	Objection pursuant to section 66 of the <i>Land Acquisition (Just Terms Compensation) 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 Council to the Applicant, for the compulsory acquisition of Lot C in Deposited Plan 410408, known as 86 Blenheim Road, North Ryde.	Ongoing

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 168457 of 2020 – Class 3 Appeal – 12A and 14A Epping Road, North Ryde	Objection pursuant to section 66 of the <i>Land Acquisition (Just Terms Compensation) 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 Council to the Applicant, for the compulsory acquisition of Lots D and E in Deposited Plan 410408, known as 12A and 14 Epping Road, North Ryde.	Ongoing
Land and Environment Court No 197265 of 2020 – Class 1 Appeal – 35 Anthony Road, Denistone	Appeal against refusal of Development Application for demolition, new multi-dwelling housing comprising three attached dwellings and strata subdivision.	Appeal discontinued
Land and Environment Court No 202170 of 2020 – Class 1 Appeal – 5 Cooney Street, North Ryde	Appeal against deemed refusal of Development Application for internal alterations to an existing dwelling house to create a dual occupancy (attached) and strata subdivision.	Appeal discontinued
Land and Environment Court No 202174 of 2020 – Class 1 Appeal – 128 Wicks Road, North Ryde	Appeal against deemed refusal of Development Application for internal alterations to an existing dwelling house to create a dual occupancy (attached) and strata subdivision.	Appeal discontinued
Land and Environment Court No 213049 of 2020 – Class 4 Judicial Review – 257, 259 and 261 Pittwater Road, North Ryde	Judicial Review of Complying Development Certificate in relation to premises known as 257-259 Pittwater Road, North Ryde.	Ongoing
Land and Environment Court No 233588 of 2020 – Class 1 Appeal – 18-26 West Parade, West Ryde	Appeal against refusal for Development Application Modification to make the Hotel's extended hours permanent. Previous consent granted by Council enabled the Hotel's trading hours until 3.00am Monday to Saturday and until 12.00 midnight Sunday. The extended trading hours were approved by Council on a 12-month trial basis.	Appeal upheld

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 258084 of 2020 – Class 1 Appeal – 964-970 Victoria Road, West Ryde	Appeal against actual refusal of Development Application for the demolition of existing structures, excavation for 1 basement car park level, construction of a 5 storey boarding house comprising 41 rooms, 1 Manager's room, 1 commercial tenancy fronting Victoria Road and 15 car parking spaces contained within 2 levels of car parking.	Ongoing
Local Court Hornsby No 301715 of 2020 – Statement of Claim for Damages	Nuisance and negligence claim by owner of residential property against adjoining neighbour and Council for overflowing pool waters.	Claim against Council discontinued
Land and Environment Court No 323209 of 2020 – Class 1 Appeal – 142-148 Coss Road, North Ryde	Appeal against actual refusal of Development Application for alterations and additions to an existing commercial building including for use as a child-care centre.	Appeal discontinued
Land and Environment Court No 332805 of 2020 – Class 1 Appeal – 52 Buffalo Road, Gladesville	Appeal against Council's Stop Use Order (Development Control Order pursuant to Item 1, Part 1 of Schedule 5 of the <i>Environmental Planning and Assessment Act 1979</i> ) by property occupant.	Appeal discontinued
Land and Environment Court No 332817 of 2020 – Class 1 Appeal – 52 Buffalo Road, Gladesville	Appeal against Council's Stop Use Order (Development Control Order pursuant to Item 1, Part 1 of Schedule 5 of the <i>Environmental Planning and Assessment Act 1979</i> ) by property owner.	Appeal discontinued
Land and Environment Court No 342039 of 2020 – Class 1 Appeal – 6A to 8C Monash Road, Gladesville	Appeal against the refusal of Development Application for alterations and additions to the lower and ground floor of an existing commercial building to be used as a 53 place child care centre.	Ongoing
Supreme Court No 364207 of 2020	Contractual dispute as to advertising on Council property.	Ongoing
Land and Environment Court No 36545 of 2021 – Class 1 Appeal – 298-312 Blaxland Road, Ryde	Appeal against the deemed refusal of Development Application for the demolition of existing buildings and structures and construction of a multi-dwelling housing development containing 30 dwellings, in six multi-dwelling pods, 3 x dual dwelling buildings and one free standing dwelling over a split basement.	Ongoing



NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 51013 of 2021 – Class 1 Appeal – 142-148 Coxs Road, North Ryde	Appeal against the actual refusal of Development Application for alterations and additions to the existing building to accommodate a 135 place child-care centre on the first floor, change of use of tenancy 5 and 7 on the ground floor to office.	Ongoing
Land and Environment Court No 52661 of 2021 – Class 1 Appeal – 99 Elliott Avenue, East Ryde	Appeal against Council's refusal of Building Information Certificate.	Ongoing
Supreme Court No 163392 of 2021 – 142-148 Coxs Road, North Ryde	An order that an easement is imposed, under section 88K of the <i>Conveyancing Act 1919</i> , over the land at Lot 1 DP605185 (also known as 151 Coxs Road, North Ryde) for the benefit of Lot 41 DP560408 and Lot 3 DP220894 (also known as 142 and 144-148 Coxs Road, North Ryde) being an easement for a right of carriageway over council car park.	Ongoing
Land and Environment Court No 80512 of 2021 – Class 4 Judicial Review – 47 to 51 Irene Crescent, Eastwood	Judicial Review of Complying Development Certificate (CDC) and Modified Complying Development Certificate (MCDC).	Ongoing
Land and Environment Court No 149034 of 2021 – Class 1 Appeal – 2 Deakin Street, West Ryde	Appeal against actual refusal of Development Application for construction of a multi-unit dwelling development consisting of 3 dwellings (1 x two storey five bedroom dwelling and 2 x single storey 3 bedroom dwellings).	Ongoing
Land and Environment Court No 174218 of 2021 – Class 1 Appeal – 64 Pellisier Road, Putney	Appeal against the deemed refusal of Development Application for partial demolition, alterations and addition to existing dwelling.	Ongoing
Land and Environment Court No 186603 of 2021 – Class 1 Appeal – 26 Beattie Avenue, Denistone East	Appeal against refused Development Application for demolition of existing structures and construction of a two storey child-care centre for 68 children and 10 staff with basement parking for 13 vehicles.	Ongoing
Land and Environment Court No 197380 of 2020 – Class 1 Appeal – 68 Blaxland Road, Ryde	Appeal against deemed refusal of Development Application to make alterations to the gaming room of the existing hotel and extend hours of operation from 2.00am until 4.00am Monday to Saturday.	Appeal upheld

## 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:

17 and 19 Harford Street, North Ryde – As part of Council's Stormwater Asset Replacement Renewal program, the open channel within the private lands between 17 and 19 Harford Street was identified in poor condition and required rehabilitation. The project included the construction of a sandstone retaining wall on the open channel to prevent any potential collapse of the channel banks. The cost of these works was approximately \$98,000 (fully subsidised by Council).

## 10. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)

Council provides a significant grants program supporting local not-for-profit organisations and community groups (and in some cases individuals) to carry out special projects that contribute to community wellbeing and help build a vibrant community culture. This year, a review of the City of Ryde Community Grants Policy was undertaken to ensure its guiding principles and standards remain consistent with strategic program objectives – building community group capacity and addressing community need in line with the 2028 Community Strategic Plan.

During the year Council approved a total of \$472,284 in community grants funding to support 75 projects.

We also partnered with Grant Guru to create the City of Ryde Grant Finder. This free service provides a comprehensive list of funding and grant opportunities across Australia. Users are able to search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

Funding was provided in the following grant categories in 2020:

- Seniors grants
- Capacity building grants
- Event grants
- Sports and recreation grants
- Community projects
- Inclusion grants
- Social support grants
- Small grants.

In 2021 following the implementation of the new Community Grants Policy, funding was provided in the following categories:

- Community wellbeing grants
- Events grants
- Arts and creativity grants
- Community facilities and equipment grants
- Sport and recreation grants
- Small grants

These grants are one way Council supports our local community groups to grow, prosper and carry out special projects that benefit the community.

## 11. Statement of all external bodies that exercised functions delegated by Council.

No external bodies exercised functions delegated by Council.

## 12. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.

The Joint Library Service Agreement between the City of Ryde and Hunter's Hill Council concluded on the 30 June 2020 and consequently did not apply for the 2020/21 year.

### 13. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

The City of Ryde is involved in the following partnerships, co-operatives and joint ventures:

- Northern Sydney Regional Organisation of Councils (NSROC) – NSROC is a voluntary group of seven northern Sydney councils that exists to further the interests of its members and the communities they represent.
- NSROC Supply Management Group – this joint venture comprises NSROC councils with the objective of reducing expenditure by utilising bulk purchasing power for common products.
- 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 the City of Ryde. We have recently entered into an agreement with Ausgrid to initiate accelerated LED replacements across Council's residential streets.
- Parramatta River Catchment Group – catchment partnership group of 10 councils to oversee improvements to the health of the Parramatta River towards swimmability by 2025 under the Masterplan. Council currently sits on the Executive for this group.
- Resilient Sydney – a joint initiative by all 33 Sydney metropolitan councils to plan for and address acute shocks and stresses associated with urbanisation, population growth and climate change impacts, involving working with State government agencies, community groups and business.
- Green Building Council of Australia – peak sustainability and built environment performance body coordinating participating local government areas to improve building stock and controls to lessen environmental impact, improve performance and deliver healthy communities long term.
- Macquarie-Ryde Futures Partnership – this joint initiative between Macquarie University and the City of Ryde provides a structured forum to encourage collaboration between the University and Council, and to harness the research, planning, development and engagement capacities of the University to support the City of Ryde's 2028 Community Strategic Plan.
- The Macquarie Park Innovation District (MPID) – a membership-based group of large corporates, Macquarie University and the City of Ryde in Macquarie Park. This group aims to work collaboratively to advance Macquarie Park as a globally recognised innovation district. The City of Ryde sits on the MPID CEO Steering Committee that meets quarterly. We also partner with MPID to deliver events, hackathons and other initiatives that support business or promote Macquarie Park as a destination to live, work, invest and visit.
- Venture Café – the City of Ryde is a co-founder of Venture Café Sydney in Macquarie Park, which is the eighth 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 – a joint venture between Ryde, Ku-ring-gai, Hunters Hill, Lane Cove, Willoughby and Mosman councils to deliver a best value waste processing and disposal contract.
- A non-binding Memorandum of Understanding with five local Chambers of Commerce signalling Council's intention to work in good faith and collaborate to support the local business community. Participants in this agreement are City of Ryde, Eastwood Chamber of Commerce, Gladesville Chamber of Commerce, Korean Community of Commerce in the City of Ryde Inc, Macquarie Park Ryde Business Chamber Inc and West Ryde Chamber of Commerce Inc.
- Eastwood Gladesville Liquor Accord – the City of Ryde, NSW Police and NSW Health have non-voting representatives on the Executive Committee for this accord. Membership comprises the majority of the clubs and hotels in the local area and a number of restaurants and bottle shops, working to reduce alcohol-related problems, anti-social behaviour and violence in and around licensed premises.

#### 14. Statement of activities undertaken to implement Council's EEO management plan.

The City of Ryde continues to meet its legislative obligations under the *Local Government Act (NSW) 1993*, which includes ongoing revision of our Equal Employment Opportunity (EEO) and Diversity 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 135 in the Working at the City of Ryde section of this report for details of Council's activities to implement our EEO and Diversity Management Plan.

#### 15. Statement of the total remuneration comprised in the remuneration package of the General Manager.

Remuneration levels for Council executives take many factors into account, including work value, the complexity of jobs and external independent and market-related benchmarks. This ensures remuneration levels for executives are appropriate and that Council is well placed to retain and attract executives with the skills necessary to help deliver value-for-money services to the community.

Executive staff members (the General Manager and directors) are engaged under fixed-term, performance-based contracts.

The total remuneration comprised in the remuneration package of the General Manager and senior staff are as follows:

TOTAL REMUNERATION	
<b>General Manager</b>	\$427,335
<b>Senior Staff</b>	\$1,877,324

The City of Ryde's senior staff consist of the General Manager, four Directors, one Legal Counsel and the Chief Financial Officer. The senior staff component includes termination payments of accrued leave for one position.

#### 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.

Stormwater pipelines located on Monash Road and Cilento Crescent were assessed to be in poor structural condition as part of the proactive stormwater condition assessment program. Construction works on Monash Road involved the construction of upgraded stormwater pipes and repairs to existing stormwater pipes. Construction works at Cilento Crescent involved the replacement of existing stormwater pipes with minor pipe relining works. These upgrades have significantly reduced the extent of flooding in the area.

Improvements to the open channel along Mars Lane were undertaken to increase the capacity of the channel by constructing higher earth mounds, energy dissipation measures and rock armour of the channel to minimise localised flooding and erosion experienced by neighbouring residents.

#### 17. A statement detailing the coastal protection services provided.

Please refer to the Foreshores and Seawalls section on page 62 of this report for details of coastal protection services provided.

#### 18. The annual report of a Council in the year in which an ordinary election of Councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan.

The State of the Environment Report is included as a separate section of this report (refer to page 328).



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 2020/21 Council has not entered into any such agreement with any building owner this year.

20. Report on special variation expenditure if required to do so by the instrument made by the Minister.

In accordance with the instrument of approval for the special rate variation as issued by IPART on 19 May 2015, the following is reported for the 2020/21 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 2020/21 financial year in accordance with the IPART determination. These funds have been restricted and spent in accordance with their nominated purposes.

b. Any significant differences between the proposed program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences:

There were no significant variations between the proposed program of works outlined within the IPART determination of Council’s SRV and Council’s allocation of funds relating to the SRV in its current version of the Long Term Financial Plan.

c. The outcomes achieved as a result of the Special Variation.

The SRV fund have been used to address renewal works in the following asset categories:

- Roads Program
- Footpaths and Cycleways
- Catchment Program
- Open Space and Recreation
- 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 infrastructure such as roads, footpaths, recreation facilities and catchments, which would otherwise continue to deteriorate to a point of failure. It has meant that the works and costs to renew the infrastructure are reduced as damage to the underlying structures is not exacerbated by continued utilisation of these assets left in service. The renewal programs for other infrastructure such as 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 2020/21 financial year	13.0
SRV funds expensed during the 2020/21 financial year	9.3
Restricted funds carried forward into 2021/22 financial year	6.9

e. Any significant differences between the Council’s actual revenues, expenses and operating balance and the revenues, expenses and operating balance forecast in the Long Term Financial Plan and the reasons for those differences, and any corrective action taken or to be taken to address any differences reported under clause 2.11.e).

There were no significant differences noted.

## 21. Report on capital works projects.

Reports on progress in implementing capital works projects are included in the Capital Works Program tables in relation to each Council service in our outcome reports commencing on page 20 of this report.

## 22. Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – cl 217 (1) f

### COMPANION ANIMALS GUIDELINES REPORT

#### 1. Animals seized by Council Rangers

ANIMAL	TOTAL	OWNER	RESCUE	BLACKTOWN H/F
Cats	3			3
Dogs	13	6	1	6

2. This was a decrease from the 54 recorded in the previous financial year.

3. Data from Council seizure report – Animals at Blacktown Holding Facility (H/F).

ANIMALS	COUNCIL SEIZED	SURRENDERS	RELEASED TO OWNER	SOLD	REHOMED	EUTHANISED
Cats	6	4		3		4
Dogs	3	1	1	1	1	2

4. There were 58 reported dog attacks during 2020/21, which is a 28 percent decrease on the previous financial year.

5. The combined expenditure budget for Companion Animal Management for 2020/21 was \$330,000, which is an increase on the previous year because of a new Companion Animal Administration position whose objective is to administer the registration and cat permit program and to create strategies around Companion Animal education.

6. We continue to promote Companion Animals legislation through our website, various City of Ryde publications, our micro-chipping program and ongoing participation at selected community events.

7. We have several strategies in place to promote and assist with the desexing of dogs and cats, including the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Mini Kitty Commune, Cat Protection Society and WLP). One of our vets provides a reduced fee for desexing animals, which was brought about through our work with local vets.

8. Section 64 of the *Companion Animals Act 1998* 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 Holding Facility but also local vets and Small Animal Specialist Hospital (SASH) to seek alternatives to euthanasia for unclaimed animals.

9. 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. This is evident from our reduction in companion animals being taken to Blacktown Holding Facility last financial year.

10. Blacktown Holding Facility works with various not-for-profit organisations that provide a rehoming service for cats and dogs.
11. The City of Ryde maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our website. A dog recreation needs study was completed this year and our off leash parks increased by 13 parks.
12. 16.5 Section 85 (1A). During the last financial year Council used money received from the fund for the management and control of companion animals through the following ways: purchasing new equipment for officers involved the management of animals, helping to offset the increased pound fee charges, officers' wages and to fund the new Companion Animal Administration position.
13. Our main focus the last financial year was to adopt a plan of action to notify residents first through an education program.

The education program focused on the following:

- Informing cat owners why permits are required
- Offering material to assist them apply using the Pet Register
- Providing a help line should the animal owner require assistance.

The program is currently on hold until after the Greater Sydney lockdown, in which time we are preparing a strategy to commence the program once out of lockdown.

## 23. Information included on government information public access activity.

*Government Information (Public Access) Act 2009, s 125(1), Government Information (Public Access) Regulation 2018, cl 8, Schedule 2*

### Review of proactive release program - Clause 8(a)

Under section 7 of the *GIPA Act*, agencies must review their programs for the release of government information at least once every 12 months to identify the kinds of information that can be made publicly available.

During the reporting period we reviewed this program by examining the information currently provided on the City of Ryde website, in public areas at council offices, in local newspapers and provided in response to requests from the public. The website continues to be a primary source for providing information to the public and provides timely and detailed reporting on current matters relating to Council.

The most common requests for information received by Council relate to development or building records.

The City of Ryde 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 are progressing towards publishing information for all development applications on our website rather than just those for key developments.

Council also 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). Health restrictions have at times prevented the public from attending our offices to inspect Open Access information during this reporting period. To overcome this, as much information as possible is provided directly to the customer in digital form. Screen-sharing has been employed to facilitate viewing in certain circumstances.

City of Ryde continues to provide as much pre-Open Access development information in response to informal requests and only requires a formal access application when lengthy and detailed searches are required.

Social media continues to be an effective mechanism to share information with the public.

An assessment of information that has been released informally has revealed that there have been no new opportunities to proactively disclose information. 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

74

## 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 the 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
1	0

## Statistical information about access applications

**TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	0	0	0		0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	34	5	1	7	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	2	0	1	0	0	0	0
Members of the public (other)	12	3	2	4	1	1	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)	48	10	3	12	1	0	0	3
Access applications that are partly personal information applications and partly other	0	0	0	0	0	1	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)	10
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	10
Invalid applications that subsequently became valid applications	9

**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	1
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
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	2
Law enforcement and security	1
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	2
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)	54
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	14
<b>Total</b>	<b>71</b>

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT  
(BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	1	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT  
(BY TYPE OF APPLICANT)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION  
2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

## 24. ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

Particulars of compliance with and effect of planning agreements in force during the year – s7.5(5)

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
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	A Planning Agreement was entered into in October 2016 and proposed the following public benefits: <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>	The community facility was delivered in September 2020 and was under a defects liability period.
25-27 Epping Road, Macquarie Park NSW 2113	Greenland (Sydney) Lachlan's Line Macquarie Park Development Pty Limited	The Agreement was entered into on 29 November 2017 and proposed the following public benefit: <ul style="list-style-type: none"> <li>\$900,000 worth of additional fitout to the community facility being provided under the North Ryde M2 Site (Lachlan's Line) VPA.</li> </ul>	Development under construction. Securities over public benefits have been submitted. Road closure for the tunnel process has commenced. Road closure cannot progress until further information is submitted by the applicant to resolve concerns expressed by other public agencies.
85-97 Waterloo Road, Macquarie Park NSW 2113	The Trust Company Limited 004 027 749 as custodian for Goodman Australia Industrial Trust No. 3 and Goodman Funds management Australia Limited and Sydney North Planning Panel	The agreement was entered into on 27 March 2019 and proposed the following public benefits: <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>	Completion and dedication of Banfield Road occurred early in the 2020/21 financial year and is currently under a defects liability period.



Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
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 of \$2.1 million</li> <li>Total value of the VPA is approximately \$11 million.</li> </ul>	<p>Development is under construction. Securities over public benefits have been submitted.</p> <p>Monetary contribution paid prior to construction commencing in the 2019/20 financial year.</p>
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>	Securities over public benefits have been submitted.
197-223 Herring Road, Macquarie Park (Macquarie Shopping Centre)	AMP Capital Funds Management Limited and AMP Macquarie Pty Limited	<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. 5,000m<sup>2</sup> 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>	Operating. No particular matters in relation to the VPA occurred during reportable period.
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	<p>The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Monetary contributions for particular development and intersection works in accordance with the conditions of the concept approval.</li> </ul>	Operating. Part of monetary contributions paid during the report period to amount of \$401,793.12.

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
11-17 Khartoum Road and 33-39 Talavera Road, Macquarie Park	The Trust Company Limited and Stockland Trust Management Limited as Trustee for Advance Property Fund and Sydney North Planning Panel	<p>The Planning Agreement was entered into on 2 December 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <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>	Operating, enforcement security lodged upon execution. Stage 1 under construction and enforcement securities lodged. Deed of Amendment executed between the parties during the reporting period that altered timing of items to be delivered to match DA staging amendments. Quantum of public benefits remains the same.
2-6 Chatham Road, West Ryde	Tesco Projects Pty. Ltd	<p>The Planning Agreement was entered into on 18 January 2021 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>3 x affordable housing apartments; and</li> <li>Upgrade of the public domain and road improvements.</li> </ul> <p>Estimated (combined) construction cost of public benefits \$1.24 million</p>	Operating and registered on title of the land.
1 Eden Park Drive, Macquarie Park	Kamirice Pty Limited	<p>The Planning Agreement was entered into on 24 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Construction of pedestrian access path and provision of public access easement</li> <li>Monetary contribution - \$176,546.69</li> </ul>	<p>Operating and:</p> <ul style="list-style-type: none"> <li>Securities provided</li> <li>Monetary contributions paid</li> <li>Construction commenced on public access path.</li> </ul>
63-71 Waterloo Road, Macquarie Park	UT 65 Pty Ltd	<p>The Planning Agreement was entered into on 24 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Construction and dedication of part of Road 1 in the Macquarie Park Access Network to value of \$2.9 million</li> <li>Monetary contributions in stages to total amount of \$5,770,350.</li> </ul>	Operating. No particular matters in relation to the VPA occurred during reportable period.

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2020/21
45 to 47 Epping Road, Macquarie Park	Total Forms Pty Limited and PS1875 Property Holdings Pty Limited	<p>The Planning Agreement was entered into on 19 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Payment of monetary contribution of \$2,148,620 in stages over the life of the development</li> </ul>	Operating. No particular matters in relation to the VPA occurred during reportable period.
9 to 13 Waterloo Road, Macquarie Park	Waterloo Projects Pty Ltd	<p>The Planning Agreement was entered into on 12 August 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> <li>Payment of \$336,300 to Council toward the construction of pedestrian footpath upgrades</li> </ul>	Operating. No particular matters in relation to the VPA occurred during reportable period.

## 25. PUBLIC INTEREST DISCLOSURE ACT 1994 and REGULATION

Council continues to maintain and update its framework for the reporting of any potential public interest disclosures. Following the extensive revamp of policies and procedures in the previous year we have again sought to continuously monitor and update the public interest disclosure framework. This has included an ongoing minor update of policies, procedures and associated templates. Council has also continued to promote awareness through email messaging, newsletters and posters. An internal reporting e-learning module is also available.

During 2020/21, the City of Ryde received no new Public Interest Disclosures.

## 26. Report on certain proposed capital works projects where a capital expenditure review has been submitted

A capital expenditure review has been completed for the Ryde Central Project. Following approval to redevelop the Ryde Civic Centre site by the Sydney North Planning Panel in February 2021, work on the City's new community and civic hub Ryde Central has commenced with the demolition of the old Ryde Civic Centre. The project is scheduled to be completed in 2023.

Progress reports on the Ryde Central project and Council's other capital works projects are included throughout this Annual Report.

## 27. Compliance with the Carers Recognition Act 2010

Council does not provide services directed at carers and/or people being cared for by carers.

## 28. Disability Inclusion Act 2014

The City of Ryde worked together with Hunters 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 the DIAP, City of Ryde, Hunters 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>	
1c. Create a regional recognition system to identify businesses that are accessible and welcoming to people with disability. (Eg. identifying stickers, new app)	Advancing to piloting a program, in early 2022, in partnership with relevant Council departments that would support a recognition program for businesses who are accessible, inclusive, and overall welcoming.
2a. Deliver a targeted community education campaign on appropriate language and respectful behaviours towards people with disability for schools, businesses and community	<p>Schools, business and community campaign was unable to be delivered due to COVID-19 restrictions during 2020/21.</p> <p>This action item will be carried over into the next Council DIAP.</p>
2b. Include information regarding accessibility and inclusion to the community when dealing with Council through the hire of venues and facilities or grant applications	<p>Facilities for hire — information listed on website in relation to accessibility of venues.</p> <p>Grants — alternative methods available for community members to receive information about the grants program are outlined in the grant guidelines.</p>
2c. Offer workshops to local businesses on inclusion, accessibility, and the rights of people with disability	The pilot program being advanced early 2022 in partnership with relevant Council departments will further provide education around inclusion, accessibility and understanding the rights of those with a disability.
<p>3h. Work with organisations to identify opportunities to support innovative and inclusive activities for people with disability such as:</p> <p>New inclusion grant category that facilitates new technologies for digital inclusion</p>	The City of Ryde Grants Program now includes the community wellbeing category – this category aims to develop a connected and inclusive community that promotes health, safety, accessibility and liveability.
3i. Review and facilitate provision of sport and recreation programs for people with disability	Collaborating with Lane Cove and Hunters Hill councils to deliver an Active Inclusion Day in 2021. Sports NSW to facilitate the event.
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> <p>When planning events, the Events Team completes a risk assessment to ensure the event is accessible or has accessible options for the community who are attending or who are participating in the event.</p> <p>The online event planning guide has information throughout about creating accessible events however, a section specifically on creating Inclusive and Accessible events is being created.</p>
4b. Encourage volunteers to assist people with disabilities at Council events	In-person events on hold due to COVID-19.
4c. Create opportunities for people with a disability to be a volunteer at Council events	In-person events on hold due to COVID-19.
4d. Provide an exclusive day and free entry for people with disability at major Council facilities (eg. at the Ryde Aquatic Leisure Centre, libraries, gallery or other facilities)	Not completed due to COVID-19.



Action	Outcome
<b>ii. Creating liveable communities</b>	
1e. Increase funding and implementation of Pedestrian Access and Mobility Plan (PAMP) items and footpath configuration within a new funding cluster.	PAMP upgrades being completed under the footpath renewal (PAMP replacement), footpath expansion (PAMP construction) and road kerb renewal clusters.
1j. Review and revise public domain signage to improve legibility and consistency, to assist people with disability move around our City.	No action has been instigated in 2020/21. It is our intention to undertake an audit of the public domain in our town and neighbourhood centres. Signage will form part of this audit; anticipated in 2022.
2e. Review the function and services provided at RALC to support better access and inclusion.	Not completed due to COVID-19.
3d. Review the progress of bus shelter contract renewal. Annual program of accessibility upgrades and renewal of the public domain to support implementation of adaptable lighting to deliver above compliance bus stops in accordance with the Disability Standards for Accessible Public Transport 2002.	Bus shelter contract matters are currently being discussed.  Council has adopted a five year Disability Discrimination Act bus stop upgrade program (2020-2025) to upgrade all the bus stops to comply with the DSAPT 2002 and DDA 1992 requirements. Bus stops will be lit above the roadway lighting requirements as per AS1158. Council is progressively upgrading streetlights to LED. More than 54 percent of our entire lighting network is now upgraded to LED. This provides better visibility and uniform light distribution across the streets.
3e. Establish audit program to assess signage for Council facilities on both existing and new facilities.	Audit is yet to commence.  Clear and distinctive signage recognised in our Halls and Facilities Strategy as a key planning principle for new community facilities.
3f. Upgrade and renew the provision of public accessible toilets in key facilities and recreational spaces such as aquatic centres, main shopping centres and regional parks.	Universal design identified as a key planning principle in the Social and Cultural Infrastructure Plan for new facilities.  All upgrades and enhancements are factoring in accessibility and amendments made where possible.
<b>iii. Supporting access to meaningful employment</b>	
2a. Encourage major local shopping centres to offer a certain percentage of spaces at reduced rents for social enterprises that employ people with disability at standard wages.	This action has been deferred due to COVID-19 disruptions to the retail sector.
2g. Educate employers on the opportunities and benefits of employing people with disability including through the provision of social enterprise training for local organisations and businesses	A pilot program is being advanced in early 2022 which will provide further education around employment of people with disability for businesses. It will also inform businesses about inclusion, accessibility and understanding the rights of people with disability.
3a. Work in partnership with a disability employment agency to recruit and refer people with disability to volunteer with community organisations	Programming focused on volunteer engagement through disability employment agencies has been postponed due to COVID-19. While programming has been postponed Council promotes new volunteering opportunities in the community through our local interagency meetings
3d. Facilitate partnerships between schools, local businesses, and education institutions to create outcome-based pathways to employment for people with disability and align courses to industry employment need.	Council collaborates with the National Disability Coordinators Office, local TAFEs, local businesses and interagencies to find pathways to employment. Due to COVID-19, pathway referrals have reduced in frequency but Council still endeavours to form relationships to further explore career opportunities for people with disability.

Action	Outcome
<b>iv. Improving access to services through better systems and processes</b>	
1d. Promote availability of Auslan sign language interpreter at Council meetings, events and on a 'at request' basis	The promotion of Auslan sign language interpreter at events is available through Council's online access statement
2a. Update community engagement protocols to include principles of Universal Design for Learning in engagement approaches.	The principles of universal design have been considered in the updated Communications and Engagement Strategy and Policy, which was endorsed by Council in June 2021.
2b. Develop a checklist and training for staff for community engagement to be accessible and inclusive.	Development of a checklist and training for staff will be included in the procedure to be developed in 2020/21.
3d. Provide a request process to allow people with disability to seek adjustments and modifications to Council offices.	<p>City of Ryde has incorporated a Reasonable Adjustment Policy for potential job applicants and employees. Potential job applicants may make a request for reasonable adjustment when invited to attend an interview, if the request can be accommodated to the satisfaction of both parties, the adjustment will be implemented.</p> <p>Employees may make requests in writing to their supervisor or manager for reasonable adjustment. People and Culture, in consultation with Work Health and Safety, will assess the requests for reasonable adjustments in consideration of the inherent requirements of the role and the provision of a safe work environment.</p>
3e. Provide a dedicated service/space at community and Council facilities for people with disability who do not have access to, or skills in, technology.	Customers with disability can access Council's Customer Service Centre located in Top Ryde Shopping Centre or can engage with our customer service team on the telephone and through other communication mediums for any enquiries they may have. Council has also provided technology training for community members at our libraries through the Be Connected program and through Seniors Festival events. Council also worked with its community partners to promote these organisations' Be Connected programs for different community groups.
3f. Investigate opportunities to reduce fees at Council facilities and for Council services for people with disability.	Council provides reduced hire fees for local not for profit organisations that provide support and programs for persons with disabilities accessing Council's community facilities.
3g. Investigate the provision of a one stop shop for information and Council customer services in a central and accessible location.	Customers can access Council's Customer Service Centre which is located at Top Ryde Shopping Centre. Customers are also able to access customer services and information through other forms of communication (eg email, phone and mail).
4g. Provide support and services for young carers with caring responsibilities.	Council provides events and activities for Carers Week each year and provides referral pathways for young carers through our local community organisations.

## 29. Recovery and threat abatement plans. *Fisheries Management Act 1994*

No recovery and threat abatement plans are known to have been completed by Council in this period.

## 30. Details of inspections of private swimming pools. *Swimming Pools Act 1992 s 22F(2), Swimming Pools Regulation 2018 cl 23*

The City of Ryde conducted a total of 603 private swimming pool barrier fence audits during 2020/21.

### NUMBER OF SWIMMING POOL INSPECTIONS THAT WERE CARRIED OUT UNDER DIVISION 5 OF PART 2 OF THE SWIMMING POOLS ACT 1992 THAT:

(a) Were of tourist and visitor accommodation	-
(b) Were of premises on which there were more than two dwellings	3
(c) Resulted in the Council issuing the following:	
(i) a certificate of compliance under section 22D of the <i>Swimming Pools Act 1992</i>	281
(ii) a certificate of non-compliance under clause 21 of the <i>Swimming Pools Regulation 2018</i>	77

# 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
<b>Strategy and Analysis</b>	
G4-1 CEO statement	A year in review – A message from our Mayor A message from our General Manager
G4-2 Risk and Opportunities	A year in review – A message from our Mayor A message from our General Manager A Year in Review Corporate Governance – The Council Organisation - Internal audit, risk management and business continuity planning Community Financial Report All Outcome reports
<b>Organisational Profile</b>	
G4-3 Name of the organisation	Entity Name: Council of the City of Ryde Known as: City of Ryde
G4-4 Primary brands, products, and/or services	Our Annual Report – Our vision, purpose and values All Outcome reports
G4-5 Location of operational headquarters	Introduction – page 2 Contact – Page 353
G4-6 Jurisdiction or areas in which the council operates	The City of Ryde in Profile Democratic Governance – Our Council Corporate Governance – The Council Organisation
G4-7 Legal form of the Council	Democratic Governance – Our Council Corporate Governance – The Council Organisation



## GENERAL STANDARD DISCLOSURES

## SECTION / COMMENT

### Organisational Profile continued

G4-8 The main target customers of the Council's activities	Delivering Our Services – Our Stakeholders All Outcome reports
G4-9 Scale of the Council number of employees net revenues total assets	Corporate Governance – The Council Organisation– Working at the City of Ryde Community Financial Report General Purpose Financial Statements Special Purpose Financial Statements
G4-10 Size and compilation of the workforce	Corporate Governance – The Council Organisation Working at the City of Ryde
G4-11 Workforce covered by collective bargaining agreements	Corporate Governance – The Council Organisation Working at the City of Ryde
G4-12 Council's supply chain	Our Open and Progressive City Statutory Reporting
G4-13 Significant changes to the Council during the reporting period	Democratic Governance – Our Council Corporate Governance – 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
<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 The City of Ryde in profile 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

## GENERAL STANDARD DISCLOSURES

## SECTION / COMMENT

**Stakeholder engagement**

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

Delivering our services — Our Stakeholders

G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group

Delivering our services — Our Stakeholders

G4-27 Issues and concerns raised through stakeholder engagement and how the organisation has responded

All Outcome reports

**Report File**

G4-28 Reporting period for information provided

Introduction

A Year in Review

City of Ryde's Annual Report 2020/21 was published in November 2021 and is available on [www.ryde.nsw.gov.au/annualreport](http://www.ryde.nsw.gov.au/annualreport)

G4-29 Date of most recent previous report

City of Ryde's Annual Report 2019/20 was published in November 2020 and is available at [www.ryde.nsw.gov.au/annualreport](http://www.ryde.nsw.gov.au/annualreport)

G4-30 Reporting cycle

1 July 2020 to 30 June 2021

G4-31 Contact point

Introduction

Contact – Page 353

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

**Governance**

G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Democratic Governance – Our Council Corporate Governance – The Council Organisation
G4-37 The process for consultation between stakeholders and highest governance body	Democratic Governance – Our Council
G4-38 The composition of the highest governance body and committees	Democratic Governance – Our Council
G4-39 Indicate whether the chair of the highest governance body is also an executive officer	Democratic Governance – Our Council
G4-40 The selection process for the highest governance body	Democratic Governance – Our Council
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided	Democratic Governance – Our 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 – Community Integrated Planning and Reporting Framework Community Financial Report Sustainability Statement Our Outcomes
G4-46 Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Democratic Governance – Our Council
G4-51 Remuneration policies for the highest governance body and senior executives	Democratic Governance – Our Council Corporate Governance – The Council Organisation
G4-52 The process for determining remuneration	Corporate Governance – The Council Organisation
G4-56 The values, principles and code of conduct	Our vision, purpose and values Democratic Governance – Our Council

**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 Our Outcomes – Our Natural and Sustainable City
G4-EC4 Financial assistance received from government	General Purpose Financial Statements
G4-EC7 Development and Impact of Infrastructure Investments and Services supported	All Outcome reports General Purpose Financial Statements
G4-EC8 Significant Indirect Economic Impacts	Our Outcomes – Our Natural and Sustainable City General Purpose Financial Statements

**GENERAL STANDARD DISCLOSURES****SECTION / COMMENT****Environmental performance indicators**

G4-EN2 Percentage of materials used that are recycled input materials	Our Outcomes – Our Natural and Sustainable City  Council has a significant program of recycling construction materials.  Council's purchasing policy provides for the use of environmental factors when making procurement decisions although it doesn't specifically refer to the use of recycled input materials. The extent to which the policy is applied is not currently measured.
G4-EN3 Energy consumption within the organisation	Our Outcomes – Our Natural and Sustainable City
G4-EN6 Reduction of Energy Consumption	Our Outcomes – Our Natural and Sustainable City
G4-EN13 Habitats protected or restored	Our Outcomes – Our Natural and Sustainable City
G4-EN16/17 Indirect greenhouse gas emissions	Our Outcomes – Our Natural and Sustainable City
G4-EN19 Reduction of greenhouse gas emissions	Our Outcomes – Our Natural and Sustainable City
G4-EN23 Total weight of waste by type and disposal method	Our Outcomes – Our Natural and Sustainable City

**Social performance indicators**

G4-LA1 Total number and rates of new employee hires and employee turnover	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA5 Percentage of workforce represented in health and safety committees	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA6 Rates of injury and lost days	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA9 Hours of training per year	Corporate Governance - The Council Organisation – Working at the City of Ryde
G4-LA11 Employees receiving regular performance and career development reviews	Corporate Governance - The Council Organisation – Working at the City of Ryde

**Society performance indicators**

G4-SO1 Business units with implemented local community engagement, impact assessments, and development programs	Our Diverse and Inclusive City Our Active and Healthy City
G4-SO3 Business units assessed for risks related to corruption	Corporate Governance – The Council Organisation – Internal Audit, risk management and business continuity planning
G4-SO4 Communication and Training on anti-corruption policies and procedures	Corporate Governance – The Council Organisation – Internal Audit, risk management and business continuity planning Statutory Reporting
G4-SO5 Confirmed incidents of corruption and actions taken	Democratic Governance – The Elected Council Statutory Reporting

**Product responsibility performance indicators**

G4-PR2 Incidents of non-compliance – health and safety	Corporate Governance – The Council Organisation – Working at the City of Ryde
G4-PR5 Results of surveys measuring customer satisfaction	Customer Satisfaction survey results are included for a number of Outcomes.



The background of the page is a photograph of a person standing on a large, colorful circular pattern on the ground. The pattern consists of various shades of blue, green, and yellow, with a central figure that resembles a stylized person or a tree. The person is wearing a dark jacket and light-colored pants. The overall image has a blue tint.

# End of Term Report

---

2017-2021

City of Ryde



Lifestyle and opportunity  
@ your doorstep

A report on Council's  
progress in implementing  
the Community Strategic Plan  
over the previous four years.

# ABOUT THIS REPORT

The End of Council Term Report (2017-2021) has been prepared to meet the Integrated Planning and Reporting requirements of the *Local Government Act 1993*. It is a report from the outgoing Council to the community on its achievements and effectiveness over the past four years in meeting the objectives of its Community Strategic Plan – Ryde 2028. The legislative purpose of the report is to inform the review and update of the Community Strategic Plan by the incoming Council.

This report is organised and presented in the seven outcomes of the Community Strategic Plan – Ryde 2028 that include:

- Our Vibrant and Liveable City
- Our Active and Healthy City
- Our Natural and Sustainable City
- Our Smart and Innovative City
- Our Connected and Accessible City
- Our Diverse and Inclusive City
- Our Open and Progressive City

## CONTENTS

<b>HOW THE CITY HAS CHANGED DURING THE COUNCIL TERM .....</b>	<b>277</b>
<b>CIVIC LEADERSHIP .....</b>	<b>278</b>
ELECTED COUNCIL .....	279
COUNCIL COMMITTEES AND ADVISORY COMMITTEES .....	280
<b>COVID-19: THE IMPACT ON THE CITY .....</b>	<b>282</b>
<b>RYDE CENTRAL .....</b>	<b>283</b>
<b>OUR VIBRANT AND LIVEABLE CITY .....</b>	<b>284</b>
<b>OUR ACTIVE AND HEALTHY CITY .....</b>	<b>290</b>
<b>OUR NATURAL AND SUSTAINABLE CITY .....</b>	<b>296</b>
<b>OUR SMART AND INNOVATIVE CITY .....</b>	<b>302</b>
<b>OUR CONNECTED AND ACCESSIBLE CITY .....</b>	<b>308</b>
<b>OUR DIVERSE AND INCLUSIVE CITY .....</b>	<b>316</b>
<b>OUR OPEN AND PROGRESSIVE CITY .....</b>	<b>322</b>

# HOW THE CITY HAS CHANGED DURING THE COUNCIL TERM

## Residents



**+ 11.3 %**  
Residents (2016-2021)

121,250 in 2016  
135,000 projection for 2021

## Dwellings



**+ 24.2%**  
Dwellings (2016-2021)

46,149 in 2016  
57,294 approximate dwellings in 2021

## Economy



**+ 4.4 %**  
Gross Regional Product (2017-2020)

\$16.0 billion in 2016  
\$17.1 billion in 2019  
\$16.7 billion in 2020

## Businesses



**+ 18.1 %**  
GST registered businesses  
(2017-2020)

12,720 in 2017  
15,023 in 2020

## Jobs



**+ 1.3 %**  
Total employment by industry  
(2017-2020)

103,842 in 2017  
106,754 in 2019  
105,190 in 2020



# CIVIC LEADERSHIP

## Elected Council

The City of Ryde exists as a body politic under the *Local Government Act 1993 (NSW)* and must act in accordance with this Act and the associated State and Federal legislation. 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)*.

Normally elected for a four-year term, as a result of finalising the State Government's Council amalgamation process, the current Council was elected on 9 September 2017 for a term of three years. As a result of the COVID-19 pandemic, the local government elections scheduled for September 2020 were postponed for 12 months until 4 September 2021, then further delayed for three months, until 4 December 2021.

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

Day-to-day operations are delegated to the General Manager who is responsible for administration of the Council.



COUNCIL MEETING –  
AUSTRALIA DAY HONOURS



### Jerome Laxale

Elected 2012  
Mayor 2015 — 2016,  
Sep 2017 — Current

#### Council Meetings attended

2017/18	11
2018/19	16
2019/20	20
2020/21	11



### Simon Zhou

Elected September 2017  
Deputy Mayor  
2018 — 2020

#### Council Meetings attended

2017/18	11
2018/19	13
2019/20	19
2020/21	11



### Trenton Brown

Elected September 2017

#### Council Meetings attended

2017/18	10
2018/19	15
2019/20	19
2020/21	11



### Edwina Clifton

Elected September 2017

#### Council Meetings attended

2017/18	10
2018/19	15
2019/20	18
2020/21	11



### Chrstopher Gordon

Elected September 2017  
Deputy Mayor  
2017 — 2018

#### Council Meetings attended

2017/18	11
2018/19	15
2019/20	19
2020/21	11



### Peter Kim

Elected September 2017  
Deputy Mayor  
2020 — current

#### Council Meetings attended

2017/18	10
2018/19	15
2019/20	20
2020/21	8



### Jordan Lane

Elected September 2017

#### Council Meetings attended

2017/18	11
2018/19	16
2019/20	17
2020/21	11



### Roy Maggio

Elected 2008

#### Council Meetings attended

2017/18	11
2018/19	13
2019/20	18
2020/21	10



### Chris Moujalli

Elected September 2017

#### Council Meetings attended

2017/18	11
2018/19	13
2019/20	14
2020/21	10



### Penny Pedersen

Elected September 2017

#### Council Meetings attended

2017/18	11
2018/19	16
2019/20	20
2020/21	11



### Bernard Purcell

Elected September 2017

#### Council Meetings attended

2017/18	11
2018/19	16
2019/20	19
2020/21	11



### Sarkis Yedelian OAM

Elected 2004

#### Council Meetings attended

2017/18	11
2018/19	11
2019/20	20
2020/21	11



# CIVIC LEADERSHIP

## Council Committees and Advisory Committees

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

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.

A total of 65 Committee meetings were held over the four years of the Council term. There were a total of 32 Advisory Committee meetings held during 2020/21.



EXTRAORDINARY COUNCIL MEETING  
– EASTWOOD HARSHIP FUND

Committee	Membership – Councillors
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<b>Ryde Central Committee</b>	Christopher Gordon (C) Edwina Clifton (D) Dr Peter Kim Penny Pedersen Bernard Purcell Laxale: (Mayor, Ex-Officio)
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<b>Finance and Governance Committee</b>	Edwina Clifton (C) Dr Peter Kim (D) Christopher Gordon Penny Pedersen Bernard Purcell Laxale: (Mayor, Ex-Officio)
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<b>Works and Community Committee</b>	Penny Pedersen (C) Bernard Purcell (D) Edwina Clifton, Christopher Gordon Dr Peter Kim Simon Zhou Laxale: (Mayor, Ex-Officio)
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<b>Local Planning Panel</b>	A membership of Expert panel members and community representatives
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<b>Arts Advisory Committee</b>	Christopher Gordon (C) Penny Pedersen (D) Simon Zhou
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<b>Audit, Risk and Improvement Committee</b>	External independent members and representatives: Jordan Lane, Trenton Brown
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<b>Bicycle Advisory Committee</b>	Bernard Purcell (C) Jordan Lane (D)
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<b>Bushland and Environment Committee</b>	Penny Pedersen (C) Christopher Gordon (D) Edwina Clifton
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<b>Economic Development Advisory Committee</b>	Edwina Clifton (C) Jordan Lane (D)
--	---------------------------------------

Committee	Membership – Councillors
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<b>Festivals and Events Advisory Committee</b>	Edwina Clifton (C) Roy Maggio Penny Pedersen Simon Zhou
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<b>Heritage Advisory Committee</b>	Christopher Gordon (C) Edwina Clifton (D)
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<b>Macquarie Park Forum</b>	Bernard Purcell (C) Edwina Clifton
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<b>Multicultural Advisory Committee</b>	Dr Peter Kim (C) Sarkis Yedelian OAM Simon Zhou
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<b>Renewable Energy Advisory Committee</b>	Penny Pedersen (C) Edwina Clifton (D) Christopher Gordon
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<b>Ryde Hunters Hill Joint Library Service Advisory Committee</b>	Christopher Gordon (C) Jordan Lane Penny Pedersen (Alternate)
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<b>Ryde Youth Council</b>	Ryde Youth Member (C) Jordan Lane Penny Pedersen
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<b>Social Inclusion Advisory Committee</b>	Penny Pedersen (C) Bernard Purcell (D)
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<b>Sport and Recreation and Wheeled Sports Advisory Committee</b>	Bernard Purcell (C) Roy Maggio (D) Christopher Moujalli
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<b>Status of Women Advisory Committee</b>	Penny Pedersen (C) Edwina Clifton (D)
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<b>Traffic Committee</b>	This is a Technical Advisory Committee with no formal Councillor representatives
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# COVID-19: THE IMPACT ON THE CITY

The COVID-19 pandemic had a significant impact on this term of Council at the City of Ryde.

Lockdowns, restrictions on movement and significant economic challenges were endured by residents, businesses and employees alike.

In addition, limits on community sport, activities and events created increased rates of social isolation among large sections of the local community.

To help everyone navigate their way through the immense challenges, Council – aided by a strong financial position – provided continual support throughout the final two years of its terms to help those who had experienced hardship as a result of the pandemic.

Measures undertaken by Council were:

- Introducing a Financial Hardship Policy in which ratepayers who received a Federal and State Government support subsidy were eligible for a \$400 Council rates rebate and were able to defer rates payments. This policy was enacted on two occasions during the Council term.
- Rental relief to community and commercial hirers that demonstrated financial hardship
- Waiving fees and charges, including outdoor dining fees for small businesses, cancellation fees for venue hire and library overdue fees
- Launching a range of promotional campaigns to promote town centres and support small businesses throughout the pandemic
- 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
- Waiving ground hire and sports field lighting costs for sports clubs upon application
- Moving a number of key events and activities online, including the Granny Smith Festival, the Sustainable Waste 2 Art Prize (SWAP) and the Volunteer of the Year awards
- Establishing Library2U, a service that delivered books direct to the doors of library members through a contactless service
- Activating the lights at popular sporting fields during weeknights to help people stay active and adhere to social distancing rules
- Introducing a new procurement policy that supports local business and helps generate employment.

Operationally, the pandemic meant Council meetings were moved to an online format, while the majority of Council staff were required to work-from-home at various times throughout 2020 and 2021.

Despite this, key Council functions like processing development applications, waste collection services and almost the entire capital works program was able to continue with minimal disruption throughout the pandemic.

## RYDE CENTRAL

A key highlight of this Council term was progressing with the exciting redevelopment of the existing Ryde Civic Centre site into a new community and cultural hub.

Known as 'The New Heart of Ryde', the new development was based on extensive community input and once completed will deliver a four-fold increase in community facilities.

The centrepiece of the project will be a new multi-purpose and cultural building dedicated to community use. This building will feature the Edna Wilde Performance Hall, which will be able to seat up to 700 people.

The multi-purpose and cultural building will also include public activity rooms, meeting rooms, function space capable of hosting art exhibitions, amenities and food premises.

An additional commercial building will also be built on the site which will house Council staff as well as external tenants.

Other features include a centrally located public plaza, extensive landscaping works, direct accessible pedestrian links, as well as on-site basement car spaces.

Council will retain complete ownership of the site and the project will be funded without raising rates or reducing services.

Crucially, the project has the overwhelming support of the community with the consultation phase identifying 85 percent were in favour of the redevelopment.

Demolition works of the existing Ryde Civic Centre and Community Hall began in early 2021, with the construction of the new facilities scheduled to begin in early 2022.



CONCEPT IMAGE FOR  
RYDE CENTRAL



# Our Vibrant and Liveable City

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Council continued to make the City of Ryde one of the most desirable places to live and work in Greater Sydney through a strategic approach to urban development and renewal. Faced with a growing population, we invested in vital infrastructure and enhancements for the benefit of entire community, while maintaining our City's character and heritage. We also prioritised our open spaces and committed to increasing our tree canopy throughout the local government area.

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## Key highlights from the Council term include:

### Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) was completed - a keystone document for the City of Ryde that provides a 20-year roadmap for land-use planning within the City. The LSPS sets out Council's vision and planning priorities, and the actions the City of Ryde will take to achieve them.

### Local Housing Strategy

A new Local Housing Strategy was implemented, which provided 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 and allows the current population to remain in the local area through different stages of life.

### Town centres upgraded

Upgrades were completed at Avon Road, North Ryde, Coulter Street, Gladesville and commenced at Coxs Road, North Ryde and Ryedale Road, West Ryde, with works to be completed in late 2021.

### Ryde Resilience Plan 2030

The City of Ryde became the first council in NSW to endorse a comprehensive resilience plan. The Ryde Resilience Plan 2030 establishes a plan to help support and equip the community with the tools required to become more resilient to natural disasters such as heatwaves, bushfires and health pandemics.

### Save Our Streets campaign

The City of Ryde campaigned against the State Government's Low Rise Housing Diversity Code as it would have allowed multi-dwelling houses such as manor houses and dual occupancy dwellings to be built in low-density residential neighbourhoods. After Council secured a delay to the code's implementation, it amended the Ryde Local Environmental Plan 2014 to not permit multi-dwelling developments in R2 Low Density Residential zones.

### Local Environmental Plan Review

A review of the Ryde Local Environmental Plan (LEP) was completed 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.

### West Ryde revitalisation

Significant investment was allocated to revitalising West Ryde Town Centre. This included a significant upgrade of West Ryde Plaza as well as a new West Ryde Town Centre Revitalisation Strategy being endorsed. The strategy will ultimately see the town centre rejuvenated into a distinctive, vibrant and attractive location without the introduction of overdevelopment.

### Transforming Eastwood Town centre

A concept plan was developed to transform Eastwood Town centre and solve chronic traffic and parking issues in the area. Under the plan, the existing Glen Street car park would be relocated and transformed into a public plaza, creating more open space for the community.

### New Building and Development Advisory Service launched

The City of Ryde expanded its highly successful free Building and Development Advisory Service to include inquiries relating to certification services. Previously, the service had focused on applications and development engineering inquiries, however, feedback from the community showed a need for a similar service to assist individuals and neighbours in navigating challenging certification issues.

### Heritage reforms

Landmark heritage reforms were endorsed by the City of Ryde, providing heritage protection to more than 300 items across the local government area. Items included in the heritage reforms included Federation buildings, public parks, street tree boulevards, heritage conservation areas and archaeological sites.

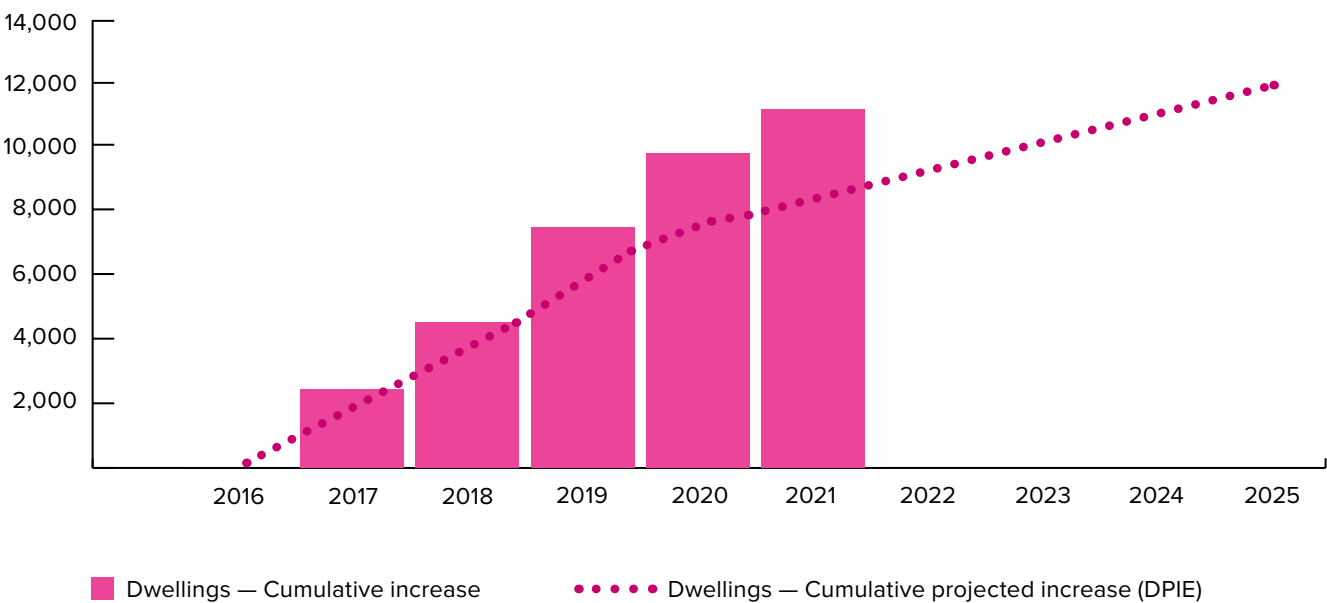


# Housing and development

The level of development across the City and the City’s housing targets are an indicator of how the City is growing and changing.

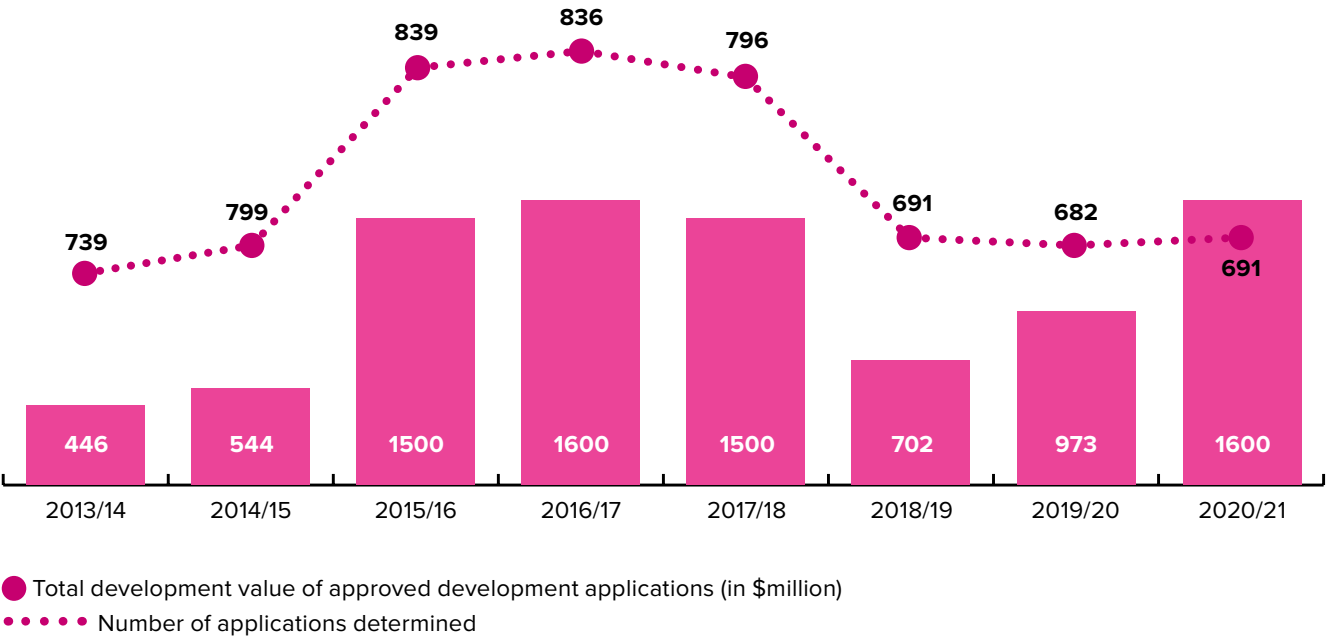
Projections from the Department of Planning and Environment indicate that the City of Ryde’s population should grow from around 116,000 people (2016 Census) to over 170,000 people by 2036. Their projections indicated that up to 22,000 additional dwellings would be required to house this increase, around a 45% increase in the number of dwellings across the City. Over the Council term, the rate of completion of new dwellings has exceeded the projected requirements.

## Additional dwellings since 2016



Overall, the rate of new development in the City of Ryde over the council term has been strong. Council’s development approvals indicate that the rate of new development slowed during the Council term from a peak between 2015 and 2018. Overall \$4.775 billion of new development was approved by Council over the four year period of the Council term. It should be noted that development approved by council only represents part of the total development that is occurring in the City of Ryde with the State Government and independent planning panels responsible for approving a considerable amount of development projects.

## Development trends



**COUNCIL APPROVED DEVELOPMENT – 2017-2021**

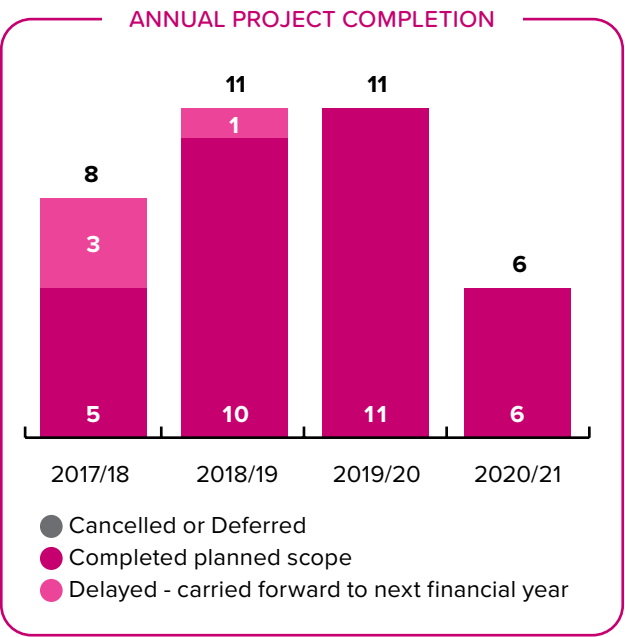
Total development value of approved development applications (in \$million – cumulative)	<b>4,775</b>
Amount of approved new commercial floor space (m <sup>2</sup> )	<b>345,424</b>
Number of approved new dwellings	<b>6,356</b>
Number of applications determined	<b>2,860</b>
Number of commercial, retail, office DAs	<b>323</b>

# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR VIBRANT AND LIVEABLE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 22 projects. This included Capital Works projects and one ongoing program of works (Neighbourhood Centre Renewal). All projects completed their planned scope of works within the Council Term. Over the four years of the Council term, delays caused completion of the planned scope of works for four projects to be carried forward into the following financial year.

FOUR YEAR DELIVERY PROGRAM	
Projects	18
CAPITAL PROGRAM	
Ongoing programs	1
Standalone projects	2
Total	21



## INVESTMENT SUMMARY

Council invested a total of \$52.2 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$30.4 million was generated from activities related to building a Vibrant and Liveable City.

Our Vibrant and Liveable City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(4,057,964)	(4,263,349)	(9,105,143)	(5,310,710)	(22,737,166)
Expenditure	10,515,724	10,719,815	11,007,156	12,097,930	44,340,626
<b>Net Result</b>	<b>6,457,761</b>	<b>6,456,467</b>	<b>1,902,013</b>	<b>6,787,220</b>	<b>21,603,460</b>
<b>NON-CAPITAL</b>					
Income	(750,000)	(905,800)	(641,929)	—	(2,297,728)
Expenditure	815,652	1,554,176	583,529	—	2,953,356
<b>Net Result</b>	<b>65,652</b>	<b>648,376</b>	<b>(58,400)</b>	<b>—</b>	<b>655,628</b>
<b>CAPITAL</b>					
Income	(331,672)	(4,963,786)	(55,000)	—	(5,350,459)
Expenditure	1,080,933	301,257	1,080,186	2,450,000	4,912,376
<b>Net Result</b>	<b>749,261</b>	<b>(4,662,530)</b>	<b>1,025,186</b>	<b>2,450,000</b>	<b>(438,082)</b>
<b>TOTAL</b>	<b>7,272,673</b>	<b>2,442,313</b>	<b>2,868,799</b>	<b>9,237,220</b>	<b>21,821,006</b>





# Our Active and Healthy City

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Council embarked on an ambitious agenda to expand and enhance the City of Ryde's recreational spaces for people of all ages, abilities and backgrounds. This included a greater focus on upgrading our parks and playgrounds, while also enhancing our large number of sportsfields so they could cater for a wider array of sports, all year round. We also expanded our library service, providing a range of new events, resources and tools for all members of the community to utilise.

---

## Key highlights from the Council term include:

### Kings Park

The new Kings Park transformed the former Denistone East Bowling Club into a brand new state-of-the-art open space that features a playground, a multi-purpose hard court, walking paths and a sheltered area.

### Meadowbank Skate Park

The new Meadowbank Skate Park opened to extremely positive reviews, featuring a range of components that cater for people of all ages and skills. Work has also begun on a new playground adjacent to the skate park.

### Wilga Park

An extensive upgrade to Wilga Park was completed, which transformed the park into a dynamic open space with first-class facilities and amenities. This included the installation of two eye-catching artworks and amphitheatre terracing which now allows for community events to take place at the venue.

### Ryde Bowling Club repurposed

The former Ryde Bowling Club was repurposed into essential community space that now includes a large scooter park, recreation space and a dog off-leash area.

### Planning for the future

As part of its commitment to create well-connected and modern open spaces for the growing population, Council endorsed masterplans for Blenheim Park, Meadowbank and Memorial Park, Gannan and McCauley Park, as well as Westminster Park.

### Playground upgrades

Through Council's term, more than 20 playgrounds were built or upgraded. This includes playgrounds at Elouera Reserve, ELS Hall, Janet Park and Lynelle Park.

### Christie Park

Council made Christie Park in Macquarie Park one of the leading sporting facilities in Sydney with the installation of two FIFA-accredited synthetic fields and a new tiered section for 500 spectators. Further improvements are underway to build an amenities building and futsal courts.

### Investing in sporting facilities

Upgrades were undertaken to more than 21 sportsfields across the City of Ryde, including the installation of new surfaces, facilities and lighting. Council also endorsed plans for a synthetic field to be installed at Westminster Park in Gladesville and Meadowbank Park to ensure sporting clubs could continue their activities at all times of the year.

### Ryde River Walk

A key missing link of the Ryde River Walk was completed between Bill Mitchell Park in Tennyson Point and Ross Street in Gladesville. The new section improved the accessibility of the Ryde River Walk and further opened up the Parramatta River foreshore to the entire community.

### Improving our libraries

Council endorsed a new Ryde Library Service Strategic Plan which resulted in an expansion of services provided by all five library branches. This included new and engaging events, an expanded online offering to members, and more diverse opportunities specifically for the City's growing Culturally and Linguistically Diverse (CALD) community.

### The Hive – Digital Media Lab

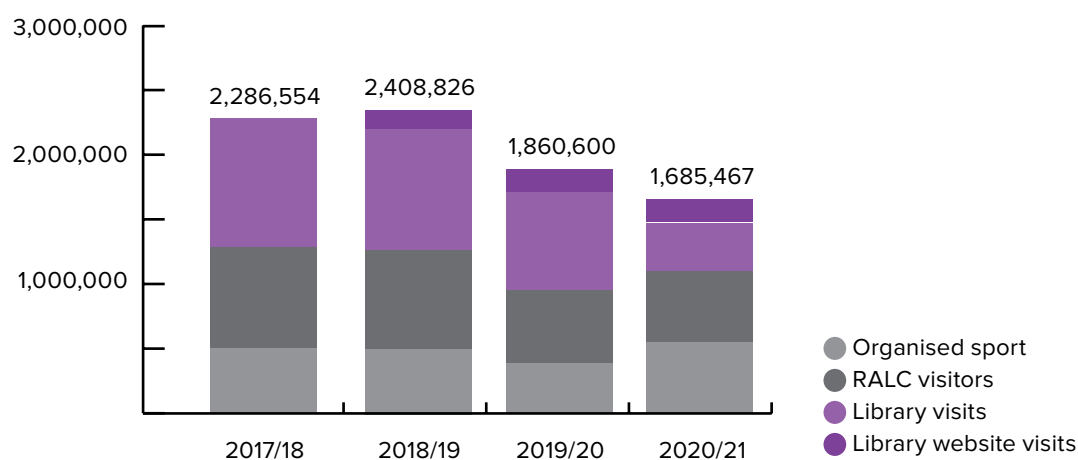
The Hive – Digital Media Lab was launched at the West Ryde Library branch providing the community with free access to software for creative projects.

## Patronage at venues, events and sporting fixtures

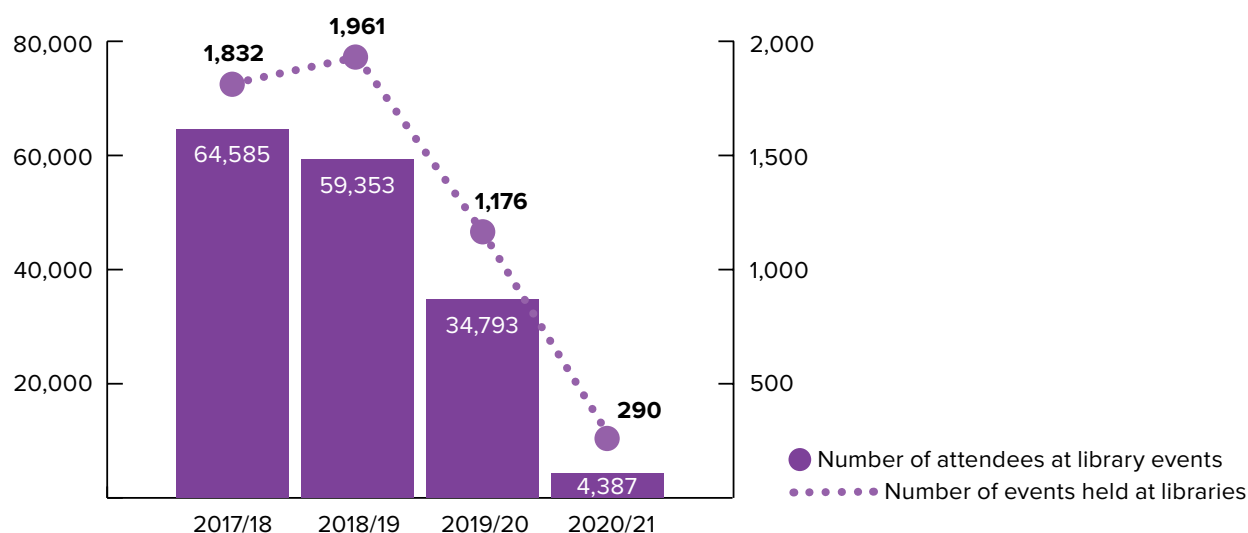
Council focused on ensuring that well maintained, contemporary sporting and recreation facilities were available to residents so that they could continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities. Council also directly supported sports and leisure sector development within the City of Ryde.

Sustained high levels of participation and engagement in community sport and other recreation activities continuing throughout the Council term, placing high levels of demand on Council sporting and recreation facilities. In a typical year, residents and other members of the broader community participate in sporting and other organised recreation activities and visit council recreation facilities and related services on well over two million occasions. Attendances during 2020 were significantly lower than typical years because of forced closures and other restrictions to control the spread and impact of COVID-19.

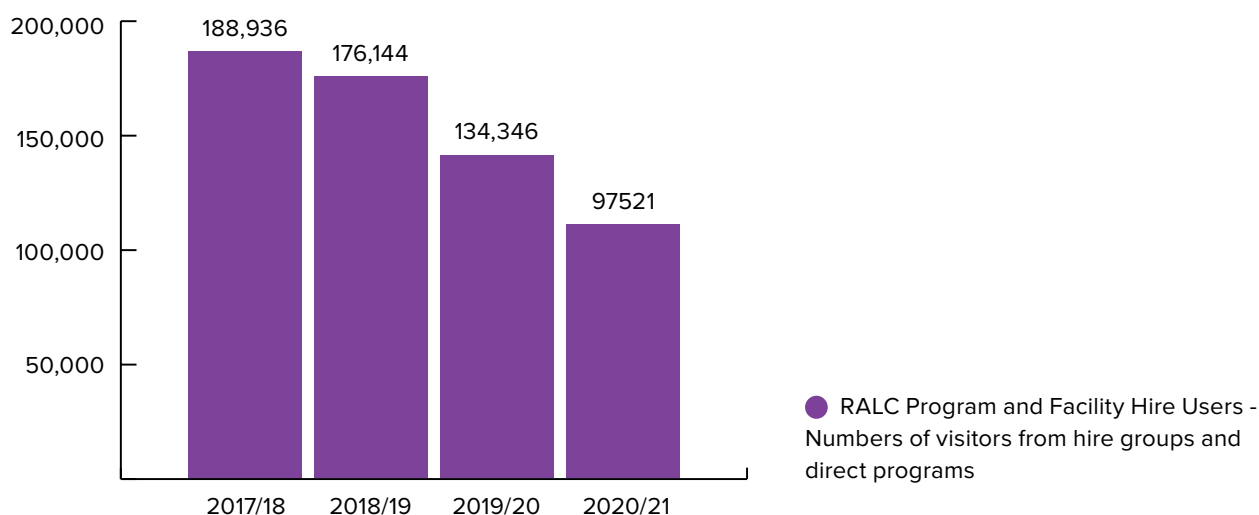
## Participation in recreation and community activities



### Library events

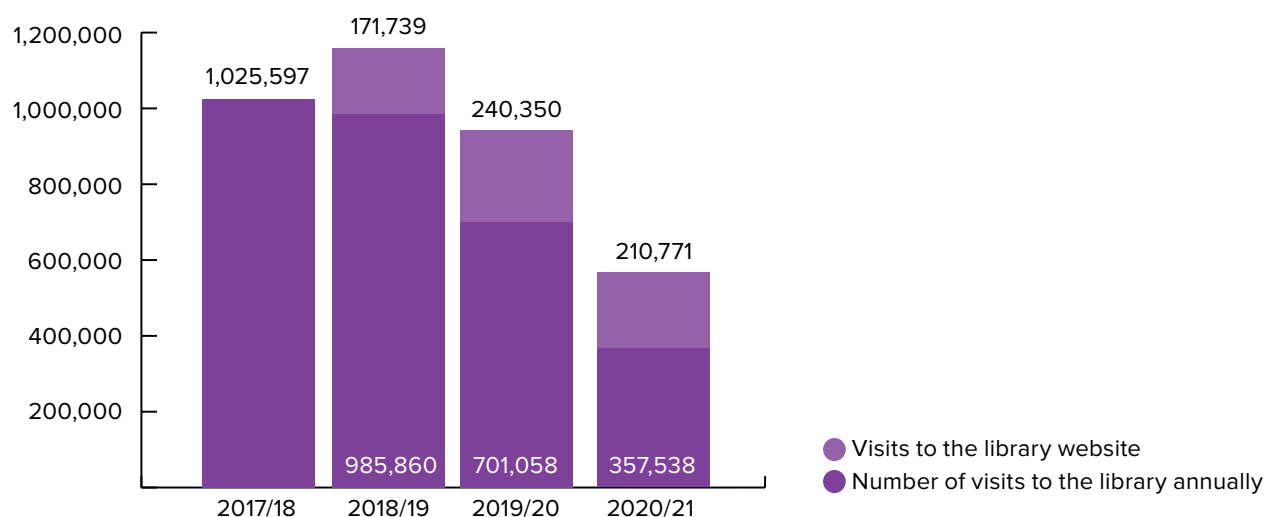


## RALC Program and Facility Hire Users

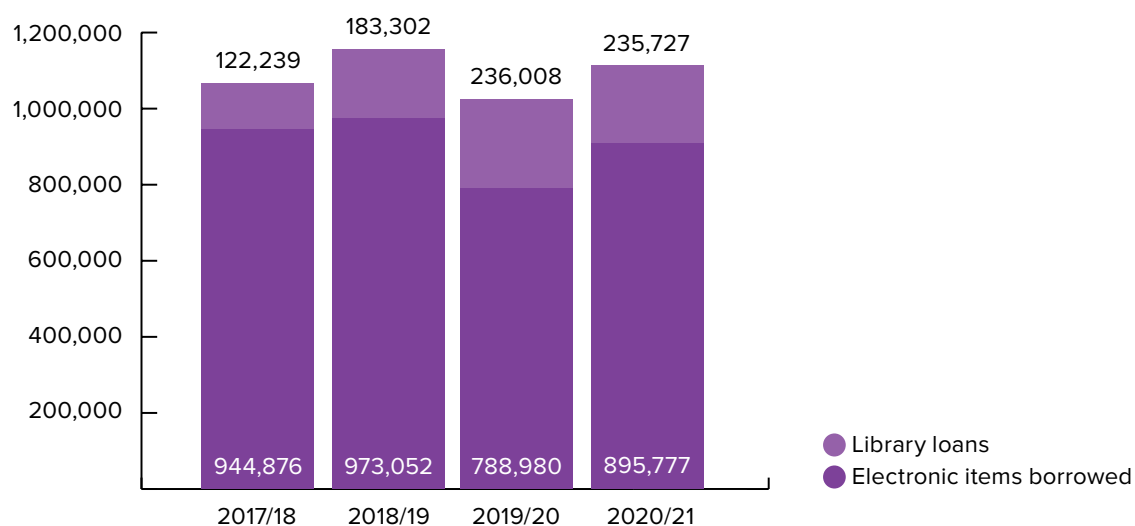


## Utilisation of community services and facilities

### Library Visits



### Library Loans



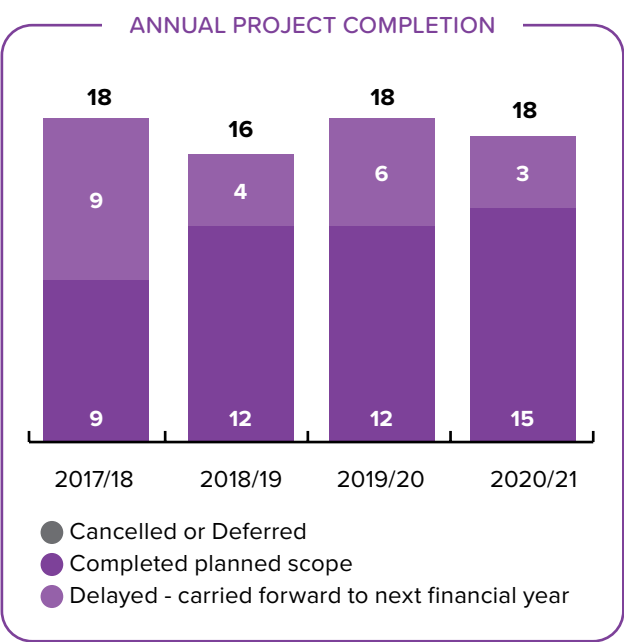


# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR ACTIVE AND HEALTHY CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 26 projects. This included Capital Works projects and 11 ongoing programs of works. All projects completed their planned scope of works within the Council Term with the exception of three projects during FY2020/21. In total, projects needed to carry forward their planned scope of works into the following financial year on 22 occasions during the four-year period as a result of unforeseen delays.

FOUR YEAR DELIVERY PROGRAM	
Projects	9
CAPITAL PROGRAM	
Ongoing programs	11
Standalone projects	6
Total	26



RYDE PARK SCOOTER TRACK

## INVESTMENT SUMMARY

Council invested a total of \$131.0 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$43.7 million was generated from activities related to building an Active and Healthy City.

Our Active and Healthy City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(8,714,087)	(6,291,763)	(8,198,272)	(12,290,750)	(35,494,872)
Expenditure	20,828,258	21,531,361	17,197,297	26,489,620	86,046,537
<b>Net Result</b>	<b>12,114,171</b>	<b>15,239,598</b>	<b>8,999,025</b>	<b>14,198,870</b>	<b>50,551,665</b>
<b>NON-CAPITAL</b>					
Income	(30,000)	(282,462)	(67,253)	—	(379,714)
Expenditure	498,844	722,823	404,030	125,000	1,750,696
<b>Net Result</b>	<b>468,844</b>	<b>440,361</b>	<b>336,777</b>	<b>125,000</b>	<b>1,370,981</b>
<b>CAPITAL</b>					
Income	(2,513,665)	(1,159,588)	(1,132,931)	(2,992,000)	(7,798,183)
Expenditure	17,914,069	8,596,263	7,477,043	9,219,500	43,206,876
<b>Net Result</b>	<b>15,400,405</b>	<b>7,436,676</b>	<b>6,344,112</b>	<b>6,227,500</b>	<b>35,408,692</b>
<b>TOTAL</b>	<b>27,983,419</b>	<b>23,116,635</b>	<b>15,679,914</b>	<b>20,551,370</b>	<b>87,331,339</b>



# Our Natural and Sustainable City

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Council took enormous strides to safeguard the environment, reduce waste and invest in a more sustainable future. We initiated policies that reduced our environmental footprint and protected our natural areas, while also future-proofing the City so it would be more resilient to natural hazards.

Acknowledging the worsening impact of climate change, we continue to undertake steps to reduce our emissions and in planning towards a net zero goal in the future.

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## Key highlights from the Council term include:

### 100 percent renewable energy target by 2030

The City of Ryde adopted a 100 percent renewable energy and resource efficiency target by 2030, which would result in Council sourcing all of its electricity usage from renewable sources by the end of the decade. In 2021, we are working to ensure we continue to increase this percentage towards our goal.

### Electric vehicles

The City of Ryde helped local motorists make the transition from fuel-based cars to electric vehicles (EVs) by installing the first public EV charging stations in the local government area. Council also introduced EVs into its fleet.

### Tackling climate change

City of Ryde joined the Cities Power Partnership — Australia's largest network of local councils tackling climate action by taking practical and effective steps to transform the way cities to address climate impacts.

In 2019 we also declared a climate emergency recognising the need for strong action to limit climate impacts on our community and environment into the future.

### Protecting biodiversity and restoring our natural areas

Significant restoration works across the City of Ryde bushland and natural areas were achieved throughout the council term. Our Bushcare program contributed to restoring up to 90 hectares each year.

### Single-use plastics ban

The City of Ryde banned single-use plastics in all Council operations and Council-sponsored events to protect the health of local waterways. Council also implemented a waste education program to reduce single-use plastics in the community.

### Wildlife protection areas

The City of Ryde declared the Field of Mars Reserve, Kittys Creek Corridor and Terrys Creek Corridor as Wildlife Protection Areas in order to protect the unique wildlife found in these areas.

### Restoring and rehabilitating our creeks

Shrimptons Creek was restored with more than 700 square metres of newly revegetated corridor space along the creek, installation of three waterway structures and new plantings of more than 7,500 riparian and corridor plants, improving habitat for small native birds and other fauna. In addition, rectification works were undertaken along Abuklea Road, Kitty's Creek, Portius Park and Barton Park.

### Growing our City's canopy cover

The City of Ryde committed to increase tree canopy by 40 percent by 2030. By securing funding from the NSW Government, Council was able to plant an average of more than 800 new trees across the local government area each year of the Council term.

### Managing stormwater, preventing flooding

Council restored and replaced thousands of metres of stormwater pipelines in the City's stormwater drainage network, in order to keep this essential infrastructure functioning and in good condition.

### Fossil fuel divestment

We adopted to divest our investment portfolio away from fossil fuel aligned investments with 21 percent of our total portfolio (as at August 2021) being divested to date and continuously reviewed.

### Resilience Plan

We developed an organisational wide, 10 year Resilience Plan for the City's future resilience. It is the first of its kind in NSW for a local government.



## Vegetation cover

The City of Ryde's population has increased by about 25 percent over the past decade and is projected to rise by another quarter by 2036. Rising numbers of residents and dwellings adds pressure to existing green spaces, their preservation, the cooling effect they have on our City and the critical connections they provide for fauna. Creation of additional housing through development on private land, particularly large development projects, is also seeing a significant impact on vegetation coverage and natural areas, often replacing them with hard surfaces of concrete and steel. In coming decades, increasing canopy cover and all forms of vegetation will become increasingly important in countering the effects of urban heat island impacts that occur when trees and vegetation are replaced with hard pavements and structures.

Council is actively working to boost tree cover across the City of Ryde. We committed to a target of 40 percent canopy coverage across our City by 2030 in our Ryde Resilience Plan 2030. Up to 1,000 trees and shrubs are planted each year in the City's bushland areas, parks and streets through Council's tree planting and community plant giveaway programs. Other initiatives and Council works projects also add more trees and vegetation to this total every year. Development controls and other Council initiatives also work to preserve and ensure tree cover and canopy on private land is maintained throughout the City.

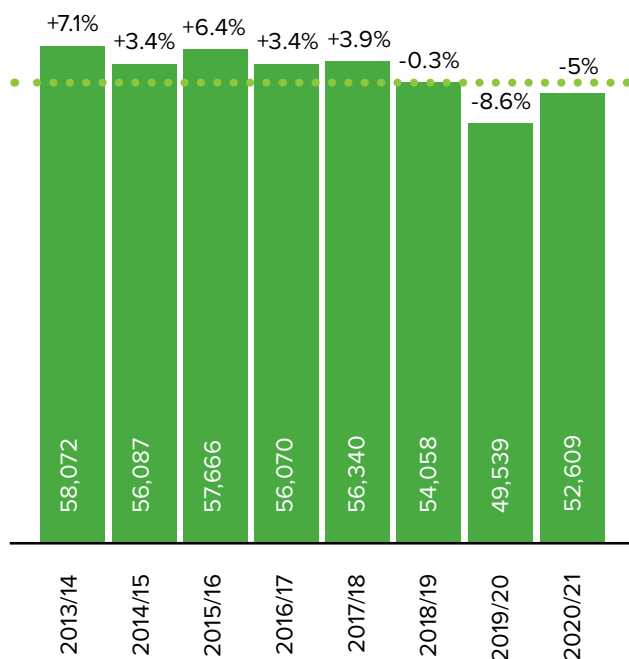
## Community participation in protecting and managing the natural environment

A major part of Council's efforts to care for and enhance the City's 205 hectares of natural areas and waterways, catchments and ecosystems involves collaborating with volunteers, businesses and community. Every year, members of our community volunteer between 3,000 and 4,000 hours of their time, contributing to restoring and enhancing our natural areas. This level of commitment has remained consistent over many years. Sustained community involvement in caring for our natural areas is a good indicator of the level of commitment within the community to care for, enhance and conserve our natural environment. It also plays a key role in creating and broadening community awareness of these important issues and the need to protect these limited natural spaces.

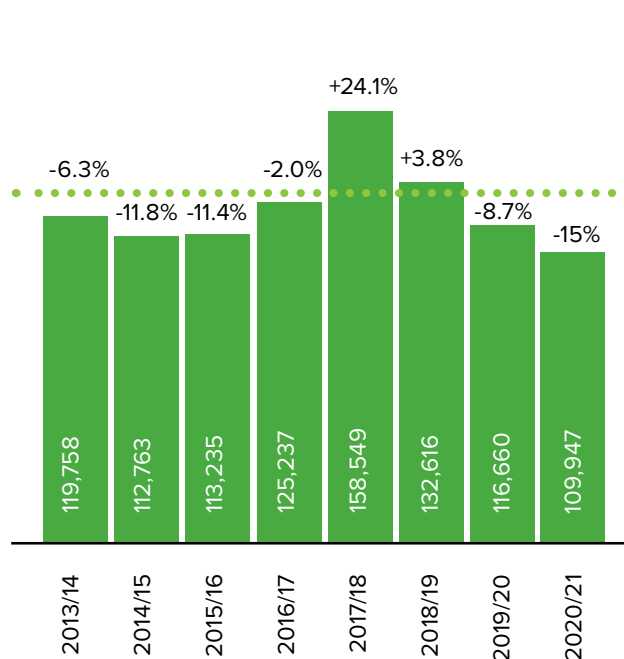
## Energy and water use

Council has a longstanding commitment to being a responsible and sustainable organisation, and takes pride in its commitment to responsible and environmentally sustainable management of our resources and consumption. We have established longstanding targets to limit energy and water consumption across our Council facilities, measuring against a consumption baseline of 2003/04 levels, and have been successful in holding consumption of energy and water around these levels over many years. We consistently track and monitor this usage across all of our assets and work to consistently improve the way we manage our resources long term and contribute to city-wide emissions reductions. Our commitment also includes a no net increase in potable water supply above a 2018 baseline for our parks and sportsfields. To support this Council has installed several stormwater harvesting systems which provide a low to no cost solution to keep our fields operating and green.

**Council Energy Consumption**



**Council Water Consumption**



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

● Organisation wide water consumed (GJ)  
 ..... Water consumption baseline (2003/04)

In addition to these initiatives Council continues to install efficiency devices and other initiatives such as the installation of solar systems to power our halls and libraries and even our new electric cars to reduce running costs for these assets and contribute to lowering our City's greenhouse emissions. Over recent years Council's investments in solar PV and other energy saving/generation projects has borne fruit with significant reductions in grid supplied energy (38.2 percent in FY2019/20) and greenhouse emissions (23 percent in FY2019/20) compared to 2003/04.

## Waste diversion and resource recovery

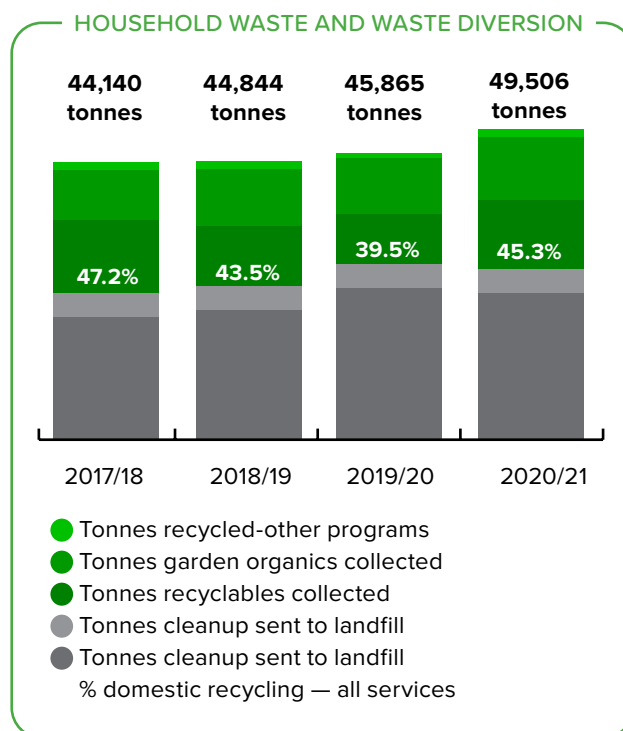
Waste diversion from landfill is a key focus of the City of Ryde. Waste management is an essential service that Council provides to the community. With a growing population, the challenge is how to manage the City's waste effectively and efficiently while limiting as much as possible, any adverse impact on the environment.

Council's target of 48 percent of the total tonnage of waste collected being diverted to recycling was not achieved during the Council term.

A steady reduction in recycling tonnages was experienced year on year due to a combination of reduced collections of garden organics resulting from severe dry weather conditions during 2019 and 2020, and the introduction of the NSW Government's Container Deposit Scheme, which has had an impact on existing recycling contracts and diverted recyclables from recycling bins to Return and Earn facilities.

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

Council continued to explore options to maximise domestic recycling in the City of Ryde and in August 2020 joined a 15 council Southern Sydney Region of Councils (SSROC) partnership tender to prioritise using recycled glass in our civil works projects. This was a huge step towards supporting circular economy outcomes and increasing local manufacturing and processing for approximately 93 million glass bottles per year.

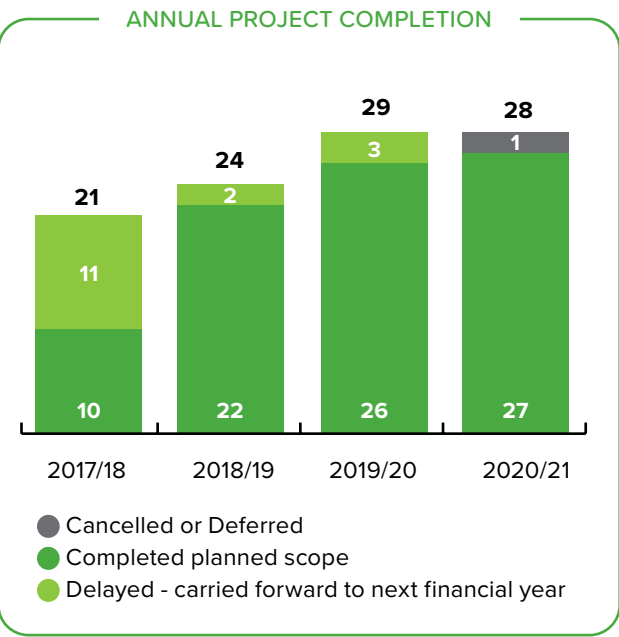


# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR NATURAL AND SUSTAINABLE CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 46 projects. This included Capital Works projects and five ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 16 occasions during the four-year period as a result of unforeseen delays. One project was cancelled because of budget restructuring as a result of the impact of COVID-19 restrictions.

FOUR YEAR DELIVERY PROGRAM	
Projects	26
CAPITAL PROGRAM	
Ongoing programs	5
Standalone projects	15
Total	46



ELECTRIC VEHICLE CHARGING STATION AT GIFFNOCK AVENUE, MACQUARIE PARK

## INVESTMENT SUMMARY

Council invested a total of \$163.9 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$132.9 million was generated from activities related to building a Natural and Sustainable City.

Our Natural and Sustainable City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(23,896,314)	(24,502,673)	(25,660,589)	(27,962,620)	(102,022,196)
Expenditure	25,447,870	26,843,069	25,995,165	32,247,430	110,533,535
<b>Net Result</b>	<b>1,551,556</b>	<b>2,340,397</b>	<b>334,576</b>	<b>4,284,810</b>	<b>8,511,339</b>
<b>NON-CAPITAL</b>					
Income	(33,250)	(72,600)	(68,849)	(48,000)	(222,699)
Expenditure	669,653	834,742	583,516	880,000	2,967,912
<b>Net Result</b>	<b>636,403</b>	<b>762,142</b>	<b>514,668</b>	<b>832,000</b>	<b>2,745,213</b>
<b>CAPITAL</b>					
Income	(161,759)	—	(9,008)	(116,700)	(287,467)
Expenditure	6,199,247	4,349,699	3,476,107	5,229,000	19,254,053
<b>Net Result</b>	<b>6,037,488</b>	<b>4,349,699</b>	<b>3,467,099</b>	<b>5,112,300</b>	<b>18,966,586</b>
<b>TOTAL</b>	<b>8,225,447</b>	<b>7,452,238</b>	<b>4,316,343</b>	<b>10,229,110</b>	<b>30,223,138</b>



# Our Smart and Innovative City

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Council focused on ensuring the City of Ryde developed in a way that creates business opportunities in vibrant urban centres. We continued to upgrade our public domain and provided the framework required for businesses to thrive in the City of Ryde – both day and night. We redoubled efforts to cement 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, corporate and technology hub.

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## Key highlights from the Council term include:

### Venture Café Sydney

The City of Ryde partnered with Venture Café to launch Venture Café Sydney in Macquarie Park. Venture Café has quickly established itself as a key network to promote innovation and foster collaboration through a weekly program of events aimed at local start-ups, entrepreneurs, corporates, students and investors.

### Macquarie Park Innovation District

As a founding member of the Macquarie Park Innovation District, the City of Ryde partnered with Macquarie University, NAB, Optus, and Johnson & Johnson to host networking events and create opportunities for collaboration and innovation between large and small businesses in the area.

### Supporting women in business

The City of Ryde undertook a range of initiatives that provided support to women in business. This includes the establishment of the Women in Business Practice group and the staging of the inaugural Women in Business Forum.

### Addressing youth unemployment

The City of Ryde invested in a range of programs to address youth unemployment in the community. This included hosting a Youth Jobs & Skills Expo to connect local jobseekers with local companies and job opportunities. Council also launched the Youth Entrepreneur Program in partnership with the Riverside Business Chamber, supporting around 200 participants under the age of 25 to build capacity, entrepreneurship and leadership skills and enhancing employment pathways.

### Supporting economic development

The City of Ryde endorsed a new Economic Development Strategy, which committed \$17 million over Council's term to support projects that promote innovation, encourage business expansion and attract start-ups to the area.

### Helping small businesses

Partnering with local business chambers, the City of Ryde expanded its support services for local small businesses. It staged a large number of events and programs during the Council term aimed at helping small businesses reach their full potential. This included Ryde Business Bootcamps, Shop Shapers program and industry sector forums.

### Northern District Local Business Awards

Council has been a major sponsor of the Northern District Local Business Awards, demonstrating our commitment to supporting and celebrating local business, with two new categories — Inclusion and Shop Shapers — introduced by the City of Ryde.

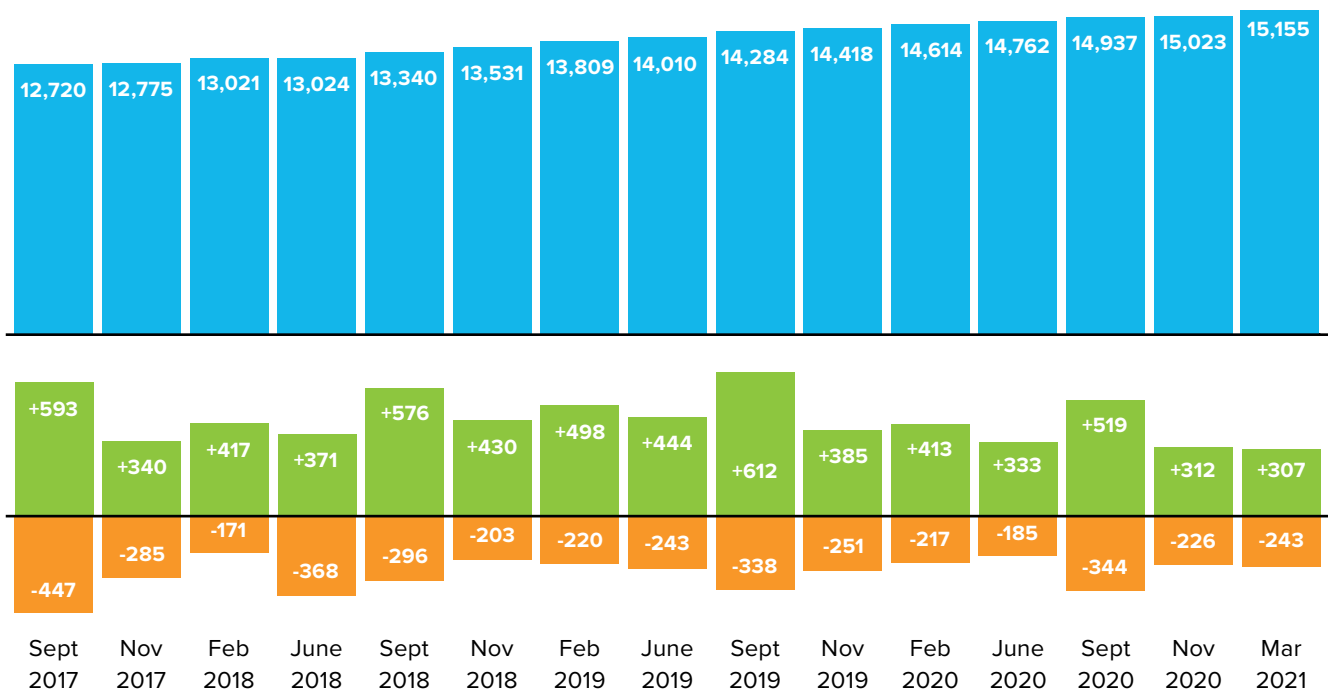
### Promoting Macquarie Park

To support the vision of Macquarie Park as an 18-hour city, the City of Ryde invested in promoting the key business district as an entertainment and recreation precinct. As part of this, Council partnered with local businesses and the live music industry to promote and stage local activities.

# BUSINESS CONFIDENCE AND BUSINESS INVESTMENT IN THE CITY OF RYDE

The number of GST registered businesses in the City of Ryde grew steadily over the period of the Council term, with a net 2,303 (19 percent) additional businesses operating in the City in November 2020, compared to September 2017. The annual pattern of new business formation and business cancellations remained consistent over the Council term. This pattern of growth did not reflect the general business sentiment and changes in business conditions for Small to Medium Enterprises across Australia, which gradually declined during 2018 and 2019, with a dramatic decline during 2020 due to the COVID-19 pandemic, followed by record levels of business confidence at the end of 2020.

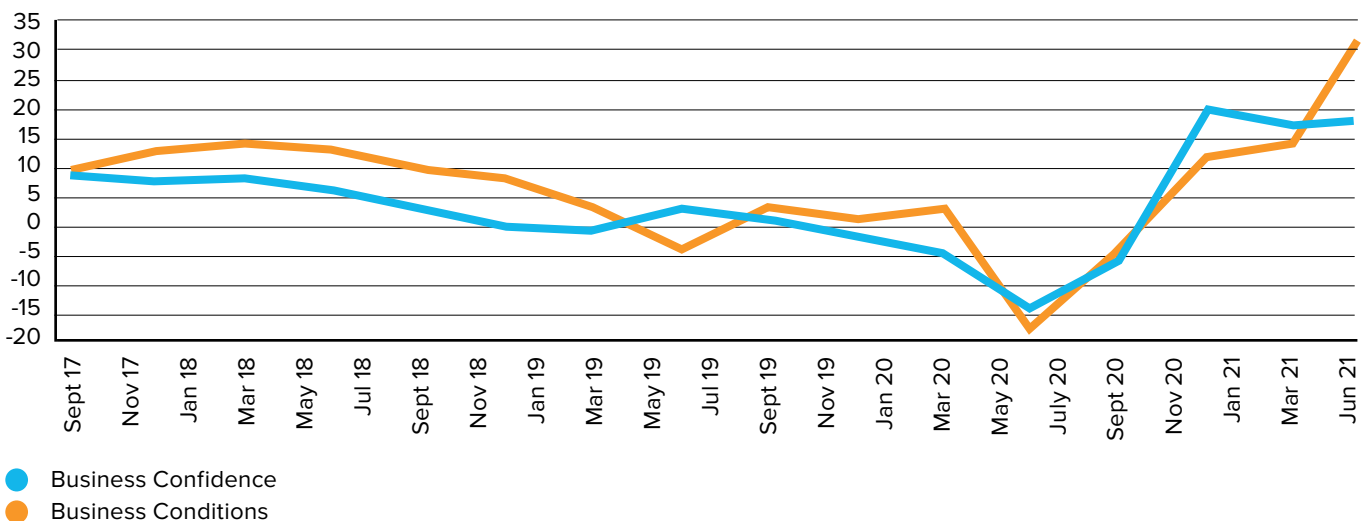
Change in GST Registered Businesses in the City of Ryde (Quarterly)



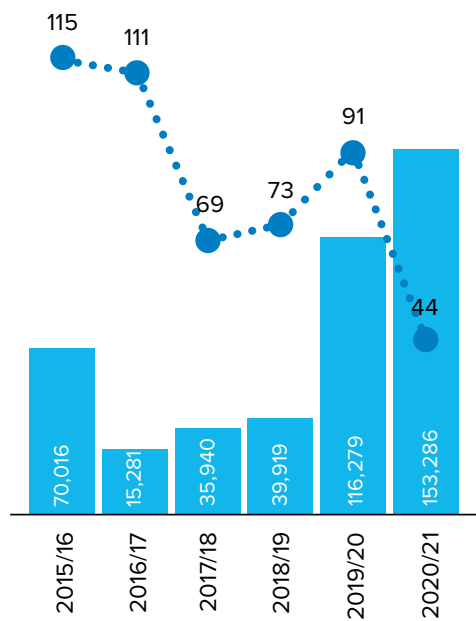
- GST Registered Businesses
- New GST Registrations
- Cancelled GST Registrations

## SME Business Confidence & Conditions

Source: NAB Quarterly SME Survey



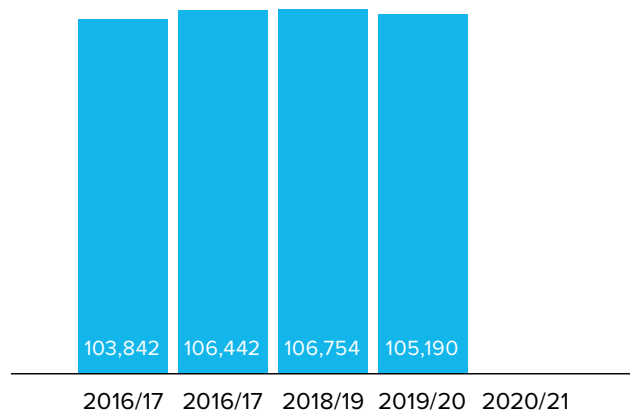
## Business Investment — Commercial Development



Levels of business investment remained strong across the Council term. For example, approvals for new commercial floor space increased dramatically in FY2019/20 and 2020/21 compared to previous years.

- Approved new commercial floor space (m²)
- New commercial, retail, office DAs

## Jobs in the City of Ryde



The City of Ryde's strong levels of employment remained stable throughout the Council term. Overall numbers of jobs in the City of Ryde increased slightly at the start of the Council term and peaked during 2018/19. Data was not available for 2020/21 at the time of publication.

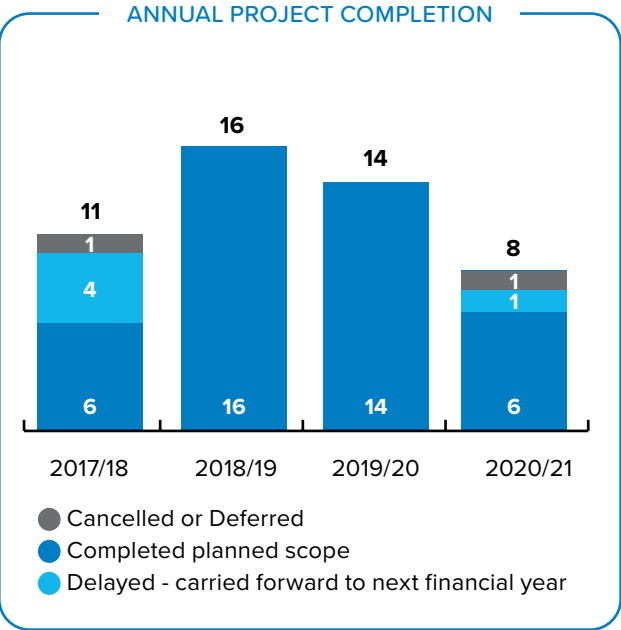
- Local Employment

# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR SMART AND INNOVATIVE CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 24 projects. This included Capital Works projects and two ongoing program of works. Projects needed to carry forward their planned scope of works into the following financial year on five occasions during the four-year period as a result of unforeseen delays. One project was cancelled because the NSW Government elected to not proceed with original project concept.

FOUR YEAR DELIVERY PROGRAM	
Projects	11
CAPITAL PROGRAM	
Ongoing programs	2
Standalone projects	11
Total	24



COMMUNITY OF PRACTICE  
WOMEN IN BUSINESS  
GROUP

## INVESTMENT SUMMARY

Council invested a total of \$19.5 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$2.5 million was generated from activities related to building a Smart and Innovative City.

Our Smart and Innovative City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(63,796)	(13,245)	(32,146)	(1,524,810)	(1,633,997)
Expenditure	1,493,310	1,557,909	1,585,253	3,160,840	7,797,312
<b>Net Result</b>	<b>1,429,514</b>	<b>1,544,664</b>	<b>1,553,107</b>	<b>1,636,030</b>	<b>6,163,316</b>
<b>NON-CAPITAL</b>					
Income	600	(1,770)	(1,897)	—	(3,067)
Expenditure	431,551	432,941	101,897	100,000	1,066,389
<b>Net Result</b>	<b>432,151</b>	<b>431,171</b>	<b>100,000</b>	<b>100,000</b>	<b>1,063,322</b>
<b>CAPITAL</b>					
Income	(825,000)	—	—	—	(825,000)
Expenditure	4,147,998	1,628,595	2,726,747	2,140,000	10,643,340
<b>Net Result</b>	<b>3,322,998</b>	<b>1,628,595</b>	<b>2,726,747</b>	<b>2,140,000</b>	<b>9,818,340</b>
<b>TOTAL</b>	<b>5,184,663</b>	<b>3,604,430</b>	<b>4,379,854</b>	<b>3,876,030</b>	<b>17,044,977</b>





# Our Connected and Accessible City

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Council continued its work to make the City of Ryde one of the most sought-after locations to live and work. We improved and upgraded the standard of our roads, footpaths and cycleways, and undertook initiatives that reduced traffic congestion, improved the walkability of our suburbs and centres, and increased use of more sustainable modes of transport.

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## Key highlights from the Council term include:

### Expanded shared user paths

To help reduce congestion on local roads and promote healthier lifestyles, Council expanded the number of dedicated cycle and shared-user paths during the current term. This includes a new shared-user path on Pittwater Road that, once completed, will provide an uninterrupted connection between Victoria Road and Epping Road.

### Increased car-share opportunities

A total of 25 new dedicated car share spaces were installed, providing residents with a new transport option while also reducing traffic congestion, parking demand and lowering greenhouse gas emissions. The car share spaces are located at key locations across the City of Ryde and are available to all motorists.

### Improved access and pedestrian safety in Eastwood

A comprehensive traffic and parking management strategy was developed for Eastwood town centre to help safer pedestrian movements and reduce chronic traffic congestion and parking shortages in the area. The strategy led to the installation of a new shopper car park on Rowe Street East. Plans to relocate the Glen Street car park and replace it with a new public plaza and community facilities were also endorsed by Council.

### Sustainable Transport Strategy

A Sustainable Transport Strategy was endorsed by Council which identifies opportunities available for increasing the use of low and zero emission technologies. The strategy will guide future investments and actions that will deliver more socially, environmentally and economically sustainable transport outcomes for entire community.

### Making our City more accessible

Council progressed its ongoing program to increase the walkability of our suburbs, improve access to public transport, enhance pedestrian accessibility around Macquarie Park and upgrade bus stops to comply with the Disability Standards for Accessible Public Transport. Many improvements have been implemented under this program, including improving access for prams and wheelchairs, repairing footpaths and upgrading bus stops and pedestrian refuges to aid crossing and traffic calming devices.

### Reducing traffic and congestion in Macquarie Park

Council teamed up Connect Macquarie Park + North Ryde, which is a partnership between the State Government, the business community of Macquarie Park and City of Ryde aimed at growing Macquarie Park without increasing traffic congestion. This initiative reduced the number of car-based trips across the precinct by almost 50 percent.

### Road safety improvements at schools

A proactive review of safety around all schools was undertaken by Council, which included information sessions for members of the public to discuss concerns with Council representatives. This led to a range of road safety improvements being installed across the local government area as well as an increase in enforcement of parking breaches around schools during peak hours.

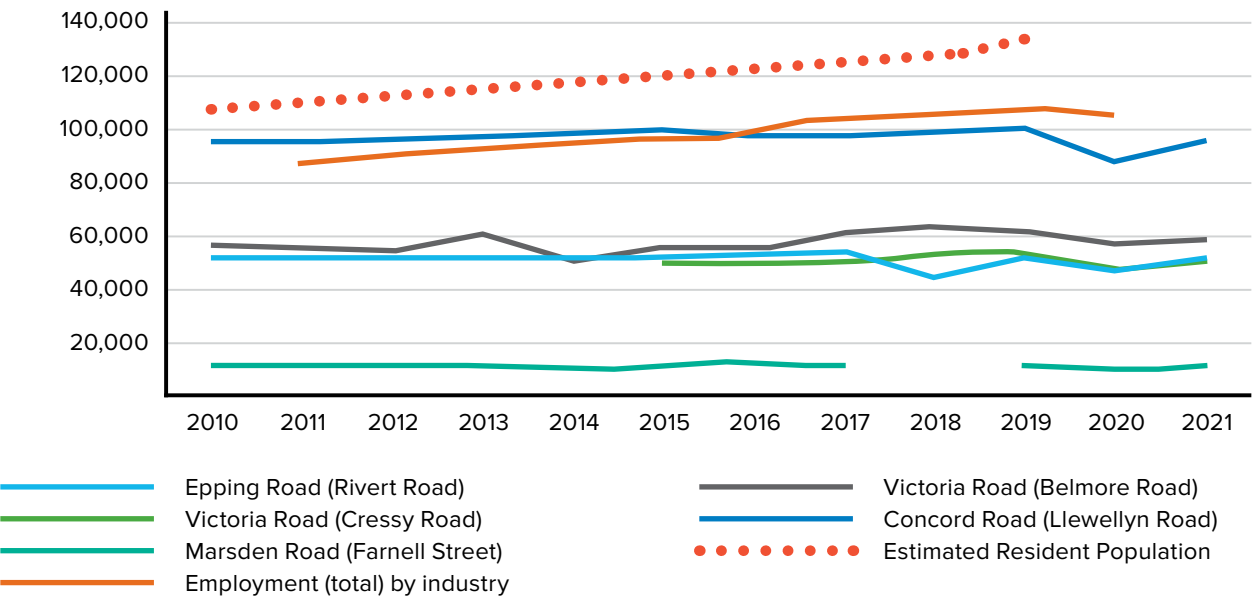
### Increasing pedestrian safety

Council embarked on a range of new initiatives designed to keep pedestrians safe. This included the launch of the Slow Down in Our Street campaigns well as the installation of new speed check signs and mobile speed check trailers at key locations across the local government area.

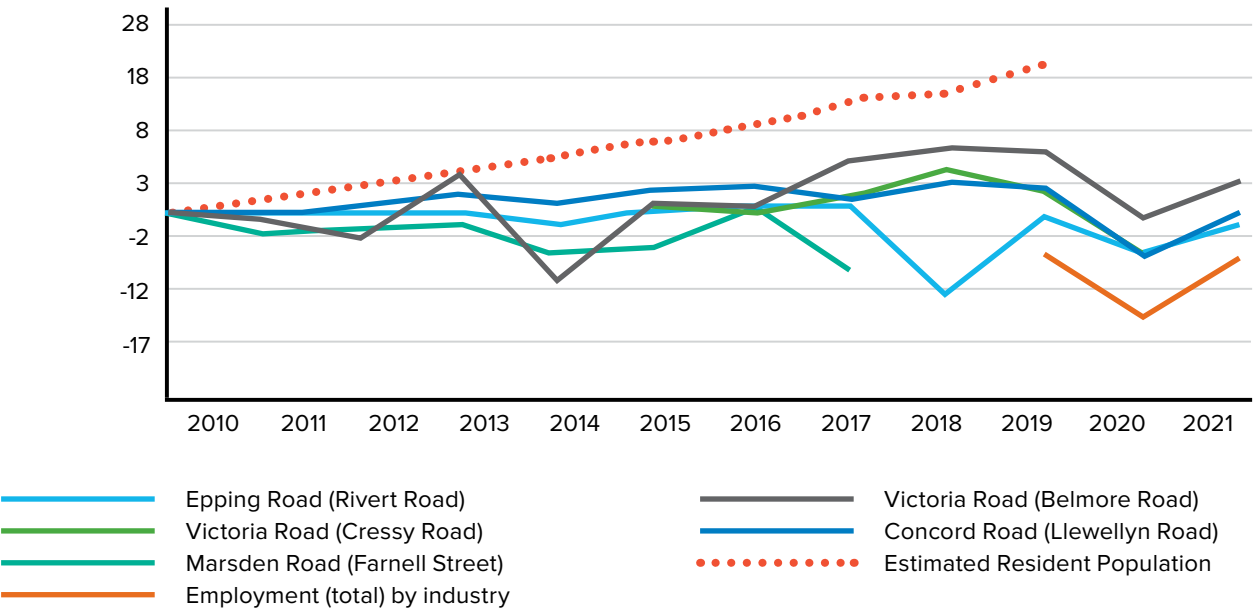
# Overview

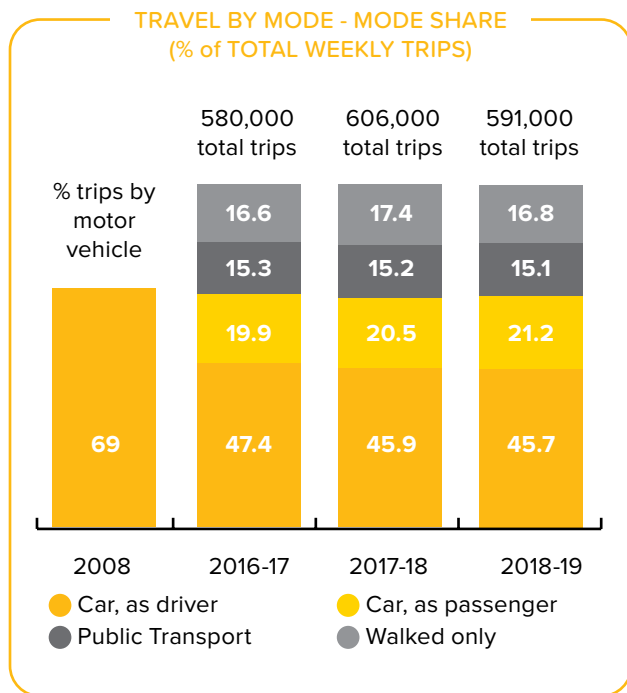
Traffic and congestion were identified by every group in our community as the number-one issue impacting our City, limiting access to centres and reducing liveability. Data for a number of major State controlled roads entering and traversing the City of Ryde indicate that daily traffic movements have remained relatively constant over the past decade.

## Average daily vehicle movements (both directions)



## Percent change in average daily vehicle movements (2010 baseline)





Available data suggests that people's patterns of travel behaviour have not changed significantly over the decade, with people who live and work in the City using their car for over two-thirds of the trips that they make every week.

Improving road safety

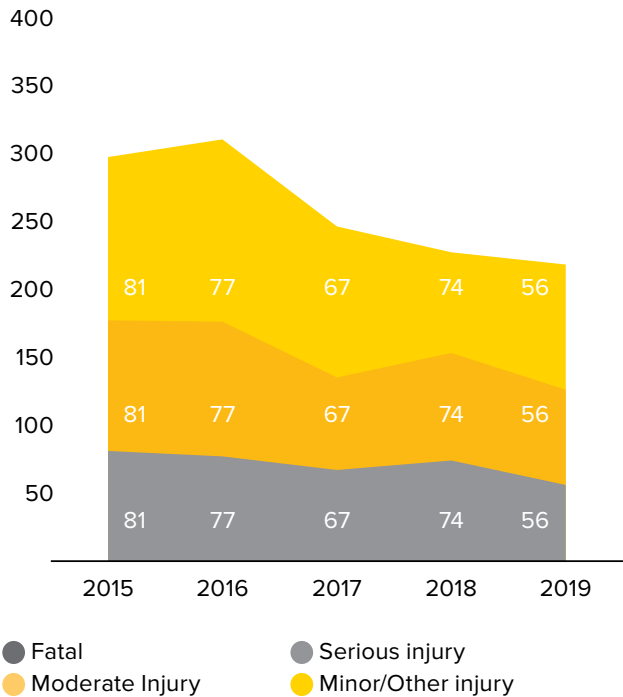
Council has continued its broad ranging program of road safety upgrades throughout the council term. This has included:

- New pedestrian refuges and kerb ramps, installation of safety structures (such as bollards) in local shopping precincts and improving pedestrian facilities at schools.
- The Safety Around Schools project included reviewing of traffic, parking and pedestrian activities around all 28 schools in the Ryde local government area, implementing improvements to pedestrian and vehicle access around schools, such as road widening, traffic calming and drop-off/pick-up zones, and localised education and increased enforcement in school zones to address behavioural issues experienced by different schools.
- Our rolling program of pedestrian accessibility and mobility improvements was guided by new Pedestrian Accessibility and Mobility Plans (PAMPS), which aim to improve the walking environment and enhance connections across centres.
- Intersection upgrades — we obtained funding from RMS to install a traffic signal at the intersection of Constitution Road and Railway Road, Meadowbank to improve bus access, pedestrian safety, traffic flow and safety.
- The Local Government Road Safety Program, including child car seat safety, seniors safety, learner driver workshops and community education programs, was carried out.
- Encouraging reduced speeding, with four mobile speed check trailers rotated through targeted locations to encourage motorists to comply with speed limits.

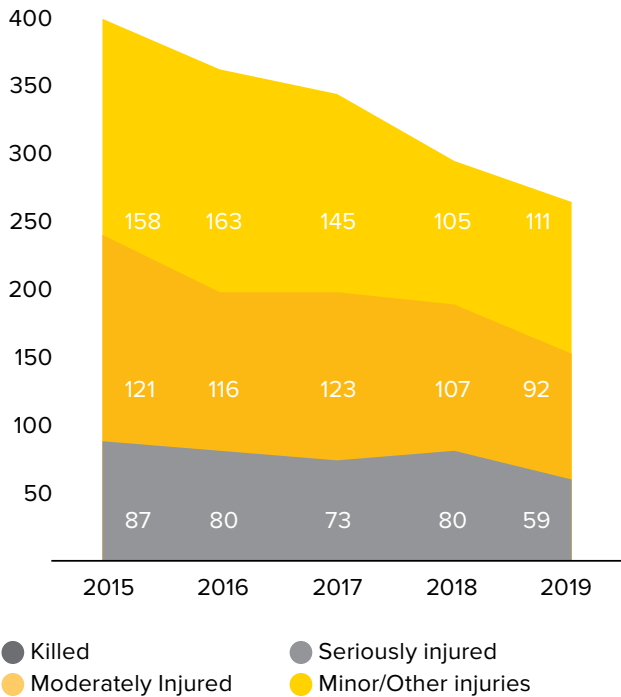
There have been significant reductions in vehicle related crashes and injuries across the City of Ryde during the Council term. This is part of an ongoing trend that is occurring across the State resulting from major state wide initiatives like 50 km/h suburban speed zones and School speed zones, and programs of funding local safety improvements across local communities.

Close examination of the road crash data shows that crashes and injuries are largely limited to the major State controlled roads, and have largely been eliminated from suburban areas and high risk areas like around schools.

Road Crashes — City of Ryde



Casualties — City of Ryde

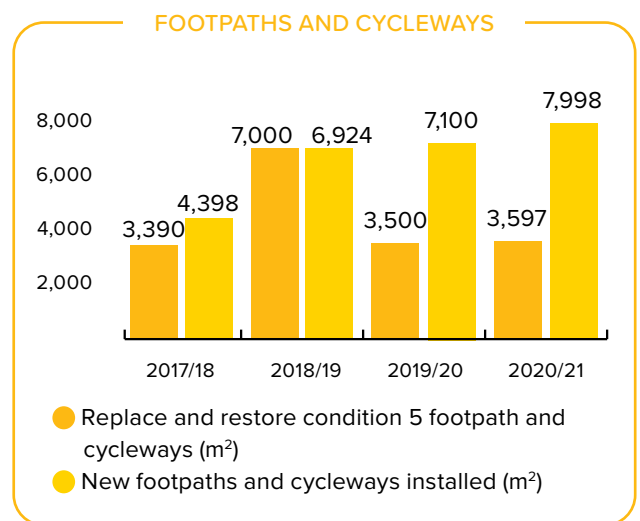
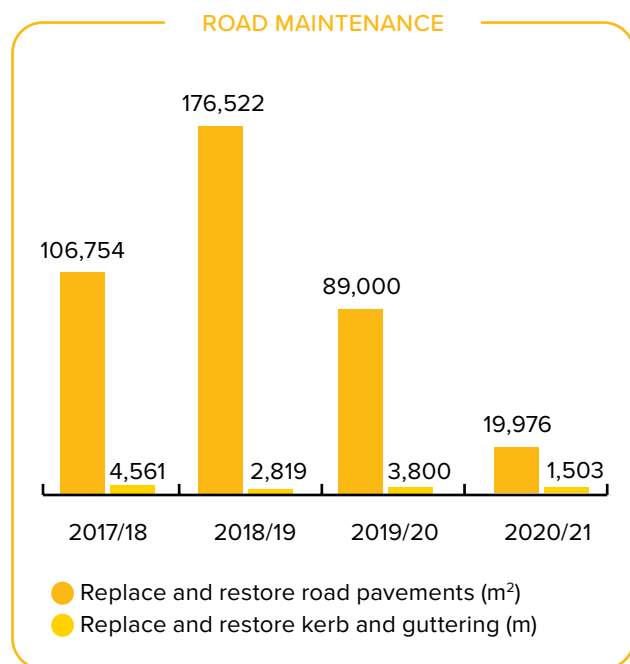




## City roads, paths and cycleways

Council's largest investment every year is in 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.

There are 320 kilometres of roads and over 500 kilometres of paths and cycleways in the City of Ryde. These represent a significant asset owned and maintained for the community by Council and are a critical element of Council's target to maintain the condition of these roads at Condition 4 or better. Achieving this target means that the City's roads are not degrading over the long term and consequently creating a significant future burden for the community to rectify.

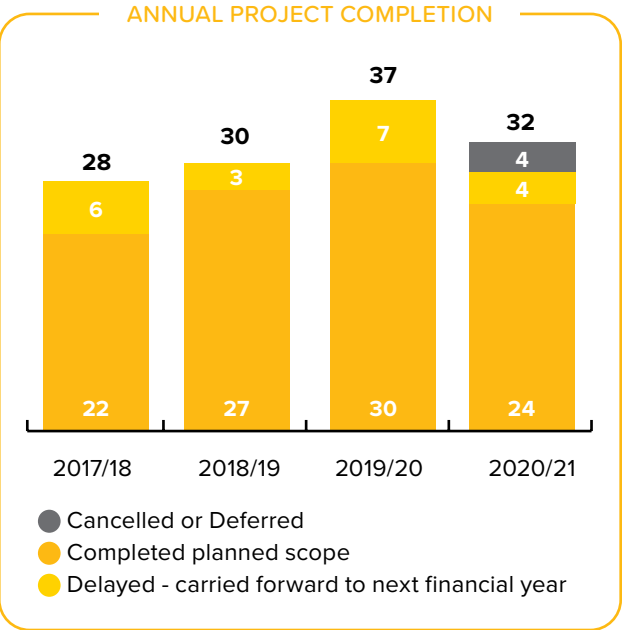


# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR CONNECTED AND ACCESSIBLE CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 59 projects. This included Capital Works projects and 13 ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 20 occasions during the four-year period as a result of unforeseen delays. One project was cancelled because cost benefit analysis did not confirm the cost efficiencies initially identified as a required outcome. One was deferred because of the impact of COVID-19 restrictions, and one because of pending commitments for infrastructure upgrades from other stakeholders.

FOUR YEAR DELIVERY PROGRAM	
Projects	13
CAPITAL PROGRAM	
Ongoing programs	13
Standalone projects	32
Total	59



BUFFALO ROAD RYDE  
CROSSING UPGRADE

## INVESTMENT SUMMARY

Council invested a total of \$163.9 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$132.9 million was generated from activities related to building a Connected and Accessible City.

Our Connected and Accessible City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(47,731,376)	(19,124,982)	(16,625,843)	(21,398,820)	(104,881,021)
Expenditure	19,558,263	21,335,318	12,384,024	25,633,410	78,911,015
<b>Net Result</b>	<b>(28,173,113)</b>	<b>2,210,336</b>	<b>(4,241,819)</b>	<b>4,234,590</b>	<b>(25,970,006)</b>
<b>NON-CAPITAL</b>					
Income	(107,640)	(168,961)	(6,000)	—	(282,600)
Expenditure	372,949	174,961	—	—	547,910
<b>Net Result</b>	<b>265,309</b>	<b>6,000</b>	<b>(6,000)</b>	<b>—</b>	<b>265,309</b>
<b>CAPITAL</b>					
Income	(1,612,127)	(19,827,275)	(3,991,492)	(2,327,700)	(27,758,594)
Expenditure	17,929,449	23,869,891	20,928,398	21,748,150	84,475,888
<b>Net Result</b>	<b>16,317,322</b>	<b>4,042,616</b>	<b>16,936,906</b>	<b>19,420,450</b>	<b>56,717,294</b>
<b>TOTAL</b>	<b>(11,590,481)</b>	<b>6,258,952</b>	<b>12,689,087</b>	<b>23,655,040</b>	<b>31,012,597</b>



# Our Diverse and Inclusive City

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Council pursued an active program of social and cultural planning, 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 provided a significant grants program that supported local community groups to grow and prosper, supported arts and cultural sector development and capacity building, and delivered a range of events and programs to further support the community and the arts.

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## Key highlights from the Council term include:

### Social Plan and Creativity Strategy

Council formally adopted the City of Ryde Social Plan and Creativity Strategy 2019-2024. Over 1,100 members of our community participated in its development which ensures the City of Ryde is an inclusive, connected and welcoming community.

### Celebrating our City

An average of 160,000 people attended Council's extensive program of events each year during the Council term. The program included a number of flagship events including the Granny Smith Festival, Australia Day celebrations and the Lunar New Year Festival (prior to the COVID-19 pandemic). New events were also established that appealed to all sectors of the community and gave a platform for local artists to showcase their many talents.

### Taking steps towards reconciliation

The City of Ryde developed a Reconciliation Action Plan that detailed practical action Council will take to contribute to reconciliation both internally and in the community.

### Stamping out racism

Through the 'Racism Stops With Me' campaign, the City of Ryde undertook a range of activities to identify and call out racism when it occurs. Council also partnered with Macquarie University to measure the experience of international students when it comes to racist behaviour. The findings helped form future anti-racism initiatives adopted by Council.

### Tackling domestic violence

The City of Ryde took a leading role in raising awareness about domestic violence. This culminated in Council staging an annual march in Macquarie Park which brought together residents, businesses, workers and students to make a stand to end violence and abuse.

### Community Grants Program

Improvements to our Community Grants Program resulted in a doubling of community grant rounds and an increase in the maximum amount of funding that was allocated for each project or event. During 2017 – 2021, 354 grants (\$1.6 million) were awarded to local community organisations, supporting these organisations to continue their valuable work in the community.

### Building an inclusive, connected and welcoming community

Throughout the term of Council, an average of 8,000 people attended annual community workshops, events and programs through Council's Community Development and Capacity Building program. Many of these were delivered in partnership with local community services and not-for-profit organisations and designed to provide opportunities for people to participate and contribute to growing an inclusive and vibrant community within the City of Ryde.

### Making space for our community to meet

Council provided a substantial set of 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.

During the Council term, two new venues were made available for the community to hire — Brush Farm House and Shaftsbury Place, which helped meet ongoing demand for hireable and cultural spaces in our community, and alleviated some of the demand for hireable space in Eastwood.



# Community groups and services, events and programs in the City of Ryde



Over 50 community service providers

Over 120 community groups and faith based organisations

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

Over 35 advisory groups and Interagencies giving the community a voice

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

Every year, between 7,000 and 9,000 people have attended more than 80 community workshops delivered through Council's active program of working with organisations and the broader community to take collective action and generate solutions that increase social and community wellbeing. Many of these are delivered in partnership with local community services and not-for-profit organisations and are designed to provide opportunities for people to participate and contribute to growing an inclusive and vibrant community within the City of Ryde.

## Community perceptions



93%

Rated their quality of life living in the City of Ryde as good to excellent



57%

Feel a part of their local community (low compared to metropolitan Sydney benchmark of 68%)



55%

Think living in the City of Ryde gives you a sense of living in a community (low compared to metropolitan Sydney benchmark of 63%)



62%

Feel that the community in the City of Ryde is harmonious, cohesive and inclusive



97%

Participated in events and social activities in the past 12 months



54%

Said there is a good range of community groups and support networks for residents



31%

Said they had volunteered as a member of a community group or organisation in the past 12 months



90%

Said they know at least a few people in their street or local neighbourhood, while 10% said they do not know people



19%

Had seen or experienced discriminatory behaviours towards themselves or others because of race, religion, gender or age (Women and people in Eastwood were more likely to experience discriminatory behaviour)



88%

Said they feel safe in their neighbourhood

Source: Telephone survey of 403 residents

## Cultural diversity



42%

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

50%

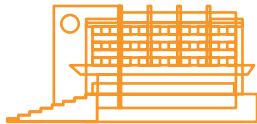
speak a language other than English at home.



72  
languages

People from 101 countries speaking 72 different languages make up our community.

## Council's community facilities



Council owns

28 halls and facilities

providing, hireable community space and office space for a range of local not-for-profit community organisations.



Council currently has

23 license agreements

with community service providers utilising these facilities and there were

90 regular hirers

and

240 casual hirers

every year.



There are between

400,000 and 500,000

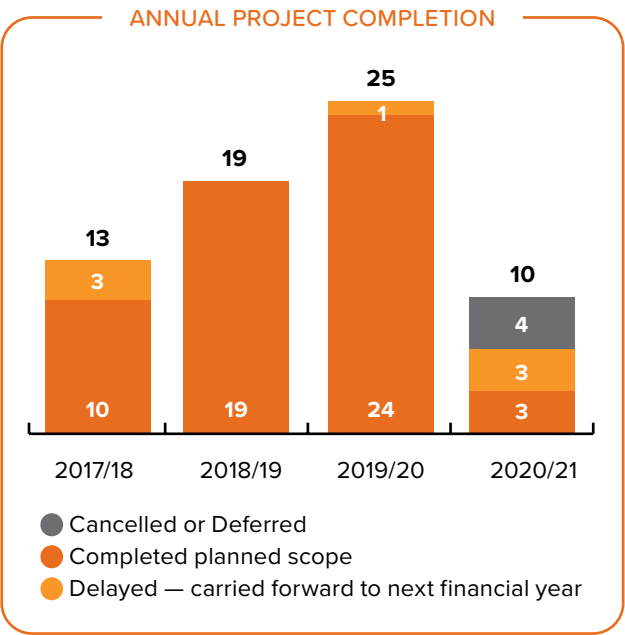
visits to these facilities annually by members of our broader community

# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR DIVERSE AND INCLUSIVE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 34 projects. This included Capital Works projects and four ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 7 occasions during the four-year period as a result of unforeseen delays. Two projects were cancelled, one project was deferred because of the impact of COVID-19 restrictions, and another deferred until the major stakeholder clarifies their timeframes.

FOUR YEAR DELIVERY PROGRAM	
Projects	28
CAPITAL PROGRAM	
Ongoing programs	4
Standalone projects	2
Total	34



## INVESTMENT SUMMARY

Council invested a total of \$27.7 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$4.1 million was generated from activities related to building a Diverse and Inclusive City.

Our Diverse and Inclusive City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Plan
<b>BASE BUDGET</b>					
Income	(1,473,397)	(1,360,439)	(476,271)	(742,820)	(4,052,927)
Expenditure	6,376,202	6,221,902	5,860,471	6,826,960	25,285,534
<b>Net Result</b>	<b>4,902,805</b>	<b>4,861,462</b>	<b>5,384,200</b>	<b>6,084,140</b>	<b>21,232,607</b>
<b>NON-CAPITAL</b>					
Income	(9,355)	(34,987)	(4,557)	—	(48,899)
Expenditure	234,892	347,545	171,922	190,000	944,359
<b>Net Result</b>	<b>225,536</b>	<b>312,558</b>	<b>167,365</b>	<b>190,000</b>	<b>895,460</b>
<b>CAPITAL</b>					
Income	(4,546)	—	—	—	(4,546)
Expenditure	550,674	877,977	—	—	1,428,652
<b>Net Result</b>	<b>546,128</b>	<b>877,977</b>	<b>—</b>	<b>—</b>	<b>1,424,106</b>
<b>TOTAL</b>	<b>5,674,469</b>	<b>6,051,998</b>	<b>5,551,565</b>	<b>6,274,140</b>	<b>23,552,173</b>



# Our Open and Progressive City

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Council achieved positive outcomes for the City of Ryde and its people throughout the term of government. Guided by strong civic leadership, Council actively engaged with the community on key issues and in turn advocated for its stakeholders on a range of key issues. This was all built on a premise of strong transparency, governance and financial sustainability.

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## Key highlights from the Council term include:

### Ryde Central redevelopment

After an extensive community consultation process, work began on Council's project to redevelop the Ryde Civic Centre site into a new community and civic hub that will deliver a four-fold increase in community facilities.

The centrepiece of the new development will be a new multi-purpose and cultural building dedicated to community use which will feature a performance hall seating up to 700 people. There will also be public activity rooms, meeting rooms and an exhibition space.

An additional commercial building on the site will house Council staff and external tenants. Other features include a public plaza, direct and accessible pedestrian links and on-site basement car spaces.

### Employer of Choice

Council was recognised with the prestigious title of Employer of Choice in the Australian Business Awards during the Council term.

The highly sought-after accreditation is awarded to an organisation that is a leader in its field and provides an innovative workplace that looks after its people through career development, opportunity and work-life balance.

### Updating our technology infrastructure

The City of Ryde maintains a significant investment in information, communication and technology infrastructure that supports Council's broad scope of operations. With an ever-changing technology landscape, balancing our community's current and future interactions with Council remains a high priority. Over the period of this term, Council has upgraded key corporate systems to facilitate a smoother customer online transaction experience, along with updating key data-sets that support mapping and planning across our urban and natural areas, and implementing mobile technology to enhance connectivity and usability of corporate applications for our mobile workers.

### Improving project management

By implementing progressive improvements to how projects are managed, Council achieved a record completion rate during the term of Council. In 2019/20 alone, Council completed 97 percent of the scheduled scope of works for the 175 individual capital projects and sub-projects that made up Council's capital programs during the year. This was achieved by driving project delivery through streamlined design reviews, digital plan approval, remote stakeholder workshops and efficient scheduling and implementation of advanced forward planning.

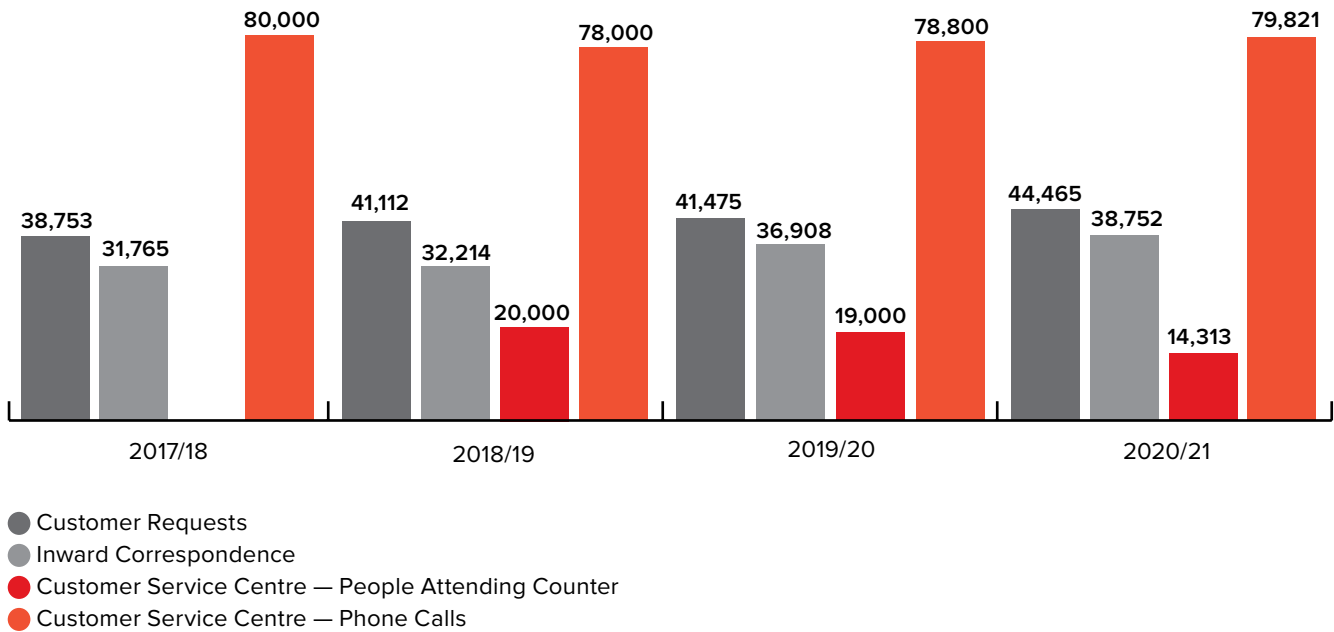
### Australasian Reporting Awards

The City of Ryde received four consecutive Australasian Reporting Gold Awards for its annual reports during the term of Council. These awards are given to organisations that achieve overall excellence in annual reporting, providing full disclosures of key aspects of core business, addressing all current legislative and regulatory requirements and provide a model for other organisations to follow.

### White Ribbon accreditation

Council successfully completed the White Ribbon Australia Workplace Accreditation Program, which recognised the organisation's ongoing commitment to eliminating family and domestic violence. As part of this process, the Council organisation was required to meet 15 criteria that demonstrated it was a safer and more respectful workplace and was taking active steps to stop violence against women.

### Customer requests received by Council



Customer service plays an important strategic role within Council by promoting improved engagement with our community and responsiveness to their needs. Council's commitment to the community that we serve is to be responsive to customer requests. Every year, Council receives around 180,000 requests for different services from our community through our different customer service channels. Council remains committed to maintaining high standards of customer service, responding to between 93 percent and 95 percent of requests within our established service standards, and resolving over 85 percent of Customer Service Centre calls at first point of contact.



# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR OPEN AND PROGRESSIVE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 50 projects. This included Capital Works projects and nine ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on two occasions during the four-year period as a result of unforeseen delays.

### FOUR YEAR DELIVERY PROGRAM

Projects	31
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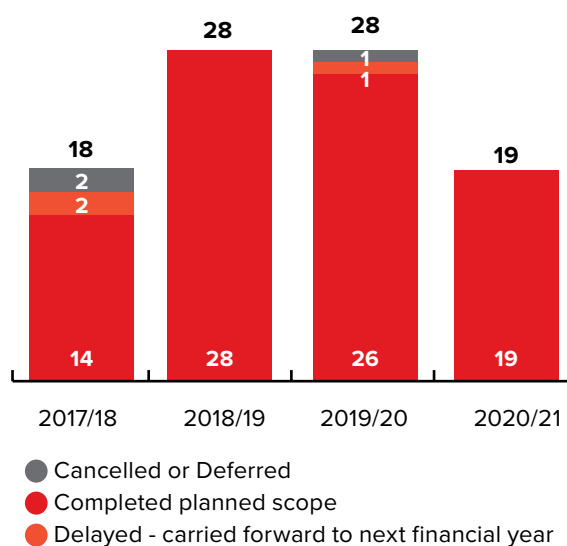
### CAPITAL PROGRAM

Ongoing programs	9
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Standalone projects	10
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<b>Total</b>	<b>50</b>
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### ANNUAL PROJECT COMPLETION





## INVESTMENT SUMMARY

Council invested a total of \$327.3 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$352.1 million was generated from related activities.

Our Open and Progressive City	2018/2019 Actuals	2019/2020 Actuals	2020/2021 Actuals	2021/2022 Original Budget	Four Year Total
<b>BASE BUDGET</b>					
Income	(85,194,669)	(89,173,467)	(88,313,063)	(89,452,950)	(352,134,149)
Expenditure	35,057,496	132,820,201	32,846,398	38,887,840	239,611,935
<b>Net Result</b>	<b>(50,137,173)</b>	<b>43,646,735</b>	<b>(55,466,665)</b>	<b>(50,565,110)</b>	<b>(112,522,214)</b>
<b>NON-CAPITAL</b>					
Income	—	—	—	—	—
Expenditure	1,021,709	813,887	589,003	930,000	3,354,599
<b>Net Result</b>	<b>1,021,709</b>	<b>813,887</b>	<b>589,003</b>	<b>930,000</b>	<b>3,354,599</b>
<b>CAPITAL</b>					
Income	—	—	(10,000)	—	(10,000)
Expenditure	4,977,661	8,927,963	14,124,757	56,322,630	84,353,011
<b>Net Result</b>	<b>4,977,661</b>	<b>8,927,963</b>	<b>14,114,757</b>	<b>56,322,630</b>	<b>84,343,011</b>
<b>TOTAL</b>	<b>(44,137,803)</b>	<b>53,388,584</b>	<b>(40,762,905)</b>	<b>6,687,520</b>	<b>(24,824,604)</b>





# State of the Environment

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2017-2021

City of Ryde



Lifestyle and opportunity  
@ your doorstep

This report details the progress made towards environmental goals set out in the City of Ryde Community Strategic Plan.

# The City of Ryde Community Strategic Plan



## Community Vision

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.

## INTRODUCTION



### Parks and Reserves

205 hectares of natural areas distributed over 71 parks and reserves



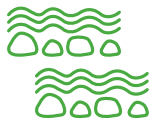
### Waterways

Two major rivers, five main creeks/ waterways and 14 discrete stormwater drainage catchments, with a total area of more than 4,000 hectares



### Vegetation

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



### Rivers

Five regional and seven local biodiversity corridors connecting to major rivers



### Reserves

40 reserves that contain threatened ecological communities

With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low- to medium-density development. There are more than 53,000 privately held properties across the City of Ryde, which include about 57,000 dwellings. More than 53 percent of these dwellings are medium to high density.

## Achieving the Community's vision for the City

Over this decade, the changing climate and forecast population growth will continue to increase pressure on the City of Ryde's natural and urban environment. Our growing and changing City requires considered urban renewal that enhances and protects its natural assets and encourages sustainable living that proactively reduces our carbon emissions and resource use from 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 Council 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, open space and parklands and minimise the impacts from climate-related and resilience-based challenges impacting our natural ecosystem services and people from extreme weather patterns, heat, bushfires and flooding.

This requires Council 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 to keep our City liveable and healthy as we grow and integrate new developments with transport so that people rely on their cars less and actively connect to our places and spaces are key priorities for our City's future.

## Three key priorities were identified to help achieve the community's aspirations for the City



### Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments



### Protecting natural areas

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



### Resilient Infrastructure

Managing infrastructure to reduce risk and impacts





# Sustainable Planning

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## 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
-



## What Council is doing

Council has a significant program of policy development, planning, management and reporting for the City of Ryde's natural and urban environment. These protect and enhance the City's natural areas, including our bushlands, waterways and ecosystems, and 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.

Council also delivers a comprehensive 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.

## Vegetation cover

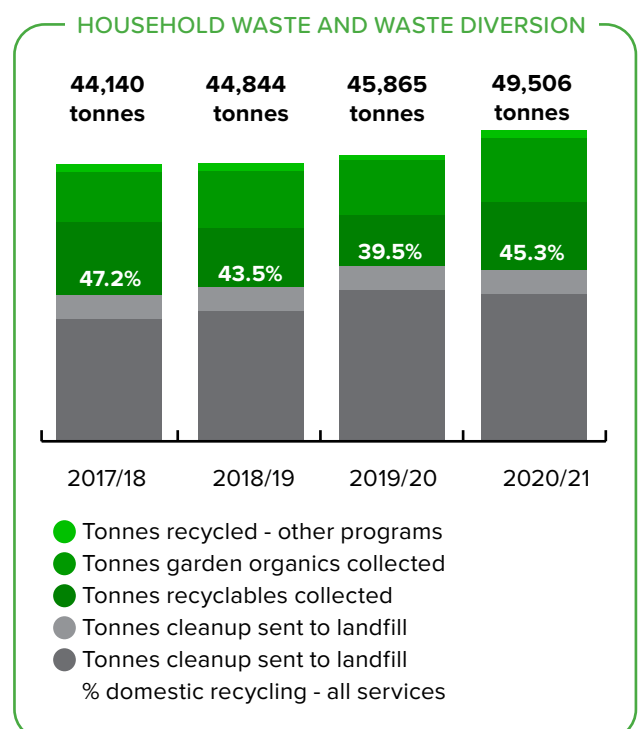
The City of Ryde's population has increased by about 25 percent over the past decade and is projected to rise by another quarter by 2036. Rising numbers of residents and dwellings adds pressure to existing green spaces, their preservation, the cooling effect they have on our City and the critical connections they provide for fauna. The creation of additional housing through development on private land, particularly large development projects, is also seeing a significant impact on vegetation coverage and connection to natural areas, often replacing them with hard surfaces which increases local heat impacts over the long term. In coming decades, increasing canopy cover and all forms of vegetation will become increasingly important to counter the effects of urban heat islands that occur when trees and vegetation are replaced with hard pavements and structures.

## Waste diversion and resource recovery

Waste diversion from landfill is a key focus of the City of Ryde. Waste management is an essential service that Council provides to the community. With a growing population, the challenge is how to manage the City's waste effectively and efficiently while limiting as much as possible, any adverse impact on the environment.

Council's target of 48 percent of the total tonnage of waste collected being diverted to recycling was not achieved over the past four years.

A steady reduction in recycling was experienced year-on-year due to a combination of reduced collections of garden organics resulting from severe dry weather conditions during 2019 and 2020, and the introduction of the NSW Government's Container Deposit Scheme. This scheme has had an impact on existing recycling contracts and diverted recyclables from recycling bins to Return and Earn facilities.



# Key highlights over the previous four years include:

## Implementing major plans for the City

The City's Local Strategic Planning Statement (LSPS), updated in 2020, has a major focus on ensuring the City of Ryde's collective ecological footprint will be reduced in ways that contribute to the liveability of the community. This will be supported by well-planned infrastructure that is responsive to future needs of residents and our natural environment, and provides actions to reduce our individual and collective ecological footprint.

The LSPS complements the Ryde Local Environmental Plan 2014 (LEP), which sets out the local environmental planning provisions for land in the City of Ryde. One of the key aims of the LEP is to protect and enhance the natural environment, including areas of remnant bushland in Ryde, by incorporating principles of ecologically sustainable development into land use controls and preserve and improve the existing character, amenity and environmental quality of the land throughout the City.

The adoption of the Ryde Resilience Plan 2030 in September 2020 underscored the City of Ryde's commitment to City-wide resilience planning for its operations and its people as we grow and change over the next 10 years. We are the first council in NSW to create a local resilience plan. Delivery of the plan has commenced with a strong focus on addressing the immediate impacts of the COVID-19 pandemic within our community, and building climate risk and resilience vulnerability and mitigation strategies into all local policies and plans.

The City of Ryde Biodiversity Plan was adopted in 2016. This plan surveyed our whole City to assess current flora and fauna, threats and opportunities to provide a plan for increasing and ensuring the protection of these natural systems and corridors. The plan provided a set of recommendations to deliver on these priorities and has been delivered annually since its adoption through a dedicated officer.

The Parramatta River Masterplan 2025 'Duba, Budu, Barra' was adopted by Council in 2019 and provides a blueprint for improving the living health of the Parramatta River towards future 'swimmability'. The masterplan outlines 10 key steps towards improving pollutant entry, stormwater run-off impacts, community involvement and education, ecological health, monitoring and reporting and governance. The masterplan was the product of several years of key studies and a cooperative approach among 10 councils.

## Tackling climate change

### – Councils making a difference

The City of Ryde joined the Cities Power Partnership, which is Australia's largest network of local councils tackling climate action. A network of 160 local governments representing more than 65 percent of Australia's population, the partnership supports councils to take practical and effective steps to transform the way cities and towns respond to climate issues.

Council developed a community program for household risk and resilience planning — the 'Climate Wise Communities' website. The free online tool enables residents to locate their home, assess against possible risk such as flood, fire or heat and be provided with tools to minimise this risk into the future. The service has been promoted at community workshops and other events.

In 2017 Council joined the Australian Photovoltaic Institute's 'SunSPot' to provide residents free access to 3D solar mapping software to assist households to navigate solar options, map their house and possible benefits in installing a future system.

## Growing our City's canopy cover

Council is actively working to boost tree coverage across the City of Ryde. We committed to a target of 40 percent canopy coverage across our City by 2030 in the Ryde Resilience Plan 2030. Up to a thousand trees and shrubs are planted each year in the City's bushland areas, parks and streets through Council's tree planting and community plant giveaway programs. Other initiatives and Council projects add more trees and vegetation to this total every year.

Additionally, planting events are conducted regularly as well as plantings in creek lines and catchments as part of restoration works. For example, our annual National Tree Day events attract on average almost 150 to 200 community members to assist us in planting up to 1,000 plants in our reserves and bushland areas to build on our corridors for fauna and connecting bushland spaces. Also as part of our creek restoration projects we incorporate revegetation to support adjoining riparian buffer zones to assist water quality, fauna corridors and assist to prevent erosion.

## Expanding waste recycling options in the City of Ryde

Through funding under the Community Recycling Centres Grant Program, Council is establishing a Community Recycling Centre for problem waste at Porters Creek, which will provide residents with the ability to recycle paints, oil, batteries and electronic waste.

Council is continuing to identify opportunities to 'close the loop' in the waste industry, by exploring opportunities to buy back recycled products, including glass fines for road base, compost for field remediation and paper with recycled content.

A major development in 2021 saw the City of Ryde join the Southern Sydney Regional Organisation of Councils 'Paving the Way' major tender program for reducing landfill.

The program aims to create a market for approximately one-third of Council domestic glass collections (equivalent to 70 million glass bottles per year) by replacing natural sand with recycled crushed glass in asphalt, non-structural concrete and pipe bedding. Paving the Way is the largest joint local government-led procurement to initiate the use of recycled glass in local roads in NSW to date.

## Recycling challenges

During 2018/19 our recycling tonnages were lower than in previous years due to a combination of reduced garden organics resulting from extremely dry weather conditions and the introduction of the NSW Government's Container Deposit Scheme, which diverted recyclables from recycling bins to Return and Earn facilities.

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

## Getting the community engaged — living sustainably, reducing waste and improving recycling

Council actively promotes the value of recycling in our local community and has a number of education programs to help reduce waste, reduce contamination levels and improve the overall quality of the recyclable material stock.

Council also runs a broad education program helping residents to reduce waste and live more sustainably, with around 60 workshops delivered to the community, early learning centres, primary schools and Macquarie University every year and pop-up education stalls at local libraries and shopping centres celebrating major events. The Ryde Environmental Education Network (REEN) program helps teachers to embed sustainability education across the school curriculum. Around 20 local schools participated in the program every year with curriculum-based support, new initiatives and council supported events for their schools to improve their ecological footprints.

The City of Ryde's annual Sustainable Waste 2 Art Prize (commonly known as SWAP) is now in its eleventh year and continues to raise community awareness about waste by asking entrants to enter artworks made from reused and recycled material.

Improving recycling rates from residents, managing waste reduction, illegal dumping and contamination in multi-unit dwellings is a key issue. Council is working 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).

Initiatives like the Our Common Ground program have been introduced to multi-unit dwellings to help encourage food waste reduction through the introduction of community gardens and increased composting opportunities.

The City of Ryde's war on waste gained momentum with Putney's five cafés joining the BYO coffee cup call to action, making it Australia's first Responsible Café suburb. It is estimated 3 billion hot drink cups and lids that cannot be recycled end up in landfill every year.



# Protecting Natural Areas

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

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

## What Council is doing

Council has an active program of protecting and enhancing the City of Ryde's 205 hectares of natural areas and bushland, waterways, catchments and ecosystems. A major part of this work involves collaborating with volunteers, businesses and the community who contribute their time to help restore and enhance our natural areas.

Council also manages, upgrades and maintains the City's water catchments, stormwater drainage networks and foreshore infrastructure and assets. This includes working to improve water quality in local waterways through restoring and rehabilitating local creeks and wildlife corridors and floodplain management, reducing risks to the environment and community from flooding, reducing the use of water and energy through stormwater harvesting and reuse, and improving and maintaining seawalls and other foreshore infrastructure (including wharves, jetties and boat ramps) to ensure that they continue to protect our coastlines from erosion and provide a satisfactory level of service for the community.

## The condition of our natural areas

Protection and management of our natural spaces is increasingly challenging due to issues such as climate change and urban population growth. To protect these spaces we continue to deliver bush regeneration contracts for management across our City. These contracts ensure our ecologically sensitive sites are protected and improved while other areas are maintained, supported and enhanced where we can.

Managing weeds, our asset protection zones and feral animals is another area of focus to ensure these spaces are protected, risk minimised and populations are controlled to protect species. We do this through delivering community education programs, a residential biosecurity engagement program, operational asset protection delivery and through feral animal monitoring and control.

We also monitor these spaces and collect auditing data to continuously improve where we can, adjusting on-ground projects and increasing broader community education and awareness. This is delivered through tailored education programs and through our ongoing Bushcare program that works with more than 160 local residents in these natural spaces.

## Water quality

Council has maintained a consistent water quality monitoring program across the City of Ryde since 2004. This program measures water quality in five main creeks, testing macroinvertebrates (water bugs or other taxa), physiochemical and riparian (adjoining waterway vegetation) health of these natural systems.

Monitoring is conducted twice per year with data indicative of peri-urban waterways which are highly modified and generally impacted by urban development from stormwater, pollutants, run off and other drainage impacts.

Data is provided to the community via Council's website to assist interested community and students while also assisting Council to plan future creek and catchment based education and capital works improvement projects.

Since 2017, Council has designed and delivered creek and riparian restoration projects in Terrys Creek (in partnership with Hornsby Council), Jim Walsh Park, Shrimptons Creek, Portius Park and Barton Park. For improving catchment water quality Council has built several water sensitive urban design projects which capture stormwater for treatment through natural systems (wetlands, bioretention basins, swales or tree pits). These have been delivered across the City including at Santa Rosa Park — Council's largest bioretention system supporting creek health at Shrimptons Creek.

Council's development controls also support improved water quality to ensure large developments install natural filtration systems on their lands to limit pollutants that damage our waterways long term.



## Key highlights over the previous four years include:

### Protecting biodiversity and restoring our natural areas

Significant restoration works across City of Ryde bushland and natural areas have been achieved over the past four years. Bush restoration work is undertaken in multiple parks and reserves over an area totalling between 50 and 100 hectares every year. This includes over 4,000 hours volunteered by our community every year through programs like Bushcare, partnering with all ability social enterprises like Bushlink, through our community nursery The Habitat, community planting days and engagement with local schools and businesses.

Further to this, Council also undertakes a broad range of activities to help protect and restore our natural areas, including:

- Delineation works protecting native saltmarsh vegetation communities and critically endangered bushland areas
- Conducting flora and fauna studies in over 60 bushland parks and reserves to better understand our local biodiversity, flora and fauna
- Introducing new wildlife protection areas in the City to protect native fauna from domestic pets
- Council's feral animal control program targeting rabbit and fox populations within bushland and community lands
- Updating bushfire prone land mapping with the assistance of the Rural Fire Service, assisting residents to plan for bushfire protection and inform design considerations for homes identified as being prone to the impacts of fire.

Managing invasive weeds is also a key priority for Council, including conducting surveillance of high risk sites and activities, and working with property owners to identify and control high priority weed incursions and addressing incursions before they become established. This is provided under a biosecurity grant awarded to Council by the Department of Primary Industries.

### 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. A range of other initiatives to reduce and control the amount of litter and other pollution that arrives at our waterways have also been introduced. These include:

- Our Living River. A range of projects were completed as part of our commitment to the 10-council Parramatta River Catchment Group Masterplan 2018. These include working to activate Putney Beach, undertaking water quality testing, community education and developer education programs about pollutants and reducing the risk of sewer overflows
- Joining the NSW Environment Protection Authority, the Department of Planning, Industry and Environment and 17 councils ensuring compliance with soil erosion and sediment control at construction sites around the Parramatta River under the 'Get the Site Right' program
- Improving the effectiveness of gross pollutant traps, currently preventing hundreds of tonnes of pollutants (such as litter, silt and vegetation) from entering the waterways every year through undertaking a comprehensive audit of these systems
- Banning single-use plastic drinking straws as well as a phase out of other single-use plastics used by our community and local businesses across the City.

### Improving the amenity of our foreshores

We partnered with the Parramatta River Catchment Group and Sydney Coastal Councils Group to develop a new Coastal Management Program. The program will be the largest Council-led initiative of its kind and will result in a whole-of-Sydney-Harbour coastal catchment plan including 20 councils focused on managing threats to water quality from their catchments. The group was awarded a NSW Coastal and Estuary Grants Program for \$274,000 to develop Stage 2 of the Program.

Delivery of this program will assist in improving waterway health towards making the Parramatta River swimmable again.

## Restoring and rehabilitating our creeks

We continue to monitor our five major creeks for water quality and health including assessing the state of the riparian zones (bank areas) and identifying opportunities for future works programs. Over the past four years Council has completed a number of major rehabilitation and restoration projects along our five major creeks. This work includes:

- Rehabilitating and revegetating over 700 square metres of corridor space with over 1,500 plants planted along Shrimptons Creek, improving habitat for small native birds and other fauna and helping to connect canopies and improve biodiversity through Macquarie Park
- Completing the final section for the Terrys Creek Walking trail upgrade, a two kilometre trail from Epping Road north to the M2 motorway to improve connection to Lane Cove National Park
- The Bill Mitchell Park Stormwater Harvesting Project – we installed a stormwater capture tank that collects upper catchment stormwater which is then treated and stored, providing irrigation for the park and gross pollutant capture for a 41 hectare area from Victoria Road in Gladesville to the Parramatta River
- Improving the existing drainage and creek line along Kittys Creek including weed and rubbish removal, stabilisation of bank slopes, fencing and revegetation
- Rectification works at Barton Park creek line following illegal clearing, stabilising the creek banks and riparian plantings to provide stability and contribute to natural bio-filtration.

## Preventing littering and illegal dumping: Zero Litter to River

Council has implemented proactive measures to combat litter and illegal dumping, including regular inspections of dumping hotspots and the deployment of CCTV surveillance.

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 are also being rolled out across the City to help deter littering.

Bus shelter 'Hey Tosser' advertisements and drainage decals also educated the community on the importance of keeping our drains just for rain. To supplement these works we also launched our 'See it, Report it, Stop it' waterway litter education campaigning. To date we have targeted 36,146 households towards stopping litter pollution entering our waterways across several catchments. This aligns with the Parramatta River Catchment Group's Masterplan objectives of improving the health of the river and stopping pollutants from entering our waterways.

We have also continued to monitor, install and review our current gross pollutant traps for efficacy and for targeting hot spot areas. We undertook an audit of the pollutant traps to review capture and program rectification works looking to improve these systems and minimise waste from entering our waterways.

Eastwood was identified as a littering hotspot with eight times more rubbish and 20 times more cigarette butts than elsewhere in our local government area. In response a program of measures have been put in place in Eastwood town centre to help prevent litter escaping from bins in the area and to encourage the correct disposal of cigarette butts.



# Resilient Infrastructure

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## 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
-

## What Council is doing

As our climate continues to rapidly change with impacts exacerbated by urban development and growth, ensuring what we build considers risk from natural hazards will be vital in ensuring our development controls, infrastructure and systems are resilient to withstand and bounce back from shocks and stresses.

We do this through reviewing our risks, planning for minimising and mitigating and where we are unable to avoid, seek to adapt through planning and delivery across Council. Our Ryde Resilience Plan and supporting planning controls work in parallel to respond to shocks and stresses felt by our community and infrastructure. It also ensures planning for new infrastructure takes these factors into consideration.

## Safeguarding our future

In recent years, Sydney and other parts of eastern Australia have experienced a sequence of natural disasters that have put great strain on the community and the infrastructure that it relies on. In response, Council has made it a priority to increase the resilience of its infrastructure so that it can withstand the impacts of natural disasters, while also recover from such occurrences. Guided by the Ryde Resilience Plan 2030, Council continues to proactively take steps to achieve and continuously improve this across its infrastructure portfolio, including its stormwater, transport, open space and recreation infrastructure assets. Council is partnering regionally with other Sydney metropolitan councils under joint programs, tenders and in advocating to State agencies to strengthen community resilience outcomes long term in areas of planning and development and in reducing our footprint in our civil works contracts and energy.



# Key highlights over the previous four years include:

## Building a resilient city

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, Council completed a review of its Local Environmental Plan.

Following a multi-stage community engagement program, Council also completed the Ryde Resilience Plan 2030, a 10 year resilience plan for the City and its people. 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 build capacity and ensure the Ryde community, local businesses and Council can prepare for local and global events, major shocks and emergencies in the future.

As an Ambassador Council to the (former) 100 Resilient Cities, Sydney program, the City of Ryde helped develop the Resilient Sydney Strategy, which will help build resilience across all 33 metropolitan Sydney councils.

The Resilience Plan was selected as a finalist for the NSW Local Government Excellence Awards in 2021.

In 2019 Council also partnered with our insurer in updating our 2016 Climate Risk study. The study utilised up-to-date climate data and assessed possible risks to assets, systems, services and operational delivery across our City as related to climate change such as sea level rise, fire, heat, rainfall and temperature, with the goal of developing an action plan for Council. At the time of development the City of Ryde was one of the first councils in NSW to undertake a comprehensive risk assessment of this kind and worked with Local Government NSW to encourage and assist other councils to develop their own.

## Managing stormwater, preventing flooding

Council has restored and replaced thousands of metres of stormwater pipelines in the City's stormwater drainage network.

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

## Protecting our foreshores

We managed the development, delivery, remediation, improvement and maintenance of our foreshore infrastructure and assets (including wharves, jetties, boat ramps and seawalls).

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. Recently the group focused on the impact of private development and upper catchment stormwater on river water health, and developing new coastal management programs to replace current coastal estuary zone management plans.

Council has constructed a new seawall at Banjo Paterson Park to prevent erosion and stabilise the foreshore embankment and also completed works on the Morrison Bay Seawall. An in-river seawall has also been constructed at Putney's Bennelong Park to minimise erosion of the beach area as well as reduce exposure of underlying bedrock and protect existing mangroves. Design of additional seawall upgrades and repair works have also commenced for future upgrades of the seawalls at Putney Park, Kissing Point Park and Looking Glass Point to address overtopping and erosion behind the existing walls caused by passing ferries and future sea level rise.







# Council's Priorities

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Council has a longstanding commitment to being a responsible and sustainable organisation, and takes pride in its commitment to responsible and environmentally sustainable management of our resources and consumption. We have established longstanding targets to limit energy and water consumption across our Council facilities measuring against a consumption baseline of 2003/04 levels and have been successful in holding consumption of energy and water around these levels over many years.

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## Cutting our energy consumption

We consistently track and monitor this usage across our assets and work to consistently improve the way we manage our resources long term and contribute to city-wide emissions reductions.

Council's sustained effort to reduce energy consumption and lower greenhouse emissions has paid dividends.

By 2020/21 renewable energy met 46.9 percent of Council's energy requirements, and we lowered our greenhouse gas emissions by 26 percent compared to our 2003/04 baseline, as a result of our continuing solar photovoltaic (PV) installation program, procurement of renewable energy and other efficiencies across council operations.

Council now has 383.4 kW of solar PV system capacity installed across five facilities, generating a total of 302,329 kWh of renewable energy. These installations now provide a substantial proportion of the energy requirements for their respective sites.

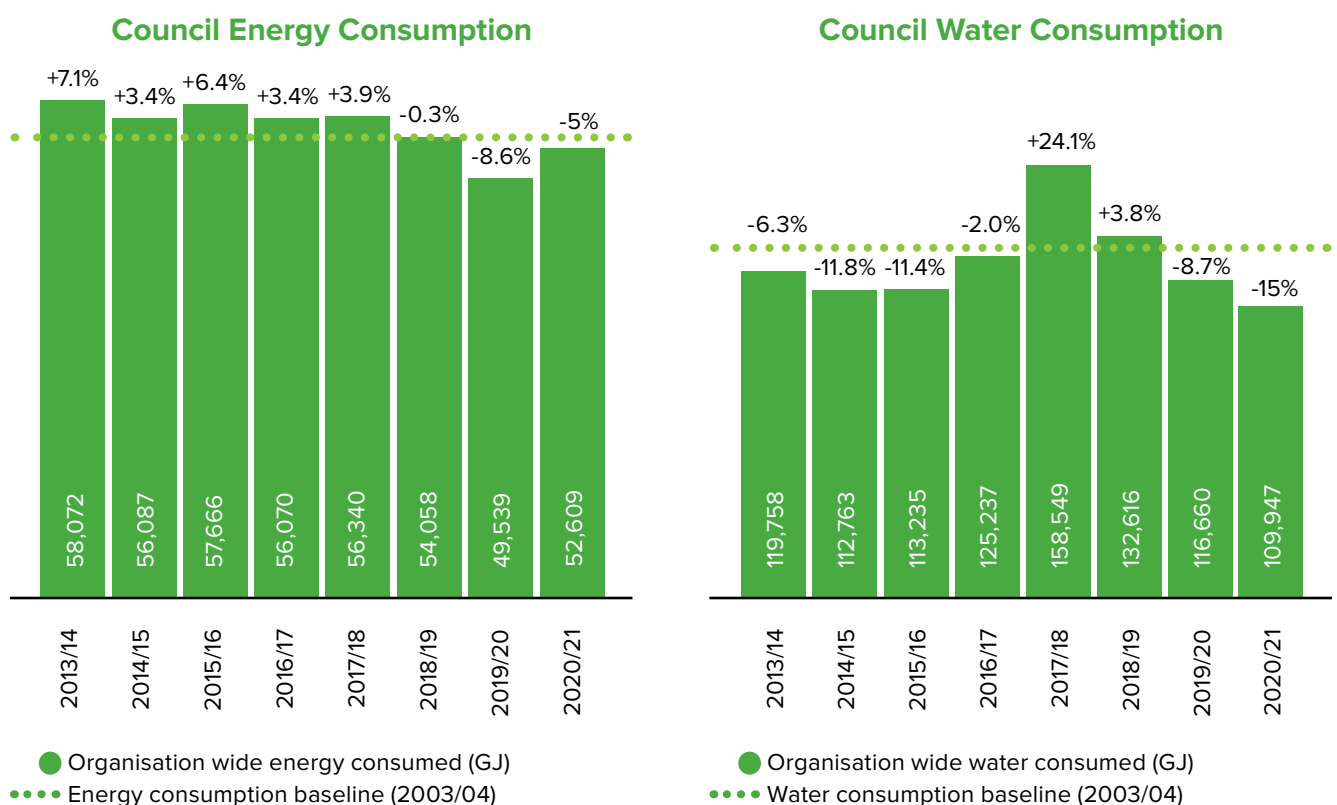
Council has been recognised for its efforts. Our Ryde Aquatic Leisure Centre (RALC) Solar PV project was selected as a finalist in the 2019 Cities Power Partnership Awards for the Renewable Energy Award. The 300.33 kW system is estimated to reduce electricity consumption by 366MWh for the RALC facility producing an approximate annual saving of \$35,000 in costs and saving over 315 tonnes of greenhouse gas emissions per year.

We also continued our participation in Southern Sydney Region of Councils renewable energy Power Purchase Agreement (PPA) PEERS 1. The PPA supplies a total of 20 percent renewable energy from direct investment into the Moree Solar Farm project. In 2021 we started looking to increase this renewable investment under a new program which is due to commence in late 2022.

To support our continued efforts to reduce carbon emissions and demonstrate leadership to the community, in 2020 we adopted a renewable energy and resource efficiency targets for 2030 for all Council assets.

## Water use

Our commitment to being a responsible and sustainable organisation also includes a 'no net increase in potable water supply' above a 2013 baseline for use including in our parks and sportsfields. To support this Council has installed several stormwater harvesting systems to date, which provide a low to no cost solution to keep our fields operating and green. We have also put in place systems to monitor our water systems and proactively detect leaks and we regularly seek improvements to limit potable usage.



# 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

## **EV**

Electric vehicle

## **FINANCIAL YEAR**

The financial year we are reporting on in this annual report is the period from 1 July 2020 to 30 June 2021

## **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

## **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

## **MOU**

Memorandum of Understanding

## **NIEIR**

National Institute of Economic and Industry Research

## **NSROC**

Northern Sydney Regional Organisation of Councils

**OPERATIONAL PLAN**

A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan.

Note: this is a legislative requirement

**PAMP**

Pedestrian Accessibility and Mobility Plan

**PANDEMIC**

A pandemic is the worldwide spread of a new disease, such as a new influenza virus or 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

**PRCG**

Parramatta River Catchment Group, a group of Councils and other bodies leading efforts to improve the health and condition of the Parramatta River and its tributaries by improving their environmental management

**RATE PEGGING**

The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government

**RISK MANAGEMENT**

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

**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



# INDEX

100 Years of Women in Local Government	120
--	-----

## A

Active and Healthy City	36
Advisory Committees	128
Advocacy for community benefit	82
Animal Management	255
Arts and Cultural Development	98
Assets Management	112
Audit, Risk and Improvement Committee	128, 132
Audited Statements	152
Awards	101, 139

## B

Back to Business Recovery Program	74
Biodiversity	58
Building compliance	32
Bush regeneration	58
Bushcare	58, 60
Bushfire Plan	140
Business Capacity Building	74
Bus Stops	84, 88, 266

## C

Carparking in Eastwood	76
Catchments and Stormwater Management	60
Certifiers	30
Citizenship Ceremonies	96
Coastal Protection	62
Code of Conduct	124
Community Engagement	19, 110
Community Facilities	103
Community Financial Report	144
Community Grants Program	98
Community Services	98
Community Safety	32
Community Strategic Plan	14, 15, 242
Complaints Management	111
Compliance	33
Connected and Accessible City	78
Connect Macquarie Park + North Ryde	252
Corporate Governance	130
Council Committees	127
Council	121
Councillors	122
COVID-19, overview of impact	12
Customer Services	110
Cycleways	88

**D**

Debts	200
Development and Assessment	30
Developer Contributions	24
Diverse and Inclusive City	92
Diversity	135
Disability Inclusion Action Plan (DIAP)	264
Dogs	255
Domestic Violence	98

**E**

Eastwood Carparking	76
Economic Development Strategy	74
Emissions	8, 56
Environment, see Natural and Sustainable City	56
Employee Engagement	134
Equal Employment Opportunity (EEO)	135
Events	96
Executive Team	130
Energy Consumption	56

**F**

Feral Animals	58, 59
Financial Report	144
Flood Management	60
Food Safety	32
Footpaths	88
Foreshores and Seawalls	62

**G**

General Manager's Review	9
GIPA Requests	256
Governance, organisational	130
Governance, Audit and Risk	113
Grants	11, 28, 74, 98

**H**

Health and wellbeing (staff)	141
Heritage Reforms	28
History	6
Housing and Development	24
Human Resources	134

**I**

Immunisation Program	102
Incident Reporting	142
Inclusion	170
Indigenous	98
Industrial Relations	139
Injury Management	142
Integrated Planning and Reporting Framework	15
Internal Audit	133
International Women's Day	96
Ivanhoe Estate	24

# INDEX

## L

Leadership	130
Learning and Development	138
Legal Services	113
Library Services	48

## M

Macquarie Park	24, 72
Mayor's Message	8
Meadowbank Bridge	88
Media Coverage	12

## N

Natural and Sustainable City	52
------------------------------	----

## O

Open and Progressive City	106
Open Spaces	44
Organisation Structure	130

## P

Parking	33
Paths and Cycleways	88
People and Performance	114
Performance Overview	12
Playground upgrades	44
Pollution	60
Population	5
Procurement	113
Profile	5
Project Management	113
Property Portfolio	112
Public Domain	24, 32
Public transport	82
Purpose	3
Putney Park Beach	62

## R

Reconciliation Action Plan	98
Recycling	65
Residential Sustainability	65
Resilience	56
Risk Management	133
Roads	86
Ryde Aquatic Leisure Centre	46
Ryde Central	12, 112
Ryde Community Strategic Plan	14, 15, 242

**S**

Safety Around Schools	82
SafeWork NSW	140
Smart and Innovative City	70
Special Rating Variation (SRV)	254
Special Schedules	232
Sportsfields and Facilities	40–42
Staff, see Working at the City of Ryde	134
Stakeholders	16
Statistics	5, 22, 38, 54, 72, 80, 94
Statutory Reporting	240
Stormwater	60, 61, 251, 253
Street Lighting	86
Strengthening Ryde Property Strategy	112
Sustainability Statement	14

**T**

Technology	115
Ticket to Ryde	138
Town Centre Upgrades	76
Traffic and Transport	82
Training, Staff	138, 141
Transport Management Association	74
Trees	58

**V**

Values	3
Venture Café	252
Vibrant and Liveable City	20
Vision	3
Voluntary Planning Agreements	261
Volunteers	139

**W**

Waste Management	64
Water Consumption	56
Water Quality Monitoring	47, 60, 62, 337–339
West Ryde Town Centre	26
Work Health and Safety (WHS)	140
Working at Ryde	134
Workplace Incident Reporting	142

**Y**

Year in Review	10
----------------	----

# TRANSLATION INFORMATION

## English

If you do not understand this document, please come to 1 Pope Street, Ryde (within Top Ryde Shopping Centre), to discuss it with Council staff, who will arrange an interpreter service. Or you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact you. Council's phone number is 9952 8222. Council office hours are 8.00am to 5.00pm, Monday to Friday.

## Arabic

إذا لم تفهم محتوى هذه الرسالة، يرجى الحضور إلى 1 Pope Street، Ryde (في Top Ryde Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي. أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفهية على الرقم 131 450 لتتطلب من المترجم الاتصال بك. رقم هاتف المجلس هو 9952 8222. ساعات عمل المجلس هي 8:00 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

## Armenian

Եթե դուք չէք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Քաղաքային Խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն: Կամ կարող եք զանգահարել Թարգմանչական Ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի: Խորհրդի հեռախոսահամարն է 9952 8222: Խորհրդի աշխատանքային ժամերն են առավոտյան ժամը 8:00-ից մինչև երեկոյան ժամը 5:00, երկուշաբթիից մինչև ուրբաթ:

## Chinese

如果你不明白这封信的内容，敬请前往1 Pope Street, Ryde（位于Top Ryde Shopping Centre内），向市政府工作人员咨询，他们会为您安排口译服务。此外，您也可以拨打131 450联络翻译和口译服务，要求口译员与您联系。市政府电话号码为9952 8222。市政府办公时间为周一至周五上午8:00至下午5:00。

## Farsi

لطفاً اگر نمی توانید منترجات این نامه را درک کنید، به نشانی 1 Pope Street، Ryde (در Top Ryde Shopping Centre) در Ryde مراجعه کنید تا با استفاده از یک مترجم دراین باره با یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس گرفته و بخواهید که به یک مترجم ارتباط داده شوید. شماره تماس شورای شهر 9952 8222 و ساعات کاری آن از 8:00 صبح تا 5:00 بعد از ظهر روزهای دوشنبه تا جمعه است.

## Italian

al Top Ryde Shopping Centre), Ryde, per discutere con il personale del Comune che organizzerà un servizio di interpretariato. Potete anche contattare il Servizio di Traduzione e Interpretariato al 131 450 per chiedere a un interprete di contattarvi. Il numero di telefono del Comune è il 9952 8222. Gli orari di ufficio del Comune sono dalle 8.00 alle 17 dal lunedì al venerdì.

## Korean

이 서신을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 통역사 서비스를 주선할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화하셔서 통역사가 여러분에게 연락하도록 요청하십시오. 시의회의 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 금요일, 오전 8시 00분에서 오후 5시까지입니다.



# CONTACT

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways.

## Website

[www.ryde.nsw.gov.au](http://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](mailto:cityofryde@ryde.nsw.gov.au)

## Mayor and Councillors

Contact details for the Mayor and Councillors are available on [www.ryde.nsw.gov.au](http://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

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Manager Communications and Engagement

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Chief Financial Officer

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### Renee Mitchell

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Senior Coordinator Communications

### Michael East

Communications Coordinator

## Photography

Staff and community photographers

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**Customer  
Service Centre**

1 Pope Street,  
Ryde NSW 2112  
(+61 2) 9952 8222  
[www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)

 **City of Ryde**



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