



 City of Ryde



Lifestyle and opportunity
at your doorstep

Annual Report

2022/23

Shaping the future

Delivering first class projects,
programs, services and events
to make City of Ryde the place
for lifestyle and opportunity at
your doorstep

We are pleased to present the City of Ryde Annual Report for 2022/23.

The report focuses on the financial and operational performance of the City of Ryde in 2022/23, documenting our performance against the 2022/23 budget, and progress against our Four-Year Delivery Program 2022-2026.

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

This report reflects Council's commitment to the consideration of social, economic, environmental and governance principles that are important to our community. It contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, with the GRI index on page 189 listing the location of relevant indicators within the Annual Report. We also discuss the sustainability initiatives we have undertaken both in our community and in our organisation in the Our Natural and Sustainable City and Our Vibrant and Liveable City outcomes. Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City's future has remained a focus during 2022/23.

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

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 **SHAPING THE FUTURE**

Our progressive and innovative Council is committed to achieving ambitious new goals through the work of the new City Shaping division, which will deliver the strategies to make City of Ryde the place for lifestyle and opportunity at your doorstep.

That includes ensuring the vital Macquarie Park Innovation District is the go-to destination for Australian and international high-tech businesses, and developing the masterplans that will make our town centres the envy of Sydney.

At the City of Ryde – where we continue to deliver first class projects, programs, services, and events – the future is an exciting place.

Acknowledgement of Country

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

The City of Ryde would also like to pay respect to Elders both past, present and 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 Mission

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



Our Values

At City of Ryde we value:



Health & Safety

We take personal responsibility for our own health, wellbeing and safety. As well as the health, wellbeing and safety of our colleagues and customers



Excellence

We do the best we can for our customers and embrace innovation in the way we work



Accountability

We are honest, transparent and act in the best interest of Council and the community



Respect

We listen, seek to understand, and celebrate the diversity of the people within our organisation and the community



Teamwork

We work within both our own teams and other teams to successfully achieve Council's goals

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THE CITY OF RYDE IN PROFILE

POPULATION



129,123

estimated residents

20,967

children – 0-14 years
(16 percent)

14,502

young people – 15-24 years
(11 percent)

19,447

older people – 65 years
and over (15 percent)

HOUSEHOLDS



49,040

households

21,254

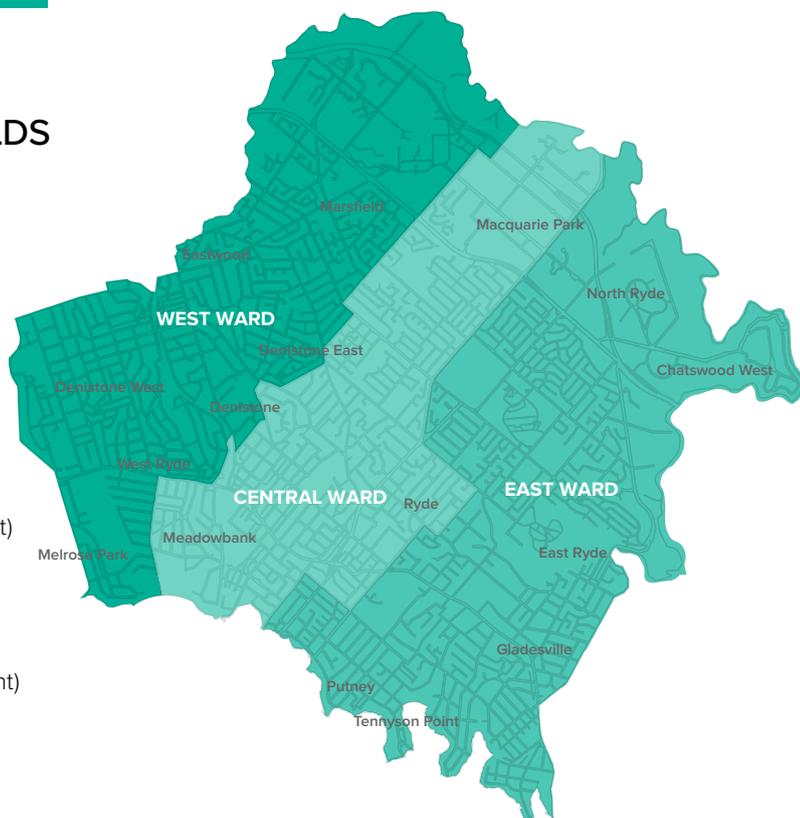
families (43 percent)

12,647

couples without
children (26 percent)

12,976

single-person
households (26 percent)



A CULTURALLY DIVERSE CITY



108

countries of origin

78

languages spoken

49 percent

of residents born
overseas

49.5 percent

of our residents speak a
language other than English
at home

A PROSPEROUS AREA



30 percent

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

76,800

employed residents

80 percent

of resident workers have
a tertiary qualification

6,086

residents require assisted
living due to disability
(5 percent)

A GROWING REGION



54,235

rateable properties

21,502

dwellings are separate
houses

9,521

dwellings are medium
density housing

24,380

dwellings are in
high density housing

A POWERHOUSE ECONOMY



\$19.75 billion

gross regional product

Approximately

14,000

local businesses

92,800

local jobs

Data sources:

NIEIR 2021

ABS 2021

ABS Census of Population
and Housing 2021

OUR STORY

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

Early 1800s

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

January 1792

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

1886

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

1894

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

1949

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

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



1804

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

1841

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

1880s

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

This agricultural aspect was retained until after World War II

1870

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

2022

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

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

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

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

A YEAR IN REVIEW

A MESSAGE FROM OUR MAYOR



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

Throughout 2022/23, Council has focused on providing essential services for our community, delivering projects and events across the City, while also remaining fiscally responsible. Some of the highlights include:

Back to business

Our local businesses showed great resilience in bouncing back from the adverse impact of the COVID-19 pandemic and its extended lockdowns. We generated \$19.75 billion in gross regional product, up from \$18.06 billion in 2021/22; the number of local businesses increased from 13,800 to 14,000; and there were 92,800 local jobs, which was down slightly from the correlating period last year. During September 2022, we hosted Mac Park Social, a series of pop-up events using different spaces around our vital Macquarie Park Innovation District. Aimed at attracting residents and local workers away from their desks and out into the fresh air, this successful event featured food trucks, live music and outdoor dining spaces.

Preserving open space

Council was proud to support a wonderful and successful community campaign to preserve the TG Millner Fields in Marsfield as invaluable public open space. In October 2022, we resolved to endorse a submission to the NSW Department of Planning and Environment opposing a planning proposal that would have converted this beautiful green space into a housing development. We then welcomed the subsequent decision by the independent Sydney North Planning Panel in late November 2022 to prevent the sports fields being redeveloped. This sent a clear and important message that these valuable playing fields are off-limits to developers.

Transport excellence

Our continued commitment to providing best practice transportation solutions was rewarded when City of Ryde's Integrated Transport Strategy (ITS) 2041 was honoured with the 2022 Australian Institute of Traffic Planning and Management (AITPM) Excellence Award in July 2022. ITS 2041 was developed through collaboration with industry, State Government agencies, local politicians, neighbouring councils, bicycle advocates and the local community and identified 58 transport projects to prioritise, with a combination of active and public transport and road projects.

Festivities return

After a two-year hiatus due to COVID-19 restrictions, the Granny Smith Festival – City of Ryde's much-loved premier annual event – returned in October 2022 and the community responded in force, with an estimated 100,000 people flocking to the heart of Eastwood for its welcome home. Other popular City of Ryde events and ceremonies also roared back into life, including the Cork & Fork by the Riverside food and wine festival, which was moved from its original date of 21 May to 2 July 2023 due to inclement weather. Our Citizen of the Year and Volunteer Recognition Awards continued to showcase our community's unsung heroes and I was honoured to help welcome 2,089 new citizens at our Council Citizenship Ceremonies.

Public art projects

Two spectacular new sports-themed murals popped up in the City of Ryde in June 2023 as part of Council's ongoing Graffiti Management Project. The murals – at ELS Hall Park, North Ryde, and Morrison Bay Park, Putney – follow the unveiling of a brilliantly coloured giant rainbow lorikeet on the side of a commercial building in Ryedale Road, West Ryde in May 2023. The first of the mural projects, at Meadowbank train station, was completed in December 2022 and brings together elements of water and land in an art deco abstract design.

In conclusion, I'm sure you'll agree that 2022/23 has been an eventful 12 months for the City of Ryde.

Our wonderfully diverse and inclusive City has bounced back in terrific style after a particularly challenging 2021/22 and I'm looking forward with great anticipation to an exciting future as Council continues to deliver its positive and progressive agenda.

Clr Sarkis Yedelian OAM
City of Ryde Mayor

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



I am pleased to provide to you our 2022/23 Annual Report, which gives an overview of Council's performance and achievements over the 12-month period.

There were many highlights – and a few challenges – as our community rebounded strongly after the trials of the COVID-19 pandemic, which was followed almost immediately by a period of unprecedented wet weather.

After being appointed CEO on 2 September 2022, I began working on an ambitious organisational restructure that came into effect in November 2022. The restructure means that our Council organisation provides a new focus from two perspectives: Business and Operations, focusing on the delivery of our high-quality services, programs and projects for our customers and the community; and City Shaping, delivering the strategic focus for "lifestyle and opportunity at your doorstep" that will secure our City's future prosperity and working to gain national and international recognition for our City and the Macquarie Park Innovation District.

Led by the City Shaping team, Council sent a delegation to the Smart City Summit and Expo in Taiwan in March 2023, which resulted in an agreement for a Memorandum of Understanding (MoU) with the Hsinchu Science Park Bureau. Hsinchu Science Park is home to the world's two biggest semiconductor manufacturers – an increasingly essential global industry – among its more than 400 high-tech businesses. Council is also proactively engaged with agencies in tech-leading countries such as the Republic of Korea, Japan and India, hosting delegations throughout the year and exploring potential areas for cooperation.

In terms of Council's commitment to achieving Net Zero emissions by 2035, we reached a significant milestone, becoming powered by 100 percent renewable energy supplied by three solar farms in regional NSW. This goal was achieved eight years ahead of schedule and reduced our electricity, gas and fleet emissions by 71 percent compared with baseline emissions in 2018/19. Meanwhile, the retrofitting of street lighting to energy-efficient LED is more than 99 percent complete and reduces this energy consumption by more than 55 percent.

The strategically important Eastwood town centre was the focus of renewed activity, with the establishment of a formal Koreatown in the Rowe Street East precinct, a significant Council initiative that was supported by a separate State Government grant. Eastwood also received some infrastructure upgrades in the form of much-needed new traffic lights and a pedestrian crossing and was the recipient, along with the Macquarie Park business precinct, of technology that provides real-time parking availability information. The Park'nPay app can be downloaded from Council's website:

www.ryde.nsw.gov.au/ParknPay

Our Streets as Shared Spaces trial provided a potential model for our town and neighbourhood centres for the future after temporarily converting Linsley Street, Gladesville, into a public active space for two months. Furthering our commitment to making our City vibrant and liveable, a West Ryde-Meadowbank Masterplan is now being prepared to address ways to improve amenity in another one of our other major town centres.

The community rebound from two years of COVID-19 lockdowns was seen in the increased number of people utilising our facilities and services. Council's five libraries received more than 637,000 visitors, and there were over 258,000 visits to our halls and community facilities, with more than 7,200 bookings. There were over 659,000 visits to the Ryde Aquatic Leisure Centre and 230,000 participants in local sport.

Supply chain issues and prioritisation of funding continued to impact delivery of our capital projects. However, 81 of 106 planned projects and capital programs progressed as expected, with Council managing issues with the remaining projects.

The Ryde Central project remained under review following the discovery in late 2022 of the irregular movement of funds from Council's Externally Restricted Reserves to other Internally Restricted Reserves, including the Ryde Central project. Management acted quickly and decisively to implement corrective measures and reported the matter to the Office of Local Government (OLG), the Independent Commission Against Corruption (ICAC) and the NSW Audit Office. The funds were returned to the correct Restricted Reserves as investigations continue, while Council implemented a new Cash Reserves Policy to ensure these actions do not reoccur.

On behalf of all City of Ryde staff, I look forward to a positive 2023/24, continuing our work to deliver valued services, programs, and projects to you, our community, in a financially sustainable manner.

Wayne Rylands
City of Ryde Chief Executive Officer

A YEAR IN REVIEW

OUR PERFORMANCE SNAPSHOT



\$1.135 billion

of approved development

**More than
22,000**

development enquiries received

492

development applications

416

new dwellings approved

88 days

on average required to determine each development application



**230,000
participants**

in organised sport using Council's active open space areas

**Over 659,200
visitors**

to Ryde Aquatic Leisure Centre

**Over 637,100
visits**

to our five libraries, and
43,566 active library members

**Over 258,300
visits**

to Council's halls and community facilities with more than 7,200 bookings

**Library
programs
and events**

33,166 attendees at 1,216 in-person and online programs and events

14,978 attendees at children's StoryTime and baby RhymeTime

**38,500
passenger trips**

taken on our Shop Ryder community bus service



**50 bush
regeneration
sites**

across the City of Ryde

**Over 4,000
volunteer hours**

helped to restore and manage bushland across 17 sites

**Over
8 percent
reduction**

in energy consumption compared with 2018/19 baseline

Over 1,077GJ renewable electricity generated from Council's solar systems

36.8 percent

of 49,254 tonnes of domestic waste recycled



Building relationships

Memorandums of Understanding focused on economics and trade, arts and culture, achieving Net Zero, and education with industry, government and academic stakeholders from Taiwan, Korea and other countries

Building business capacity

Local businesses connected with services and subsidised educational opportunities, stimulating economic activity through projects such as Ryedale Road and Coxs Road public domain upgrades, hosting food tours in Eastwood and Top Ryde, and supporting creative industries

Renewing Eastwood

as one of Sydney's major cultural tourist hubs through initiatives like Koreatown, infrastructure upgrades including pedestrian safety enhancements, installing real-time parking availability and reducing flooding risk

Smart parking

Installation of real time availability sensors in Eastwood and the Macquarie Park business precinct

Footpaths and cycleways

44,105m² of road pavements and 2,810m² of footpaths and cycleways were newly constructed or replaced



78 percent

of over 65,000 Customer Service Centre calls, answering over 118,400 separate enquiries, were resolved at first point of contact

More than 12,300 customers

served in person at the Customer Service Centre with over 41,700 separate enquiries answered

Almost 3.5 million

page views on Council's website, and Council's post reach on Facebook is now around 100,000 every quarter

92 percent

of over 42,800 customer requests received were actioned within 10 working days

91 percent

of over 35,000 items of inward correspondence actioned within 10 working days

Bicycle Strategy

New Bicycle Strategy and Action Plan 2022-2030 provides a framework for encouraging greater involvement of residents, the community and government in cycling and reducing our dependence on cars



Full events program returns

With over 160,000 people attending Council events during the year

Community events program

Including Lunar New Year Festival, the West Ryde Easter Fair, Cinema in the Park, The Granny Smith Festival, Diwali Fair and Carols on the Common. Civic events included ANZAC Day, Remembrance Day, Volunteer Recognition Awards and the Citizen of the Year Awards. 2,089 people became new citizens across 15 Citizenship Ceremonies

Supporting social wellbeing

Over 8,600 people attended community development activities including our Seniors Festival, International Women's Day, Harmony Day, Youth Week, Aged Care Employment Expo, Refugee Week, Neighbour Day, NAIDOC Week and Reconciliation Week and Moon Festival

Encouraging creativity

Our arts and creative development initiatives attracted up to 400 in-person attendees and thousands of listeners and subscribers. They included Get Gig Ready Podcasts, our Artist-In-Residence program and the Creative Spotlight Series

Over \$386,500

allocated in community grants to support 77 projects

A YEAR IN REVIEW

A NEW VISION FOR RYDE

Following a review initiated by Council in May 2022, a new organisational structure was implemented by Council in November 2022 following the appointment of Wayne Rylands as Council's new Chief Executive Officer.

Central to developing the new structure was the desire to improve the overall efficiency and effectiveness of the Council organisation. We enabled senior staff to focus the majority of their time on strategy and advocacy and work more closely with Councillors, government agencies and key stakeholders. This will position the City to meet major challenges facing it over the coming decades, achieve better outcomes for the community and allow Council to better focus on shaping and creating a future city that people want to live, work and play in.

The new structure has created two portfolios with distinct areas of focus – the Business and Operations Portfolio and the City Shaping Portfolio – with each led by a General Manager.

The Business and Operations portfolio includes most of Council's traditional core administrative and service delivery functions with a focus on continuous improvement, efficient service delivery and providing value for the community.

The newly formed City Shaping portfolio provides the strategic focus, with seven underlying disciplines designed to take a connected and collaborative approach to any matter or complex public policy problem under consideration, while prioritising the community's best interests.

The new structure has already produced significant strategic outcomes and one major achievement is establishing an economic development concierge service. We are also guiding cooperation and future investment, especially in Macquarie Park, through our new International Relations Policy which is centred on formal Memorandums of Understanding (MoU). Through our initial efforts in this area, we are very close to signing an MoU with the Hsinchu Science Park in Taiwan, and are pursuing multiple MoUs with cities, regions and organisations from Taiwan, South Korea, Japan and India.

Some early initiatives which will continue in 2023/24FY:

- The City of Ryde becoming the first local government member of the Electric Vehicle Council of Australia, and helping to draft the new Local Government Guide for Electric Vehicles
- Developing a new Eastwood Masterplan to revitalize this key area and a new West Ryde and Meadowbank Renewal Strategy to help realise the significant potential that these areas promise for the community
- Developing a new infrastructure strategy to guide our infrastructure investment plan and a new property strategy to maximise returns for the community
- Planning ways to enhance our open spaces
- Developing our pathway to meet our Net Zero commitments and targets
- Establishing new educational partnerships with TAFE and universities
- Encouraging opportunities for people with special needs
- New Cultural and Social Strategies and enhancing our relationship with our Indigenous community.

Many of these initiatives and more will come to fruition in the coming year.

OUR INTERNATIONAL FOCUS

The City of Ryde's new City Shaping division – which has a major focus on delivering key strategies to gain national and international recognition for the City of Ryde, including the key Macquarie Park Innovation District – in March 2023 led a Council delegation, in collaboration with Macquarie University, attended the Taipei Smart City Summit and Expo in Taiwan. The delegation followed Council's approval of an International Relations Policy in February 2023, which established clear principles around Council's relations with international organisations, governments, and institutions.

Between 28 and 30 March 2023, the five-member Council delegation attended formal events and conducted 39 face-to-face meetings with government, academic, and industry representatives in Taiwan. The most consequential of those meetings took place with officials from Hsinchu County and the Hsinchu Science Park Bureau.

Hsinchu Science Park is known as the 'Silicon Valley of Taiwan' and houses the world's top two semiconductor companies among its more than 400 high-tech businesses. It has close synergies with Macquarie Park, which is Australia's original Innovation District. Following the delegation, negotiations between Council and the Hsinchu Science Park Bureau commenced, with the aim of establishing a formal MoU that will focus on the advancement of the semiconductor industry, the biomedical industry, and the incubation of startup companies.

The City of Ryde sees this MoU as a vital doorway for the establishment of a semiconductor presence in the Macquarie Park Innovation District. This is an essential global industry that produces the computer chips needed to run everything from household appliances, smartphones and cars to submarines and medical equipment.

Council believes investing in the advanced technology sector has the potential to transform the City of Ryde community – it creates new and diverse job opportunities, especially those with science, technology, engineering and mathematics backgrounds. It spurs innovation and creativity, attracting the best and brightest minds to live, work, play and stay in our City.

COUNCIL IN THE SPOTLIGHT

There was considerable media interest in the activities and initiatives undertaken by the City of Ryde in 2022/23, with Council receiving more than 315 media mentions. Sentiment towards Council was overwhelmingly neutral or positive with only a small proportion of negative items (5.4 percent in print, and around 1 percent in the broadcast and online media).



FINANCIAL RESULTS

The income statement shows that the operating result at 30 June 2023 amounted to a surplus of \$31.1 million compared to \$34.1 million in the previous year. This is a decrease of \$3 million and is mainly due to a combination of factors such as fair value on investment properties, capital grants and contributions and depreciation. The net operating result before capital grants and contributions is \$8.5 million.

FINANCIAL POSITION

Council's Statement of Financial Position shows the enormous amount of assets under Council's care and control. The total value of Council's assets as at 30 June 2023 grew to \$2.2 billion compared with the previous financial year of \$1.9 billion, mainly due to revaluation of Council's operational land and this was done by applying index rates from the latest Valuer General land values.

Council delivered \$37.7 million of capital projects of which \$14.9 million was for renewal of Council's existing asset base. There were no dedications of assets from developers this financial year.

Council's overall cash position increased from \$219.9 million to \$247.7 million and this is mainly due to greater than anticipated developer contributions received this financial year. The increase in externally restricted reserves relating to developer contributions and the corresponding decrease in internal reserves is mainly due to correction of transfers completed in 2020 that were not in accordance with legislation. These transfers do not affect Council's total cash, cash equivalents and investments. Council's unrestricted cash remains at \$8.5 million.

PERFORMANCE INDICATORS

Council has achieved all the financial ratios within the benchmarks. However, of Council's infrastructure asset performance ratios, the renewal ratio was not met this financial year. This is mainly due to large-scale projects requiring to be carried over due to protracted negotiations with utility providers, availability of contractors, staff vacancies during the year and price escalations within the construction industry requiring additional funding or a change in project scope.

PERFORMANCE AGAINST ORIGINAL BUDGET

Council's original budget was adopted by Council on 28 June 2021. Original budget projections on which the assumptions had been based have been affected by several factors. These include the continuing impact of the COVID-19 pandemic, State and Federal decisions, including new grant programs, changing economic activity, environmental factors and decisions made by Council.

During the year, as required by the Local Government (General) Regulation 2021, the adopted income and expenditure is reviewed against the actual income and expenditure and any variations are reported against the adopted budget to Council on a quarterly basis. The General Purpose Financial Statements (GPFS) require the original budget adopted by Council to be included to compare to the actual result at the end of the year. A notable variation from the original budget was capital grants and contributions of \$14.5 million. This is a result of greater than anticipated Developer Contributions received due to increased development during the financial year.

Summary financial position and performance as at 30 June 2023

INCOME STATEMENT	\$(M)
Total income from continuing operations	173.7
Total expenses from continuing operations	142.6
Net operating result for the year	31.1
Net operating result for the year before capital grants and contributions	8.5
CAPITAL EXPENDITURE	\$(M)
New capital works	22.8
Renewal capital works	14.9
Total capital expenditure	37.7
FINANCIAL POSITION	\$(M)
Total assets	2,235.3
Total liabilities	67.2
Net assets	2,168.1
CASH & INVESTMENTS \$M	247.7
Less external restrictions	130.6
Less internal restrictions	108.6
Unrestricted cash	8.5
PERFORMANCE INDICATORS	
FINANCIAL PERFORMANCE INDICATORS	
Operating performance ratio	7.63%
Own source operating revenue ratio	82.08%
Unrestricted current ratio	6.8
Debt service cover ratio	14.67
Rates and annual charges outstanding	3.31%
Cash expense cover ratio	11.63
INFRASTRUCTURE ASSET PERFORMANCE INDICATORS	
Buildings and infrastructure renewals ratio	69%
Infrastructure backlog ratio	1.92%
Asset maintenance ratio	115.94%
Costs to bring to agreed service levels*	1.2%

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

SUSTAINABILITY STATEMENT

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

SOCIAL SUSTAINABILITY

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

For example, our Social Plan 2019-2024 outlines a strategic roadmap to sustain and improve social wellbeing in the City of Ryde. Our Creativity Strategy 2019-2024 outlines a vision and strategic roadmap for Council, community and partners to support, build and empower arts and creativity in our City. Our Children's Play Implementation Plan 2019-2024 helps ensure that all families within the City of Ryde have access to safe, accessible and high-quality playgrounds. More information can be found on page 183.

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 179 to learn more.

We also offer a generous community grants program to support local not-for-profit organisations and community groups to carry out special projects that contribute to community wellbeing and build a vibrant local culture – see page 108.

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. This is supported by our Urban Forest Strategy, as we aim to reverse falling canopy coverage trends across the City – see page 57 for further information. 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.

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.

ECONOMIC SUSTAINABILITY

To ensure our local economy remains vibrant and sustainable in both the short and long term, we are working to create a healthy and resilient economy across our centres and neighbourhoods. Our initiatives include revitalising town centres and commercial areas to attract businesses and an increased diversity of shops, cafés and restaurants. We are working towards an improved night-time economy and better digital and transport connections, and support people and businesses across the City to launch and nurture businesses and careers. Our Economic Development Program supports micro, small, medium and large enterprises with regular events, programs and initiatives that help drive job creation.

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, Community Strategic Plan, Local Strategic Planning Statement and Local Environmental Plan.

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

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

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

Quarterly Progress Reports

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

Annual Report

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

GREATER SYDNEY

40 year

VISION

The Greater Sydney Region Plan

20 year

PLAN

Greater Cities 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 4 to 10 years 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

Four year

PLAN (Council Term)

Four-Year Delivery Program

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

Delivery Programs

End of Term Report

One year

PLAN (Annual Planning Cycle)

One-Year Operational Plan

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

Departmental Business Plans

Quarterly Progress Reports, Quarterly Budget Review Statements, Annual Report, and Annual Financial Statements

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.

City of Ryde GRANNY SMITH FESTIVAL

Which of the following best describes you?
请问您属于以下哪种情况?
請問您屬於以下哪種情況?

다음 중 귀하를 가장 잘 설명하는 것은 무엇인가요?

<p>dent, er</p> <p>居住在萊德市 (City of Ryde), 交市政費</p> <p>居住在萊德市 (City of Ryde), 需繳納市政費</p> <p>City of Ryde 거주자이지만, 재산세 (카운슬 요금) 납부자는 아님</p>	<p>A City of Ryde resident and ratepayer</p> <p>居住在萊德市 (City of Ryde), 交市政費</p> <p>居住在萊德市 (City of Ryde), 需繳納市政費</p> <p>City of Ryde 거주자이지만, 재산세 (카운슬 요금) 납부자는 아님</p>	<p>A City of Ryde ratepayer, but do not live in the City of Ryde</p> <p>(City of Ryde), 需要交市政費</p> <p>(City of Ryde), 需繳納市政費</p> <p>City of Ryde 거주자이면서 재산세 납부자</p>	<p>A worker in the City of Ryde</p> <p>在萊德市 (City of Ryde) 工作</p> <p>在萊德市 (City of Ryde) 工作</p> <p>City of Ryde 의 근로자</p>	<p>A visitor to the City of Ryde</p> <p>暫時在萊德市 (City of Ryde) 居住的訪客</p> <p>暫時在萊德市 (City of Ryde) 居住的訪客</p> <p>City of Ryde 방문자</p>
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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 e-newsletters. You can also connect with us on our social media channels, including Facebook, Twitter, LinkedIn and Instagram.

Get 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 plans that are consulted or advertised throughout the year. Each year you can also make a submission on Council's Four-Year Delivery Program and One-Year Operational Plan when they are 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



OUR VIBRANT AND LIVEABLE CITY

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

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

PRIORITIES FOR THIS OUTCOME

GREAT PLACES, VIBRANT NEIGHBOURHOODS

Centres are the focus of vibrant communities

Places are designed for people

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

COLLABORATIVE DEVELOPMENT

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

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

SUSTAINABLE DESIGN

Neighbourhoods support sustainable growth

Developments add to the character of their neighbourhoods

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



OVERVIEW

Council programs and services supporting this outcome

City Development Program Creating a vibrant and liveable city environment that balances development, land use, amenity and sustainable growth.	City Strategy and Place Planning Development Assessment Services
Community Safety and Amenity Program Ensuring high standards of public health, safety and amenity are maintained across the City of Ryde.	Building Certification and Compliance Environmental Health and Safety Ranger Services

How we monitor progress

- Delivering the City's Local Strategic Planning Statement and Housing Strategy
- Development approvals and enquiries
- Annual inspection and audit programs monitoring compliance with building standards, public amenity and safety, unauthorised activities, public health risks and compliance with health regulations and standards
- Requests for ranger services.

BUILDING A VIBRANT AND LIVEABLE CITY

As the City of Ryde continues to be a desirable place to live and work, it is crucial to ensure our growing community has access to diverse housing and employment opportunities as well as vital services. With projected population increases and an estimated 66,000 dwellings required by 2031, considerable pressure will be placed on our local character and heritage, and on our natural and urban environment over the coming decade. The right balance is essential.

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

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

Achieving the best future for the City of Ryde requires Council to continue to advocate across government and to guide development to diversify housing supply while protecting and maintaining the character and liveability of our City.

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

KEY STATISTICS

PROJECTED GROWTH

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

54,235 Rateable properties

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



Neighbourhood centres

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



TG Millner Fields

As an important step supported by Council in retaining the TG Millner Fields as a vitally important open green space sporting venue for the community, the independent Sydney North Planning Panel refused a proposed rezoning from 'Private Recreation' to 'Residential'



New development

\$1,133 million of developments were approved.

100,843m² commercial floor space was approved

SERVICES AND PERFORMANCE HIGHLIGHTS

CITY STRATEGY AND PLACE PLANNING

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

Updating our environment plan

Following eight years of significant change in our City, we identified a number of opportunities to improve the operation of the Ryde Local Environmental Plan 2014 (LEP). Amendments to the LEP correct historic errors, omissions and anomalies, and introduce new provisions for community facilities, recreation areas, advertising and signage to ensure we are able to support the needs of our community.

West Ryde – Meadowbank Masterplan

Over the last year Council has been working on forming a new, holistic long-term vision for the centres at West Ryde and Meadowbank. Council and the then-Greater Sydney Commission had previously considered the future of West Ryde Town Centre and the Meadowbank Education and Employment Precinct as separate pieces of work. However, given the strong strategic connections between the areas around West Ryde and Meadowbank stations an integrated vision and plan is required. Council is anticipating the new masterplan will be exhibited in late 2023.

Helping community gardens flourish

Council has developed a more streamlined application process for community groups to establish new community gardens on private land. The process has been improved to encourage community groups to establish new community gardens and reap the social and environmental benefits of gardening.

A new webpage replaced the previous community gardens information on Council's website. The page highlights the benefits of community gardens and encourages garden proponents to talk to Council's Development Advisory Service as a first step on the path to establishing a new garden.

Advocacy for our future

We continued to advocate to the State Government across a wide range of planning issues affecting our City. Council advocated for improved outcomes at the State Government's Ivanhoe Estate re-development, seeking to ensure greater consideration is given to delivering the local infrastructure required to support the new high density community and surrounding neighbourhoods.

The City of Ryde has also been advocating on the community's behalf in relation to the State Government's implementation of the Macquarie Park Place Strategy, numerous state significant development proposals and broader state policy changes, such as new provisions in state legislation relating to build-to-rent and affordable housing delivery. We called for better mechanisms to deliver affordable housing and ensure the quality of affordable and social housing as part of the Government's Housing State Environment Planning Policies amendments and liaised with City of Parramatta on improvements to the Melrose Park redevelopment. We also provided Council's perspective on multiple State Applications, including in the Macquarie Park Strategic Investigation Area and the substantial redevelopment proposed for the Baptist Care Site in Macquarie Park.

In addition, we collaborated with the State Government to progress the transition of the former Marsden High site from education to recreation uses and ensure the bushland on the site is conserved, and on plans to rezone the former Meadowbank Public School site to open space for public recreation.

Our open green spaces

A significant milestone was achieved during the year with the refusal by the State Planning Panel to allow the proposed rezoning of the TG Millner fields in Marsfield. The field was donated by the Millner family to the Eastwood Rugby Club in the 1960s and has provided space for sports and recreation teams ever since.

Following the sale of the land to North Ryde RSL in 2017, a planning proposal was submitted to the NSW Department of Planning and Environment seeking to rezone the land to enable development of 132 low-density dwellings.

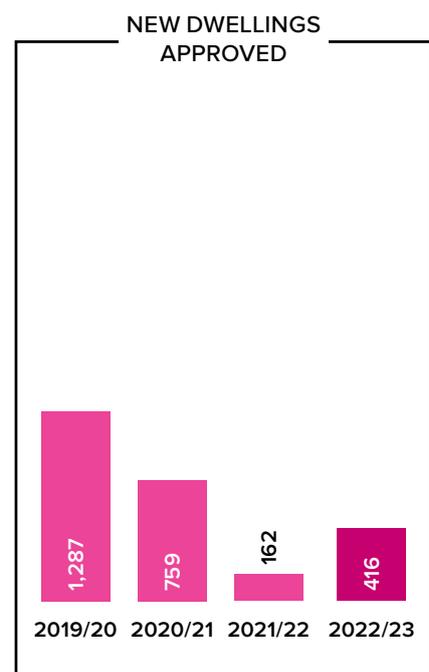
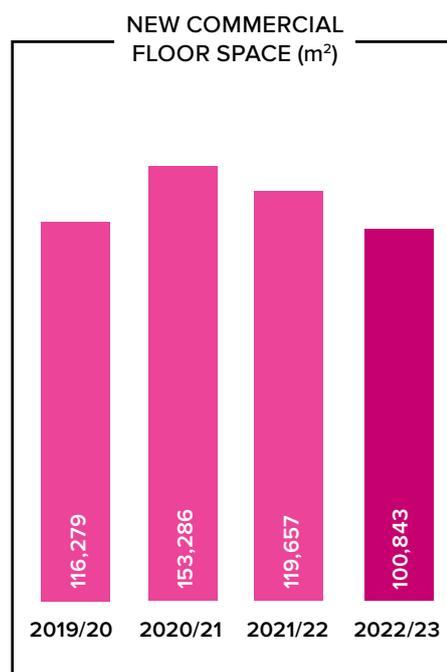
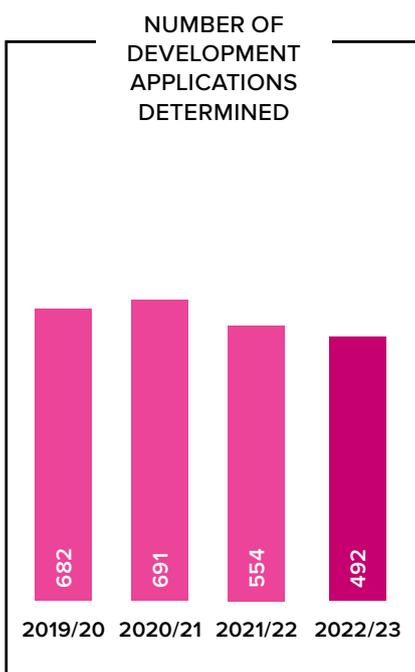
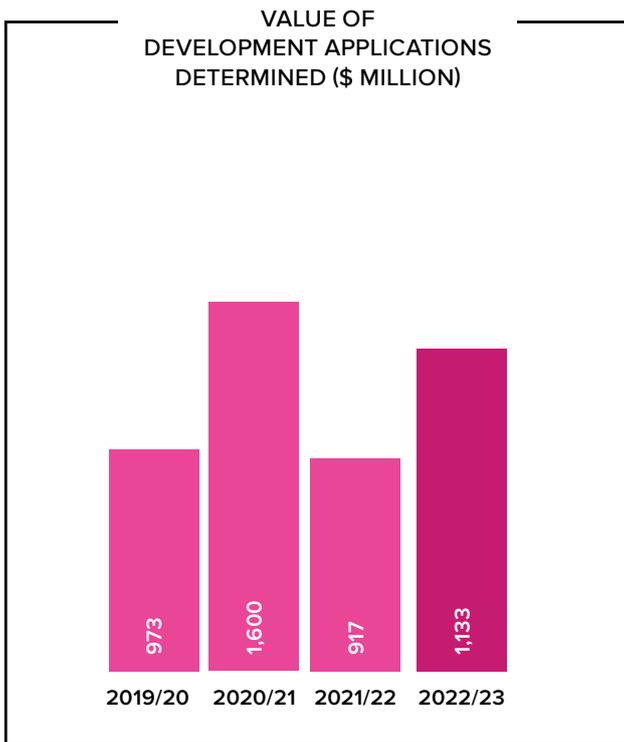
Staff raised Council's concerns with the State Planning Panel regarding the location of the proposed development and the lack of infrastructure support available for an additional low-density residential development of the proposed scale. The Panel deemed that the development was not strategically significant and refused the proposed rezoning from private recreation to residential.



DEVELOPMENT ASSESSMENT SERVICES

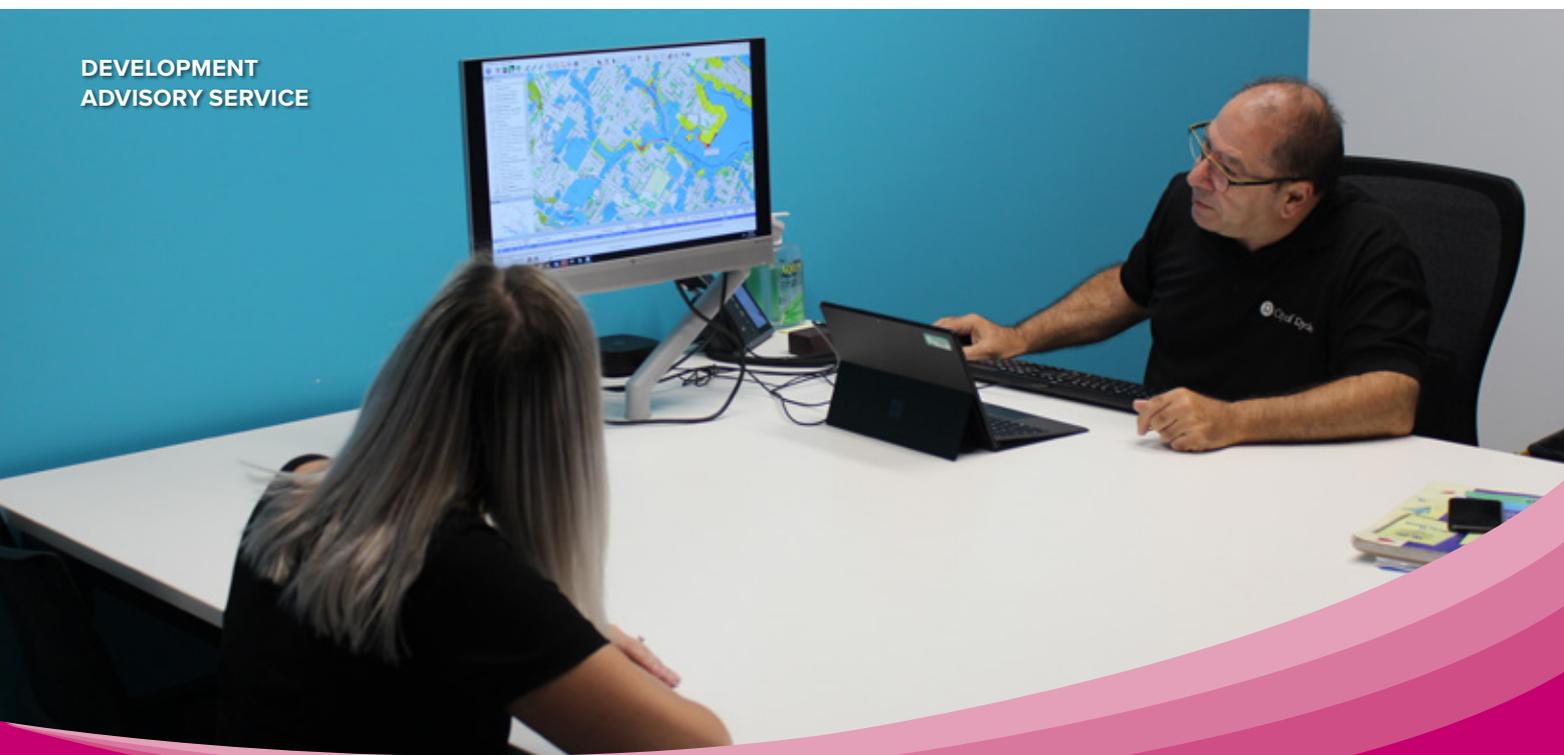
Assessing development applications, including applications for alterations and additions to dwellings, new dwellings and dual occupancies, waterfront dwellings, commercial developments and subdivisions. Assessing more complex applications involving public submissions, and larger scale developments that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

During the year, we managed and determined a total of 492 applications were managed and determined, which met the target of up to 650. Of the applications determined 416 were for dwellings. The value of development in the City was consistent with previous years, indicating that costs have increased and larger developments account for a number of the applications submitted.



	2021/22	2022/23	
Mean gross assessment time (target <= 95 days)	85 days	88 days	✔
Mean gross determination time			
- Commercial, retail, office (target <= 91 days)	85 days	87 days	✔
- Residential alterations and additions (target <= 77 days)	67 days	69 days	✔
- Single new dwellings (target <=105 days)	77 days	99 days	✔

KEY: ● Complete ✔ On track ⚠ Delayed / Did not achieve target ⇄ Deferred ✖ Cancelled



DEVELOPMENT
ADVISORY SERVICE



New dwellings

416 new dwellings were determined and 100,843m² in commercial floor space was approved



Development applications

492 development applications were determined including:

- 416 dwellings
- 18 mixed use developments
- 63 commercial, retail and office



Enquiries

22,109 development-related enquiries were received including 2,550 calls to the Development Advisory Service

BUILDING CERTIFICATION AND COMPLIANCE

Providing complex service delivery and management programs in the specialist areas of building compliance and approvals, certification processes and compliance services to ensure compliance with building legislation and industry standards. This includes regular monitoring to help ensure public safety through fire safety investigations and compliance and swimming pool barrier audits. Council’s Building Certification Officers are independently registered by NSW Fair Trading to perform all Principal Certifier functions in accordance with NSW legislation.

Pool safety in the City of Ryde

Council is required to promote awareness of the *Swimming Pools Act 1992 (SPA Act)* within the City of Ryde. In previous years, Council has promoted this awareness by conducting a proactive swimming pool barrier inspection program in accordance with Section 22B of the *SPA Act*. This has resulted in a mandatory pool barrier inspection program, which aims to inspect and upgrade all residential swimming pool barriers within the LGA, to ensure these barriers comply with the requirements of the *SPA Act*. Most swimming pools have now been inspected and certified, Council is focusing its attention on higher risk swimming pool barriers, that is those located on premises on which there is tourist or visitor accommodation or more than two dwellings. Council is also continuing to use the existing pool barrier notification program to promote pool safety within the LGA.

Keeping the community safe from non-compliant development

Safe and compliant buildings continue to be a vital area of focus for the City of Ryde.

Council’s Building Certification team has reviewed over 914 Annual Fire Safety Statements to ensure they comply with legal requirements. It has also assessed over 41 Building Information Certificates (BIC) that relate to unauthorised and non-compliant development. These applications require consultation with other Council departments to ensure development is compatible with Council’s overriding development objectives. Development that fails to satisfy Council’s requirements is regulated under the provisions of the *Environmental Planning & Assessment Act*, and cases may ultimately escalate to the NSW Land and Environment Court for resolution.

Operational Plan Service Delivery	2021/22	2022/23
All identified buildings in the City of Ryde with combustible cladding are being appropriately remediated within statutory requirements	Note 1	All identified buildings in the City of Ryde with combustible cladding are being appropriately remediated within statutory requirements. This regulatory process that will continue until all identified buildings have been appropriately remediated
853 Annual Fire Safety Statements for registered buildings checked for compliance	885	914 Annual Fire Safety Statements (AFSS) were submitted and reviewed for compliance over 2022/23, consistent with their AFSS anniversary / lodgement dates
Over 400 private pool fence inspections annually	88 Note 2	408
Complete more than 400 pre-building commencement audits annually		Staffing issues resulted in 297 pre-commencement building inspections being completed during 2022/23

Note 1 – Council’s Combustible Cladding program has transitioned from the initial “inspection and assessment phase” to a “regulation and enforcement phase”. Council has completed audits and has issued Fire Compliance Orders on all identified residential apartment buildings. All identified buildings in the City of Ryde with combustible cladding are being appropriately remediated within statutory requirements. This is an on-going regulatory process that will continue until all identified buildings have been appropriately remediated.

Note 2 – Council’s Swimming Pool Barrier inspection program was significantly impacted by COVID-19 lockdowns and restrictions, including pool owners being hesitant to have direct interactions with investigating officers. Consequently, Council pivoted its legislative requirement from conducting inspections to owner education during 2021/22.

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.

Meeting public health expectations

Like many businesses across Australia, Council's Environmental Health Team experienced significant staffing issues in 2022/23. We completed over 92 percent of the annual public health monitoring program for the year, with hair, beauty and skin penetration premises, mortuaries, legal brothels, public pools and cooling towers inspected to ensure they continue to meet both community standards and health regulations.

Operational Plan Service Delivery	2021/22	2022/23
Completion of Council's annual health monitoring programs (hair, beauty and skin penetration premises, mortuaries, legal brothels, public pools, cooling towers) to maintain public health standards	Note 3	Faced with staffing issues, Council's Environmental Health team have completed over 92 percent of their annual health monitoring program over the year.
Monitor 850 food premises annually to maintain food safety standards	790 Note 4	There were 444 inspections of food premises conducted during the year

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

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

RANGER SERVICES

Council's rangers play an important role in maintaining community amenity and safety across the City of Ryde.

This includes undertaking parking enforcement activity to help preserve community and business amenity by turning over parking spaces in high-demand areas of the City, providing education and enforcement in school zones, enforcement of accessible parking, and investigating footpath and road obstructions affecting pedestrians and traffic.

Rangers also play a key role in providing a safe, clean and liveable urban environment through working with the community and enforcement of state and local government acts and regulations including:

- Registration of animals, investigating dog attacks, barking and nuisance animal complaints, impounding cats and dogs, rehoming and returning lost animals to owners
- Investigating and managing abandoned items that create safety and amenity issues in the community, including abandoned vehicles, footpath and road obstructions, illegal dumping, littering and sedimentation, erosion and water pollution
- Patrolling parks and reserves for illegal activities and damage
- Heavy and light vehicle enforcement
- Responding to after-hours emergency complaints

Implementing the Public Spaces (Unattended Property) Act 2021

In November 2022 to help protect valuable public spaces across the City of Ryde from abandoned and unattended items and animals, the *Public Spaces (Unattended Property) Act 2021* and accompanying *Public Spaces (Unattended Property) Regulation 2022* came into effect.

The new laws provide councils, other public land managers and police with stronger powers and penalties to rid our footpaths, streets, parks, bushland and waterways of abandoned and unattended property. Under the new laws, owners and others responsible for private property left in public – such as shopping trolleys, unregistered and abandoned cars, unattended trailers and stray stock – face stronger regulatory action, including on-the-spot fines, higher court penalties, rapid seizure action and enforcement orders, if they do not remove their property within risk-based timeframes.

The changes also improve the ability of Council officers to track down owners of shopping trolleys and vehicles, reducing the need for impounding action and making it easier for councils to store and dispose of unattended or abandoned items and animals, significantly reducing red tape and cost.

Encouraging compliance and parking turnover

Illegal dumping, barking dogs and dog attack complaints continued to dominate complaints received and investigated. We responded by conducting frequent park patrols to promote public safety where dogs are identified off-lead, and to also provide a visual presence in areas at risk of illegal activities such as dumping, graffiti and damage. This vigilance reduced unattended vehicle complaints in the latter part of the year, but high levels of illegal dumping, barking dog and dog attack complaints continued.

To keep pace with growing dog ownership in the City, Council has made a significant investment in local dog parks and dog park infrastructure. To facilitate responsible dog ownership, we reviewed signage to increase community awareness about designated dog areas and investigated the provision of free puppy training classes for dog owners to help reduce risks to the community from poorly socialised dogs to the community.

Our active patrolling program continued its focus on CBD areas to turn over parking to support local businesses. We patrolled school zones to educate and promote safety, particularly during school drop-off and pick-up times, and enforced resident parking scheme zones to support residents. We also undertook proactive patrols of streets that have reported parking issues.

Operational Plan Service Delivery	2021/22	2022/23
Investigating and responding to more than 1,700 parking enforcement requests per year	1,625	1,969 complaints were investigated, with around 80 percent related to driveway obstructions/vehicles parking over driveways
Investigating and responding to more than 2,300 ranger compliance requests per year	2,160	2,781 complaints were investigated, an increase on the last financial year as a result of the introduction of the <i>Public Spaces (Unattended Property) Act 2021</i>



WEST RYDE
TOWN CENTRE





THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by the Council during its term of office. It focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde. While all Council programs play a part, the main programs contributing to achieving the Vibrant and Liveable City outcome are the City Development and Community Safety and Amenity Programs.

\$54.7 million investment is planned for these programs over the life of the Delivery Program.

Our 2023-24 Operational Plan provides a comprehensive overview of the services, activities, programs and projects that Council plans to deliver during the year. These will include:

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

There are no specific projects planned for the City Development and Community Safety and Amenity Programs for 2023/24. The complete range of activities undertaken through these programs are listed in Council's 2023-24 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan



OUR ACTIVE AND HEALTHY CITY

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

PRIORITIES FOR THIS OUTCOME

ENHANCED RECREATIONAL SPACES

Providing opportunities and choice for recreation and active learning and living

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



OVERVIEW

Council services supporting this outcome

City Sports and Recreation Program

Providing community sporting and recreation facilities, parks and open spaces so residents of all ages can access leisure, lifestyle and recreation opportunities that enhance and maintain their connections with the community

City Parks and Open Spaces
City Sporting and Recreation Facilities
Ryde Aquatic and Leisure Centre

Library Program

Providing high-quality, contemporary library services and accessible public spaces so residents have opportunities to participate and engage with others in lifelong learning, recreation and cultural opportunities

Library Operations
Library Programs and Marketing
Library Resources

How we monitor progress

- Progress delivering key Council strategies and plans
- Service levels for Council facilities
- Utilisation and patronage of Council facilities and services
- Delivery of annual events programs

BUILDING AN ACTIVE AND HEALTHY CITY

Our residents have built a strong sense of community and actively participate in community life and in the workforce.

The City of Ryde manages an extensive range of recreational facilities and sports amenities throughout our City. Residents can also 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 it wants better access to facilities, programs and services so that people can spend time outside and socialise with others, whether for a casual walk or as part of an organised event.

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

KEY STATISTICS

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



FAMILIES IN RYDE



Couples with children

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



Couples without children

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



One-parent families

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



Other families

2021 Census	739
Projection for 2031	800
Projected change	8%



Group households

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



Single person households

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

SERVICES AND PERFORMANCE HIGHLIGHTS

CITY SPORTSGROUNDS AND FACILITIES

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

Supporting our community to become more active

Following the relaxation of COVID-19 restrictions and improved weather conditions, the second half of 2022 saw demand for Council sporting facilities and activity programs rebound. There were 21,559 bookings for the use of Council’s parks and sporting facilities during 2022/23 while bookings for watercraft storage facilities remained almost at capacity (96 percent) throughout the year. Strong interest in our Active in Ryde programs also returned, with almost 7,000 participants in a range of seniors, school holiday and after school programs throughout the year.

We completed the renewal of ELS Hall Park Field 3, providing an upgraded surface for sporting group users, while the ELS Park amenities facility was rebuilt following the previous building’s destruction by fire. Work to level the playing field surface in Marsfield Park, a former landfill site subject to subsidence, has been completed and now provides a level playing surface for park users. Remediation of Meadowbank Park’s LH Waud field is ongoing due to development application approval delays and will eventually allow for the conversion of the area into a synthetic surface.

CAPITAL WORKS PROGRAM

Sportsfield Upgrade and Renewal ●

ELS Hall Park Field 3 renewal works have been completed and field is open for public use. Meadowbank Dog Off-Leash Area was completed in 2022

Sportsground Amenities Upgrade and Renewal ✔

Reconstruction of the ELS Park amenities facility is now complete and open to the public following the previous building’s destruction by fire. Renewal of the Gannan Park amenities building is scheduled for completion in October 2023

Old Landfill Sites Subsidence Program Renewal ⓘ

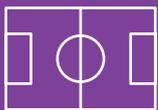
Works to level the playing field surface in Marsfield Park have been completed, providing a level playing surface for park users. Meadowbank Park LH Waud field remediation was delayed

Sportsfield Floodlighting Expansion ⓘ

Lighting at Meadowbank Park LH Waud Field as part of the synthetic conversion project is on hold while Council waits for Native Title certification for the Meadowbank Park Precinct

Synthetic Playing Surfaces Expansion ⓘ

Amenities building at Christie Park is expected to be completed in August 2023. The LH Waud field synthetic conversion has been placed on hold while Council works through Native Title certification matters



Infrastructure

55 sportsfields

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



Community groups

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



Community sport

230,000 people participated in organised sports

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 significant ongoing priority. Council’s responsibilities also cover the full scope of managing, maintaining, upgrading and operating all amenity buildings and facilities, including playgrounds, community buildings, toilets, canteens and grandstands within the City’s parks, and open spaces. Council is also responsible for the completion of masterplans and plans of management for the City of Ryde’s parks and ensuring that trees across the City are managed to meet the expectations of residents within the available budget.

Masterplanning for our shared future

During the year we made significant progress updating key masterplans and strategic documents to provide a framework for how important City spaces will be shaped into the future.

Prepared in response to a number of key State Government strategies and the City of Ryde’s Local Strategic Planning Statement (2020), the Greenlinks Master Plan outlines the embellishment of three important corridors to provide recreation, transport and biodiversity outcomes for the City. Outcomes from this process will include enhanced cycling and walking connections between Macquarie Park and Eastwood, West Ryde and Meadowbank, improvements to the very popular Terrys Creek walking track; and a range of other park, environmental and biodiversity improvements.

Our new Urban Forest Strategy was born from the recognition of the vital role trees play in providing a benefit for the broader community. Replacing our 2013 Tree Management Plan and 2013 Street Tree Masterplan, it details our plan for achieving Council’s target of having 40 percent of the total area of the City covered in tree canopy and how we will approach tree management into the future. The strategy also explores the social, environmental and economic importance of urban forests, current tree canopy cover trends and challenges, and identifies tree planting priorities.

Our new Sportsfield Action Plan was also adopted, guiding opportunities to maintain the provision of active recreation spaces out to 2036 in the face of significant future population growth. It recognises the mix of infrastructure upgrades that will be required to increase capacity. This includes lighting to increase night-time utilisation, optimising sports field layouts, synthetic conversions and gaining access to school fields.

Enhancing our open spaces

During the year we completed several key documents guiding upgrades and improvements to our significant portfolio of parks and open space areas. They include the Community Building Strategy, which will guide management of community buildings in parks in the future; a concept design for Putney Park, which includes an accessible path to the new river swimming site; and the Yamble Reserve Plan of Management, which will improve the on-site childcare facility.

Council also developed a Plan of Management for the Field of Mars Reserve to guide the effective and efficient management of the largest remnant bushland reserve in the City of Ryde into the future. Covering approximately 50 hectares, the Field of Mars includes a protected wildlife refuge containing several endangered ecological communities and threatened species; provides significant

NON-CAPITAL PROJECT DELIVERY

Open Space Masterplans ⓘ

Council developed and adopted three key masterplans: the Greenlinks Masterplan, an Urban Forest Strategy and the City of Ryde Sportsfield Action Plan

Parks – Plans and Strategies ⓘ

Council completed the Community Building Strategy, Putney Park Concept Design, Yamble Reserve Plan of Management, and the Field of Mars Plan of Management. Work on the Waterloo Park Master Plan, Putney Plan of Management update and the Parks Design Guide was delayed until 2023/24 to re-direct resources to work on other Council priorities. Liaison with School Infrastructure NSW determined community access to indoor school facilities is best done by contacting individual schools directly as required

habitat for native birds and animals; and includes sections of Buffalo and Strangers Creeks, walking tracks, a visitor centre and amenities building, an Environmental Education Centre, picnic area and car park.

Expanding our parks and facilities

We renewed playground infrastructure in Miriam Park and Denistone Park and commenced work on Waterloo Playground construction during the year. The very popular Blenheim Park was expanded following the acquisition and demolition of several houses purchased by Council. Community access to Ryde Park from Argyle Avenue was enhanced following the demolition of structures at 28 Argyle Avenue and restoration of contaminated soil on the site. Options for a Korean War Memorial Garden were also identified and funding allocated for the installation of flag poles at Memorial Park in Meadowbank.

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

CAPITAL PROJECT DELIVERY

Macquarie Park, Waterloo Road ⓘ

An agreement has been reached between Council and the Department of Planning and Environment to deliver the built works for the new Catherine Hamlin Park on behalf of Council

Gannan Park – Masterplan Delivery ✔

Investigations and detailed design for passive recreation, field and storm water upgrades are underway, with construction planned to start early 2024

Acquisition and demolition of property at 28 Argyle Avenue ●

Demolition of structures and restoration of unexpected contaminated soil on the site has been completed. Enhanced entry into Ryde Park completed

Playground Upgrade and Renewal ✔

Playground construction commenced April 2023. The planned Brush Farm Park Playground update was deferred to 2023/24

Passive Parks Expansion ⓘ

Demolition of properties for Blenheim Park were completed in February 2023 and the expanded park area is now available for public use. Fabrication and installation of Catherine Hamlin Park artwork design has been put on hold pending delivery of the park upgrade by the Department of Planning and Environment (DPE)



Expanded parks

Blenheim Park was expanded following the acquisition and demolition of several houses by Council.

Community access to Ryde Park from Argyle Avenue was enhanced following the demolition of 28 Argyle Avenue



Urban green space

Our Green Links Master Plan outlines embellishment of three important corridors for recreation, transport and biodiversity in our City



Urban tree canopy

Our new Urban Forest Strategy recognises the vital role trees play in creating social, environmental and economic benefits for our community and identifies priorities to help achieve 40 percent canopy cover across the 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 more than 3,500 enrolments). Other services include leisure and recreational swimming, an array of indoor sports and facilities hire options, birthday parties, surfing and merchandise sales. Before the COVID-19 pandemic, RALC had returned an operating surplus to Council every year since 2004/05.

Swimmers dive back in to the RALC

Following two years of COVID-19 disruption, Ryde Aquatic Leisure Centre is back to full capacity, with swimmers making up for lost time in the pool. Visitor numbers exceeded expectations, with 659,290 visitors to the leisure and competition pools, slide and sporting facilities. Maintenance issues with the popular Surf Ryder attraction caused intermittent availability during the initial peak summer season, however these issues were eventually resolved, and the Surf Ryder once again attracted locals wanting to try their skill on the waves.

Lanes back at capacity with swim programs

Demand for swimming lessons has also rebounded. An average of 3,686 people attended RALC-based learn to swim programs each week, exceeding expectations, and largely contributing towards the RALC once again operating at a surplus for the year – one of the only Council-operated centres to do so. The swim school has seen a significant increase in kindergarten and year 1 students as many were unable due to the COVID-19 shutdown. All other facets of swim school operation are also recovering with an increase in adult classes, stroke correction and school-based program numbers. We have experienced the challenges associated with the availability and recruitment of staff as is standard throughout the industry.

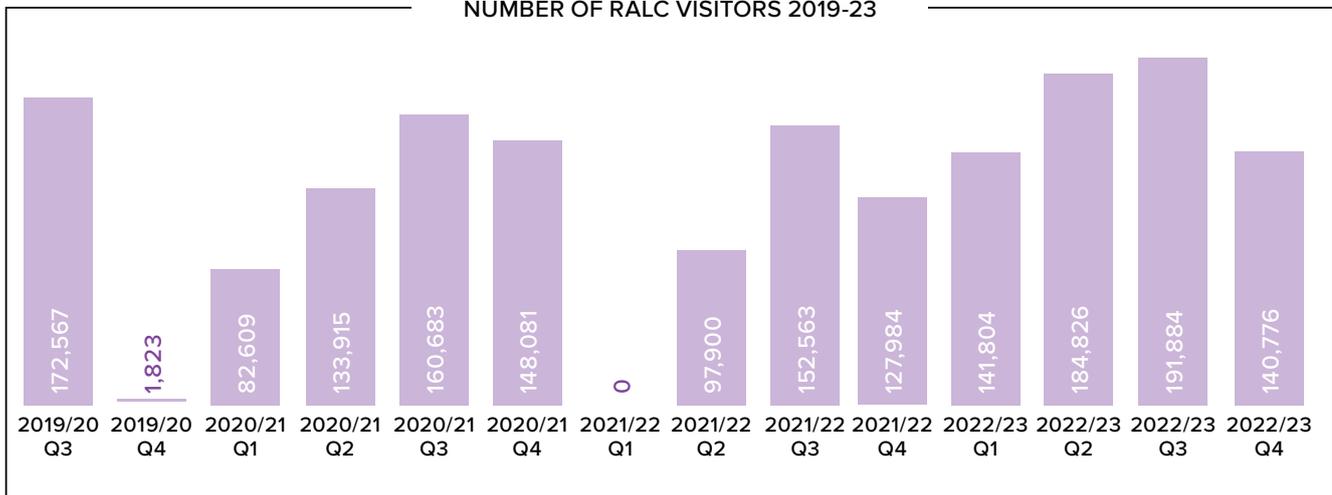
CAPITAL WORKS PROGRAM

RALC Asset Renewal 🟢

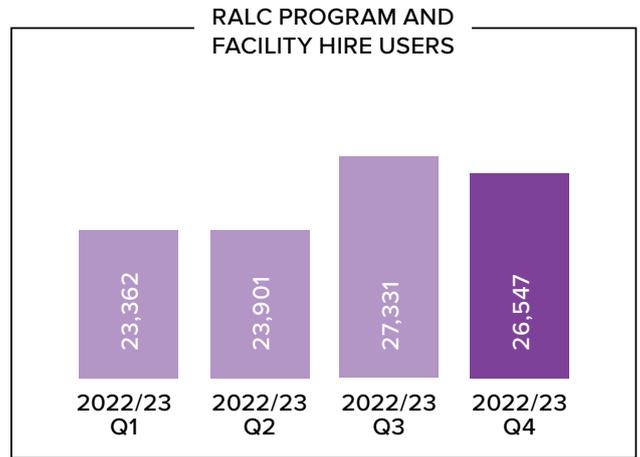
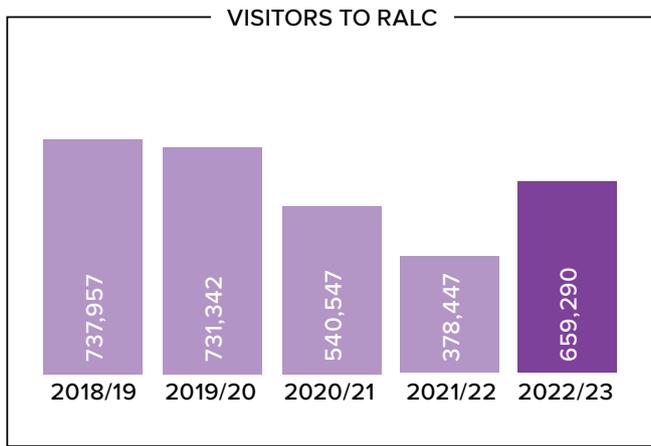
Works included replacement of six recirculation and water feature pumps, supply fans within the competition pool air handling units and the PA system in the competition pool area. Duct work within the plant room and refurbishment of the steam room area including generator and general servicing and maintenance of the centres' fire alarm monitoring system, have also been completed



NUMBER OF RALC VISITORS 2019-23



KEY: ● Complete 🟢 On track 🟡 Delayed / Did not achieve target 🟠 Deferred ✖ Cancelled



LEARN TO SWIM CLASS

RALC visits

Over 659,000 visitors to the RALC over the year. Over 101,000 program and facility hire users throughout the year

Learn to swim

The full swimming programs continued in 2022/23 with an average of more than 3,680 participants every week

Water quality

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

LIBRARIES

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

Libraries embrace changing user habits

During the year our libraries resumed their place at the heart of our community with welcoming and inclusive spaces and activities, collections and facilities that strengthen community life, connectedness and wellbeing. Visitors to our libraries continued to increase as the community recovered from the impacts and changes to the way we work, live and enjoy leisure since the peak of the pandemic.

There was a substantial increase in visitor numbers during 2022/23, with 637,132 people attending libraries during the year. In the coming year, there are strong indications that visitor numbers will continue to track back towards the approximately 1,000,000 annual visitors achieved before the COVID-19 pandemic began. Physical loans have almost returned to pre-pandemic levels (837,801 in 2022/23). At the same time, e-loans have risen significantly, suggesting that for many users, online library services will continue to be their preferred mode of access. In recognition of many users’ preference for electronic loans, we added to our collection of ebooks for both adults and children. Our physical collection currently stands at 181,146 items and the online collection at 45,835 items.

Engagement with library programs has also increased as the community gains confidence and adjusts following the peak of the pandemic. Attendances at children’s StoryTime and baby RhymeTime are also rebuilding (14,978 for the year) as new parents with children born during the peak of the pandemic now seek early literacy programs.

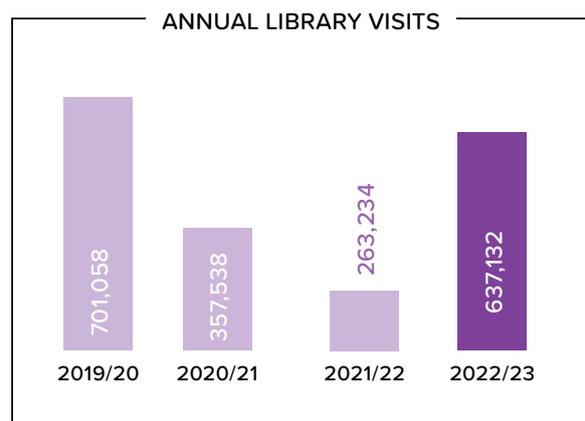
In response to community needs and to provide greater opportunities for leisure and learning, extended opening hours were introduced across the majority of libraries. Communities of like-minded library lovers were also brought together on new social channels, allowing them to discover programs and workshops, the latest reads and staff recommendations, as well as school holiday activities and competitions. A book locker was established at Gladesville Library, allowing members to collect reserved items 24 hours a day, seven days a week.

New Auslan StoryTime program for Deaf children

As part of our goal to provide inclusive and welcoming spaces that inspire social, recreational, creative and learning experiences for our diverse community we launched the Auslan StoryTime program at North Ryde Library. These StoryTime sessions benefit at least 3,500 Deaf and hard-of-hearing local children, their families, professionals and support services.

The sessions are designed for children who sign, are learning to sign, or enjoy having stories told to them in Auslan. Established in collaboration with Deaf Connect, and facilitated by a Deaf storyteller proficient in Auslan, with an Auslan interpreter who reads a story out loud in English, the program is designed to provide a socially inclusive early literacy program.

It is expected that a significant number of the 200 children that will attend the new Centre of Excellence being developed at Macquarie University by the Royal Institute for Deaf and Blind Children (now NextSense) will participate in the StoryTime sessions, as well as other children living within, the Ryde local government area and surrounds.



AUSLAN STORYTIME AT
NORTH RYDE LIBRARY



NUMBER OF IN-PERSON LIBRARY VISITORS 2019-23



NON-CAPITAL WORKS PROGRAM

Discovery Portals Local Studies Collection ✔

Phase 1 of this project has included the research and procurement of a new cloud-based platform to improve access, engagement and preservation of local studies materials, including digital format security. Implementation will take place during 2023/24, providing an exciting new way to interact with the City of Ryde's history collections

CAPITAL WORKS PROGRAM

Digital Enhancement for Libraries ✔

We expanded our laptop fleet for community library programs; updated print station management PCs at each branch; trialled large monitors and docking stations for use by patrons; and installed fusion software and hardware for videowall connectivity to upload slides and presentations for community activities

Libraries Public PC Renewal ✔

The provision of public PC services is currently being investigated to provide updated hardware and options for a stronger and more stable service for the community

Community Buildings Renewals – Libraries improvements ●

Installation of an auto return chute and removal of the external book bins at Gladesville Library was completed in late 2022. The auto returns chute allows real-time returns of items to occur, updating customers' borrowing history automatically



Five libraries

43,566 active library members

181,146 items in the physical library collection

45,835 items in the online library collection



Recovering visitor numbers

637,132 visitors attended libraries during the year

837,801 library loans



Expanded digital services

206,954 visits to the library website

206,954 electronic items borrowed (eBooks, audiobooks, magazines)



Library programs and events

33,166 attendances at 1,216 library events

14,978 attendances at children's StoryTime and baby RhymeTime

56 STEM activities and programs with 627 attendees



Going fine free

Council permanently closed the book on overdue fines from 1 July 2023, welcoming members back to the library with a three-month amnesty for returning overdue items



Auslan StoryTime program for Deaf children

In collaboration with Deaf Connect, Council has established an Auslan StoryTime program for children who sign or are learning to sign

THE RYDE AQUATIC
LEISURE CENTRE (RALC)





THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by Council during its term of office. It focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde. While all Council programs play a part, the main programs contributing to achieving the Our Active and Healthy City outcome from our City's Community Strategic Plan will be Council's City Sport and Recreation and Library Programs.

\$39.9 million investment is planned for these programs over the life of the Delivery Program.

Our 2023-24 Operational Plan provides a comprehensive overview of the services, activities, programs and projects that Council plans to deliver during the year. These include:

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

Some of the projects planned for 2023/24 include a major upgrade to the West Ryde Library; minor upgrades in the Ryde Library; upgrading playgrounds in Santa Rosa, Olympic and Brush Farm Parks; developing a strategy for the leasing of Council's high-use sporting facilities; renewing the sportsfield surface at Magdella Park and the amenities at Dunbar Park; and upgrading the lighting at Waterloo Park.

The complete range of planned activities to be undertaken through these programs are listed in Council's 2023-24 One-Year Operational Plan.

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



OUR NATURAL AND SUSTAINABLE CITY

The City of Ryde's open spaces and natural areas provide breathing spaces. People can easily access and enjoy our waterways and natural spaces. The built environment retains local character and heritage while providing contemporary and sustainable design solutions that are energy and resource efficient.

PRIORITIES FOR THIS OUTCOME

SUSTAINABLE PLANNING

Reducing our environmental footprint and protecting our natural and built environments

- Being active environmental leaders in all that we do
- Using planning controls to lead and encourage ecologically sustainable development in our built environment that uses less water, energy and produces less waste
- Innovating our waste solutions and recycling services to achieve the highest level of resource recovery and circular economy

PROTECTING NATURAL AREAS

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

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

RESILIENT INFRASTRUCTURE

Managing infrastructure to reduce risk and impacts of climate change

- 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 programs and services supporting this outcome

<p>Resilience and Sustainability Program Protecting and enhancing our natural areas and ecosystems. Improving overall environmental performance and reducing emissions from the City’s built environment; managing risk and building resilience as we adapt and grow to the changing climate</p>	<p>Resilience Planning Resilience Programs and Services Natural Area Management</p>
<p>Catchment and Waterways Program Improving the health of the City’s waterways and foreshore areas and managing the City’s stormwater networks to reduce flooding and risk of inundation for private properties</p>	<p>Catchments and Stormwater Management Foreshores and Seawalls</p>
<p>Waste and Recycling Program Providing comprehensive and convenient waste disposal and resource recovery services for residents and businesses</p>	<p>Waste Services Materials Recycling and Recovery</p>

How we monitor progress

- Delivery of adopted program from the Ryde Resilience Plan 2030, Net Zero Emissions Pathway Plan (environmental and utility monitoring), Ryde Biodiversity Plan and annual tree planting programs
- Climate risk considerations in Council service delivery and project planning
- Level of service provided by Council’s stormwater infrastructure (pits, pipes and gross pollutant traps), seawalls and foreshore facilities
- Domestic waste and recycling services delivery
- Re-use of Council construction and demolition waste

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 environments. Our growing and changing City requires considered urban renewal that enhances natural assets, connects community, and encourages sustainable living that reduces water and energy use, and waste.

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

This requires us to work with the community, non-government organisations, state agencies and neighbouring councils to plan for ecologically sustainable growth and change. Better cooling through increasing green spaces throughout the urban environment and integrating new development with transport connectivity 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 mapped, with over **570 species** of native plants recorded in City of Ryde bushland

Five regional and seven local biodiversity corridors connecting to major rivers

40 reserves that contain threatened ecological communities

Approximately 18 percent of free standing and semi-detached houses in Ryde are now **powered by solar energy**

Over 25,558 kW of renewable energy now being generated from **5,591 solar PV systems on homes, 886 systems for businesses** and seven registered power plants (systems over 100kW)

AN AUSTRALIAN DARTER
SPOTTED AT KISSING POINT PARK



Waste diversion

36.8 percent of waste material diverted from landfill



LED street lighting

Retrofitting the City street lighting to LED globes is more than 99 percent complete, reducing energy consumption by more than 55 percent



Net Zero Journey

By becoming powered by 100 percent renewable energy, we reduced our electricity, gas and fleet emissions by 71 percent compared with baseline emissions in 2018/19

SERVICES AND PERFORMANCE HIGHLIGHTS

RESILIENCE PLANNING, PROGRAMS AND SERVICES

Policy development, planning, reporting and management 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 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.

Progress highlights: Ryde's journey to Net Zero to Hero

Following Council's declaration of a climate emergency in 2019, we developed a Net Zero Emissions Pathway with 118 action items to reduce carbon emissions across the City. The plan was adopted by Council in late 2022.

Extensive community consultation informed the development of actions and targets for the Net Zero Pathway, with Council committing to Net Zero emissions by 2035 and an interim target of 70 percent reduction on 2018/19 emissions by 2029/30. We also committed to support our community to achieve Net Zero emissions by no later than 2040, with an interim target of 76 percent reduction on 2018/19 emissions by 2029/30.

Council reaches 100 percent renewable energy early

The City of Ryde joined 24 other councils, led by the Southern Sydney Regional Organisation of Councils (SSROC), to enter into one of the largest renewable energy deals ever for local government. Worth a combined total of approximately \$180 million, the agreement with energy retailer ZEN Energy will deliver more than 214 gigawatt hours per year to the City of Ryde and other participating councils. Overall, 83 percent of the total electricity supply under the agreement will be covered by renewable energy from the Moree, Hillston and Nevertire Solar Farms, which are all located within regional NSW.

By opting for 100 percent renewable energy under the agreement, the City of Ryde has now reached its 100 percent renewable energy target this year – eight years before its initial target date of 2030.

Energy efficiency upgrades

Several energy efficiency initiatives were delivered to reduce consumption by parks and community facilities, including the replacement of a gas hot water system in West Ryde Community Centre with an electric system and other upgrades. Together these initiatives led to a 7.6 percent reduction in energy usage across our organisation in 2022/23, compared with the 2018/19 baseline year, which equates to a cumulative 2,258.05 tCO₂e (tonnes of greenhouse gas emissions) reduction towards our emissions target. We replaced more than 99 percent of older streetlights with LED lights in 2022/23, providing significant savings for Council. Other emissions reduction activities during the year included investigating a new community solar bulk buy program.

We also hosted two events to help businesses accelerate their journey to Net Zero and increase their understanding of the role businesses play in contributing to City-wide emissions and opportunities for reduction. These events covered power purchase agreements and scope three emissions and provided advice on reducing business emissions and risk, and identifying renewable energy solutions.

New Green Revolving Fund launched

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

Reversing falling canopy coverage trends

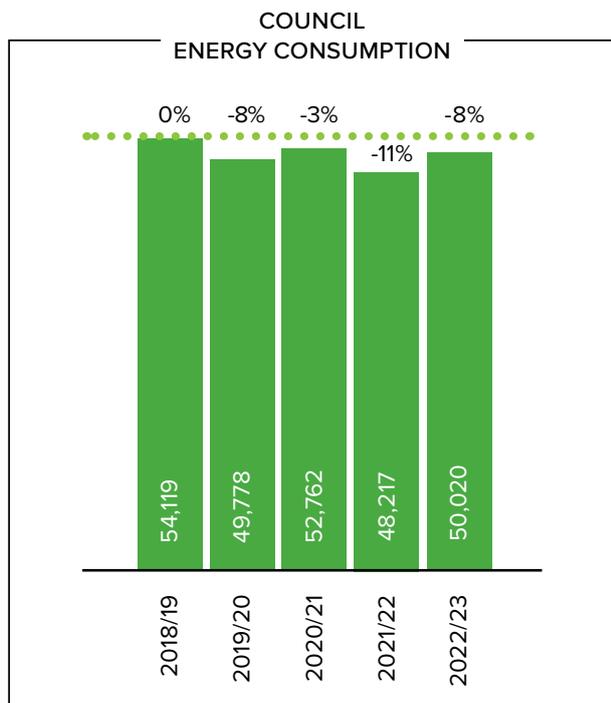
The City of Ryde’s urban forest is a critical part of our urban environment, forming the foundation of our City’s character, identity and resilience to climate change. It ranges from natural bushland and mangrove-lined waterways to public open spaces, street verges, backyard plantings and green roofs to balcony gardens, providing a multitude of benefits to the City’s communities, wildlife, environment, local economy and infrastructure.

However, across the City, a significant amount of canopy cover was lost between 2010 and 2020, reducing the canopy coverage from 30.73 percent to 28.9 percent. This occurred predominantly in medium density residential areas due to insensitive urban design.

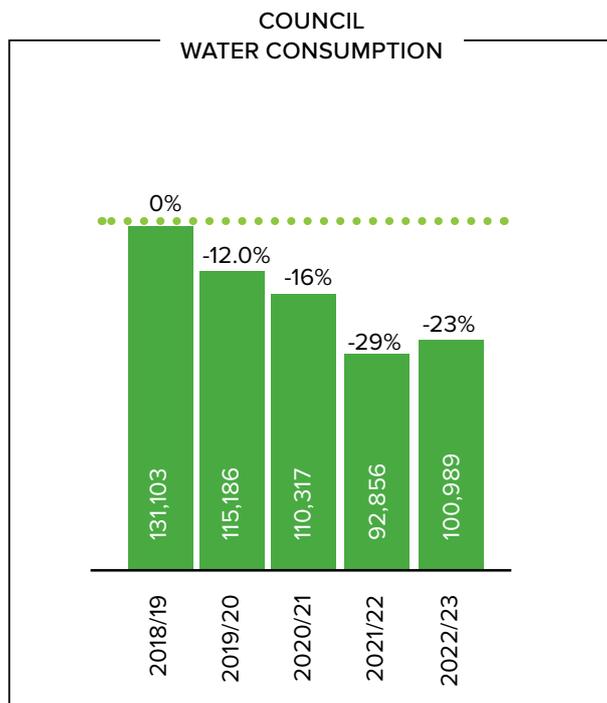
Like most Sydney metropolitan councils, the loss can be attributed to new planning policy resulting in the exponential growth of larger housing footprints and single dwellings replaced by multi-unit or duplex dwellings to meet State Government targets. This places an ever-increasing challenge to achieving Council’s canopy targets of 40 percent canopy coverage by 2030.

Surveys undertaken to prepare Council’s new Urban Forest Strategy indicated that community members have mixed attitudes to trees, especially street trees. While many in the community appreciate and value trees and want greater numbers of street trees in their area, others raised concerns over species selection, poor tree health, trees under powerlines, damage to pavements causing trip hazards and safety issues. In response to this feedback, we now undertake a robust consultation and notification process with residents prior to planting new trees, which has resulted in fewer issues from residents.

To further support efforts to increase our canopy coverage we applied for a Greening our City grant from the NSW Department of Planning and Environment with species selection and planting locations guided by the Urban Forest Strategy. A total of 730 street trees were planted throughout Eastwood this year with more than 1,300 additional trees planted in parks, streets and open spaces across the LGA.



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



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

CAPITAL PROJECT DELIVERY

Street Tree Planting Program ●

Following on from a robust consultation and notification process, tree planting was rolled out in June 2023. A total of 730 street trees was planted throughout Eastwood this year

Park and Open Space Tree Planting Program ⓘ

Collection of tree asset data for our tree management database has been delayed as the procurement process did not identify a suitable provider to complete the project. The scope was revised and the procurement process recommenced

Greening our City – Street Tree Planting Program ●

Planting of over 1,000 street trees has been completed to help achieve Council's 40 percent canopy target

Planting Trees for the Queen's Jubilee ●

All works completed and residual grant funding reimbursed. All trees planted formed part of the Queen's Jubilee planting to commemorate the additional years of service (one for each year)



100 percent renewable energy target achieved

All energy used for Council operations is now sourced from three solar farms in NSW.

Additionally, 1,077GJ of renewable electricity was generated from Council's own installed solar systems in 2022/23



Growing canopy cover

Over 2,000 trees and shrubs were planted in the City's bushland areas, parks, streets and private properties, working towards 40 percent canopy coverage by 2030



Energy savings

Eight percent reduction in energy usage (against 2018/19 baseline) across the organisation despite having more assets under Council operations and control.

New efficiency measures include installing LED lighting, replacing a gas hot water system with electric and other upgrades



Water saving

100,989 kL of water was used across Council operations, a 23 percent decrease from our 2018/19 baseline usage. The record-breaking wet weather helped reduce irrigation demand



Boosting community resilience

Council delivered a record 56 community and corporate resilience or sustainability education workshops, briefings or information sessions. These cover resilience and emergency preparedness, schools sustainability, waste to art, home sustainability advisory services and understanding Net Zero emissions.

The Annual SWAP art prize attracted 74 entries and over 400 attendees.

109 households achieved over \$1,000 of electricity, gas and water savings annually through the Home Waste Sustainability Advisory service.

In total, 549 community members from CALD groups, seniors, refugees and the general community learned how to improve their resilience in shock and stress events

NATURAL AREA MANAGEMENT

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

Managing invasive weeds

Invasive weeds displace native species, contribute to land degradation and are among the most serious threats to Australia's unique biodiversity. Weed management continued to be a focus during the year, with 271 regulatory inspections conducted at high-risk sites. There were 148 inspections at non-regulatory sites, covering 74km of terrestrial high-risk pathways and 47km of aquatic high-risk pathways along the Parramatta and Lane Cove Rivers undertaken by boat and on-foot (16.9km). 255 private properties were also inspected. High risk terrestrial pathway inspections included 11.4km of Northern Trainline inspected in conjunction with Transport for NSW using their mechanised track patrol vehicle, and 11.2km of the M2 motorway. The program also included inspections at businesses, development sites, online marketplaces, resource recovery centres, Council depots, crematoria/cemeteries and regulatory high-risk sites inspections at dams, boat ramps, wetlands, overgrown properties and existing priority weed sites.

Control activities were undertaken for Alligator Weed, Boneseed and St Johns Wort, while displays at local events and weed workshops helped our community members identify plants of concern. Further community engagement occurred through the development of a video about weeds to watch in the City of Ryde and regular inclusions in the Smarter, Cleaner, Greener e-newsletter.

Weed management activities throughout the LGA were enhanced by Bushcare volunteers, who provided almost 4,000 hours of community volunteer bushland management to the City of Ryde. Streamwatch was incorporated into regular Bushcare sessions, adding a new dimension to the program, and providing further opportunities for community education.

Field of Mars nature trail grant success

The City of Ryde was awarded an \$800,000 grant by the State Government to enhance Field of Mars Reserve nature trails. The grant will allow Council to improve accessibility, upgrade walking trails, provide increased recreational spaces and signage and increase community awareness of this sensitive ecological space. It will also provide a first-of-its-kind all abilities walking trail in this part of Sydney, enabling those who are less mobile to enjoy this natural jewel. The project is due to be completed in 2024.

Encouraging biodiversity

The Ryde Biodiversity Plan was launched in 2016 to provide a comprehensive framework to assist in the management, enhancement and protection of natural areas and biodiversity across Ryde. Over the past seven years a wide array of activities has helped protect and manage native vegetation, restore waterways and their surrounds, link landscaping, and promote and protect biodiversity.

This year, stormwater improvement and delineation works undertaken at Kittys Creek helped protect the fragile riparian zone and reduce sedimentation. Delineation works were also undertaken at Lynn Park in Denistone West to protect critically endangered Blue Gum High Forest. Regulatory signage and delineation were installed at Ivanhoe Reserve and 'No Bicycle' signage was installed along the popular Terrys Creek walking trail in Marsfield. Signage was also installed along Shrimptons Creek wildlife corridor at Santa Rosa Park, North Ryde, advising that dogs are required to be kept on leash to protect local wildlife. Council staff identified suitable locations to post interpretive signage to help the community learn more about the small birds that inhabit the corridor.

Community education about wildlife-friendly netting took place through an update to Council's website and social media posts. Council also partnered with Macquarie University on a project that assessed our Water Quality Monitoring Program.

NON-CAPITAL PROJECT DELIVERY

Ryde Biodiversity Plan – Implementation ●

Annual implementation program completed

Biosecurity and Natural Area Monitoring Officer ●

The annual inspection and control program has been completed. A grant application for Years 4 and 5 of the Weeds Action Program has been submitted to the Department of Primary Industries

PRIORITY WEEDS

PRIORITY WEEDS STALL
AT THE GRANNY SMITH
FESTIVAL 2022



Bushland area

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



Bush regeneration

Works were completed across 50 sites, with sites grouped into 10 larger catchments



Bushcare

Our Bushcare program helped restore bushland with over 3,399 volunteer hours delivered to enhance our natural bushland areas across 17 sites



Sustainability Festival

Council's annual 2023 Sustainability Festival included community groups such as the Parramatta River Catchment Group, Sydney Water and others providing community education stalls to promote waterways health, demonstrate pollution impacts and promote the new swimming site at Putney which will be launched in 2024



Natural areas monitoring

59 natural areas audits were undertaken and actioned. Water quality monitoring was conducted at five waterways. Testing included a range of chemical, physical, macroinvertebrate and microbiological testing and riparian assessment, with comparisons made to ANZECC guidelines and historic data



Clean Up Australia Day

More than 900kg of litter collected from Meadowbank Wharf, Kissing Point Park and Field of Mars on Clean up Australia Day

CATCHMENTS AND STORMWATER MANAGEMENT

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

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

Keeping our waterways clean

The 24-council Greater Sydney Harbour Coastal Management Program has completed two stages (of three) of the *Coastal Management Act* program to date. The partnership development has currently been placed on hold awaiting further support by Department of Planning and Environment (DPE) to resume and finalise. Stage 3 of the program will require investment supported by DPE, which is currently under discussion.

As we continue to work towards our target of making the Parramatta River swimmable by 2025, we monitored water quality in the five main creeks that drain into the Parramatta and Lane Cove Rivers. River Watch water quality monitoring was also undertaken by Sydney Water sampling the Parramatta River at Putney Park.

With plans to open four more swimming and recreational sites on the Parramatta River over the next few years – including at Putney Beach in 2024 – we are continuing to improve water quality through initiatives like Get the Site Right.

Throughout the year, a broad range of catchment and waterway activities were delivered to help increase community awareness about catchment issues including erosion, pollution and sediment control.

Our ‘See it, Report it, Stop it’ waterway pollution and illegal dumping campaign was held in June 2023. This was promoted by a community awareness campaign to ‘dob in a dumper’ in the Macquarie Centre (located in the Shrimptons Creek Catchment area). A bus stop screens promotion was undertaken across Gladesville and Meadowbank areas nearest the Parramatta River to improve community pollution awareness and understanding about waterway impacts. We also expanded our educational drain stencilling program across the LGA, while stormwater, urban water cycle and water catchment incursions and excursions were held with local schoolchildren through our Ryde Environmental Educators Network (REEN).

Get the Site Right, a joint taskforce of local councils, catchment groups, the NSW Environment Protection Authority (EPA) and the DPE, targets erosion and sediment control on commercial and residential building sites of all sizes across the City of Ryde, as well as surrounding areas. This multi-council and agency partnership program is growing in numbers annually with a focus on educating developers on the impacts of run off on waterway health.

Stormwater management services provided

Several years of wetter than average weather conditions highlighted the importance of the largely unseen work Council does to keep the stormwater network functioning and operating at peak performance.

Council is currently working on harmonising our four flood and catchment studies, which are characterised by inconsistent approaches and data due to multiple consultants' involvement. Harmonising these studies ensures a uniform approach, data source and compliance with current legislation, guidelines and advanced flood modelling software.

The City of Ryde is currently engaged in stormwater drainage and road improvements in Hedgeland Close, Meadowbank as part of our Stormwater Improvement Program. These works aim to enhance the efficiency of the drainage network and establish a new vehicle turning area. Completed works include the protection of existing underground utilities, such as an oil pipeline, sewer main, and gas main. Additional actions involved the reconfiguring underground drainage, street lighting modifications, and the continuation of a gabion wall between the upstream channel and shared user path. Ongoing activities comprise roadworks and the reconstruction of the shared user path, with landscaping scheduled upon completion.

CAPITAL WORKS PROGRAM

Harmonising Flood Studies ✔

Draft flood study completed, flood risk management study and plan being prepared in conjunction with tunnel options for Eastwood CBD

Flood Mitigation/Constitution Road Upgrade ✔

Technical specifications for the rock cut face widening of Constitution Road at Angas Street bridge in Meadowbank have been completed. While currently experiencing difficulty finding a suitable contractor with the necessary qualifications, Council's intention is to commence construction by late October 2023

146 Bowden Street Trunk Drainage ✔

Underground and some above ground works for the project have been completed, including protective works on existing and underground utilities (an oil pipeline, sewer main and gas main) as well as the reconfiguration of underground drainage, street lighting changes and continuation of the gabion wall between the upstream channel and the shared user path. Road works and reconstruction of the shared user path are currently in progress. Council anticipates works to be complete by September 2023

100 – 104 Rowe Street stormwater drainage upgrade ➔

This project will be combined with a city-wide flood harmonisation study and is currently on hold pending confirmation on the approach to Eastwood Central and the wider plan for the area

Natural Disaster Relief and Recovery Works ✗

Project cancelled as scope of works will be undertaken through the flood mitigation/Constitution Road upgrade

Stormwater Asset Replacement Renewal ✔

Works for three projects are complete: Waterloo Road culvert remediation works, SRV pit replacement and Samuel Street. Five projects were carried over into 2023/24 and are anticipated to be complete by November 2023: SRV – pit/pipe small reconstructions; 4 Primrose Avenue, Ryde; 12 Adelphi Road, Marsfield; Pipe lining treatments – combined; and future design and planning

Stormwater Improvement Works Renewal ✔

Pit investigations and CCTV investigations are complete. Construction is in progress for Abuklea Road, Marsfield with an anticipated completion of August 2023. Magdala Road works – part of the Future Design and Planning project – are in progress and scheduled to be completed by late September 2023

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



Our waterways network

2 rivers
5 major creeks
14 discrete stormwater catchments



Putney Park Beach

Set to open in 2024, Putney Beach will deliver the third new swimming site along Parramatta River foreshore, as part of the PRCG Masterplan river objective of making the river 'swimmable by 2025'. Water testing by Sydney Water continues



Stormwater infrastructure condition

Over 84 percent acceptable condition or better
260 metres of stormwater pipelines laid or restored
33 stormwater pits 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 dinghies at four locations along the Parramatta River waterfront. These service the majority of boat moorings along the river adjacent to the City of Ryde.

Swimming at Putney Beach moves another step closer

Escaping the summer heat and cooling down in Ryde with a dip in the Parramatta River will once again be possible thanks to Council receiving a \$698,475 grant from the NSW Government to build the new in-river swimming site at Putney Park. The project will reinstate the original swimming site, which was home to the first in-river swimming baths in Ryde in the 1920s.

Work towards this goal commenced in 2017, when the City of Ryde, in partnership with the Parramatta River Catchment Group (PRCG) and community, undertook community engagement and site feasibility studies. Ongoing water quality monitoring and sediment testing has been underway ever since to confirm and monitor river health for 'swimmability'.

The first stage of activating Putney Park as a swimming site was completed in 2022, providing access to the river through a set of beach stairs. The funding from the State Government's Places to Swim program will enable Council to provide swimming infrastructure at the site.

The swimming site will be further enhanced by upgrades to the Putney Park seawall, which are being undertaken as part of the site activation project and funded by a further grant awarded to Council. The construction of the swim site and seawall within the swim zone is expected to be completed in 2024, followed by the remaining upgrade of the Putney Park seawall.

Coastal protection services provided

The City of Ryde continues its partnership within the 11-Council Parramatta River Catchment Group (PRCG), leading collective efforts to improve stormwater inflows and mitigate diffuse water pollution. We are actively involved in community education campaigns, including the Get the Site Right erosion and sediment control program in collaboration with the EPA and bus shelter advertising to encourage reporting of illegal dumping.

Council successfully secured a grant of \$1,432,164 for two foreshore projects aimed at coastal protection. This grant, obtained through the Department of Planning and Environment's Coastal and Estuary program, involves Council contributing 50 percent of project costs for the Kissing Point Park foreshore Protection Works and the Putney Park seawall upgrade.

CAPITAL PROJECT DELIVERY

Putney Beach Swim Site Activation ✔

The detailed design for the State Government grant-funded swimming site has now been finalised. Council is near to finalising a complex series of investigations, assessments, documents and approvals in a planning pathway requiring coordination of and approval by multiple external agencies. Design work integrating the new and existing seawall at the swimming site is also nearing completion

Seawalls/Retaining Walls Refurbishment Renewal ✔

The design of the Putney Park seawall upgrade has been integrated with the Putney Park Swim Site activation works with design almost complete and procurement for both projects started. The construction of the swim site and seawall within the swim zone is expected to be complete in 2024 followed by the remaining upgrade of the Putney Park seawall and Kissing Point Park foreshore protection works

**PUTNEY BEACH
SWIM SITE**



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 going to landfill.

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

City of Ryde Waste Services – At a glance

COLLECTIONS	DIVERTED FROM LANDFILL AND THE ENVIRONMENT	SENT TO LANDFILL
3,675,620 residential waste, recycling and garden organics bin lifts and 92,846 commercial waste and recycling bin lifts 2,308 missed services (0.06 percent) 13,885 service requests received, 96 percent actioned within required timeframes	7,001 tonnes of household recyclables 9,908 tonnes of garden organics 322 tonnes from other programs	32,663 tonnes of household waste
95,734 CleanUp collections from households		5,630 tonnes of household CleanUp waste
910 chipping and mulching service bookings	Approximately 90 tonnes of garden waste	
923 bookings for TV and Computer Collection e-waste drop off day	44.8 tonnes 2.95 tonnes	
3,644 Ryde residents visited the Community Recycling Centre at Artarmon	26 tonnes of problem waste	
Annual Household Chemical CleanOut and additional CleanOut event	36.7 tonnes of hazardous materials	
9 problem waste stations	3.4 tonnes of problem waste items	
Clothing bins collection	118 tonnes of unwanted clothing	

Tackling waste management challenges

The processing of organics in red-lidded household waste bins was impacted by plant issues in the processing facility at Woodlawn. Processing was delayed for an eight-month period while repairs were carried out. During this time Council conducted a feasibility study to review other methods to recycle organics from the domestic waste stream. The analysis considered resource recovery rates and the cost of new services to residents.

Soft plastic recycling through REDCycle was halted, following significant operating challenges faced by the organisation. While work on new soft plastics recycling solutions was undertaken, local residents were encouraged to dispose of their soft plastics in their red-lidded general waste bin, increasing volumes of waste being sent to landfill.

We successfully trialled two solar-powered smart compaction street waste bins in Meadowbank and Kissing Point Parks, popular recreational areas that experience considerable litter build-up on weekends. Offering six times the capacity of a regular street bin, these bins, funded by a grant from the NSW Environmental Protection Authority (EPA), use solar power to compact the contents and alert waste collectors when the bin is ready to be serviced. Their enclosed design makes it impossible for wildlife to scavenge from the bins, and they can be operated with a foot pedal for hygienic waste disposal. Towards completion of the project, the EPA approved the installation of a third solar-powered smart compaction waste bin in the Meadowbank Park children's play area to further reduce litter impacts at the site.

In March 2023 Council provided an additional e-waste drop off service at the annual Household Chemical CleanOut event to test community appetite for increasing recycling opportunities for problem waste. The community response was very positive, with 2.95 tonnes of e-waste recycled through the trial. The outcomes have provided valuable insight into the provision of future problem waste services for the community.



SOLAR POWERED COMPACTION BIN

NON-CAPITAL PROJECT DELIVERY

Community Recycling Drop-off



Due to limited availability of suitable locations to conduct large scale collections of materials, the community drop-off day and an e-waste drop-off were integrated into the Household Chemical CleanOut event in March 2023. A total of 2,950kg of electronic waste was collected on the day for recycling

Additional Household Chemical Cleanout Event 2022



An additional event was held on 17 December 2022

Managing Waste Reduction in Multi Unit Dwellings (MUDs)



1,500 waste information packs were delivered to mid-rise MUDs

Waste Wise Ryde – Towards Zero Waste



Due to the introduction of an additional Household Chemical Cleanout Event in 2022, this project is deferred until 2023/24

Don't Let Your Recycling Go To Waste Bin Sticker Program



LGA-wide bin sticker program encouraging households to reduce contamination in recycling bins

Waste Reduction Awareness Campaign



Round 2 of the schools litter prevention competition was completed with over 50 participants from four schools. Artwork from the nine winners was displayed at the West Ryde and Top Ryde libraries and will be used to develop educational postcards for distribution at workshops, events and in Council venues

Cigarette Butt Litter Project



This EPA grant funded the installation and maintenance of butt bins and awareness raising initiatives to minimise cigarette litter in several town centres

Northern Sydney Regional Organisation of Councils (NSROC) AWT Transition – Food Organics Medium Density Unit



Council successfully delivered a regional food scraps recycling service feasibility study and a Food Organics and Garden Organics (FOGO) trial. Results from the study will inform future food organics collection programs

Schools Waste Education Program



Keep Australia Beautiful workshops were conducted in 10 schools. The installation of an edible garden will commence in an initial school in July 2023

Sustainability Festival



The festival in June 2023 attracted round 1,500 visitors with 16 activities and over 40 stalls

Ryde Litter Prevention Strategy 2022–2030



Meadowbank and Putney Catchment Litter Reduction Project



This project targeted the impact of litter on the Meadowbank and Putney catchments. See highlight for details

CAPITAL PROJECT DELIVERY

Community Problem Waste Recycling Centre



The NSROC CRC at Artarmon is operational and delivering collection/processing as per agreement. X-ray recycling and textile recycling are now also available

Porters Creek Precinct



Remediation and maintenance of the former landfill site is ongoing

Porters Park CRC Development



The CRC component of a planning proposal to allow a CRC at Porters Park was rejected by DPE prior to exhibition. Council is continuing investigations to identify a suitable alternative location



Waste education

21 workshops and events were delivered through the year, engaging with a total of 3,190 residents/participants

Sustainability Festival 2023 – around 1,500 visitors

Ryde Environmental Educators Network (REEN) – 147 members

12th annual Sustainable Waste 2 Art Prize (SWAP) – 145 entries with 74 finalist artworks exhibited

109 home waste and sustainability assessments identified around \$1,000 average savings per household



Meadowbank Putney Litter Reduction Project

Three solar compaction bins installed along with additional street litter bins

Storage cage installed at Meadowbank Park

Barrier vegetation planted along the foreshore

27 percent reduction in litter



Household waste

32,663 tonnes of household waste collected

36.76 percent diverted from landfill

Over 70,550 bin lifts each week

Over 1,840 household clean up collections every week

WASTE EDUCATION AT
THE SUSTAINABILITY FAMILIES FESTIVAL





THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by Council during its term of office. It focuses on how services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde.

While all Council programs play a part, the main programs contributing to achieving the Natural and Sustainable City outcome from our City's Community Strategic Plan are the Resilience and Sustainability, Catchments and Waterways, Foreshores and Seawalls and Waste and Recycling programs.

\$160.1 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2023/24 will be:

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

Some of the projects planned for 2023/24 include implementing Council's Net Zero Emissions Pathway, our ongoing tree planting program, minimising the spread of weeds that represent a threat to biosecurity, and delivering a new community swimming site at Putney Beach.

The complete range of planned activities to be undertaken through these programs are listed in Council's 2023-24 One-Year Operational Plan.

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



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 Strategy 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, as well as other key town Centres such as Eastwood, West Ryde, Meadowbank and Gladesville



OVERVIEW

Council services supporting this outcome

City Economy Program

Supporting an economically diverse and resilient City economy that is globally competitive

City Economic Development

Precincts and Places

How we monitor progress

- Business confidence, business investment and jobs in the City of Ryde
- Delivery of upgrades under Council's Development Contributions Work Plans

BUILDING PROSPERITY IN OUR CITY

The City of Ryde is a thriving and diverse City known for its strong and dynamic economy. With a population of over 130,000 residents, the City of Ryde is characterised by a mix of residential, commercial, and industrial areas. The local economy is driven by a variety of sectors leveraging our unique economic centres of Eastwood, West Ryde-Meadowbank, Gladesville, and Macquarie Park.

The Macquarie Park Innovation District is a key economic driver for the City and for New South Wales. Recognised as Australia's original innovation district, Macquarie Park is home to numerous technology and pharmaceutical companies, start ups, research institutions and specialist manufacturers. This concentration of globally competitive companies has led to significant job creation and innovation in the area, attracting talent from around the world.

Additionally, the City of Ryde has a strong focus on education, with Macquarie University and two TAFE NSW campuses playing a pivotal role in research and workforce development, further contributing to the City's knowledge-based economy.

Home to approximately 14,000 businesses, the City of Ryde also benefits from its strategic location, with excellent transportation links to economic centres across Greater Sydney. This accessibility has encouraged the growth of retail and commercial sectors, including shopping centres, restaurants and entertainment venues. Uniquely, these sectors strongly reflect the City of Ryde's demographic diversity, presenting an economy that is focused on enhancing the wellbeing of the local community.

KEY STATISTICS

CITY OF RYDE

\$19.75 billion gross regional product

Approximately 14,000 local businesses

Over 92,800 local jobs

Over 76,800 employed residents

More than a third of all residents live within 10km of their workplace

Over 80 percent of workers have a tertiary qualification

COMBINED CHAMBERS
EVENT



Business growth

In 2022 there were
555 new businesses

We now have approximately
14,000 local businesses



Jobs growth

There was a 0.90 percent increase
in the number of jobs between
July 2022 and June 2023



Economic output

In 2022 economic output was primarily
generated through the sectors of
information, media and
telecommunications, wholesale trade,
professional services and
manufacturing

SERVICES AND PERFORMANCE HIGHLIGHTS

CITY ECONOMIC DEVELOPMENT

The City of Ryde collaborates with our community, local businesses and corporations, key institutions and government to deliver a people-and place-based approach to economic development. We focus on investment attraction and retention – including from overseas, supporting small and family businesses, collaborating with major institutions and key stakeholders, developing the right infrastructure and capitalising on trade opportunities and technology advancements to create sustained and inclusive economic growth. We help build a stronger local economy through business sector and economic development, with capacity building programs that provide relevant, impactful, timely information, education and support along the business journey.

Attracting investment, building relationships

In February 2023, Council adopted a new International Relations Policy, refocusing Council's approach to international relations on the pursuit of Memorandum of Understanding in economics and trade, arts and culture, Net Zero and education.

Council engaged with officials from the Republic of Korea, Japan, China, Italy and the Republic of China (Taiwan), which includes hosting delegations at Council Chambers as well as tours of the Macquarie Park Innovation District.

Council also participated in a delegation to the Taipei Smart City Summit and Expo in March 2023. Over the course of five days, delegates participated in a Net Zero City Leader Summit and Smart City Mayor's Summit, held 39 face-to-face meetings with high value industry, government and academic stakeholders from across the world, and completed a tour of Hsinchu County and the Hsinchu Science Park.

In March 2023, Council delivered a new Advanced Technology Prospectus for the Macquarie Park Innovation District, translated into multiple languages. This prospectus leverages the work of Investment NSW by providing the 'last mile' of information for local investment opportunities.

Building on the new prospectus, Council hosted several domestic and international companies exploring new investment opportunities in Macquarie Park – which includes investing in projects, partnering with local startups and establishing local operations.

Outside the Macquarie Park Innovation District, Council has invested in new relationships with State Government agencies (Investment NSW, Service NSW and the offices of the NSW Small Business Commissioner and the NSW 24-Hour Commissioner) to improve the delivery of State Government services for the City of Ryde's local business community.

The City of Ryde is well supported by local Chambers of Commerce and business networking groups. They play a major role in connecting local businesses to services, supply chains and customers. Council has supported them by providing sponsorship for events, hosting speakers and giving in-kind support.

Supporting small and medium businesses

Small and medium businesses play a critical role in the City of Ryde's local economy. These businesses are often the coal face of our community, and they are at the first to suffer from cost-of-living pressures placed on consumers. Like large businesses, the ability to attract and retain talented staff has been a growing issue.

These are complex issues, and we have been working with organisations such as Service NSW and TAFE NSW (in particular, the Institute of Applied Technology Digital) to communicate the services and subsidised educational opportunities available to local businesses. Council increased its focus on the commercial needs of local businesses, with this focus playing a growing role in masterplanning activities across the City of Ryde. Importantly, masterplans will have a greater focus on community and economy, with considerations being given to how land use planning, redevelopment and investment in the public realm can reduce risks and the cost of doing business.

Council has sought to stimulate economic activity through projects such as Koreatown in Eastwood, hosting Food Tours in Eastwood and Top Ryde, and supporting creative industries (Artisans Ryde). We hosted numerous events, including a Combined Chambers forum in North Ryde and an AI in 2023 forum at Macquarie University, where local suppliers were used for the events. Council was also a sponsor of the 2022 Northern District Local Business Awards, which celebrates local businesses across the region.

In February 2023, the City of Ryde joined Business NSW. This membership has led to broader conversations about the needs of local businesses in the City of Ryde, particularly access to skilled workers and the opportunity for investment in the City, focusing on startups from Macquarie Park. Carrying over into 2023/24, Council is collaborating with Business NSW to provide targeted support to local Chambers of Commerce to enhance the services they provide to small and medium businesses across the LGA.

KOREATOWN,
EASTWOOD



Business and investment in Macquarie Park

Council is actively working to build new relationships and attract investment into the City pursuing memorandums of understanding internationally, delivered a new 'Advanced Technology Prospectus' for the Macquarie Park Innovation District, and hosting domestic and international companies and delegations



Supporting local businesses

Council provides a broad range of support to local businesses including working with Service NSW and TAFE to communicate the services and subsidised educational opportunities available to local businesses, public realm improvements and upgrades in neighborhood and town centers, projects and events to support local businesses and stimulate economic activity, and collaborating with Business NSW to provide targeted support to local Chambers of Commerce to enhance the services they provide to small and medium businesses

PRECINCT RENEWAL AND ACTIVATION

Working with local business and residential 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.

Eastwood set to become a major Sydney tourist hub

In 2022/23, the City of Ryde commenced the implementation of its Koreatown project. Complementing the existing economic profile of Eastwood as a hub for multiculturalism, the Koreatown project involves placemaking signage along Rowe Street East, where there is a concentration of local Korean businesses.

Designed in response to the need to stimulate local economies post COVID-19, the project will help inform the broader renewal of Eastwood as one of Sydney’s major tourist hubs where visitors can experience a melting pot of cultures through urban design, architecture, events and other experiences.

Council’s Koreatown Project was boosted by the NSW State Government’s Uptown Grant program, which has awarded \$198,200 to the Korean Chamber for the City of Ryde to deliver a series of events over the next 12 months.

In addition to the Koreatown project, we continued to undertake works that enhance pedestrian safety in the congested urban centre to support placemaking initiatives and prepare for the expected influx of visitors to Eastwood. These included new traffic lights at West Parade and at the formerly unsignalised pedestrian crossing on The Avenue, at the intersection of Rowe Street.

Parking also became easier to find, with in-ground sensors installed in the Rowe Street East Carpark. These send information directly to the NSW Government’s Park’nPay app and allow drivers to search for on-street parking in Macquarie Park and Eastwood in real time. The City of Ryde is one of the first councils in the state to launch real-time parking availability for accessible parking spaces through the app, making it easy for those living with disability to find a spot in the City.

Council’s development of the Eastwood Renewal Strategy in 2023/24 will seek to unlock future opportunities across the Eastwood economic centre to delight locals and attract visitors to this growing tourist hub.

Streets as shared spaces

To provide additional public spaces for the community to gather and support the activation of Gladesville town centre, Council delivered a three-month street activation trial at Linsley Street/Victoria Road in Gladesville over January and February 2023. Supported by a State Government 'Streets As Shared Spaces' grant, the temporary road closure provided space for pop-up stalls, mural creations, planting workshops, historic walking tours, live music and food events, with over 500 residents and visitors attending events during the trial.

NON-CAPITAL PROJECT DELIVERY

Transport Management Association (TMA) ✔

Continued delivery as per the Operational Plan

Mac Park Social ●

Around 2,900 people attended four lunchtime events that were delivered in September 2022 to help encourage workers back to the office and to engage with each other

Gladesville Town Centre Activation ●

Supported by the State Government's 'Streets As Shared Spaces' grant, a three-month street activation trial at Linsley Street/Victoria Road in Gladesville over January and February 2023 generated significant community participation

CAPITAL PROJECT DELIVERY

Eastwood Central Expansion ✔

Masterplanning and development of designs for priority infrastructure is occurring over 2023 and 2024. The key elements being considered for the Eastwood Central Precinct involve the provision of a multistorey carpark adjoining Glen Reserve to address parking and congestion issues, infrastructure to mitigate periodic flooding risk in the town centre, and demolition and redevelopment of the current Glen Street Carpark site to provide an expanded library and community hub and civic plaza with opportunities for commercial, retail and residential developments

Multi Function Poles in Macquarie Park ⊗

This project was deferred subject to future development activities within Macquarie Park

Planting Embellishment Program – Macquarie Park ●

Planting works were completed on the Waterloo Road median and Elouera Reserve in October 2022, providing greatly enhanced overall visual appeal and landscape quality for the Macquarie Park streetscapes

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



Spectacular new murals cut graffiti

To beautify our City, instill a sense of community and belonging and discourage graffiti, we partnered with the community and local artists to create murals at high-risk sites between October 2022 and June 2023. The projects, which enlivened functional but otherwise uninteresting structures with colourful, dynamic artworks, were undertaken as part of City of Ryde's Graffiti Management Project and were funded by a Graffiti Management – Street Art grant from the State Government. All murals were coated with anti-graffiti coating to increase their longevity.

A spectacular giant rainbow lorikeet took up residence on the side of 59A Ryedale Road business, thrilling residents, commuters and visitors to nearby Anzac Park. The process for selecting the eye-catching design involved Council, the building owner, the artist and the community selecting the winning design from three different concepts.

A mural at Meadowbank train station was completed in December 2022 and brings together elements of water and land in an art deco abstract design.

A mural at ELS Hall Park called 'Home Run', was designed and installed by Sydney public art creators Muralisto on the side of a storage shed predominantly used by the Ryde Hawks baseball club and captures the electricity and energy of home games.

Well-known West Ryde artist Sheila Tan created a mural at Morrison Bay Park on the side of an amenities building at the popular Putney recreation area. It represents the three major sports that are played on site each day – touch football, soccer and cricket.

Other murals were also unveiled during the year, including a pedestrian underpass at Victoria Road in West Ryde. The design for the artwork was developed via a public workshop and has transformed the underpass into a bright and welcoming pedestrian experience.

A mural at Anderson Park in Meadowbank was created as part of the City of Ryde's commitment to enhancing our spaces through public art and promoting action to reduce litter. The work features sea creatures with plastic bags, cans and other litter in the background and was a NSW Environment Protection Authority Waste Less, Recycle More Initiative, funded from the waste levy.

A colourful mural in Boronia Park by illustrator, artist and muralist Lydia Morgan improves the pedestrian experience and helps to create a sense of belonging, whilst improving perceptions of safety and deterring future incidents of graffiti.



MEADOWBANK TRAIN STATION



ELS HALL PARK, NORTH RYDE



MORRISON BAY PARK, PUTNEY



LORIKEET MURAL,
RYEDALE ROAD,
WEST RYDE



Streets as shared spaces trial

With events attended by over 500 people, Linsley Street/Victoria Road in Gladesville was temporarily closed over January and February 2023 to provide public spaces for the community to gather



Managing graffiti with street art

In collaboration with the community and local artists, murals were created at four high-risk sites to deter graffiti – Meadowbank Train Station Forecourt, Ryedale Road West Ryde, ELS Hall Sports Fields (Baseball Dugout), and Morrison Bay Amenities Building



THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by the Council during its term of office. It focuses on how Council Services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde. While all Council programs play a part, the main program contributing to achieving the Our Smart and Innovative City outcome from our City's Community Strategic Plan is the City Economy program.

\$14.5 million investment is planned for this program over the life of the Delivery Program.

Our 2023-24 Operational Plan provides a comprehensive overview of the services, activities, programs and projects that Council plans to deliver during the year. These will include:

- Working with our community, local businesses and corporations, key institutions and government to attract investment to the City, develop the right infrastructure and capitalise on domestic and international trade opportunities and advancements in technology to create economic growth for the City of Ryde.
- Supporting small and family business through our ongoing program of support services, events, and other activities helping to develop skills, tools and other resources needed for business success.
- Planning and overseeing the delivery of Council's rolling program of town and neighbourhood centre upgrades, delivering public realm improvements and helping to ensure our city's centres remain vibrant and relevant and continue to provide services and employment to the surrounding community.

Some of the projects scheduled for 2023/24 include continued planning for the Eastwood Central Expansion and further implementation of the Koreatown initiative in Eastwood. The complete range of activities undertaken through this program are listed in Council's 2023-24 One-Year Operational Plan.

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



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 the State Government agencies and through organisations such as the Macquarie Park Innovation District

CONNECTIONS WITHIN OUR CITY

Improving access to our centres and recreation and reducing our travel emissions 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 programs and services supporting this outcome

<p>Traffic and Transport Program</p> <p>Building a sustainable, safe, convenient and accessible transport system for the City by improving mobility, connectivity and access for all types of transport</p>	<p>Transport Network Planning</p> <p>Transport Network Management</p> <p>Transport Programs and Services</p> <p>Local Transport Infrastructure</p>
<p>Roads Program</p> <p>Maintaining the City’s extensive network of local and regional road assets to ensure that they remain safe and are in serviceable condition and meet community expectations</p>	<p>Local Transport Infrastructure</p>
<p>Paths and Cycleways Program</p> <p>Building the City’s network of paths and cycleways to increase the walkability of our suburbs, improve conditions for cyclists and connect residents with activity centres and public transport connections</p>	<p>Active Transport Infrastructure</p>

How we monitor progress

- Road network access
- Program delivery
- Shop Ryder patronage

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 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

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

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

Over **65,000** registered vehicles are housed in the City of Ryde local government area

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

On Census day (10 August 2021) during the Sydney-wide COVID-19 lockdown:

- 30 percent of over 88,600** working residents used their car to get to work
- 9 percent** caught public transport, walked or cycled to get to work
- 52 percent** worked at home

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

Note – Travel patterns across our community were significantly impacted by COVID-19 restrictions and lockdowns occurring between February 2020 and October 2021. Changed patterns of travel behaviour continued throughout 2022 and 2023 when compared to pre-COVID-19, with travel returning to historical levels later in 2023.

SHOP RYDER
BUS STOP

Book a **FREE Household
CleanUp Collection**
www.ryde.nsw.gov.au/cleanup or call 99

 City of Ryde

 **ShopRyder**
FREE COMMUNITY SERVICE



SERVICES AND PERFORMANCE HIGHLIGHTS

TRAFFIC AND TRANSPORT SERVICES

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

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

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

Delivering our future transport solutions

Delivery of a safe, sustainable and convenient transport system in our City is guided by the City of Ryde's Integrated Transport Strategy 2041 (ITS), which was recognised with the 2022 Australian Institute of Traffic Planning and Management (AITPM) Excellence Award.

The ITS was developed through collaboration with industry, State Government agencies, local politicians, neighbouring councils, bicycle advocates and the local community. It identifies 58 priority transport projects underpinning the City's transport future.

Implementation of the ITS began during the year. A key focus of advocacy has been participation in the design phase for the Parramatta Light Rail – Stage 2 proposal. Council has made a formal submission and subsequent presentation to the Department of Planning and Environment on this project, reinforcing key issues including property acquisition, bridge alignment, traffic and heritage. When complete, the light rail will provide greatly improved public transport services between the Olympic Park and Parramatta CBD precincts, employment and development opportunities – including improved options for new high density developments in Meadowbank.

Council is also continuing to liaise with the Northern Sydney Regional Organisation of Councils (NSROC) to advocate for key transport priorities within the City of Ryde LGA. We are participating in the Macquarie Park Transport Study, hosted by Transport for NSW (TfNSW), aimed at assessing and progressing transport and infrastructure projects identified under the state's Strategic Infrastructure & Services Assessment (SISA).

We provided concept plans and advice to TfNSW on high pedestrian activity areas in Eastwood, Meadowbank and West Ryde, and are working with TfNSW representatives on the Macquarie Park bus interchange design. We also led advocacy for amendments to the State Environmental Planning Policy (SEPP) for electric vehicle infrastructure in collaboration with the Southern, Northern and Western Sydney Regional Organisation of Councils.

During May, Council recently started to refresh the ITS, to bring together existing transport-related strategies into one core document, along with policies and action plans developed as a result of the strategy.

Encouraging sustainable transport

As part of City of Ryde's commitment to encouraging more active and sustainable transport options, 14 new car share spaces were installed across the City in 2022/23, bringing the total number to 33. We also worked with the Cities Power Partnership to advocate for improved fuel efficiency standards to help increase no-emissions transport uptake in Australia. To act on our commitment to a sustainable future, we are currently examining ways to expedite the transition of Council's fleet to low/no emissions transport solutions. This will ensure we actively target our second largest emissions source as the organisation moves towards achieving our Net Zero target.

To support active transport, Council endorsed our new Bicycle Strategy and Action Plan 2022-2030. The strategy provides a framework for encouraging greater involvement of residents, community organisations and government in the development of walking, cycling and other pathway-related activities and opportunities, and will guide the planning, design, improvement and management of Council's large network of pathways and trails across the City.

Usage of our free Shop Ryder bus service has almost returned to pre-pandemic levels with over 38,500 passenger trips taken during the year. A survey of users found that a third of travellers are using the bus to reduce their environmental footprint and more than 90 percent of respondents used the service at least weekly.

We undertook a number of community engagement programs to increase awareness of road safety and help reduce accidents and trauma on public roads, including hosting stalls with NSW Police at Macquarie University, Eastwood Plaza and Top Ryde City shopping centre. We also delivered a Safety and Resilience Expo as part of the NSW Seniors Festival and hosted stalls at community events to promote cyclist safety and road safety.



Bicycle strategy

Council's new Bicycle Strategy and Action Plan 2022-2030 provides a framework for encouraging greater involvement of residents, community organisations and government in cycling and reducing our dependence on cars



Traffic and parking improvements

Over 60 upgrades and improvements were made across our road network, including pedestrian refuges, crossings, traffic calming devices, pedestrian traffic signals, parking upgrades with real time parking sensors in Macquarie Park and Eastwood, black spot improvements, new car share spaces and pedestrian crossing lighting upgrades



Safety around schools

Council worked with 10 schools to improving safety around student pick-up/drop-off, including improving pedestrian infrastructure and school bus accessibility and promoting the benefits of active and public transport use



Community safety programs

Numerous community programs included education on road rules and safe travel behaviour in collaboration with NSW Police, road safety promotions at events and festivals and hosting the Safety and Resilience Expo at the NSW Seniors Festival

NON-CAPITAL PROJECT DELIVERY

Intergrated Transport Strategy (ITS) Implementation ✔

Public transport operations and parking management projects included design advice on the Macquarie Park Precinct and Bus Interchange Project and installation of infrastructure for the NSW Park'nPay system in Macquarie Park. Development of a parking strategy for key centres and reviewing Development Control Plan parking rates is being fast-tracked to assist with managing traffic demand for new developments, especially those sites that are located near mass transit.

There have been 13 sites selected for infrastructure improvements as part of the Transport for NSW 2023-24 Blackspot Funding Program.

Council, in partnership with Love to Ride, launched Biketober, promoting cycling within the community.

All new ITS implementation projects are on hold pending the refresh of the strategy

Integrated Transport Strategy Review Model ✔

Council began prioritising proposed ITS projects with consideration being given to a number of showcase advocacy projects, including the Parramatta – Epping Metro proposal, Randwick – Macquarie Park Metro proposal and the provision of priority bus lanes along the A3 Corridor (Lane Cove Road).

CAPITAL PROJECT DELIVERY

Bus Stop *Disability Discrimination Act (DDA) 1992* compliance !

The Human Rights Commission has prepared a guideline and compliance checklist for upgrades to meet the requirements of 31 (1) of the *Disability Discrimination Act (DDA) 1992*. Council is reviewing requirements for the upgrade of over 700 of our bus stops

Bus Stop Seats – New ⊗

After confirming current stock levels are adequate this project was cancelled

Traffic Calming Devices ●

Proposals for 66 traffic, parking and road safety improvements contributing to improving traffic safety, easing congestion and promoting sustainable forms of transport within the City's public road network were endorsed by the Local Ryde Traffic Committee during the year. There have been 54 installed so far

CAPITAL PROJECT DELIVERY

Road Safety Upgrades and Improvements ✔

Road safety measures such as road resurfacing and signage and linemarking works have been completed

Pedestrian Crossing Lighting Upgrade !

The Local Roads and Community (LRCI) grant for this project has been extended for 12 months until 30 June 2024. Currently 37 sites are being upgraded by Ausgrid. A tender package will be issued for the remaining four contestable LRCI sites that cannot be done through Ausgrid

Integrated Parking Macquarie Park and Eastwood Town Centre ✔

Sensors and the NSW Park 'n Pay app showing real time parking information have been implemented throughout Macquarie Park and Eastwood. People with disabilities now have access to real time parking availability information for 141 spaces throughout the City of Ryde

Smart Parking ●

Real time availability has been installed and is operational in Eastwood and the Macquarie Park business precinct

Constitution Road/Bowden Street Meadowbank Traffic Control Signals ✔

Currently in design phase. Council has obtained \$7 million in funding from the State Government Accelerated Infrastructure Fund (Round 3) program to deliver the signals and other nearby projects on Constitution Road

Traffic Facilities Renewal ●

All scheduled projects have been completed (traffic calming devices, roundabouts etc) providing transport and traffic benefits in Eastwood, North Ryde, Putney and Gladesville

Car Park Renewal ●

Remedial works on the Glen Street Car Park have been completed and monitoring of identified structural issues will continue

Local Roads and Community Infrastructure Program-Transport ✔

Four out of the seven approved projects under Phase 3 of the Local Roads and Community Infrastructure Program (LRCIP) have been completed in North Ryde and Denistone



CITY ROADS

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

Recovering from three years of unprecedented wet weather

Unprecedented flooding events in 2022 caused potholes and other road hazards across the City of Ryde’s 320 kilometre road network and led to an expensive backlog of repairs required to maintain roads to a safe standard.

Council successfully applied for \$3.5 million from the State Government’s Regional and Local Roads Repair program to repair water-damaged roads, undertake priority corrective maintenance works and fix potholes on roads within our network. With the support of this funding, we completed patching and re-surfacing works across the City. Heavy patching works have also been completed on Bridge Road and Jopling Street, North Ryde; Waterloo Road, Macquarie Park; Ryedale Road, West Ryde; Melba Drive, East Ryde; Glenayr Avenue, Denistone West; and Forsyth Street, Bidgee Road and Gardener Avenue, Ryde. We also completed road resurfacing works at 23 sites. A number of other priority projects will be complete by early 2024 to meet funding requirements.

CAPITAL PROJECT DELIVERY

Heavy Patching ✔

Nine out of 11 sites were completed including Bridge Road, Waterloo Road, Ryedale Road, Melba Drive, Jopling Street, Forsyth Street, Glenayr Avenue, Bidgee Road and Gardener Avenue. Remaining funds have been carried over to complete priority heavy patching sites in the new financial year. The next site identified for heavy patching is Harrison Avenue

Road Resurfacing Renewal ✔

Resurfacing work on 23 out of 31 planned sites is complete. Resurfacing works for eight sites have been carried over into 2023/24 FY

Road Kerb Renewal ✔

Out of 11 planned sites, four are complete: West Parade (Reserve Street – Miriam Road), Acacia Lane (Acacia Street – Banksia Street), Orr Street (Ross Street – Linsley Street), McGowan Street (Pelliser Road – Putney Parade). Six sites were carried over into 2023/24 FY. Renewal works on Culloden Road (Waterloo Road – Marsfield Park) were deferred pending completion of development

Kerb and Gutter Renewal ●

All 11 sites completed including Church Street, Yarwood Street, Hall Street, Eden Street, Eltham Street, Rodney Street, Hunts Avenue, Lavarack Street, Waring Street, Lakeside Road and Quarry Road

Bridge Upgrade/Renewal ●

We completed Waterloo Road culvert remediation



Road network

There are 320km of roads in the City of Ryde



Road condition

Over 92 percent acceptable condition or better



Road maintenance

44,105m² of the road network was renewed or replaced

PATHS AND CYCLEWAYS

To help reduce our community's dependence on cars, Council has an ongoing program to increase the walkability of our suburbs, improve conditions for cyclists and upgrade bus stops to comply with the Disability Standards for Accessible Public Transport. A major focus for Council is ensuring pedestrian and cyclist connections link residents with activity centres and integrate with public transport facilities.

Creating a continuous cycling network

With the increasing popularity of cycling for both commuting and leisure, we are working to deliver a bicycle network that connects people from their door to our vibrant centres, open spaces, schools and places of work. Despite significant additions to our 560 kilometres of cycleway networks in the City of Ryde – including the completion of the 5 kilometres Pittwater Road path, some parts of the network are disjointed.

Other priorities under our recently completed Bicycle Strategy and Action Plan include adopting a route-based delivery approach to avoid missing links and gaps forming in the network and gaining multi-year funding agreements with the NSW Government to ensure the completion of routes. Routes will be prioritised based on potential ridership, with walking and cycling connections integrated in the planned new street network for Macquarie Park.

We are also working to complete the regional bicycle network, which is designed to provide connectivity for people who ride between major destinations across Greater Sydney. In the City of Ryde this includes a Principal Bicycle Network led by Transport for NSW, and a set of 12 Council-led regional routes. The Principal Bicycle Network forms part of the Greater Sydney Future Transport Strategy 2056 and supports trips between major centres like Chatswood, North Sydney and Macquarie Park.

During the past five years, Council has partnered with Transport for NSW to deliver around 85 percent of the planned regional bicycle network, including high quality bicycle routes at Shrimptons Creek, Epping Road, Pittwater Road and Vimiera Road, as well as the foreshore path from Meadowbank to Kissing Point. Over the next five years we aim to complete the remaining 20 percent of the regional bicycle network and to expand it to support future population and employment growth. As part of this work, in 2022/23 we commenced detailed design and investigations for the regional cycle route connecting Chatswood and Burwood.

Our Bicycle Strategy and Action Plan acknowledges that small gaps, such as busy road crossings, can discourage people from riding, and strives to link the City of Ryde's centres with continuous, high quality and easy to follow bicycle routes. Guided by our Action Plan, this year we completed line marking works for the Shrimptons Creek and Archer Creek shared user paths to make them easier to follow. However, our goal of delivering Meadowbank Education and Employment Precinct walking and cycling links was discontinued as infrastructure requirements around the precinct will now be met by the Department of Education.

CAPITAL PROJECT DELIVERY

Expansion of Shared User Paths and Enhancement of Pedestrian Facilities Around the Proposed Meadowbank Education Precinct ⊗

Infrastructure requirements around the precinct will be met by the Department of Education/School Infrastructure NSW. Project funding has been returned

Pittwater Road Shared User Path – Stages 2 and 3 ●

Construction of the shared path between Victoria Road and Epping Road was completed in June 2022, providing an uninterrupted 5km connection between Gladesville and North Ryde.

Footpath Construction Renewal ✔

Works on Flinders Road are completed. The Glades Bay staircase improvement works have been delayed pending completion of an adjacent private development. Work on the Denman Street/Brush Road staircase has been deferred

Footpath Construction Expansion ✔

Works on Wayella Street, Arras Parade, Fawcett Street and Bowden Street footpaths have been completed. One project (Terry Road) has been deferred to 2023/24 due to funds being diverted to other projects. Three new projects added to the program (Bidgee Road, Arthur Street and Brush Road) will be completed in 2023/24

Cycleways Construction Expansion ✔

Detailed design and investigations are still in progress for the regional cycle route connecting Chatswood and Burwood. Linemarking works for the Shrimptons Creek and Archer Creek shared user paths have been completed

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



Paths to explore

There are 560km of paths and cycleways in the City of Ryde



New footpaths and cycleways

2,810m² of footpath and cycleways were constructed or replaced around the LGA



Path and cycleway maintenance

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





**BIKE RACKS,
MACQUARIE PARK
TRAIN STATION**

THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by the Council during its term of office. It focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community.

While all Council's programs play a part in some way, the main programs contributing to achieving our Connected and Accessible City outcome from our City's Community Strategic Plan are the Traffic and Transport, Roads, and Paths and Cycleways Programs.

\$153.2 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2023/24 will be:

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

Some of the projects planned for 2023/24 include Council's ongoing program of replacement and resurfacing of road pavements, maintaining our paths and cycleways, repair works for the Waterloo Road bridge/culvert, and further work upgrading the City's bus stops to full disability compliance. The complete range of planned activities to be undertaken through these programs are listed in Council's 2023-24 One-Year Operational Plan.

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



OUR DIVERSE AND INCLUSIVE CITY

The City of Ryde is home to a diverse community, where people celebrate their similarities and their differences. The City includes diverse cultural spaces and places for people to come together, supporting a rich social, cultural, historical and creative tapestry that 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
- Appropriately supporting all members of the community and providing access to available services and facilities in partnership with our community network and with state agencies

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 programs and services supporting this outcome

<p>Community Inclusion and Wellbeing</p> <p>Working to increase social and community wellbeing and empowering people to fully participate in community life</p>	<p>Community Development</p> <p>Direct Community Services</p> <p>Community Facilities</p>
<p>Community Connectedness and Engagement</p> <p>Supporting residents to become connected, engaged and informed and have opportunities to celebrate our culture, build connections within the community and contribute to decisions that affect their City</p>	<p>Events</p> <p>Community Engagement</p> <p>Marketing and Communications</p>

How we monitor progress

- Program delivery
- Support for not-for-profit organisations
- Utilisation of community halls and facilities
- Attendance at events and programs

BUILDING A HARMONIOUS AND CULTURALLY DIVERSE CITY

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

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

Our community wants 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 their 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 to 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 meet the changing needs of our community is key to making this happen.

KEY STATISTICS

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

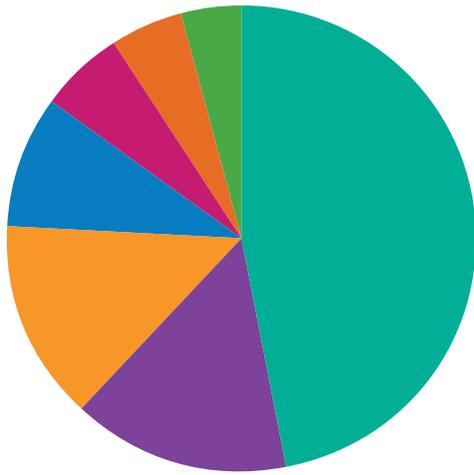
Over 100 community service providers

Over 140 community groups and faith-based organisations

Dozens of council and community events every year

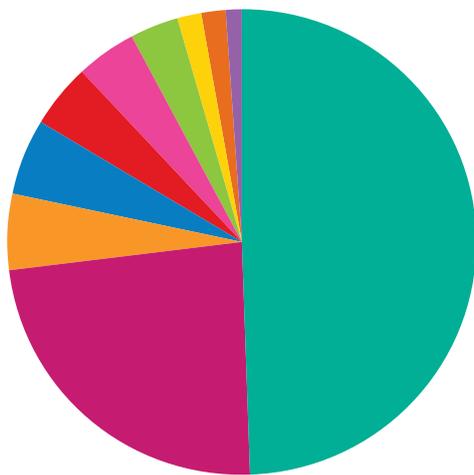
Over 35 advisory groups and interagencies giving the community a voice

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



Birthplace
108 countries

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



Language spoken at home
78 languages

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

OUR COMMUNITY



Our multicultural community

78 different languages are spoken in our community



Immigration

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



Multilingual speakers

Almost 50 percent speak a language other than English at home

SERVICES AND PERFORMANCE HIGHLIGHTS

EVENTS

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

Celebrating the return of in-person events

This year marked the return of our familiar events program to full capacity, as we invited families and friends to come together to enjoy each other’s company, tantalise their taste buds and discover new things in places they know well. Approximately 160,000 people attended events during the year, with a 91 percent community satisfaction rate.

Some of the events held over the year included Australia Day at Meadowbank Park, the Lunar New Year Festival in Eastwood, the West Ryde Easter Fair, Cinema in the Park and the Mayor’s Prayer Breakfast. To help encourage workers back to the office and readjust to living, working, playing and investing post-COVID-19, we hosted Mac Park Social. Supported by the NSW Government’s CBDs Revitalisation Program, around 2,900 people attended the four lunchtime events.

Many community members who were notified of their citizenship during the pandemic were unable to receive their certificates, so we hosted 15 citizenship ceremonies during the year, with 2,089 people becoming new citizens. We also held ANZAC Day and Remembrance Day commemoration services with approximately 950 people attending, including local school children.

Approximately 100,000 people marked the return of the full-strength Granny Smith Festival, which featured old favourites and new activities, with amusement rides, market stalls, food trucks, fireworks, performances, a youth zone and kids’ activities. In a sign of the festival’s popularity, sales figures were up on previous years, with some businesses seeing a 218 percent increase on the previous year’s sales.

Large-scale community event organisers also had the confidence to return and we welcomed back annual events such as the Diwali Fair and Carols on the Common, which were all well attended by a community keen to reconnect.

Ensuring shared spaces are safe from antisocial behaviour

To ensure our public spaces are safe and inviting for all members of the community, we re-established Alcohol Free Zones around West Ryde Bus Interchange, Bowden Street and Bay Drive, including Meadowbank Ferry Wharf, Eastwood Town Centre, Trim Place, Coulter Street, Gladesville and West Ryde Plaza. The new policy allows restrictions to be lifted for council-run events, such as the Granny Smith Festival, in consultation with the Ryde Police Area Command.

NON-CAPITAL PROJECT DELIVERY

Mac Park Social

Around 2,900 people attended four lunchtime events that were delivered in September 2022 to help encourage workers back to the office and to engage with each other



New citizens

2,089 people became new citizens across 15 ceremonies held during the year



Events

Over 160,000 people attended Council's events program including Australia Day at Meadowbank Park, the Lunar New Year Festival in Eastwood, the West Ryde Easter Fair and Cinema in the Park and the annual Granny Smith Festival.



Mac Park Social

2,900 people attended four lunchtime events designed to encourage workers back to the office and readjust to living, working and playing post-COVID-19

COMMUNITY SERVICES

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

Encouraging creativity

We recognise the vital role creativity and the arts play in acknowledging our identity, creating a strong sense of community and supporting our local economy. We promote and support this through events, projects, capacity building programs and sector development.

Guided by our Creativity Strategy, our arts and creative development initiatives delivered a diverse range of activities that attracted up to 400 in-person attendees, plus thousands of listeners and subscribers. These included Creative Meet Up networking nights; Professional Skills for Creatives workshops, which provide expert business advice for creatives; Get Gig Ready Podcasts, developed in partnership with 2SER, which attracted more than 100,000 listeners per quarter; the introduction of our Artist-In-Residence program, with our inaugural artist Rooi Ping Lim starting her residency in Westward Cottage and five planned community initiatives for this financial year. We also established our inaugural Youth Creative Competition and our Creative Spotlight Series, showcasing up to 22 local artists each year and our monthly Arts eNewsletter also reaches up to 1300 subscribers.

More than 50 percent of our arts and creative programs were delivered in partnership with our culturally and linguistically diverse (CALD) community.

Supporting social wellbeing

With a rapidly growing area, changing demographics and recovery from the pandemic years, social wellbeing and community development activities undertaken under the guidance of our Social Plan 2019-2024 have been vital for the development of a cohesive, inclusive and healthy community and network of connected places and people.

This year we celebrated WorldPride and held initiatives focused on domestic violence including 16 Days of Activism and White Ribbon Day, among others. In all, approximately 8,600 community members attended community development activities – most undertaken in partnership with other organisations. They included Seniors Festival, International Women's Day, Harmony Day, Youth Week, the Aged Care Employment Expo, Refugee Week, Neighbour Day, NAIDOC Week and Reconciliation Week and the Moon Festival.

We also hosted a number of community development activities including National Families Week Healthy Relationship sessions in English, Chinese and Korean; information sessions to assist new migrants and refugees; information on Centrelink and payments and held anti-racism training, which was attended by 50 local residents, service providers and community leaders.

NON-CAPITAL PROJECT DELIVERY

Ryde Youth Theatre Group ●

A review of the program will commence during 2023/24 to determine its programming for 2023/24 and its long term sustainability

Ryde Hunters Hill Symphony Orchestra ●

This project has been delayed for the past two years due to COVID-19. Activities for this year are in progress, supported by Council's funding contributions from prior years

Creativity Strategy Implementation Fund ●

A range of initiatives to support the arts and creative industry that met the strategic directions of the Creativity Strategy were implemented during the year. These included Professional Skills for Creatives workshops and the new Artist in Residence Program with the inaugural artist starting residency in Westward Cottage

Social Plan Implementation Fund ●

A range of initiatives to support the community that met the strategic directions of the Social Plan were implemented during the year. These included WorldPride and the Multicultural Ambassadors Program for International Women's Day, and initiatives focused on domestic violence including new branding in preparation for 16 Days of Activism and White Ribbon Day

City of Ryde Reconciliation Action Plan ✔

The development of the Innovate Reconciliation Action Plan is in progress and is due for completion by March 2024.

ARTIST-IN-RESIDENCE,
ROOI PING LIM



Seniors Festival

47 activities attended by over 1,200 people



Community activities

8,600 people joined in community development activities to celebrate our diverse and inclusive community



Creative Spotlight Series

Showcased 22 local artists and creatives



Community Partnerships

Over 85 percent of community development activities delivered in partnership with other organisations



Arts and culture

The Get Gig Ready podcast series featured 1,550 local musicians, reaching more than 100,000 listeners

Recognising the achievements of our diverse community

While the City of Ryde's dedicated team is devoted to serving the community and making it a better place, the contribution provided by members of the community who volunteer their time significantly enriches the community fabric and helps make the City of Ryde a successful and attractive place to live, work, and play.

Each year we recognise the contribution made by generous members of our community in many ways, from formal awards and prizes to creating permanent recognition of valued locals.

This year, we recognised Ryde resident Anna Lao AM's contribution to badminton locally and nationally with a plaque at the Ryde Aquatic Leisure Centre. A seat and plaque were installed in honour of Pastor Robyn Peebles at Miriam Park, West Ryde, and a plaque for much-loved teacher and Ju-Jitsu instructor Michael Carozza is displayed at Charity Creek Cascades in Ryde.

A park bench was donated and installed in memory of Anna Talarico, a well-known member of the Ryde-Putney community who helped raise funds for cancer charities over many years. We also acknowledged the late John Boyle's contribution to the protection and maintenance of Ryde's natural areas as a Bushcare volunteer with a plaque in his memory at the Field of Mars, East Ryde.

2023 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: Ross Forster

Young Citizen of the Year: Maria Gharemanian

2023 Volunteer Recognition Awards

The City of Ryde Volunteer Recognition Awards acknowledge the contributions made by our unsung heroes. Winners were selected in the lead up to National Volunteers Week, with 67 nominees across four categories – one of the largest number of nominations ever received.

Individual Volunteer of the Year: Greg Power

Young Volunteer of the Year: Royce Zeng

Group Volunteer of the Year: CCA NSW Community Learning Tutors

Community Heroes

- Elizabeth Moran
- John Manenti
- Lindsay Mar
- Margery East
- Pamela Wood
- Rolf Schafer
- Samantha Profilio
- Sunja Yoon
- Werner Klarenaar
- Yeghia Gharibian

Spring Garden Competition

The City of Ryde's popular Spring Garden Competition has been held annually for more than 30 years. Winners of this year's awards were:

Local School Gardens: North Ryde Community Pre School

Native and Habitat-Friendly Gardens: David Thomas

Front Gardens: Sue Kennedy

Back Gardens: Rae Roy

Special Judges' Award for a Professionally Designed Garden: Grace Pestonji

Community Gardens: The Habitat

Courtyard or Balcony Gardens: Sue Kennedy

Bushcare Sites: Kittys Creek

Edible Gardens: Alexander Djerdjev

Commercial Gardens: Living Choice



DIRECT COMMUNITY SERVICES

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

Grants supporting our community

The City of Ryde provides a significant grants program to support local not-for-profit organisations and community groups (and in some cases individuals) to carry out special projects. The projects align with the needs of the 2028 Community Strategic Plan, contribute to community wellbeing and help build a vibrant community culture.

During the year Council received 101 applications and approved a total of \$386,549 in community grant funding to support 77 projects.

In 2022/23 funding was provided in the following categories:

- Community Wellbeing grants
- Events grants
- Arts and Creativity grants
- Community Facilities and Equipment grants
- Sport and Recreation grants
- Small grants
- Venue Hire

These grants support our local community groups to grow, prosper and carry out special projects that benefit the community.

We continued our partnership with Grant Guru on the City of Ryde Grant Finder. This free service provides a comprehensive list of funding and grant opportunities across Australia. Users can search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

We also provide support through the Local Heritage Assistance Fund, which helps offset costs associated with undertaking repairs, maintenance and conservation works by owners of listed local heritage items and identified properties in Heritage Conservation Areas. This year we supported five grant funding applications for a combined total of \$65,785.90.

Council also donated \$10,000 to the Armenian Relief Society to assist those affected by earthquake in Central Turkey and Syria.

Supporting Inclusive Volunteering project

People with disability are less likely to access suitable volunteering opportunities. The Supporting Inclusive Volunteering project is currently being implemented to address this. Council has developed a resource booklet and 10 registered volunteers with disability will have the chance to actively participate in volunteering activities at Council.

KEY: ● Complete ✓ On track ⓘ Delayed / Did not achieve target
 ⇐ Deferred ✗ Cancelled ⚠ At risk



Home Modification and Maintenance Service

571 jobs were completed – with 343 people assisted – to remain living safely and independently in their home



Community grants

We allocated more than \$386,000 in community grants to support 77 local community projects



Voluntary work

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

COMMUNITY FACILITIES

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

Community facilities back in full swing

As life roared back to normal after two years of pandemic-induced disruption, activities in our halls and facilities also returned to full swing, with the number of visitors exceeding pre-pandemic levels and reinforcing the need for places for our community to meet at a reasonable cost. There were 7,259 bookings in our for-hire venues during 2022/23, with over 258,300 participants using Council facilities.

Our licensed community buildings continue to be fully occupied by a range of not-for-profit community organisations, including preschools and community services programs, with clients serviced by tenants of these buildings returning to pre-COVID-19 numbers.

To enhance the experience of community facility users, this year we introduced a new online booking system and keyless access system. A regular renewal and maintenance program is also in place to ensure the facilities are in good condition for hirers and licensees. In 2022/23, maintenance works included replacing ceiling tiles at North Ryde School of Arts, repairs to the outdoor activity and play area and window cleaning at West Ryde Community Centre, painting the Marsfield Community Centre, and an audio visual upgrade at Forster Hall.

Bookings commenced for the new auditorium at Lachlan's Line, which opened in July 2023, with significant interest received from the community. Planning and design for the North Ryde Community Preschool has been completed and construction commenced. Work is scheduled to be completed in December 2023.

NON-CAPITAL PROJECT DELIVERY

Macquarie Library and Creativity Hub Design

Project not started as the timing for the stages of the Macquarie Centre redevelopment are not known



Enhanced or New Community Facilities Booking Software

All for-hire halls and meeting rooms are now linked to the new booking software, including integration to allow automation of lights and air-conditioning. The new booking system has been well received by hirers



CAPITAL PROJECT DELIVERY

Community Buildings Renewal

Funding from the Community Buildings Renewal program has been allocated to the North Ryde Community Preschool expansion project, scheduled for completion by December 2023



Community Buildings Expansion

Planning and design for the North Ryde Community Preschool has been completed and works commenced, scheduled for completion by December 2023



Heritage Buildings Renewal

Funding originally planned for conservation works at the Parsonage have been re-allocated to the North Ryde Community Preschool expansion project



28 halls and facilities

23 not-for-profit tenants

158 regular hirers

169 casual hirers



Visits

Over 258,300 visits were made to Council's community facilities from more than 7,200 bookings



Continued community services

Not-for-profit organisations operating from Council's community buildings supported nearly 300,000 clients

2023 VOLUNTEER
RECOGNITION AWARDS





THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by the Council during its term of office. It focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde.

While all Council programs play a part in some way, the main programs contributing to achieving our Diverse and Inclusive City outcome from our City's Community Strategic Plan are the Community Inclusion and Wellbeing and the Community Connectedness and Engagement Programs.

\$50.7 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2023/24 will be:

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

Some of the projects planned for 2023/24 include reviewing and updating Council's Creativity Strategy, Social Plan and Halls and Facilities Strategy, and renewal works for the North Ryde School of Arts and Marsfield Community Centre. We will also commence renewal works on premises occupied by community-based pre-schools, conservation work on six Council-owned heritage-listed community buildings, and deliver initiatives from the City of Ryde Creativity Strategy and City of Ryde Social Plan.

The complete range of planned activities to be undertaken through these programs is listed in Council's 2023-24 One-Year Operational Plan.

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



OUR OPEN AND PROGRESSIVE CITY

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

PRIORITIES FOR THIS OUTCOME

ADVOCACY ON KEY ISSUES

Achieving the best outcomes for the City of Ryde and its people

- To build our City's future with stakeholders and community leaders, we will strongly advocate on behalf of our community, especially on development matters and emerging social challenges
- Maintaining strong relationships with state agencies, business and key stakeholders to plan and shape the City's future

AN ENGAGED AND INFORMED COMMUNITY

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

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

WELL LED, FINANCIALLY SUSTAINABLE

Transparent, responsible leadership and governance

- Responsible civic leadership supported by transparent, accountable decision making and comprehensive governance and accountability frameworks
- Continually improving the things our residents care about and driving efficiencies in our service delivery to provide value for money
- Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard
- Continually improving Council's performance delivering our services, facilities and infrastructure



OVERVIEW

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

Council programs and services supporting this outcome

<p>Strategic Property Management</p> <p>Developing and managing Council's portfolio of 320 properties and buildings to ensure maximum long-term value for ratepayers and fitness for purpose</p>	<p>Property Services</p>
<p>Service Delivery Support</p> <p>Providing a broad range of key support functions that underpin delivery across all Council programs</p>	<p>Customer Services</p> <p>Operational delivery</p> <p>Legal Services</p> <p>Procurement Services</p> <p>Plant and Fleet</p>
<p>Governance and Corporate Services</p> <p>Providing specialist and corporate services to enable the effective governance and operation of the Council organisation</p>	<p>Civic Services</p> <p>Strategy and Business Improvement</p> <p>Governance, Audit and Risk</p> <p>Financial Management</p> <p>Information and Technology Management</p> <p>People Management</p> <p>Asset Management</p>

How we monitor progress

- Occupancy of Council's commercial properties
- Delivery of all Council services to defined service standards
- Compliance with Council's planning, reporting, procurement policy and practises with statutory requirements

ENSURING OPEN AND PROGRESSIVE LEADERSHIP FOR THE CITY OF RYDE

Our community has indicated it wants to be better informed and wants 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 it wants 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.



Assets

\$1.4 billion portfolio of assets and infrastructure



Revenue

\$173.7 million total income from continued operations



Properties

Over 100 properties under management, including residential, affordable housing, heritage, sporting, telecommunications, outdoor dining, children's services and community use

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 we serve is to be responsive to customer requests.

During the year, Council's Customer Service Centre answered 41,760 counter enquiries, including serving more than 12,300 customers in person at the Customer Service counter at 1 Pope Street, Ryde and at the North Ryde Office. Our call centre responded to 65,321 calls and answered 118,409 separate enquiries within these calls; 85 percent of these enquiries were resolved during this first contact.

COMMUNICATIONS AND COMMUNITY ENGAGEMENT

Engaging with and ensuring our community, staff and stakeholders are informed on issues that matter most to them through a wide range of channels, including in person, telephone and via our website, email and social media. This includes consulting and liaising with the community and interested stakeholders on issues affecting the City and neighbourhoods; guiding development of Council initiatives and projects; and conducting research with the community to inform Council's service delivery priorities, understand and improve customer experience, guide project development and assist Council to make the best decisions for the community.

The City of Ryde's website provides a one-stop-shop for information about Council services, news, resources and events. It became a vital source of information during the COVID-19 pandemic and the Black Summer bushfires that preceded it but struggled to cope with the demands placed on it.

Following an upgrade of the website to improve search functionality, security and accessibility, there were more than 3.48 million page views during the year – an increase of 22 percent on 2021/22 (2.86 million page views). The most viewed pages contained information about libraries, sportsground status, Ryde Aquatic Leisure Centre, event information and pre-booked household cleanup collections.

Information on our website is now better presented and easier to find, while we amplify its impact through our social and other communication channels, with information tailored to meet the needs of different audiences. This includes provision of information and feedback opportunities in a range of community languages to reflect the needs of our culturally and linguistically diverse community.

Subscriptions for our Facebook and Instagram channels continued to grow, with user reach on Facebook around 100,000 every quarter. The media department assisted in the promotion of Council's activities and overarching mission by composing and distributing media releases to local, metropolitan and national outlets – print, online and

broadcast. It also liaised with relevant areas of the business when dealing with incoming media enquiries and provides weekly and monthly community updates through Mayoral columns that appear in The Weekly Times newspaper and Village Observer magazine.

There were also 315 mentions of the City of Ryde in print media, more than 1,000 mentions in broadcast media, and over 2,500 mentions online. Sentiment towards Council was overwhelmingly neutral or positive with only a small proportion of negative items (5.4 percent in print, and around 1 percent in the broadcast and online media).

We deliver our communication in a visually appealing, vibrant way to engage and inform our community through the use of flyers, branding, banners, advertising, digital displays, strategies and reports.

Our broad approach to research includes online surveys, phone interviews, in-person discussions and interactive maps, capturing valuable community sentiment. Our Transactional Research Program uses phone interviews, intercept surveys and mystery shopping to understand the community's interaction with Council departments when delivering key services. We have connected with over 800 attendees at in-person engagements and have received more than 4,000 responses from our community on a range of projects across the year.



Customer service

More than 12,300 customers were served at the Customer Service counter answering more than 41,760 enquiries



Call centre

Over 65,321 calls were answered by the Customer Service Centre responding to over 118,000 separate enquiries.

85 percent were resolved at first point of contact



Customer requests

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



Complaints resolution

73 percent (11 of 15) of significant complaints received by Council were resolved within target timeframes. Complex complaints usually take longer than the target timeframe to resolve



Website

There were over 3.48 million page views on Council's website.

Council's post reach on Facebook is around 100,000 every quarter



Media

The City of Ryde featured in 315 mentions in print media, over 1,000 mentions in broadcast media, and over 2,500 mentions online

ASSET MANAGEMENT

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

Council's current Asset Management System (AMS) went live in July 2021. This system holds detailed records and spatial data for over 100,000 assets across the LGA that Council owns and maintains, ranging from small singular assets such as signs in our parks to the largest facilities and infrastructure operating within the City of Ryde, such as the Ryde Aquatic Leisure Centre. It also assists with the programming and management of asset maintenance and repair work, which can be viewed and updated remotely by operational staff completing work orders in the field.

The Asset Management System houses an inventory of all our assets and holds detailed information such as their condition and primary dimensions. These assets include; over 530 kilometres of footpaths, 320 kilometres of roads, 20,000 signs, 1,000 traffic control facilities and 90 playgrounds. The majority of our current assets are considered to be in good condition following the optimised program of repair and remediation work undertaken within the capital works program.

PROJECT DELIVERY

Asset Data Collection

An inventory collection and condition audit of civil, park and building assets within the City of Ryde LGA was completed

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 154).

PROPERTY MANAGEMENT

Council owns and manages a portfolio of over 100 Council owned buildings valued at more than \$240 million. It includes commercial, residential, community, sporting, corporate, heritage and operational properties, Council-owned land as well as Crown land which is managed by Council on behalf of the NSW Government. We manage and maintain these facilities to ensure we are maximum long-term value, providing a return for ratepayers and our buildings are fit for purpose, provide a quality commercial offering and are a desirable, functional place of employment for staff. 97% percent of commercial properties were occupied with minimal lease arrears during 2022/23.

As part of the development of the Lachlan's Line residential precinct at North Ryde, the City of Ryde received open space, public domain works and built facilities in excess of 2,500m² in floor area. During the past year, we undertook building works to functionally separate some of these spaces and allow the new auditorium to be used as a standalone community facility. These facilities are already in high demand from community groups, not-for-profit organisations, commercial users and internal groups, with community use commencing from July 2023.

In Eastwood, Council was able to provide Australia Post with a short-term property on Rowe Street East after it was forced to vacate its Eastwood Post Office premises at short notice, allowing services to the community to continue until a decision was made on an alternative site. Following Australia Post's subsequent decision to close its Eastwood Post Office altogether, we are currently in discussions with Australia Post to install post office parcel lockers in the Rowe Street Car Park to ensure the Eastwood community has access to some postal services.

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

PROPERTY MANAGEMENT continued

Ryde Central project under review

Since the inception of the Ryde Central project, construction costs increased significantly due to higher prices for building materials, skills shortages and rising inflation. In recognition of the pressures facing the construction industry globally, in September 2022 Council voted to revise the design of Ryde Central to ensure that the project would be on budget, while still meeting its core aims.

The COVID-19 pandemic provided opportunities to reduce office space required for hybrid working Council staff, resulting in the delivery of a larger plaza and more open space, while allowing for the realisation of a previously unaffordable dedicated performing arts space at Macquarie Centre. If approved, the new design would allow Council to deliver the promised multi-purpose community facilities, as well as public meeting rooms, Council offices and chamber facilities and on-site parking.

However, in late 2022, Council's Executive Leadership Team identified irregular movements of funds from Council's Externally Restricted Reserves to other Internally Restricted Reserves, including the Ryde Central project which occurred in the 2020/21 financial year. Forensic accountants confirmed that these transactions should not have occurred and the Legislation imposes strict obligations on how these funds are to be managed and spent.

Management acted quickly and decisively to implement corrective measures and notified the Office of Local Government (OLG), the Independent Commission Against Corruption (ICAC) and the NSW Audit Office of these transactions. The OLG has also described the actions that were reported to them by Council, through written correspondence, as the "illegal use of restricted funds", and that 'there may have been, or may be potential for, significant waste of public money'.

Council resolved to return these funds to the correct Externally restricted reserves and adopted a new Cash Reserve Policy to ensure these actions do not occur again. Ryde Central is now on hold until Council finalises a financial review on the project. Council staff are preparing a report for consideration by Councillors at the ordinary Council meeting on 28 November 2023 regarding the future of the Ryde Central Project and the other major financial commitments that this Council have directed staff to continue to explore. A number of options will be outlined in the report, and it is now critical that we move forward to secure the ongoing viability of our services and programs and our future financial sustainability in the best interests of the community.

CAPITAL PROJECT DELIVERY

Ryde Central

Ryde Central is now on hold until Council finalises a financial review on the project. See main story for details.

Commercial Buildings Renewal

The West Ryde Community Centre waterproofing project (phase 2) was completed in November 2022. Banjo Patterson car park restoration project works were completed June 2023

Corporate Buildings Renewal

Funds from this source were reallocated to fund Commercial Buildings Renewal projects (West Ryde Community Centre Waterproofing and Banjo Paterson Park car park restoration)

Operational Building Renewal

Allocated funds were reallocated to Commercial Buildings Renewal projects

Commercial Buildings Expansion

Early investigations and preliminary planning undertaken. Planned projects have been put on hold and deferred until further notice

GOVERNANCE, AUDIT AND RISK

Providing specialist services to ensure Council operations are covered by robust and comprehensive corporate governance, risk management, insurance and audit frameworks.

These support effective organisational operations, compliance with legislative requirements and ethical decision-making and behaviour. They help the organisation manage significant risk exposures, including effectively managing work health and safety risks, injury management, return to work and injury claims management.

Please refer to the Corporate Governance – The Council Organisation section of this report for a complete overview of Council’s Governance, Audit and Risk management activities (commencing on page 136).

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 202) 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 212 of this report.

Fossil fuel investments

As the City of Ryde moves towards achieving Net Zero across our operations (see page 56), we have undertaken work to validate our investment classes into either fossil fuel or non-fossil fuel aligned institutions. As at 30 June 2023, Council had \$106.4 million invested in non-fossil fuel aligned financial institutions (43.6 percent of our total investment portfolio).

NON-CAPITAL PROJECT DELIVERY

Legislative Compliance System ✔

A draft Legislative Compliance Policy and Register has been created and reviewed in line with legislative requirements and our current subscription service. Legislative compliance to be assigned to operational owners and monitoring system to be devised. In 2023/24 once the policy is endorsed by Council’s Executive Leadership Team, and the Audit and Risk Improvement Committee (ARIC) it will be put forward to Council for adoption

New Risk Registers ✔

Our program of renewing risk schedules and controls is now scheduled to be commenced around October – November 2023. Selection of an appropriate Corporate Risk Register product has commenced

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 the City of Ryde section of this report (commencing on page 138) provides a complete overview of people and organisational services provided for Council staff.

NON-CAPITAL PROJECT DELIVERY

Electronic Time and Attendance (Capital) ✔

Project timeline for delivery has been extended to be delivered in 2023/24

TECHNOLOGY AND RECORDS MANAGEMENT

Providing critical information and technology (IT) services enabling and supporting effective and efficient delivery of Council operations.

Includes: Maintaining reliable IT infrastructure to support Council's operations; Ensuring Council's data and systems are protected from cyber-attacks and other security threats; Software applications upgrades and maintenance; Ensuring Council's data is accurate, accessible and secure and meets the necessary legal and regulatory requirements; Managing Council's records throughout their lifecycle; Managing access to government information (GIPA); Providing addressing, mapping, property/land information and spatial data management services to the organisation and community.

Building on the solid foundation established in previous years, the IT Infrastructure Renewal program moved into its operational phase. Information technology hardware and software continues to be maintained and renewed as part of ongoing asset lifecycle planning. The modern, secure, cloud-based technology platforms and scalable network links have proven to be reliable and stable, with minimal business disruption from unplanned outages. This has enabled a strong focus on maintaining a high degree of cyber security compliance, demonstrated through consistently high benchmarking scores. Our key focus areas remain cyber security and business continuity planning, with the addition of the implementation of strategic improvement activities, beginning with delivering prioritised projects and upgrading our enterprise solution to the cloud. This includes:

- Delivery of the technology solution underpinning the Smart Parking project – an integrated solution for on-street parking in Macquarie Park and Eastwood to provide greater visibility of parking availability and improved enforcement

- Delivery of the development contributions management system – Novoplan – which modernised the calculation, management & reporting of development contributions
- Delivery of enhancements to the DA Tracker tool on Council's website, enabling Complying Development Certificates (CDC) issued by private certifiers to be listed and viewed
- Enterprise solution cloud migration project kick-off. This will provide a supportable and sustainable platform for Council's enterprise suite and establish the foundations for enhanced capability and improved digital customer experience

CAPITAL PROJECT DELIVERY

Information Technology Software Expansion



Business systems modernised and expanded

PROCUREMENT AND STORES

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 to maximise the value for money provided for ratepayers and the community.

Each year, Procurement Services supports Council's operations by managing more than 30 formal tenders and quotations, releasing more than 7,000 Purchase Orders, and managing Council's stores at the Operations Centre and Porters Creek. In 2022/23, we updated our procurement guidelines and developed a framework to ensure stakeholders comply with legislation, receive value for money for ratepayers and the community and efficiently manage the City of Ryde's resources.

We also completed improvements to Council's Fleet Management System, ensuring that vehicles and plant are purchased in accordance with replacement and operational requirements.

Supply chain issues have become a constant during the past few years owing to a range of factors including pandemic-related staff shortages, raw material scarcity, increasing freight prices, digital transformation, inflation and the war in Ukraine.

Further information about major procurement and contracts is contained in the Statutory Reporting section of this report (refer to page 148).

CAPITAL PROJECT DELIVERY

Plant and Fleet Purchases

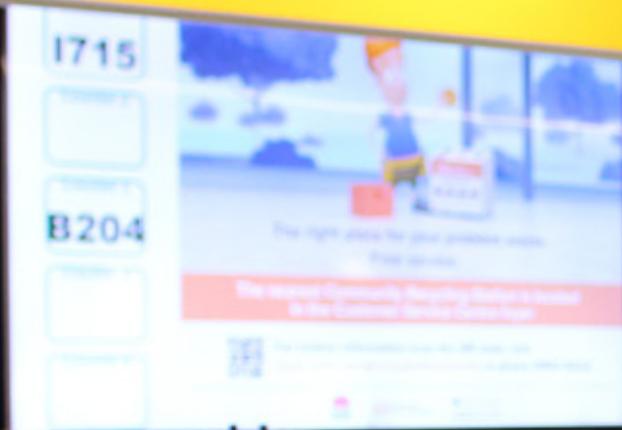


Council's Program of Plant and Fleet purchases is in progress. Some delays are being experienced due to supply chain issues

Welcome. How can we help?

1715

B204



The right place for your hearing needs
Hear services

The nearest Community Hearing Centre is located
at the Customer Service Centre

The nearest Hearing Centre is located at
the Customer Service Centre



THE YEAR AHEAD

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's new Council in December 2021. The 2022-26 Delivery Program provides a single point of reference for all principal activities undertaken by the Council during its term of office. It focuses on how Council services are delivered through 16 programs and how these contribute to the outcomes that are a priority for our community in the City of Ryde. While all Council programs play a part, the main program contributing to achieving the Our Open and Progressive City outcome from our City's Community Strategic Plan are the Strategic Property Management, Service Delivery Support and Governance and Corporate Services programs. \$247.9 million investment is planned for this program over the life of the Delivery Program.

Our 2023-24 Operational Plan provides a comprehensive overview of the services, activities, programs and projects that Council plans to deliver during the year. These include:

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

Some of the projects planned for 2023/24 include redevelopment of the Ryde Central site and other Council property holdings, renewal of the West Ryde Community Centre, purchase and disposal of plant and fleet, and transitioning our core TechnologyOne application to Software-as-a-Service (SaaS). The complete range of activities undertaken through this program are listed in Council's 2023-24 One-Year Operational Plan.

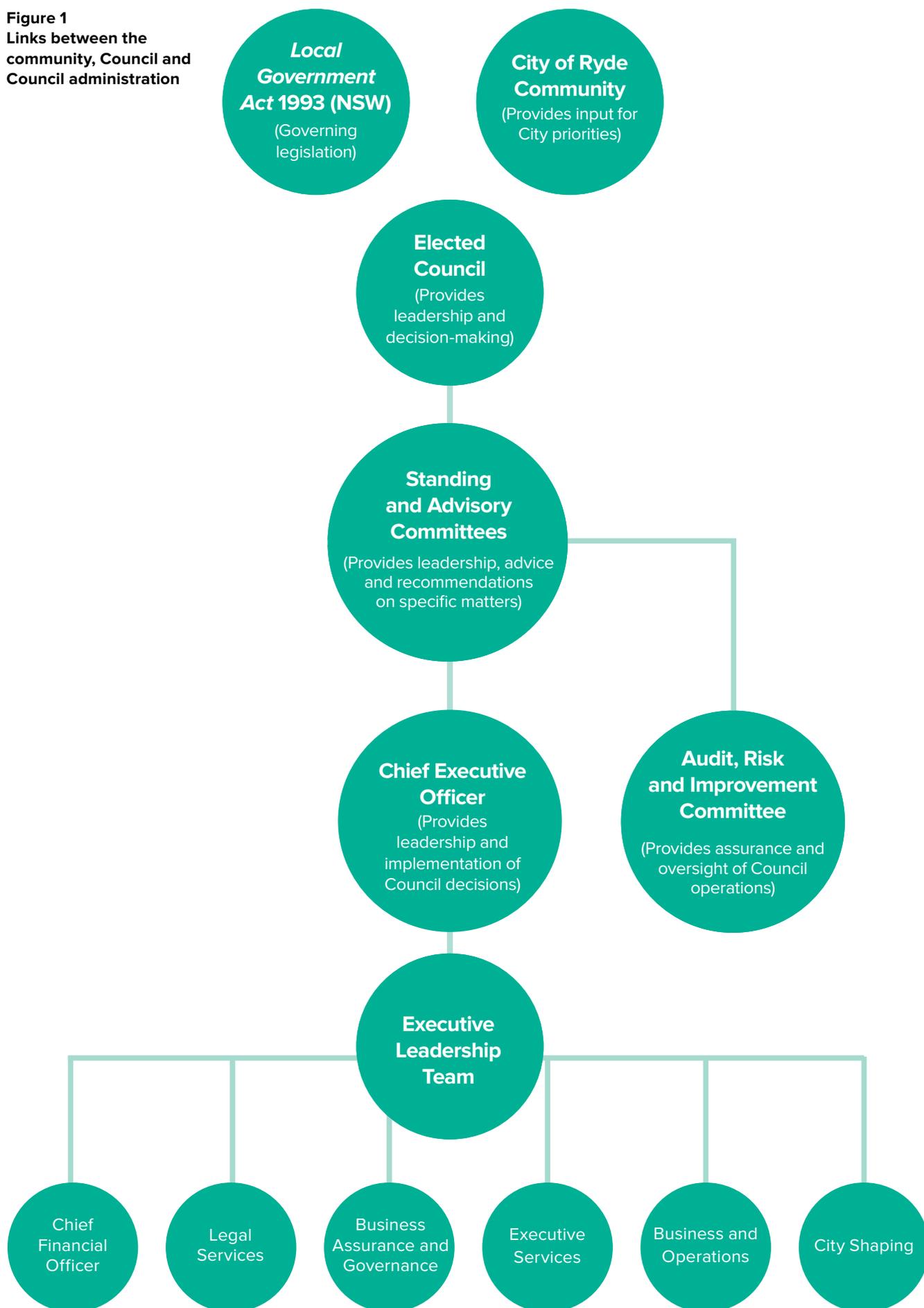
[www.ryde.nsw.gov.au/
FourYearDeliveryPlan](http://www.ryde.nsw.gov.au/FourYearDeliveryPlan)



GOVERNANCE

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

Figure 1
Links between the
community, Council and
Council administration



DEMOCRATIC GOVERNANCE – OUR COUNCIL

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

ROLE OF COUNCIL

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

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

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

- Council
- Chief Executive Officer
- Executive Leadership Team

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

Day-to-day operations are delegated to the Chief Executive Officer 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* (377-381), Council can delegate some of its decision-making authority and functions to the Chief Executive Officer. The Chief Executive Officer is able, in turn, to delegate functions to nominated roles within the City's staff, enabling them to efficiently perform the responsibilities of their roles, enforce Council regulations and finalise or negotiate various matters within parameters set by Council. The Corporate Delegations Register records these delegations. Figure 1 (on page 125) provides an overview of the City's functions and operations and shows the link between the community, Council and City of Ryde administration.

THE ELECTED COUNCIL

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

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

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

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

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

On 22 July 2022, Councillor Jerome Laxale tendered his resignation, and as a result a by-election for West Ward was held on Saturday, 15 October 2022 with Councillor Justin Li being elected.

THE ELECTED COUNCIL



Clr Trenton Brown
West Ward

Elected September 2017

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



Clr Daniel Han
West Ward

Elected December 2021

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



Clr Jerome Laxale
West Ward

Elected September 2012

**Mayor –
Sept 2015 – Sept 2016
Sept 2017 – Dec 2021
Jan 2022 – Jul 2022**

Clr Laxale has a background in business administration and is currently a company director and business consultant. Having a family firmly planted in Ryde means that he wants the City to be the best that it can be, with the best schools, the best environment, and a fair and affordable housing mix across the City. In 2015, Clr Laxale was elected as the youngest Mayor in Ryde's history. In May 2022, Clr Laxale was elected as the Federal Member for Bennelong.



Clr Justin Li
West Ward

Elected October 2022

Clr Li was elected to represent the City of Ryde's West Ward following a by-election in October 2022 replacing Clr Jerome Laxale. Justin previously served on Ryde Council for nine years between 2008 and 2017, including two years as Ryde's Deputy Mayor, the first person of Asian descent to hold that position. A Christian, corporate lawyer and social media influencer, he is also the founder of the online community Humans of Eastwood.



Clr Charles Song
West Ward

Elected December 2021

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

THE ELECTED COUNCIL continued



Clr Jordan Lane
East Ward

Elected September 2017

**Mayor –
Jan 2022 – Dec 2022**

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



Clr Roy Maggio
East Ward

Elected September 2008

**Mayor –
Sept 2013 – Sept 2014**
**Deputy Mayor –
Sept 2009 to Sept 2010**
Sept 2014 to Sept 2016
Sept 2021 – Dec 2021
Jan 2022 – Sept 2022

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



Clr Penny Pedersen
East Ward

Elected September 2017

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



Clr Sophie Lara-Watson
East Ward

Elected December 2021

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



Clr Shweta Deshpande
Central Ward

Elected December 2021

**Deputy Mayor –
Feb 2022 – current**

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



Clr Katie O'Reilly
Central Ward

Elected December 2021

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



Clr Bernard Purcell
Central Ward

Elected September 2017

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



Clr Sarkis Yedelian OAM
Central Ward

Elected March 2004

Mayor – Dec 2022 – current

**Deputy Mayor –
Sept 2007 – Sept 2009**
Sept 2022 – Dec 2022

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

ELECTED COUNCIL'S RESPONSIBILITIES

Council meetings

Regular Council 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 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 Chief Executive Officer and upholding good governance. The Mayor presides over and is responsible for the orderly conduct of Council meetings.

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'.

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 2022/23 there were seven 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 and the other three complaints are ongoing.

Independent Commission Against Corruption

On 21 April 2023, the Chief Executive Officer made a referral to the ICAC pursuant to section 11 of the *ICAC Act*.

The referral relates to the City of Ryde's (CoR) use of Restricted Reserves of cash and investments held for Developer Contributions, Voluntary Planning Agreements and Domestic Waste Management Charges.

The matter also concerns CoR's Ryde Central Project, which involves the redevelopment of the Ryde Civic Centre site.

Councillors' fees and expenses

The Local Government Remuneration Tribunal is constituted under Sections 239 and 241 of the *Local Government Act 1993* and is responsible for categorising councils, county councils and mayoral offices to determine the amounts of fees to be paid to councillors, members of county councils and mayors in each category.

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

The Mayor's Fee for 2022/23 was \$90,370 plus a Councillor's Fee of \$31,020.

The Councillor's Fee for 2022/23 was \$31,020 for each Councillor.

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Councillor Expenses and Facilities Policy (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)	See item below
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 **	\$73,868.51
cl 217(1)(a1)(i) & (ii)	Provision of dedicated office equipment allocated to councillors	\$12,406.43
	Telephone calls made by councillors (communication expenses) ***	\$24,533.42
cl 217 (1)(a1)(iii)	Attendance of councillors at conference and seminars, including registration, accommodation, transport etc	\$12,815.92
cl 217(1)(a1)(iv)	The provision of induction training and professional development for Mayor and other Councillors	\$24,112.74
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	Nil

** This amount is for reimbursements up until and including the 15 September 2023. 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).

Overseas visit by Councillors, Council staff or other persons representing Council on Council business during 2022/23.

Council sent a delegation (three staff and two Councillors) to the Taipei Smart City Summit and Expo in March 2023.

The Taipei Economic and Cultural Office in Sydney sponsored the costs of the Mayor's flights, and the meals, accommodation and transfers for the delegation. Councillor Trenton Brown used personal funds to cover the cost of his flights, and the cost of flights for the three staff delegates were covered by the City of Ryde (totalling \$5,078.50).

In attending the Taipei Smart City Summit and Expo, delegates from the City of Ryde also participated in a Net Zero City Leader Summit and Smart City Mayor's Summit, 39 face-to-face meetings with high value industry, government and academic stakeholders from across the world, and a tour of Hsinchu County and the Hsinchu Science Park. The 39 meetings occurred over a space of just three days in Taipei and Kaohsiung, with notable companies such as Hyundai Rotem, Acer Group, Askey Computer Corporation, and Stadler Rail AG.

To create a platform for more direct engagement with industry and academia, Council commenced negotiations with Hsinchu County and the Hsinchu Science Park Bureau on the development of Memorandums of Understanding (MoU) focused on economics and trade. It is anticipated that these will be executed in 2023/24, acting as a gateway for direct dialogue between businesses in the City of Ryde and Hsinchu.

Professional development by Councillors

Details of 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

COUNCILLOR	NUMBER OF COURSES ATTENDED
The Mayor, Councillor Yedelian OAM	1 – LGNSW Professional Development Course
Councillor Brown	1 – LGNSW Professional Development Course 1 – Governance Institute of Australia 1 – Cyber Security Awareness Course
Councillor Han	2 – LGNSW Professional Development Course
Councillor Lara-Watson	2 – LGNSW Professional Development Course 1 – Cyber Security Awareness Course 2 – Chartered Accountants Professional Development Course
Councillor O'Reilly	11 – LGNSW Professional Development Course
Councillor Pedersen	7 – LGNSW Professional Development Course 1 – Cyber Security Awareness Course
Councillor Purcell	1 – Cyber Security Awareness Course

Councillor attendance at meetings and workshops

Fifteen Council meetings were held from 1 July 2022 to 30 June 2023, Table 3 lists meetings and workshops attended during that period. Workshops are held to advise Councillors on topical issues, such as the proposed budget.

Table 3. Councillor attendance at meetings and workshops for the period 1 July 2022 to 30 June 2023

	WORKSHOPS ATTENDED		COUNCIL MEETINGS ATTENDED	
	29 workshops in 2022/23		15 Council meetings held in 2022/23	
	Number	%	Number	%
Jordan Lane – Mayor to December 2022	20/29	69%	14/15	93%
Sarkis Yedelian OAM – Mayor from December 2022	26/29	90%	15/15	100%
Trenton Brown	21/29	72%	15/15	100%
Shweta Deshpande	10/29	34%	15/15	100%
Daniel Han	18/29	62%	14/15	93%
Jerome Laxale – to July 2022	0/3	0%	0/1	0%
Sophie Lara-Watson	21/29	72%	15/15	100%
Justin Li – from October 2022	9/13	69%	10/10	100%
Roy Maggio	17/29	59%	14/15	93%
Penny Pedersen	27/29	93%	15/15	100%
Bernard Purcell	17/29	59%	15/15	100%
Katie O'Reilly	17/29	59%	11/15	73%
Charles Song	11/29	38%	13/15	87%

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
Local Planning Panel	<p>Ms Alison McCabe – Chair</p> <p>Ms Marcia Doheny, Mr Stephen O'Connor – Alternate Chair</p> <p>Expert panel members</p> <p>Michael Leavey, Jennifer Bautovich, David Epstein, Graham Brown, Susan Hobley, Trevor Bly, Marjorie Ferguson, Vanessa Holtham, Steven Layman, Deborah Sutherland, Jeremy Swan, Heather Warton, David Crofts</p> <p><i>Community representatives</i></p> <p>Donna Gaskill, Rob Senior, Antonio (Anthony) Panzarino</p>	<p>A panel of independent experts who determine development applications on behalf of Council and provide advice to Council on planning matters.</p>

Working groups and advisory committees

Working groups help Council stay connected with the views of our local citizens. Comprising local community members and Council representatives, these groups provide advice and feedback to the Council on key issues. During 2022/23, there were two Council advisory committees and nine working groups operating within the City of Ryde.

COMMITTEE	MEMBERSHIP (COUNCILLORS)	PURPOSE
Audit, Risk and Improvement Committee	Mr Stephen Horne, (External Independent Member) (C) <i>External independent members:</i> Mr Andrew Cox, Ms Sheridan Dudley <i>Councillor representatives:</i> Councillors Trenton Brown and Sophie Lara-Watson	Provides a forum for communication between all stakeholders ie Council, chief executive officer, senior management and internal and external audit. Ensures and supports the independence of the internal audit function.
Traffic Committee	This is a Technical Advisory Committee with no formal Councillor representatives. <i>Members:</i> Council's Manager Transport, Representatives from Roads and Maritime Services (RMS), the Police Service and the Local Member of Parliament or their nominee.	Advises Council on all traffic-related matters.

WORKING GROUP	PURPOSE
Festival and the Arts Working Group	Considers matters and informs Council of community views and likely impact regarding the delivery and development of festival and events and the progress of the arts and cultural sector within the City of Ryde to make Ryde a culturally rich and vibrant community.
Heritage Working Group	Advises and assists Council to promote, celebrate and conserve the cultural heritage of the City of Ryde, which includes places of Indigenous, aesthetic, archaeological, historical, natural and social values and significance. Our cultural heritage is diverse and may include built heritage, cultural landscapes, movable heritage, local histories and stories.
Inclusion and Access Working Group	Provides advice and recommendations on how inclusion and access needs of people living in the community can be improved. Assists in the development, implementation and review of Council's plans, policies and practices, including the Disability Inclusion Access Plan, and contributes to a bold and ambitious vision for Ryde's future.
Multicultural Working Group	Advises Council to ensure that culturally and linguistically diverse (CALD) residents in the City of Ryde are welcomed and able to participate actively and inclusively in all aspects of community and civic life. This working group also supports Council to recognise and value the diversity of the community.
Ryde Youth Council	Provides advice and recommendations to Council regarding matters impacting young people and the community; promotes opportunities for participation and involvement of young people in community activity and civic life by building skills in leadership, communication and teamwork. Promotes community awareness on issues impacting young people and positive images of young people and their achievements in the community.
Small and Family Business Working Group	Provides direction and support to assist Council in implementing the Economic Development Strategy (2020-2024); responds to issues, opportunities and collaborations that will support the Economic Development Strategy's three pillars including marketing the City of Ryde, employment generation and building partnerships.
Sport, Recreation and Leisure Working Group	Considers matters and informs Council of community views and their likely impact on programs and services, capital works, the impact and benefits of sport, recreation and active transport in the City of Ryde and any other relevant community issues.
Status of Women Working Group	Provides advice to Council on gender equality and the empowerment of women to improve 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.
Sustainability Working Group	Considers matters and informs Council of community views and likely impacts regarding biodiversity and natural areas, including waterways and habitat corridors; environmentally sustainable initiatives including climate change, Net Zero emissions and resilience; renewable energy and low emissions technologies and initiatives across the region, state-wide and nationally; resource efficiency and recovery; sustainable transport and low emissions technologies; sustainable land use planning and community response and behavioural change.

CORPORATE GOVERNANCE – THE COUNCIL ORGANISATION

The City of Ryde is responsible for strategy, planning, policy, regulation and service delivery for the local government area. Between 2021 and 2025 Council will deliver a half-billion dollar program of investment in infrastructure and services with a focus on delivering new infrastructure and maintaining the City’s existing assets, as well as high-quality services for residents. The Council is led by the Chief Executive Officer. Council services are delivered through 30 departments that support the Chief Executive Officer and make up two portfolios and the Office of the Chief Executive Officer.

STRUCTURE AND LEADERSHIP

Executive Leadership Team

The Executive Leadership Team provides clear and consistent leadership and decision-making, which supports delivery of strategic priorities and outcomes expected by Council. The team is led by the Chief Executive Officer and includes two General Managers, the Chief Financial Officer and the General Counsel. The Executive Leadership Team meets weekly and on other occasions as required.

CHIEF EXECUTIVE OFFICER
Wayne Rylands



Chief Financial Officer
Executive Services
General Counsel
Business Assurance and Governance

The Office of the Chief Executive leads the Council and provides direct administrative support services for the Chief Executive Officer and high-quality legal, business assurance, governance, and consultative services for the City of Ryde.

GENERAL MANAGER BUSINESS AND OPERATIONS (ACTING)

Peter Brown



Chief Financial Office

- Finance
- Major Projects

City Development

- Development Assessment
- Development Advisory Service
- Health, Building and Regulatory Services

People and Business

- Strategy and Innovation
- People and Culture
- Technology
- Communications and Engagement

City Infrastructure

- Engineering and Project Delivery
- Operations
- Parks and Open Spaces
- Traffic Services
- Property Management

City Life

- Ryde Aquatic Leisure Centre (RALC)
- Libraries and Customer Service
- Community Services
- Circular Economy

The Business and Operations Portfolio focuses on Council-wide business operations to deliver on the long and short term strategies and plans developed within the City Shaping Portfolio and the Business and Operations Portfolio.

GENERAL MANAGER CITY SHAPING

Michael Galderisi



City Places

City Spaces

City Transport

City Resilience

City Property

City Fabric

City Economy

The City Shaping Portfolio focuses on long-term city-wide strategy development and advocacy, pursuing relationships with relevant State Government agencies and other stakeholders to achieve directions established in Council strategy.

For more information on the Chief Executive Officer and General Managers visit www.ryde.nsw.gov.au/organisation

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 2022/23 the Committee has provided oversight across a range of areas, including:

Amended Internal Audit Plan 2022 and three-year strategic internal audit planning 2022-2024	Reviewed with input provided to longer term audit planning
Annual engagement plan (Audit Office of NSW)	Reviewed with respect to conduct of the external financial audit
Draft Financial Statements for 2022/23	Reviewed with referral recommended for external audit
Internal audit	Briefings received on progress against planned activities and audit reports considered
Significant audit and risk management tasks	Progress against targets reviewed
Quality Assurance Improvement Program review	Progress and implementation of recommendations reviewed
KPI reporting	Progress reviewed
Implementation of internal audit recommendations by senior management	Progress reviewed
Enterprise Risk Management (ERM)	Briefings received on Council's approach to, and the ongoing development and maintenance of, our ERM and associated strategies, plans and registers
Governance	Briefings on corporate governance initiatives and activities reviewed
Matters arising from regulatory authorities (such as ICAC, Ombudsman, other statutory authorities, and the Audit Office of NSW)	Findings and recommendations considered, and implications shared with the City of Ryde
External audit	Confidential 'in-camera' meetings held with external auditors and then with Internal Audit in the absence of management to enable full and frank discussions
Updated fraud and corruption prevention policy, strategy and action plan	Action plan implementation in progress

Internal audit

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

The internal audit function is governed by a charter, with audits and reviews based on an Internal Audit Plan. This is endorsed by the Audit, Risk and Improvement Committee and combines operational, compliance and financial audits.

Audit findings and recommendations are communicated to Council management in the areas audited, the Chief Executive Officer and the General Manager concerned, and Audit, Risk and Improvement Committee. A significant majority of agreed internal audit recommendations for 2022/23 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 (KPI) reporting process.

During 2022/23, the following audits and reviews were undertaken:

- Councillor expenses review
- Accounts Payable review
- Partial implementation of the Fraud and Corruption Prevention Action Plan
- IT super user access controls
- Safety compliance gap analysis under Heavy Vehicle National Law (ongoing)
- Purchase card user compliance
- Quality Assurance Improvement Program implementation of recommendations
- RMS Drives 24
- Special projects, investigations and complaints handling
- Tender processes.

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

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

External audit

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

Risk management and business continuity planning

We continued to proactively manage risk throughout our business in 2022/23. We are committed to integrating the systematic and proactive management of risks and opportunities in 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 employees and Councillors are responsible for managing risk.

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

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

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

Activities in 2022/23 included:

- Ongoing management and monitoring of Council's Retro Paid Loss Scheme
- Desktop review and planning for ERM workshops with all departments.

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

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

WORKING AT THE CITY OF RYDE

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



Workforce management strategies

Our workforce management strategies focus on the following:

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

Managing growth

Our workforce continues to be reviewed both in size and structure, to ensure we meet the objectives outlined in our delivery plan, provide services to an increasing number of residents and working population, and respond to State Government priorities. Between 2021 and 2025 Council will deliver a half-billion-dollar program of investment in infrastructure and services, with a focus on delivering new infrastructure and maintaining the City's existing assets, as well as providing high-quality services for residents.

The Council is led by the Chief Executive Officer and is supported by 30 departments, making up three portfolios: the Office of the Chief Executive Officer, Business and Operations, and City Shaping. The newly created City Shaping portfolio focuses on long-term City-wide strategic development and advocacy for the City, pursuing relationships with relevant State Government agencies and other stakeholders.

Effectively managing the growing demand for service delivery from our community requires a multi-faceted approach that considers the efficiency of work processes (process management), the effectiveness of the work undertaken to meet customer needs (business measures) and evidence of demand for the service (customer feedback). Council's continuous improvement model is based upon LEAN improvement theory that requires business managers and their teams work to remove waste from their processes as the first step in confirming any resource needs.

New organisational values



During the year, we launched our new staff organisational values – Health & Safety, Excellence, Accountability, Respect and Teamwork. These values – HEART for short – were developed by staff and reflect the diversity of the City of Ryde which has many HEARTS, one beat.

The HEART values recognise that our employees:

- Take personal responsibility for our own health, wellbeing and safety, as well as the health, wellbeing and safety of our colleagues and customers (Health & Safety)
- Do the best we can for our customers and embrace innovation in the way we work (Excellence)
- Are honest, transparent and act in the best interest of Council and the community (Accountability)
- Listen, seek to understand, and celebrate the diversity of the people within our organisation and the community (Respect)
- Work within both our own teams and other teams to successfully achieve Council's goals (Teamwork)

Developing local talent

As a major employer within the City of Ryde, we recognise the important role we play in providing meaningful and diverse employment opportunities.

We offer a range of initiatives that help to develop local talent, including our work experience program, which provides young people wishing to explore a new career the opportunity to develop real-life, hands-on experience. This year we supported 15 work experience placements across our business.

In addition to our work experience program, we also support traineeships. Our partnership with TAFE NSW provides training for students undertaking a Certificate IV in Business Administration and a Certificate III in Civil Construction, which provide staff with sought-after skills that benefit our City. In 2023, we also partnered with Department of Education to host two IT traineeships. This innovative, co-designed two-year training program combines work with industry-specific training and mentoring opportunities. Trainees work towards a Certificate IV in Cyber Security and a Certificate IV in Information Technology, gaining invaluable skills, knowledge and practical experience.

We also support our diverse local talent with our internship program, and during the year Council partnered with UTS to build much-needed skills in engineering. Six students were recruited and supported by the City of Ryde during a six-month internship, which not only helps students to link learning in the workplace to learning at university, but also builds sector-specific critical skills that will allow Council to continue to deliver the wide range of infrastructure and services our community relies on.

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

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

In addition to adhering to legislative obligations, there are many studies demonstrating 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 which has 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 staff participating in recruitment panels.
- Our commitment to continuous education of staff continued through informal Lunch 'n' Learn sessions on topics such as International Women's Day.
- Council's commitment to its White Ribbon Accreditation was maintained with the implementation of new policies, training and support to improve awareness of family and domestic violence and promote its no tolerance approach for violence towards families and women.
- Our Flexible Working Policy supported working from home arrangements, in particular for persons with disability and/or those who are potentially immunocompromised, due to the COVID-19 pandemic.
- We remain focused on ensuring that we continue to meet our commitment to increasing employment opportunities for people with disabilities through targeted training, recruitment and adjustment processes.
- We have incorporated EEO principles and information about discrimination into our new employee induction materials.
- We celebrated diversity in everyday life through initiatives such as Wear It Purple Day, R U OK? Day and Mental Health Week.
- In conjunction with NAIDOC week, we held a Lunch and Learn session with Stuart McMinn, an educator and cultural man from the Dharug and Gubbi Gubbi Nations, to facilitate a cultural immersion for City of Ryde staff.

Workforce demographics

The City of Ryde has two portfolios (Business and Operations and City Shaping) and the Office of the CEO.

The Office of the CEO consists of three Departments (Executive Services, Legal Services, Business Assurance and Governance).

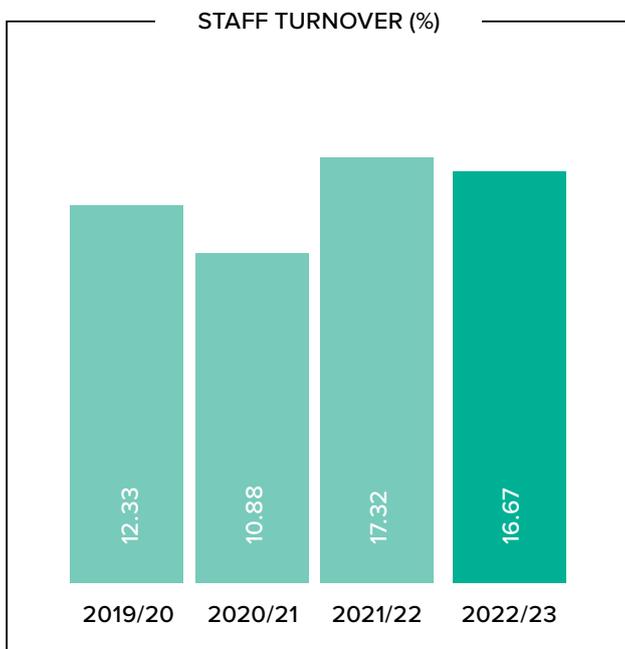
There are five Groups within the Business and Operations portfolio (Chief Financial Officer, City Infrastructure, City Life, City Development and People and Business) that consist of 18 departments.

The City Shaping portfolio consists of seven departments (City Places, City Spaces, City Transport, City Resilience, City Property, City Fabric and City Economy).

Within these portfolios and the Office of the CEO in the 2022/23 period, the 30 departments that delivered services and projects comprise 551.83 full-time equivalent (FTE) positions and a total headcount of 643 staff.

Table 4. Total number of City of Ryde Council employees as at 30 June 2023

STAFF ESTABLISHMENT							
	Permanent Full-Time	Permanent Part-Time	Temporary Full-Time	Temporary Part-Time	Casual	Total Headcount	FTE
30 June 20	456	55	22	7	214	754	533.47
30 June 21	469	55	15	5	241	785	544.36
30 June 22	434	51	19	6	181	691	545.89
30 June 23	418	56	17	4	148	643	551.83



Turnover for the year was 16.67 percent, which is a slight reduction from the previous year but continues to exceed the organisational target of 15 percent.

This level of turnover can partially be attributed to the significant amount of change the organisation has undergone as part of the restructure, with numbers expected to stabilise during the next 12 months.

It is important to note that a healthy turnover of staff provides Council with the opportunity to recruit new staff who bring new ideas and perspectives that in turn help us to grow our skills, knowledge and capability.

Table 5. Workforce gender across Council

STAFF HEADCOUNT BY GENDER				
	Permanent	Temporary	Casual	Total
Female	199	10	85	294
Male	275	11	63	349
Total workforce	474	21	148	643

Table 6. Gender across Council

PERMANENT STAFF, HEADCOUNT BY GENDER AND GRADE				
Salary Grades	Male	Female	% Men	% Women
Grades 1-4	69	29	25%	15%
Grades 5-8	74	60	27%	30%
Grades 9-14	101	101	37%	51%
Senior Management	31	9	11%	4%
Total Permanent staff	275	199	57%	42%

Table 7. Workforce diversity across Council

PERMANENT STAFF, HEADCOUNT BY DIVERSITY GROUP		
	% of LGA population (ABS Census 2021)	Representation in Council Workforce 2022/23
Aboriginal and Torres Strait Islanders	0.5%	1.4%
Women	51.2%	42%
People who speak a language other than English at home	49.5%	43.48%
People with Disability	4.8%	5%

*% of permanent workforce

Developing capability

In a highly competitive labour market, local government faces a continual challenge to secure and retain the best talent for our business. Providing a positive workplace culture where employees feel valued and are able to grow their skills and career is now essential to retaining a talented workforce.

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

Building safety leadership has been a strong focus during the past 12 months. People leaders participated in a number of development opportunities, including Due Diligence training, Domestic Violence Training and Psychosocial Hazards training, designed to empower our leaders with knowledge and information to keep our workforce and communities safe and reduce risk of harm.

Building a values-based culture was also a priority for Council this year, with the development and launch of our new corporate values and framework. Our new values of Health & Safety, Excellence, Accountability, Respect and Teamwork, keep our City and people at the heart of what we do and help us to deliver on our mission within a culture of innovation, resilience and exceptional customer experience.

Other learning and development programs covered:

- Work health and safety compliance training, including relevant tickets and licenses to ensure team members have the right skills to do their job safely
- Systems and technology training to ensure team members use Council systems correctly
- A number of organisational and role-specific initiatives to ensure our staff stay abreast of industry changes and trends
- Increase of our eLearning offerings with the implementation of LinkedIn learning
- 951 completed e-learning sessions, and a total of 3,254 eLearning video completions, undertaken across a variety of subjects and professions
- Council supported 13 team members to access formal education via our educational assistance program.

Our volunteers

Every year a committed and largely unseen army of volunteers of all ages, abilities and backgrounds give their time and skills to enhance and uplift the life of the community within the City of Ryde. Our Volunteer Strategy provides guidance on volunteer opportunities and support programs within the local area.

We support local volunteer opportunities including Bushcare, Council events and opportunities in our libraries, and coordinate a volunteer referral service to help organisations to source volunteers. We also provide volunteer training sessions and recognition activities, including our annual Volunteer Recognition Awards which aim to acknowledge the contribution made by these unsung heroes. See page 106 for details.

Industrial relations

The City of Ryde continues to have a strong collaborative working relationship with relevant union associations. Our consultative committee met on nine occasions during the year to review and endorse workplace reform initiatives that improve staff resource allocation. We also engaged at an industry level to contribute to the development and implementation of the new Local Government (State) Award 2023.



BUSHCARE VOLUNTEERS



EVENTS VOLUNTEERS

IMPROVING WORK HEALTH AND SAFETY

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

During the year:

- A gap analysis reviewed Council's WHS management system and provided recommendations for areas of improvement. A roadmap has been prepared and implemented to action these items
- We continued to improve our WHS systems by engaging with other councils and major external partners such as SafeWork NSW and Transport for NSW, and through our membership of StateCover Mutual's Metropolitan WHS Group and Sydney Metro LG Safety Network
- Our Employee Assistance Program (EAP) has shown remarkable growth, with 76 consultations, representing a 43 percent increase compared with the previous year. This substantial increase highlights the pivotal role EAP plays in bolstering health and wellbeing within our organisation
- Council reviewed its emergency preparedness, which included training for wardens and conducting evacuation exercises at all of our main premises. We also reviewed current Personal Emergency Evacuation Plans (PEEP) with relevant staff, including those assisting in circumstances that may lead to an evacuation
- Our Bushfire Plan was updated and provided to the North Ryde office building manager for consultation.

Employee consultation

Council's formal WHS employee consultative mechanisms are a combination of employee Health and Safety Representatives and the Health and Safety Committee, which meets monthly. The two mechanisms provide opportunities for direct input into health and safety matters that may affect workers in their respective work groups across Council.

Health and wellbeing

It is widely recognised that staff wellbeing programs contribute to reduced absenteeism, increased morale and productivity, enhanced team and social work relationships and improved physical and mental health.

We offer staff a range of wellbeing programs including access to our Employee Assistance Program, skin checks and audiometry screening, health assessments, flu shots and monthly fruit boxes. We also provide access to corporate fitness provider Fitness Passport, which enables staff and their families to access a broad range of fitness facilities to support their health and wellbeing.

During the year we gave staff opportunities to review their financial wellbeing with superannuation sessions, and promoted mental health awareness and support through R U OK? Day and Movember.

Health and safety training and development

During 2022/23, 1,714 staff members participated in work health and safety training programs, totalling 8,132.74 hours and representing an investment of \$82,273 by Council. This was an increase on the previous year.

All training undertaken by staff contributes to improving the safety culture at the City of Ryde by providing the necessary knowledge and skills to keep staff safe and informed of their duties.

StateCover annual self-audit

Council participated in the annual StateCover WHS self-audit. The audit is designed to:

- Help us understand the adequacy of our WHS management system and management of key risks
- Track performance over time
- Prioritise WHS improvements and allocate sufficient resources
- Keep our people safe, well and working



CITY OF RYDE STAFF
ON R U OK? DAY



CITY OF RYDE PROVIDES
AN ANNUAL FLU SHOT
TO STAFF

Workplace incident reporting and injury management

There were 79 reported workplace incidents in 2022/23, compared with 85 in 2021/22. We continue to encourage all reporting, including hazard and near-miss reporting, as a means of identifying risks and preventing potential injuries.

Notifiable incidents

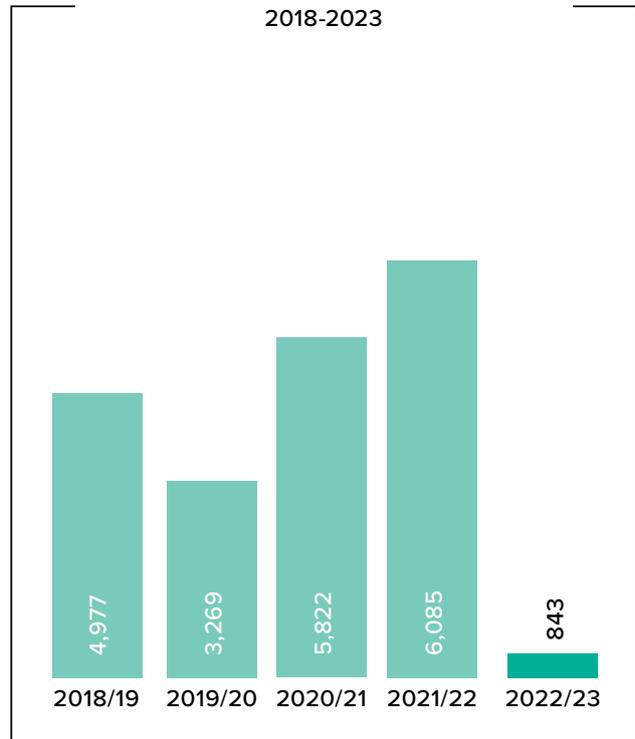
Two notifiable incidents were reported to SafeWork NSW. To prevent re-occurrences, we:

- Reviewed our excavation processes and conducted training on excavation management
- Developed a psychosocial procedure and conducted a training program for leaders, including the executive team.

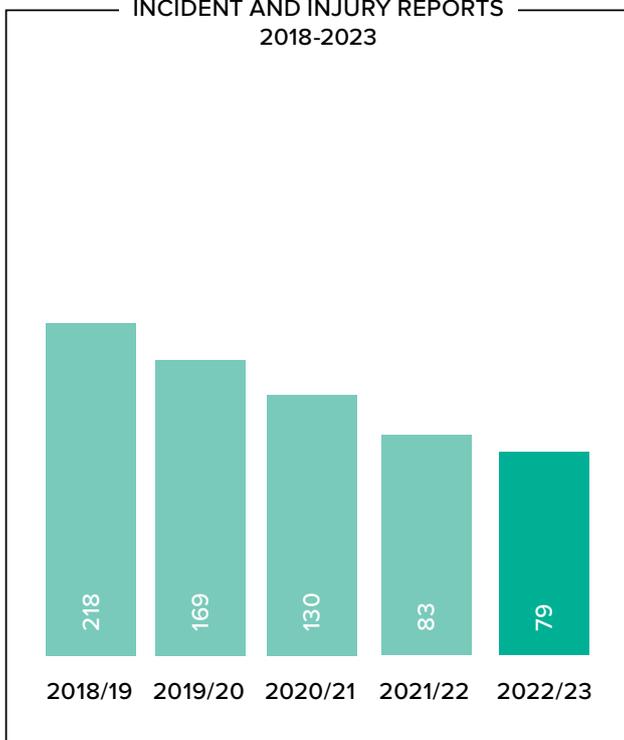
During 2022/23, there was a significant reduction in lost time hours due to injuries, with the total hours lost now standing at 843 hours, compared with 3,726 hours the previous year. This decrease can be attributed to our commitment to ensuring a safe and secure work environment, coupled with proactive injury management and employee training.

During 2020/21 and 2021/22 Council was impacted by several long-term musculoskeletal injuries. The WHS team undertook an extensive review of hazardous manual tasks using the PErforM program (Participative Ergonomics for Manual Tasks). In addition, a focused approach to the management of these types of injuries resulted in a significant reduction in both the number and severity of injuries during 2022/23.

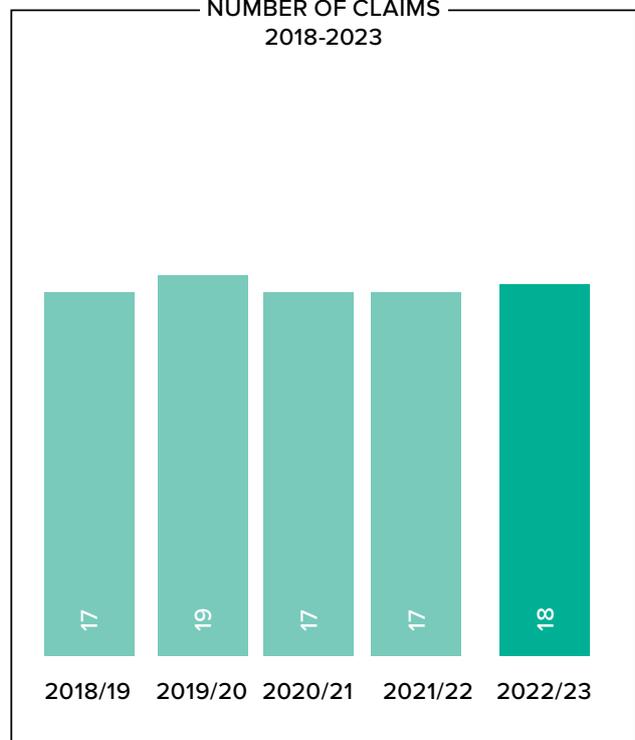
LOST TIME IN ALL HOURS DUE TO INJURY 2018-2023

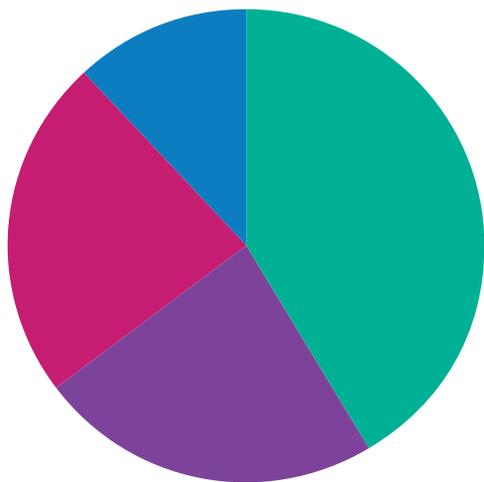


INCIDENT AND INJURY REPORTS 2018-2023



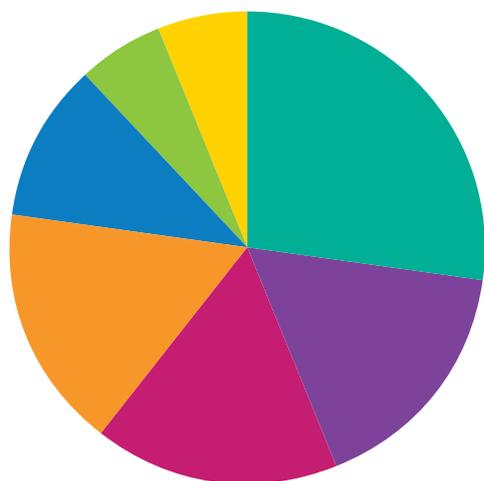
NUMBER OF CLAIMS 2018-2023





Nature of Injury 2022/23 (18 total injuries)

- 39% Sprains/strains
- 22% Open wound/foreign body
- 22% Psychological
- 11% Contusion/crush



Mechanism of Injury 2022/23 (18 total injuries)

- 28% Body stressing
- 17% Being hit by moving objects
- 17% Mental stress
- 17% Vehicle incidents and other
- 11% Hitting objects with a part of the body
- 6% Fall, trips and slips of a person
- 6% Sound and pressure



ADDITIONAL STATUTORY REPORTING

The 2022/23 Annual Report was completed before 30 November 2023 and was given to the Minister for Local Government on that date. Printed copies of the report are available at the Ryde Customer Service Centre and an electronic version is available at the following link: www.ryde.nsw.gov.au/annualreport



1. Council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed – s428(1)

A report on Council performance for 2022/23 using outcomes from the City of Ryde's Four Year Delivery Program 2022–2026 is presented in the Our Performance and Achievements section of this report (pages 10 to 21).

2. Council's achievements in implementing the Community Strategic Plan over the previous four years – s428(2)

Following the election of the 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. This plan was reviewed and continued following the Council election on 4 December 2021.

Integrated Planning and Reporting requirements detailed in the *Local Government Act 1993* require a report on Council's previous four years' progress implementing our Community Strategic Plan to be published in the annual report of the year in which an ordinary election of councillors is held. The City of Ryde's End of Term report was tabled at the last meeting of the previous Council and was included in the 2020/21 Annual Report.

A State of the City report is not required for the 2022/23 year.

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 2022/23 financial year are presented from page 202 (See General Purpose Financial Statements and Special Purpose Financial Statements).

4. Amount of rates and charges written off during 2022/23 – cl 132

Rates and charges written off = \$26,735.59

An increase in write-off for rates and charges is due to Council payment arrangements with ratepayers under Section 564 of the *Local Government Act 1933*.

Statutory and voluntary pensioner rebates = \$1,491,585.64

The Pensioner voluntary rebate was \$100.00 in 2022/23.

Total = \$1,518,321.23

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)

Council sent a delegation to the Taipei Smart City Summit and Expo in March 2023. The delegation consisted of the Mayor, Councillor Trenton Brown, the Chief Executive Officer, the General Manager City Shaping, and the Executive Officer City Economy. The Taipei Economic and Cultural Office in Sydney sponsored the costs of the Mayor's flights, and the meals, accommodation and transfers for the delegation. Councillor Trenton Brown used personal funds to cover the cost of his flights, and the costs of flights for the three staff delegates were covered by the City of Ryde (totalling \$5,078.50).

In attending the Taipei Smart City Summit and Expo, delegates from the City of Ryde also participated in a Net Zero City Leader Summit and Smart City Mayor's Summit, held 39 face-to-face meetings with high value industry, government and academic stakeholders (from across the world), and joined a tour of Hsinchu County and the Hsinchu Science Park. The 39 meetings occurred over a space of just three days in Taipei and Kaohsiung, with notable companies such as Hyundai Rotem, Acer Group, Askey Computer Corporation and Stadler Rail AG.

To create a platform for more direct engagement with industry and academia, Council commenced negotiations with Hsinchu County and the Hsinchu Science Park Bureau to develop Memorandums of Understanding (MoU) focused on economics and trade. It is anticipated that MoUs will be executed in the 2023/24 financial year, acting as a gateway for direct dialogue between businesses in the City of Ryde and Hsinchu.

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 2022/23 for the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions are presented on page 130.

7. Statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the Council and identified by the Commissioner as being a significant issue – s 428(4)(b)

No issues were raised in the 2022/23 year concerning the operations of the City of Ryde Council.

8. Statement of steps taken to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018* - s 428(4)(d)

The majority of goods and services procured by Council have been assessed as “low risk” regarding provisions outlined in the *Modern Slavery Act*.

All RFQs and RFTs over \$100,000 are assessed for requirements outlined in the *Modern Slavery Act (2018)*. Council requires respondents to complete a modern slavery questionnaire which is assessed by the evaluation panel.

RFQs under \$100,000 are assessed utilising assessment guidelines issued by Council. These are currently being updated to include modern slavery provisions.

9. 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
ANC Pty Ltd	Provide daily courier services for document delivery across Council's various sites	\$238,978.53
ANJ Paving Pty Ltd	Road surfacing, patching and associated works	\$900,000
Bitupave Ltd	Road surfacing, patching and associated works	\$3,000,000
Boylson Pty Ltd	Construction services for North Ryde Preschool expansion	\$1,459,338
Boylson Pty Ltd	Construction of new public and sporting amenities building at Gannan Park Ryde	\$1,670,354
Bush-It Pty Ltd	Provide professional and reliable bush regeneration services including natural area restoration, strategic weed control, and incorporating revegetation works in a variety of open spaces	\$236,975
Civica	Library Services software	\$244,110
Civiltrak Sydney Pty Ltd	Demolition of 28 Argyle Ave, Ryde	\$186,271
Datacom	Microsoft Enterprise Licence Agreement (ELA)	\$1,578,620
Downer EDI Pty Ltd	Road surfacing, patching and associated works	\$8,700,000.00

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
Dragonfly Environmental Pty Ltd	Provide professional and reliable bush regeneration services including natural area restoration, strategic weed control, and may incorporate revegetation works in a variety of open spaces	\$651,412
Durkin Construction Pty Ltd	Geotechnical investigation for road pavement	\$158,299
EBS Global Pty Ltd	A team of minimum of two trained and licensed drivers to operate the two fully maintained, fuelled, registered and insured Council-owned buses within its City to pick-up and drop-off passengers at various locations along a designated route	\$274,512
Enviropacific Services Pty Ltd	Waste soil pickup and lawful disposal	\$625,000
Forza Civil & Haulage Pty Ltd	Waste soil pickup and lawful disposal	\$625,000
GPP Excavation & Demolition Contractors	Waste soil pickup and lawful disposal	\$625,000
Graffiti Clean Pty Ltd	Ongoing removal and inspections of Graffiti	\$194,412
Hills Bushcare	Provide professional and reliable Bush Regeneration Services including natural area restoration, strategic weed control, and may incorporate revegetation works in a variety of open spaces	\$310,000
Hix Group	Upgrade an existing unsignalized pedestrian crossing on The Avenue / Rowe Street into a signalised crossing with amended traffic flow road markings, parking and signage	\$360,807
JT Turf Pty Ltd	Supply and delivery of two wheel loaders, each wheel loader to 13 -14,000kg operating weight	\$994,270
Kapish	Licence agreement for Microfocus Content Manager	\$234,095
Link Wentworth	Tier 1 Community Housing Providers to undertake the ongoing operation and management of Council's affordable housing portfolio and provide advice and assistance to Council with its Affordable Housing Portfolio	\$216,715

NAME OF CONTRACTOR	NATURE OF GOODS AND SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE INC GST
Nova Civil	Relocation of Sydney Water main from the north side of Blaxland Ryde	\$1,777,886
RMA Contracting Pty Ltd	Waste soil pickup and lawful disposal	\$625,000
Terra Australis Regeneration Pty Ltd	Provide professional and reliable bush regeneration services including natural area restoration, strategic weed control and may incorporate revegetation works in a variety of open spaces	\$539,429
Sentinant Dynamic Pty Ltd	Supply and implementation of software to enable local councils to integrate with the NSW Planning Portal via APIs	\$665,000
Stabilised Pavements Australia	Road surfacing, patching and associated works	\$400,000
Tambla	Electronic time and attendance system	\$417,300
TechnologyOne	SaaS cloud migration	\$5,108,578.30
Toolijooa Pty Ltd	Provide professional and reliable Bush Regeneration Services including natural area restoration, strategic weed control, and revegetation works in a variety of open spaces	\$451,615
Urban Grounds and Maintenance	Maintenance of landscaped open space in the Lachlan's Line precinct	\$199,404
Visy Paper Pty Ltd	Provision of recyclable material receival and processing services to the Council	\$709,240
WebVine Consulting	Design, construct and provide ongoing support for a new Intranet website using Microsoft SharePoint	\$172,860

10. Summary of the amounts incurred by Council in relation to legal proceedings – cl 217 (1) (a3)

The following table (Table 1) summarises the amounts incurred by the Council during the year in relation to legal proceedings taken by or against the Council (including amounts, costs and expenses paid or received by way of out-of-court settlements, other than those the terms of which are not to be disclosed). These reported legal proceedings do not include insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters.

The subsequent table (Table 2) contains a summary of the state of progress of each legal proceeding and (if it has been finalised) the result, to which the Council of the City of Ryde has been a party during the period beginning on 1 July 2022 and ending on 30 June 2023.

Table 1. Summary of the amounts incurred by Council in relation to legal proceedings

	ACTUAL (EXCL GST)
Legal Fees – Planning and Development	607,349
Legal Fees – Other	309,254
Legal Fees – Recovered	-163,501
Total	753,102

Table 2. Summary of the state of progress of each legal proceeding and results

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 260465 of 2016 – Class 4 Enforcement – 176 Princes Street, Putney	Enforcement proceedings commenced against the respondents for a failure to comply with Stop Work Order.	Ongoing Costs as agreed paid to Council – \$23,000
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
Supreme Court Appeal No 232774 of 2019 – 41-45 Belmore Street, Ryde	Proceedings relating to a construction and building encroachment dispute within a public road.	Ongoing
Supreme Court No 364207 of 2020	Contractual dispute as to advertising on Council bus shelters.	Discontinued
Local Court No 357495 of 2021	Penalty Infringement Notice relating to a menacing dog not under control in public place.	Discontinued
Local Court No 357535 of 2021	Penalty Infringement Notice relating to a dog attack.	Defendant pleaded guilty and fined
Local Court No 357747 of 2021	Penalty Infringement Notice relating to a dog attack.	Defendant pleaded guilty and fined
Local Court No 357748 of 2021	Penalty Infringement Notice relating to a menacing dog not under control in public place.	Discontinued
Land and Environment Court No 36545 of 2021 – Class 1 Appeal – 298-312 Blaxland Road, Ryde	Appeal against the deemed refusal of a development application for the demolition of existing buildings and structures and construction of a multi-dwelling housing development containing 30 dwellings, in six multi-dwelling pods, three dual dwelling buildings and one freestanding dwelling over a split basement.	Appeal dismissed
Land and Environment Court No 51013 of 2021 – Class 1 Appeal – 142-148 Cox’s Road, North Ryde	Appeal against the refusal of a development application for alterations and additions to the existing building to accommodate a 135-place childcare centre on the first floor, and change of use of tenancy 5 and 7 on the ground floor to offices.	Appeal dismissed Costs as agreed or assessed ordered to be paid to Council
Local Court No 62767 of 2021	Penalty Infringement Notice for not complying with dangerous and menacing dog restrictions.	Defendant pleaded guilty and fined

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Local Court Penalty Notice No 3221402040	Penalty Infringement Notice for vehicle not parked parallel to kerb.	Defendant pleaded guilty
Land and Environment Court No 185557 of 2021 – Class 4 Judicial Review – 835 Victoria Road, West Ryde	Judicial Review of a Complying Development Certificate for the construction of a manor house development.	CDC declared invalid Costs as agreed paid to Council – \$30,000
Land and Environment Court No 186603 of 2021 – Class 1 Appeal – 26 Beattie Avenue, Denistone East	Appeal against refusal of a development application for demolition of existing structures and construction of a two-storey childcare centre for 68 children and 10 staff with basement parking for 13 vehicles.	Appeal upheld
Land and Environment Court No 207884 of 2021 – Class 4 Appeal – 142-148 Cox’s Road, North Ryde	Proceedings seeking an order that an easement is imposed, under section 88K of the <i>Conveyancing Act 1919</i> , being an easement for a right of carriageway over Council carpark.	Appeal dismissed Costs as agreed or assessed ordered to be paid to Council
Land and Environment Court No 216311 of 2021 – Class 1 Appeal – 1-20 Railway Road and 50 Constitution Road, Meadowbank	Appeal against the deemed refusal of a development application, which seeks consent for the demolition of existing structures and construction of a mixed use development comprising 4x six- or seven-storey buildings containing 133 apartments, 162 boarding rooms and commercial floor space with basement parking.	Appeal upheld Costs as agreed or assessed ordered to be paid to Council
Land and Environment Court No 298687 of 2021 – Class 1 Appeal – 85-87 Anzac Avenue, West Ryde	Appeal against the deemed refusal of a development application for the amalgamation of two lots, demolition of two existing dwellings, construction of a four-storey boarding house consisting of 74 rooms with associated basement car parking	Appeal upheld
Land and Environment Court No 13924 of 2022 – Class 1 Appeal – 126-128 Pittwater Road, Gladesville	Appeal against the refusal of a development application for alterations and additions to the existing three-storey mixed use development and the extension of the ground level commercial tenancy and enclosure of rear outdoor terrace for additional retail space	Appeal upheld
Local Court No 68612 of 2022	Penalty Infringement Notice issued for waste prevention	Defendant pleaded guilty and fined
Local Court No 102788 of 2022	Penalty Infringement Notice issued for failing to comply with terms of Development Control Order.	Fine issued by Court

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 106660 of 2022 – Class 1 Appeal – 50-52 Buffalo Road, Gladesville	Appeal against the deemed refusal of a development application for alterations and additions to an industrial development and use of the site for the purposes of a resource recovery transfer station for scrap metal	Discontinued Costs as agreed paid to Council – \$6,000.
Land and Environment Court No 148202 of 2022 – Class 1 Appeal – 128 Wicks Road, North Ryde	Appeal against the refusal of a development application for alterations to an existing house and secondary dwelling to create a dual occupancy (attached) and strata subdivision	Appeal upheld
NSW Civil and Administrative Tribunal No 156371 of 2022	Proceedings relating to an anti-discrimination complaint	Discontinued against Council
Land and Environment Court No 160547 of 2022 – Class 1 Appeal – 5 Cooney Street, North Ryde	Appeal against the refusal of a development application for internal alterations and additions to convert an existing dwelling to a dual occupancy development and its subsequent Torrens title subdivision	Appeal upheld
Land and Environment Court No 189162 of 2022 – Class 1 Appeal – 128 Wicks Road, North Ryde	Appeal against the deemed refusal of a Building Information Certificate application for an existing dwelling house	Appeal upheld
Local Court No 193982 of 2022 – Lot B/387058 – 6 Sluman Street, Denistone West	Penalty Infringement Notice issued for failure to comply with prevention notice	Ongoing
Land and Environment Court No 215301 of 2022 – Class 1 Appeal – 17 Gaza Road, West Ryde	Appeal against the deemed refusal of a development application to erect a multi-dwelling housing development comprising four townhouses and basement carparking	Discontinued Costs as agreed paid to Council – \$12,000
Land and Environment Court No 237346 of 2022 – Class 1 Appeal – 94 Talavera Road, Macquarie Park	Appeal against the deemed refusal of development application for construction of a 14-storey residential flat building with 119 apartments, two basement levels with 123 car spaces, landscaping and associated works	Appeal upheld Costs as agreed or assessed ordered to be paid to Council
Land and Environment Court No 262086 of 2022 – Class 1 Appeal – 181A Ryde Road, Gladesville	Appeal against the refusal of a development application for the approval of alterations and additions to a registered club	Appeal upheld
Land and Environment Court No 276452 of 2022 – Class 4 Appeal – 302 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 276453 of 2022 – Class 4 Appeal – 300 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council.
Land and Environment Court No 276454 of 2022 – Class 4 Appeal – 298 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council.
Land and Environment Court No 276471 of 2022 – Class 4 Appeal – 312 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council.
Land and Environment Court No 276472 of 2022 – Class 4 Appeal – 310 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council.
Land and Environment Court No 276473 of 2022 – Class 4 Appeal – 308 Blaxland Road, Ryde	Judicial Review of a Complying Development Certificate for a dual occupancy development	CDC surrendered Discontinued Costs as agreed or assessed ordered to be paid to Council.
Land and Environment Court No 290936 of 2022 – Class 1 Appeal – 307 Lane Cove Road, Macquarie Park	Appeal against the deemed refusal of a development application for alterations and additions to an existing garden centre and functions centre and the construction of an office building and restaurant	Discontinued and replaced by Land and Environment Court No 26469 of 2023.
Local Court No 297308 of 2022 – Lot B/387058 – 6 Sluman Street, Denistone West	Penalty Infringement Notice issued for development not in accordance with a development consent.	Ongoing
Land and Environment Court No 343847 of 2022 – Class 1 Appeal – 39-41 College Street, Gladesville	Appeal against the deemed refusal of a development application for the demolition of an existing warehouse and erection of 49 new warehouses	Ongoing
Land and Environment Court No 26469 of 2023 – Class 1 Appeal – 307 Lane Cove Road, Macquarie Park	Appeal against the actual refusal of a development application for alterations and additions to an existing garden centre and function centre and the construction of an office building and restaurant	Ongoing
Land and Environment Court No 35603 of 2023 – Class 1 Appeal – 6 Clare Street, Gladesville	Appeal against the actual refusal of a Tree Management Application for removal of a tree	Ongoing

NATURE OF LEGAL PROCEEDINGS	DESCRIPTION	STATUS OF PROCEEDINGS (AND IF FINALISED) THE RESULT
Land and Environment Court No 45628 of 2023 – Class 1 Appeal – 4-14 Terry Road and 133 Ryedale Road, Denistone	Appeal against the deemed refusal of a development application for the demolition of all existing structures and the construction of Building A (three-storey, 12 units), Building B (four-storey, 30 units) and basement including 50 vehicle spaces	Ongoing
Land and Environment Court No 78795 of 2023 – Class 1 Appeal – 20 May Street, Eastwood	Appeal against the deemed refusal of a development application for demolition of all existing structures and construction of a three-level boarding house with 15 boarding rooms, three car spaces, two bike spaces and two motorbike spaces pursuant to State Environmental Planning Policy (Housing) 2021	Ongoing
Land and Environment Court No 82705 of 2023 – Class 1 Appeal – Unit 3, 25-29 Nancarrow Avenue, Ryde	Appeal against the actual refusal of development application to extend the hours of operation of an existing gymnasium	Discontinued
Land and Environment Court No 127516 of 2023 – Class 1 Appeal – 18-26 West Parade, West Ryde	Appeal against the deemed refusal of a modification application to approve on a permanent basis the extended hours of trade and revoke acoustic testing conditions	Ongoing
Land and Environment Court No 128672 of 2023 – Class 1 Appeal – 5 Aelous Avenue, Ryde	Appeal against the actual refusal of a development application to construct a purpose-built, part two-level, part-three level childcare centre catering for up to 48 children serviced by 15 on-site car parking spaces	Ongoing
Land and Environment Court No 128791 of 2023 – Class 1 Appeal – 17 Greene Avenue, Ryde	Appeal against the actual refusal of a tree management application for the removal of a tree	Ongoing
Land and Environment Court No 177126 of 2023 – Class 1 Appeal – 2 Concord Place, Gladesville	Appeal against the deemed refusal of development application for a proposed amalgamation of land and the demolition of two existing single storey dwellings and construction of a four-storey residential flat building	Ongoing
Land and Environment Court No 180465 of 2023 – Class 1 Appeal – 20 & 20A Gaza Road, West Ryde	Appeal against the actual refusal of a development application for the demolition and multi-dwelling housing development with basement parking.	Ongoing

11. Summary of resolutions made under section 67 concerning work carried out on private land – s67(3), cl 217(1)(a4)

No Council work was carried out on private properties during 2022/23.

12. Total amount contributed or otherwise granted under section 356 (financially assist others) – cl 217(1)(a5)

Council provides a significant grants program to support local not-for-profit organisations and community groups (and in some cases individuals) to carry out special projects. The projects align with the needs of the 2028 Community Strategic Plan and contribute to community wellbeing and help build a vibrant community culture.

During the year Council approved a total of **\$386,549** in community grants funding to support 77 projects.

In 2022/23 funding was provided in the following categories:

- Community Wellbeing grants
- Events grants
- Arts and Creativity grants
- Community Facilities and Equipment grants
- Sport and Recreation grants
- Small Grants
- Venue Hire

These grants are one way Council supports our local community groups to grow, prosper and carry out special projects that benefit the community.

We continued our partnership with Grant Guru to create the City of Ryde Grant Finder. This free service provides a comprehensive list of funding and grant opportunities across Australia. Users can search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

During the year Council approved a total of \$65,785.90 in grants from the Local Heritage Assistance Fund to support the conservation of six residential heritage properties (local heritage items and/or contributory buildings in a Heritage Conservation Area). Funding assistance was provided for maintenance and minor works for routine heritage-care projects to improve the contribution made by heritage buildings to our local character for the benefit of the community.

13. Statement of all external bodies that exercised functions delegated by Council.

No external bodies exercised functions delegated by Council.

14. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.

Council does not hold any controlling interest in any corporation, partnership, trust, joint venture, syndicate or other bodies.

15. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

The City of Ryde is involved in the following partnerships, co-operatives and joint ventures:

- Northern Sydney Regional Organisation of Councils (NSROC) – NSROC is a voluntary group of seven northern Sydney councils that exists to further the interests of its members and the communities they represent.
- NSROC Supply Management Group – this joint venture comprises NSROC councils with the objective of reducing expenditure by utilising bulk purchasing power for common products.
- NSROC Sports Officers Group – Quarterly meetings between staff are held to discuss matters in relation to delivery of sport and recreation services and infrastructure.
- NSROC Environmental Sustainability Officers Group – quarterly meetings to discuss sustainability matters impacting northern Sydney and collaborate for projects and solutions
- Southern Sydney Regional Organisation of Councils (SSROC) – participation in group tendering and a memorandum of understanding to address increasing renewable energy share for Council energy procurement, using recycled materials for civil works to reduce landfill volumes, creating solutions for sustainable waste management, and third party electric vehicle infrastructure and policy.
- SSROC and Ausgrid – Ausgrid is our major Distribution Network Service Provider (DNSP) providing power and lighting across Ryde LGA. We have recently entered into an agreement with Ausgrid to initiate accelerated LED replacements across Council’s residential streets.
- Parramatta River Catchment Group – catchment partnership group of 11 councils, EPA, DPE, TfNSW and Sydney Water to oversee improvements to the health of the Parramatta River towards swimmability by 2025 under a Masterplan. Staff from the City of Ryde currently sit on the Executive and several technical advisory committees for this group and will be delivering the new Putney Swim Site in 2024 as one of the first three new swimming sites along the Parramatta River. Other works have included a regional litter grant and a ‘Designing for Country’ grant to improve Indigenous connection to the river and land.
- Get the Site Right is a joint taskforce between the Parramatta River Catchment Group, Ryde Council and other member councils, and the NSW Environment Protection Authority (EPA).

- 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.
- Cities Power Partnership – national advisory group addressing issues related to climate change, renewable energy, electric vehicle implementation and community behavioural change.
- 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.
- Connect Macquarie Park Innovation District (Connect 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 Connect MPID CEO Steering Committee that meets quarterly. We also partner with Connect MPID to deliver events, hackathons and other initiatives that support business or promote Macquarie Park as a destination to live, work, invest and visit.
- Venture Café – The City of Ryde is a co-founder of Venture Café Sydney in Macquarie Park, which is the eighth and newest member of the Venture Café Global Network. Other funding partners of Venture Café Sydney are: Stockland, Orix, Nab, EY, Macquarie University, the NSW Government, Visionary and Konica Minolta. Venture Café provides a space for entrepreneurs, innovators, start-ups and business owners to meet each week to learn, share knowledge and innovate in Macquarie Park.
- The Transport Management Association: Connect Macquarie Park + North Ryde – Connect is a partnership between Transport for NSW, the business community of Macquarie Park and the City of Ryde. The goal of the partnership is to work together to help businesses address their traffic and transport challenges, and ensure Macquarie Park's sustainability as an economic powerhouse.
- Northern Sydney Waste Alliance is a joint venture between Ryde, Ku-ring-gai, Hunters Hill, Lane Cove, Willoughby and Mosman councils to deliver a best value waste processing and disposal contract.
- A non-binding Memorandum of Understanding with five local Chambers of Commerce signalling Council's intention to work in good faith and collaborate to support the local business community. Participants in this agreement are: City of Ryde Council, Eastwood Chamber of Commerce, Gladesville Chamber of Commerce, Korean Community of Commerce in the City of Ryde Inc, Macquarie Park Ryde Business Chamber Inc., and West Ryde Chamber of Commerce Inc.
- Eastwood Gladesville Liquor Accord. Council, NSW Police and NSW Health have non-voting representatives on the Executive Committee for this accord. Membership comprises the majority of the clubs and hotels in the local area and a number of restaurants and bottle shops, working to reduce alcohol-related problems, anti-social behaviour and violence in and around licensed premises.
- Greater Sydney Harbour Coastal Management Program, a 25-member partnership of councils from Sydney Harbour catchment formed through Sydney Coastal Councils, the Parramatta River Catchment Group and the DPE to update existing Coastal Zone Estuary Management Plans to align with the new Coastal Management SEPP and improve waterway health.
- Parks and Leisure NSW/ACT – Staff were members of this peak industry body and attended relevant development programs and workshops through the year.
- NSW Public Library Association (NSWPLA) – Council is a member of this peak state body for public libraries and staff attended meetings and workshops throughout the year.
- Australian Library and Information Association (ALIA) Council is a member of this peak national body for public libraries and staff attended meetings and workshops throughout the year.

16. Statement of activities undertaken to implement Council's EEO management plan.

The City of Ryde continues to meet its legislative obligations under the *Local Government Act (NSW) 1993*, which includes ongoing revision of our Equal Employment Opportunity (EEO) Management Plan, the effective communication of the requirements of this plan 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 138 in the *Working at City of Ryde Council* section of this report for details of Council's activities to implement our EEO Management plan

17. Statement of the total remuneration comprised in the remuneration package of the general manager and senior staff.

Remuneration levels for Council executives take many factors into account, including work value, the complexity of jobs and external independent and market-related benchmarks. This ensures remuneration levels for executives are appropriate and that Council is well placed to retain and attract executives with the skills necessary to help deliver value-for-money services to the community.

Executive staff members (including the Chief Executive Officer and General Managers) are engaged under fixed-term, performance-based contracts.

The total remuneration comprised in the remuneration package of the Chief Executive Officer and senior staff are as follows:

	TOTAL REMUNERATION
CEO package	\$1,124,084
Previous General Manager termination payments	
Senior Staff	\$2,750,623

Senior staff include the Chief Executive Officer, two General Managers, one Chief Financial Officer and one Legal Counsel. The figures in the table includes termination payments made during the year.

The City of Ryde’s previous General Manager, George Dedes, ceased employment on 1 July 2022 with payments of \$704,703. Wayne Rylands, commenced as acting General Manager on that date and was appointed to the role of CEO effective 2 September 2022, with a total remuneration package of \$419,381 for 2022/23.

18. Statement of the total number of persons who performed paid work on Wednesday 23 November 2022. Reg cl 217 (1)(d) (i),(ii),(iii),(iv)

Persons employed by the council as senior staff members	5
Persons engaged by the council, under a contract or other arrangement with the person’s employer, wholly or principally for the labour of the person	9
Persons supplied to the council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee	

19. A statement detailing the stormwater management services provided (if levied) – cl 217 (1) (e)

Please refer to the Catchment and Stormwater Management section on page 62 of this report for details of stormwater management services provided.

Council is currently working on harmonising our four flood and catchment studies, previously characterised by inconsistent approaches and data due to multiple consultants’ involvement. Harmonising these studies ensures a uniform approach, data source and compliance with current legislation, guidelines and advanced flood modelling software.

The City of Ryde is currently engaged in stormwater drainage and road improvements in Hedgeland Close, Meadowbank, as part of our Stormwater Improvement Program. These works aim to enhance the efficiency of the drainage network and establish a new vehicle turning area. Completed works include the protection of existing and underground utilities, such as an oil pipeline, sewer main and gas main. Additional actions involved the reconfiguration of underground drainage, modifications to street lighting and the continuation of the gabion wall between the upstream channel and shared user path. Ongoing activities include roadworks and the reconstruction of the shared user path, with landscaping scheduled upon completion.

20. A statement detailing the coastal protection services provided.

Please refer to the Foreshores and Seawalls section on page 64 of this report for details of Coastal protection services provided.

The City of Ryde continues its partnership with the 11-council Parramatta River Catchment Group, leading collective efforts to improve stormwater inflows and mitigate diffuse water pollution. We are actively involved in community education campaigns, including the 'Get the Site Right' erosion and sediment control program in collaboration with the EPA, and bus shelter advertising to encourage reporting of illegal dumping.

Council successfully secured a grant of \$1,432,164 for two foreshore projects aimed at coastal protection. This grant, obtained through the Department of Planning and Environment’s Coastal and Estuary program, involves Council contributing 50 percent of the project costs for Kissing Point Park foreshore protection works and the Putney Park seawall upgrade. Both are scheduled for construction in 2023/24.

21. The annual report of a Council in the year in which an ordinary election of Councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan.

A State of the Environment Report is not required for 2022/23. The State of the Environment Report for the previous Council term was included as part of Council's 2020/21 Annual Report.

22. Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406.

The City of Ryde has no current policy on Environmental Upgrade Agreements. We have undertaken a review of other councils with these in place, indicating little to no uptake of these since inception. The issue will be reviewed again in 2023/24.

23. Total value of all contributions and levies received and expended during the year – Reg 218A(3)(a),(b) and disclosure of how development contributions and development levies have been used or expended under each contributions plan – Environment Planning and Assessment Regulation 2021 cl 218A(1)

Contributions plan	Value of contributions received during 2022/23	Value of contributions used or expended during 2022/23	How contributions have been used or expended
Combined Current and S94 Plan			
7.12 – Fixed rate levy	\$293,692		
7.11 - 1. Community Facilities	\$5,594,024	\$369,702	S7.11 Plan 2020 Community and Cultural Facility
7.11 - 2. Open Space and Recreation	\$9,243,633	\$1,615,168	S7.11 Plan 2020 Open Space and Recreation Facility
7.11 - 3. Transport and Traffic facilities	\$1,372,060		S7.11 Plan 2020 Traffic and Transport Facility
7.11 - 4. Plan Preparation and Administration	\$327,907	\$206,422	S7.11 Plan 2020 Plan Administration
Totals for 2022/23	\$16,831,317	\$2,191,292	Total value of all contributions and levies received and expended during 2022/23

In late 2022, Council's Executive Leadership Team identified various movements of funds from Council's restricted reserves to other reserves, including the Ryde Central project, which occurred in the 2020/21 financial year. These transactions should not have occurred as they are contrary to the requirements of section 7.3 of the *Environmental Planning and Assessment Act 1979*. Council management acted quickly and decisively to implement corrective measures and notify the Office of Local Government (OLG) and the Independent Commission Against Corruption (ICAC) of these transactions. The OLG confirmed that the movement of these funds was contrary to the *EP&A Act*. Council resolved to return these funds to the correct restricted reserves and adopted a new Cash Reserve Policy to ensure these actions do not occur again. The Ryde Central project is now on hold until Council finalises a financial review on the project.

On 27 June 2023 Council resolved to take the following steps:

1) Return \$35,500,000 from the Ryde Central Reserve to S7.11 Externally Restricted Reserves as follows:

- \$26,406,740 to S7.11 Open Space and Recreation Facility Reserve
- \$8,659,138 to S7.11 Community and Cultural Facility Reserve
- \$434,122 to S7.11 Stormwater Management Facility Reserve

2) Return \$1,086,451 the Employee Leave Entitlements Reserve to S7.11 Externally Restricted Reserves as follows:

- \$808,159 to S7.11 Open Space and Recreation Facility Reserve
- \$265,006 to S7.11 Community and Cultural Facility Reserve
- \$13,286 to S7.11 Stormwater Management Facility Reserve

3) Allocate a total of \$1,140,267 from the Accommodation Reserve for interest earned in prior years to S7.11 Externally Restricted Reserves as follows:

- \$848,190 to S7.11 Open Space and Recreation Facility Reserve
- \$278,133 to S7.11 Community and Cultural Facility Reserve
- \$13,944 to S7.11 Stormwater Management Facilities Reserve

4) Return \$3,381,645 from the Accommodation Reserve to the Voluntary Planning Agreement Reserve

5) Return \$361,249 from the Accommodation Reserve to the Voluntary Planning Agreement Reserve

6) Return the amount of \$1,006,700 from the Accommodation Reserve to the Domestic Waste Reserve due to a COVID-19 rates rebate.

Note: Items 4) to 6) do not relate to Section 7.11 or Section 7.12 Contributions.

Council's Chief Financial Officer has taken the necessary action to reverse the transfers and return the funds to the relevant restricted cash reserves, as agreed with the Office of Local Government.

Council also resolved to adopt a new Cash Reserves Policy. This Policy will provide greater confidence for the Council and community on the future utilisation of any restricted reserve funds by staff.

At 30 June 2023 these matters were still under consideration by the Office of the Local Government and Independent Commission Against Corruption.

24. Details for projects for which contributions or levies have been used – Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)

Project ID	Project name	Description and kind of public amenity or public service to which the project relates	Monetary contributions or levies used or expended	Source/ contributions plan	Percentage of the cost of the project funded by contributions or levies	Amounts temporarily borrowed from contributions plans	Value of the land and/or material public benefit	Project status
740126	Street Tree Planting Program	Planting of new street trees in selected streets across the City of Ryde, as per recommendations of the Street Tree Masterplan and Street Tree survey findings.	\$17,388	S7.11 Plan 2020 Open Space and Recreation Facility	30.14%		Note 1.	Complete
741069	Christie Park Masterplan Stage 2	Detailed design and amenities building at Christie Park.	\$990,928	S7.11 Plan 2020 Open Space and Recreation Facility	34.98%		Note 1.	Progressing
730152	Parks – Plans and Strategies	Project funds the review and preparation of various plans and strategies for parks, which provide open spaces for the community	\$78,602	S7.11 Plan 2020 Open Space and Recreation Facility	100%		Note 1.	Progressing
740693	ELS Hall Park - Field 3 Integration	Project will provide an upgraded surface for ELS Hall Park sports group users.	\$428,597	S7.11 Plan 2020 Open Space and Recreation Facility	100%		Note 1.	Complete
740801	Miriam Park	Renewal and upgrade of the playground infrastructure in Miriam Park.	\$71,903	S7.11 Plan 2020 Open Space and Recreation Facility	24.87%		Note 1.	Complete
741287	LH Waud – Sportsfield Lighting	Remediation of LH Waud field to allow for conversion of the area to a synthetic surface. This includes installation of new sportsfield lighting.	\$27,750	S7.11 Plan 2020 Open Space and Recreation Facility	100%		Note 1.	Progressing

Project ID	Project name	Description and kind of public amenity or public service to which the project relates	Monetary contributions or levies used or expended	Source/ contributions plan	Percentage of the cost of the project funded by contributions or levies	Amounts temporarily borrowed from contributions plans	Value of the land and/or material public benefit	Project status
741186	North Ryde Preschool Expansion	Project includes expansion works, such as children's bathroom, storeroom, therapy room, new staff room and a small outdoor deck for staff.	\$369,702	S7.11 Plan 2020 Community and Cultural Facility	34.39%		Note 1.	Progressing
700378	Developer Contributions OPEX		\$206,422	S7.11 Plan 2020 Plan Administration	100.00%		Note 1.	Ongoing

Note 1. There were no material public benefits or land dedications via Works-In-Kind Agreements during the reportable period.

25. 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 2022/23 financial year.

- a. The program of expenditure that was actually funded by the Special Variation Funds were allocated as follows:

Council levied Special Rate Variation funds for the 2022/23 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 funds have been used to address renewal works in the following asset categories:

- Roads Program
- Paths and Cycleways Program
- Catchment Program
- Open Space and Recreation Program
- Stormwater Program
- Buildings Program

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 residents. The SRV has assisted Council in planning for the timely renewal of infrastructure such as roads, footpaths, recreation facilities and catchments, which would otherwise continue to deteriorate to a point of failure. It has meant that the works and costs to renew the infrastructure are reduced as damage to the underlying structures is not exacerbated by continued utilisation of these assets left in service. The renewal programs for other infrastructure, such as sportsfields, playgrounds and amenity buildings, restore 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	9.0
SRV funds levied during 22/23 financial year	13.6
SRV funds expensed during the 22/23 financial year	12.8
Restricted funds carried forward into 2023/24 financial year	9.8

- 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.

26. Report on capital works projects.

A summary report on the condition of Council's infrastructure assets and related costs can be found in the Financial Statements.

Reports on the progress of these projects are included in the Capital Works Program tables in relation to each Council service in the Delivering Our Services – Achieving Community Outcomes section commencing on page 22 of this report.

27. Statement on activities relating to enforcing and ensuring compliance with the *Companion Animals Act and Regulation – cl 217 (1) f*

COMPANION ANIMALS GUIDELINES REPORT

Animals seized by Council Rangers

ANIMAL	TOTAL	OWNER	RESCUE	BLACKTOWN H/F
Cats	13			13
Dogs	17	5		12

We had an increase in cats and decrease in dogs from the previous financial year.

The Council seizure report – Animals at Blacktown Holding Facility – is below.

ANIMALS	ANIMALS CURRENTLY IN POUND	COUNCIL SEIZED	SURRENDERS	RELEASED TO OWNER	SOLD	REHOMED	EUTHANISED
Cats	34	13	1		6	0	7
Dogs	8	12	1	5	4	1	1

There were 59 reported dog attacks during 2022/23 financial year, the same as for 2021/22.

The City of Ryde received \$86,534 in Companion Animal Registration fees and the combined expenditure budget for Companion Animal Management for 2022/23 was approximately \$170,200. As a result of our administration workload, a Companion Animal Officer position was created to focus on administration, including entering data into the Companion Animal Register, updating registrations, change of addresses and managing the registration and cat permit program. This vital work involves following up on unregistered animals as well as cats that have not been desexed by the prescribed timeframe as part of a new City of Ryde program requiring a permit to own an undesexed cat.

We experienced high costs associated with preparing education material and letters to cat owners, and needed to draw on other staff to assist with the registration program.

Council continues to promote companion animals legislation through its website, various City of Ryde publications, our microchipping program and continued participation at selected community events, such as the annual Granny Smith Festival.

We have several strategies in place to encourage the desexing of dogs and cats, including the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Mini Kitty Commune, Cat Protection Society and WLPA)

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.' In addition, there was a recent amendment to the *Companion Animals Act 1998*, specifically Section 64B, which requires councils to give notice to at least two rehoming organisations that the animal is available for rehoming or taking steps to advertise on a webpage or through social media avenues before taking action under Section 64 or 64A to destroy a seized or surrendered animal.

Council has strategies in place to comply with the requirement under section 64 of the Act and our contractor Blacktown Animal Rehoming Centre is complying with Section 64B of the *Companion Animals Act 1998*. Council is committed to either rehome or rescue any animals from the City of Ryde LGA that are in Blacktown Animal Rehoming Centre.

However, the implementation of this new legislation has proven problematic to rehoming organisations and our service provider Blacktown Animal Rehoming Centre for the following reasons:

1. Post-COVID-19 there has been an increase in unwanted dogs and cats being surrendered to Councils or pounds.
2. Rehoming organisations not being able to take anymore animals.
3. Dogs and cats remaining in pounds for long periods of time as the number people wanting to purchase companion animals has dramatically decreased.

Over the past six months there has been a 200 per cent increase in pound fees as animals are being kept much longer than pre-COVID-19.

Council's Ranger Services Team, in consultation with various community organisations, reviews and updates companion animal information through a direct link on the City of Ryde website. In addition, staff work closely with metropolitan not-for profit organisations to assist in the rehoming and rescue of animals and maintain our low kill policy in conjunction with our preferred partners. This is evident from the reduction in dogs being taken to Blacktown Animal Rehoming Facility last financial year.

Blacktown Holding Facility works with various not-for-profit organisations that provide a rehoming service for cats and dogs.

The City of Ryde maintains and advertises a full list of leash-free areas, including their addresses and hours of operation on our website. Council currently has 17 parks designated as off-leash and is proposing to carry out a six-month trial at another six parks in 2023/24.

16.5 Section 85 (1A). During the last financial year Council used money received from the fund for the management and control of companion animals through the following ways: Purchasing new equipment for officers involved the management of animals, helping to offset increased pound fee charges, officers' wages and offsetting the wages for the Companion Animal Administration Officer position, as well as the time and resources required to carry out the registration and cat permit programs.

We had issues commencing our cat permit program due to discussions with Office of Local Government about backdating permits on the Companion Animal Register. However, we have commenced implementation of an education program to notify cat owners whose animals have not been desexed and require permits, by:

- Informing cat owners why permits are required
- Offering material to help them apply for a permit using the Pet Register
- Provide a help line should the animal owner requires assistance.

Council is looking at new ways of notifying companion animal owners about registration and using SMS messaging as an additional means to remind owners to register their pets.

28. 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 access to information to the public, including growing numbers of open access information requests relating to development applications.

Pre-open access development and building information continues to be the most common type of request and access is provided in response to informal requests for information. A formal access application is only needed when lengthy and detailed searches are required. Viewing access to this information is facilitated at our offices free of charge or by email where possible (subject to copyright or public interest considerations).

An assessment of information that has been released informally revealed that there have been no new opportunities to proactively disclose information as the information would only appeal to the applicant rather than the community as a whole.

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

73

Number of refused applications for Schedule 1 information - Clause 8(c)

The total number of access applications received during the reporting year that City of Ryde refused either wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED DUE TO SCHEDULE 1

Wholly	Partly
0	1

Statistical information about access applications**TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	21	2	0	7	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	3	4	0	4	0	0	0	1
Members of the public (other)	25	2	0	5	1	0	0	3

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	49	8	0	16	1	0	0	4
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	6
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	6
Invalid applications that subsequently became valid applications	6

**TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE:
MATTERS LISTED IN SCHEDULE 1 OF THE ACT**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	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	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	50
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	14
Total	67

**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	1	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	1	0

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT
(BY TYPE OF APPLICANT)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION
2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

29. 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 2022/23
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"> Community facility to value of \$7.8 million on Lot 104 in Stratum Central Park land and embellishment Linear Park land and embellishment Lot 101 – Bushland reserve Lot 103 – Community/civic plaza Lot 108 – Land for open space Shared pathways Public roads Stormwater assets Public art 	All public benefits have been delivered under the planning agreement. Development credits remain on Lots 114, 115, 116 and 117. These development credits will be utilised when development occurs on those lots
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"> \$900,000 worth of additional fitout to the community facility being provided under North Ryde M2 Site (Lachlan's Line) VPA 	Development under construction. Securities over public benefits have been submitted. Road closure for tunnel process has commenced. Road closure cannot progress until further information is submitted by the applicant to resolve concerns expressed by other public agencies
85-97 Waterloo Road, Macquarie Park NSW 2113	The Trust Company Limited 004 027 749 as custodian for Goodman Australia Industrial Trust No. 3 and Goodman Funds management Australia Limited and Sydney North Planning Panel	The agreement was entered into on 27 March 2019 and proposed the following public benefits: <ul style="list-style-type: none"> Road land and works Pedestrian link works Monetary contributions to approximate amount of \$17 million. The total value of the VPA is approximately \$22 million 	Completion and dedication of Banfield Road occurred early in the 2020/21 financial year and the defects liability period concluded in the latter half of the 2021/22 financial year. No deliverables occurred during the reporting period

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2022/23
45-61 Waterloo Road, Macquarie Park NSW 2113	John Holland Macquarie Park Land Custodian Pty Ltd	<p>The Agreement was entered into on 31 August 2018 and proposed the following public benefits:</p> <ul style="list-style-type: none"> • Road land and works • Pedestrian link works • Monetary contribution \$2.1 million • Total value of the VPA is approximately \$11 million 	<ul style="list-style-type: none"> • Development is under construction. Securities over public benefits have been submitted • Monetary contribution paid prior to construction commencing in the 2019/20 financial year • Deed of Variation entered into 13 February 2020 • No particular deliverables in relation to the VPA were completed during reportable period
312 Victoria Road, Gladesville	Buildex Gladesville Pty Ltd	<p>The Agreement was entered into on 18 April 2019 and proposed the following public benefits:</p> <ul style="list-style-type: none"> • Road land and works for extension of Gerard Lane to approximate value of \$1.16 million 	<ul style="list-style-type: none"> • Gerard Lane construction and dedication to Council was completed 29 September 2022
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"> • Approx. 5,000m² of community facility land/works (cold shell) for a Library and Creative Hub in Macquarie Shopping Centre on a 99-year peppercorn lease to an approximate value of \$25 million 	<p>Operating. No particular matters in relation to the VPA occurred during reportable period</p>
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	<p>The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits:</p> <ul style="list-style-type: none"> • Monetary contributions for particular development and intersection works in accordance with the conditions of the concept approval 	<p>Operating. No particular matters in relation to the VPA occurred during reportable period</p>

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2022/23
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	The Planning Agreement was entered into on 2 December 2019 and proposed the following public benefits: <ul style="list-style-type: none"> • Dedication of public road – \$1.7 million • Construction of public road – \$3.12 million • Pedestrian link and public access easement \$1.8 million • Public domain works \$1.62 million • Monetary contribution \$5.76 million 	Operating. Public benefits under construction \$9,256.40 was paid to council as a monetary contribution on 4 May 2023 as an adjustment for additional gross floor area approved via a modification application to Stage 1, Building A (MOD2022/0199)
2-6 Chatham Road, West Ryde	Hurstville Apartments Pty Ltd	The Planning Agreement was entered into on 18 January 2021 and proposed the following public benefits: <ul style="list-style-type: none"> • 3 x affordable housing apartments • upgrade to the public domain and road improvements <p>Estimated (combined) construction cost of public benefits: \$1.24 million</p>	Deed was novated from Tesco projects Pty Ltd to Hurstville Apartments Pty Ltd with the sale of the land on 20 May 2022. No particular matters in relation to the VPA occurred during reportable period
1 Eden Park Drive, Macquarie Park	Kamirice Pty Limited	The Planning Agreement was entered into 24 November 2020 and proposed the following public benefits: <ul style="list-style-type: none"> • Construction of pedestrian access path and provision of public access easement • Monetary contribution \$176,546.69 	Operating and: <ul style="list-style-type: none"> • Securities provided • Monetary contributions paid • Construction continued on public access path during the reporting period
63-71 Waterloo Road, Macquarie Park	UT 65 Pty Ltd	The Planning Agreement was entered into on 24 November 2020 and proposed the following public benefits: <ul style="list-style-type: none"> • Construction and dedication of part of Road 1 in the Macquarie Park Access Network to value of \$2.9 million • Monetary contributions in stages to total amount of \$5,770,350 	Operating and: <ul style="list-style-type: none"> • Deed of Variation exhibited during February 2023. • Deed of Variation was not executed during the reporting period

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2022/23
45 to 47 Epping Road, Macquarie Park	Total Forms Pty Limited and PS1875 Property Holdings Pty Limited	<p>The Planning Agreement was entered into on 19 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> • Payment of monetary contribution of \$2,148,620 in stages over the life of the development 	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"> • Payment of \$336,300 to Council toward the construction of pedestrian footpath upgrades 	Operating. No particular matters in relation to the VPA occurred during reportable period
1-20 Railway Road and 50 Constitution Road, Meadowbank	Sasco Developments Pty Ltd	<p>The Planning Agreement was entered into on 20 March 2023 and proposed the following public benefits:</p> <ul style="list-style-type: none"> • Construction and dedication of road to a value of \$1,872,048 	The Planning Agreement was executed on 20 March 2023

30. Public Interest Disclosure Act 1994 and Regulation

During 2022/23, the City of Ryde received no new public interest disclosures.

Council continues to maintain its framework for the reporting of any potential public interest disclosures. Council is also preparing to implement the new *Public Interest Disclosures Act 2022* within its existing framework. The new Act provides more comprehensive protections for whistle-blowers and witnesses as well as fewer 'trip hazards' for potential whistle-blowers.

Council staff remain informed about the new Act by attending information sessions hosted by the Corruption Prevention Network and subscribing to the NSW Ombudsman's newsletter. These sources have provided valuable knowledge to help Council implement an extensive revamp of its existing public interest disclosure policies and processes. While preparing for the new Act to commence, we continue to promote awareness to staff through email messaging, e-learn modules, newsletters and posters.

31. Capital Expenditure Reviews

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2021/22 year.

32. Compliance with the Carers Recognition Act 2010

Council does not provide services directed at carers and/or people being cared for by carers.

33. Disability Inclusion Act 2014

The City of Ryde Disability Inclusion Action Plan (DIAP) 2022-2026 forms part of Council's ongoing commitment to ensure people living with disability are welcomed, accepted and respected in our community.

Almost one in 10 people living in the City of Ryde have a disability. As a Council, we can play a leading role to remove barriers that currently exist and foster a more inclusive society for all.

Developed with extensive input from the community, the plan identifies actions that Council will undertake to assist people living with a disability so they can fully participate in community life, by ensuring our services, facilities and workplaces are accessible to all.

The DIAP is guided by the *Disability Inclusion Act 2014* (NSW) and the NSW Disability Inclusion Action Planning Guidelines produced by Local Government NSW. The 2022-2026 DIAP was adopted by City of Ryde in May 2022.

Action	Outcome
FOCUS AREA 1: Developing positive community attitudes and behaviours	
Undertake a pilot program with Zero Barriers to introduce a recognition system for local inclusive business	A pilot program was implemented with 22 local businesses joining Zero Barriers, committing to be accessible and inclusive for all community members. Council will continue to work with Zero Barriers to educate businesses on how they can become more inclusive and accessible for everyone in the community.
Launch of new DIAP in 2022 with a focus on inclusion of people with disability	The DIAP launch was held on 6 October 2022 and is available on Council's website in English, simplified Chinese and Korean. The DIAP is also available in an Easy Read version. Sydney Olympic Archers provided an inclusive archery activity for people with disability and 120 school children.
Review and update events held for International Day of People with Disability to better reflect the diversity of experience and age of people with disability	Events were reviewed and new events were held, with 75 people attending our Disability Disco and 20 people attending our 'Connect with your local service provider' event. A Centrelink – Carer payment and disability support pension information session was delivered in Mandarin.
Deliver a targeted community education campaign on appropriate language and respectful behaviours towards people with disability (invisible disability) for schools, business and community (ie mental health, neurodivergent conditions, intellectual disability)	Two 'More than just a job' workshops were held with the Centre for People with Disability (CID) to increase awareness and perception of people with disability. The workshops were aimed at supporting people with an intellectual disability gain meaningful employment. A person with disability facilitated the workshop.

Action	Outcome
<p>Include information regarding accessibility and inclusion to the community when dealing with Council through the hire of venues and facilities or grant applications</p>	<p>Disability icons are now displayed on Council's website and the new venue hire booking system provides accessibility information</p>
<p>Engage with CALD groups and members of the community with disability through specific events to foster inclusion and connections with Council</p>	<p>Information sessions were provided on the NDIS, carer support, Carer Gateway, carers payments and disability payments in Korean, Cantonese, Spanish, Iranian, Dari and Mandarin</p>
<p>Facilitate the provision of disability support services and activities by community organisations through discounted venue hire fees at Council's properties</p>	<p>Council provides a discounted fee structure for community organisations and groups utilising for-hire community facilities. A hardship arrangement is also available while the Community Grants Program supports organisations to deliver programs and activities</p>
<p>Update Council's event planning guide to encourage organisations to be inclusive as well as accessible, for example, offering flexible pricing that considers the needs of people with disability</p>	<p>The event planning guide has been updated and is available on Council's website</p>
<p>Encourage grant applications that foster inclusion</p>	<p>Thirty-six per cent of grants awarded through Council's Community Grants Program 2022/23 were allocated to groups for projects that fostered inclusion and supported seniors, people with a disability or mental health initiatives</p>
<p>Provide a copy of DIAP to newly elected Councillors</p>	<p>Councillors were provided with a copy of the DIAP in 2022</p>
<p>Work with organisations to identify opportunities to support innovative and inclusive activities for people with disability</p>	<p>Council partnered with Stryder Community Transport to provide 200 people with mobility restrictions with a pickup and drop-off service so they could attend the Seniors Festival Henley Garden Party.</p> <p>Disability services were invited to attend the Biggest Musical Morning Tea with a dedicated space provided for people with disability to move around freely and enjoy the musical entertainment.</p> <p>Council's Inclusion and Access Working group meets quarterly to provide advice to Council on enhancing the City of Ryde as an inclusive community that is accessible for all residents and visitors so they can actively participate in all aspects of community and civic life</p>
<p>Promote events that are accessible and inclusive for people with disability, and provide information to the community on the specific measures in place that make these events accessible</p>	<p>Information sessions on savings and rebates provided by Service NSW were held in English, Mandarin and Korean helping people to obtain information about vouchers they can claim and support available for people with disability and their families.</p> <p>Council's Carers Week event provided a Mandarin interpreter to ensure all people participating felt included and could participate in the activity</p>
<p>Continue to facilitate provision of sport and recreation programs for people with disability, and increase awareness among community sporting groups of assistance they can obtain to make their function more inclusive</p>	<p>An accessible Power Chair football event was held in conjunction with the World Cup.</p> <p>Thirty children attended a modified rugby school holiday activity.</p> <p>Thirty-nine children attended an inclusive sports day for children with disability event</p>
<p>Promote and implement tools for disaster preparedness. (Get Prepared App, SES emergency plan, Climate Wise communities, Emergency Preparedness Kits)</p>	<p>Emergency preparedness tools have been provided to the community (including CALD and disability community members) at Council events such as the Sustainability Festival.</p> <p>Other initiatives included the Seniors Festival Safety and Resilience Expo on 7 February 23, two seniors workshops and four CALD community workshops in Mandarin, Korean, Spanish, Cantonese and Dari.</p>

Action	Outcome
Continue to deliver inclusive activities as part of the Active in Ryde programs being offered to the community	<p>Inclusive activities held throughout the year included:</p> <ul style="list-style-type: none"> • A School Holiday Program with 27 activities – 522 attendees. • A Seniors Program with 32 activities across four terms – 3,331 attendees. • The Seniors Festival with four activities – 50 attendees. • The Spring Garden Competition, which received 50 entries and the Children’s Seed Growing Competition, which received 200 entries.
Provide training on how volunteers can assist people with disabilities at Council events	<p>Training was provided at inductions, both in-person and online, prior to Council events.</p> <p>63 volunteers attended the induction sessions which represents approximately 90 per cent of volunteers.</p>
Create opportunities for people with a disability to volunteer at Council and community events	<p>Council was awarded a State Government grant to develop and deliver an inclusive volunteering project. A working group has been established, comprising members with disability and ongoing consultation has occurred with people with disability, carers and service providers.</p> <p>The working group covers different cultures: Korean, Chinese, Spanish, Turkish, Australian, Nepalese, Indian, Malaysian, Aboriginal and LGBTQIA+ and different disabilities: spinal cord injury, hearing impaired, psychosocial disability, autism, Multiple Sclerosis, intellectual disability, acquired brain injury and sensory overload. The project will be delivered 2023/24.</p>
<p>Provide periodic training to Council staff in disability awareness and inclusion to meet service requirements</p> <ul style="list-style-type: none"> • Prioritise training and education to frontline staff about the inclusion of people with disability • Require training to be repeated every four years • Training program could include opportunities for learning experiences for Council staff 	<p>Sixty-nine staff members attended a Lunch and Learn session held during Mental Health Month. The guest speaker was a former Para-Olympian who shared his experience of being involved in a workplace accident, its effect on him and his mental health and his family.</p> <p>Mental Health first aid training was provided to nine staff members.</p>

Action	Outcome
FOCUS AREA 2: Creating liveable communities	
Review whole-of-route accessibility along key active movement corridors including to and between town centres, major transport sites and to cultural/leisure facilities	Comprehensive safety reviews of several local public schools including Marsden High School, Italian Bilingual School, Meadowbank Schools, Gladesville Public School, Holy Spirit Primary School and Ryde Public School were completed
When auditing presence and condition of footpaths include presence of overhanging vegetation and potential for future impedance by vegetation	Council responded to 228 tree reports on public land and nature strips, including fallen branches blocking access or damage to property, and 96 tree reports on private property, overhanging nature strips and affecting access
Develop requirements around ensuring continued accessibility of footpath areas during construction work, particularly around footpath removal and wheeled access	Supervisory staff ensure field staff and contractors are aware of Council's obligations and implement the necessary measures to facilitate access. Regular inspections ensure such measures are in place
Prioritising footpath, road and upgrade and repair of bus routes within asset budget	Council currently prioritises roads with bus routes in poor condition when planning for road asset renewal
Continue the implementation of PAMP items and footpath configuration to improve accessibility and connection within existing asset capital works programs	<p>Council's current procedure incorporates recommendations from relevant Pedestrian Access and Mobility Plans into capital works projects in its vicinity</p> <ul style="list-style-type: none"> • We installed a new pedestrian refuge on Balaclava Road at Lincoln Street, Eastwood, near Eastwood Heights Public School • We installed a new raised pedestrian crossing on Ryde Road connecting Westminster Park and Monash Park • We installed a new pedestrian crossing at the intersection of Constitution Road and Bowden Street • We installed new on-street disabled parking spaces on Pearson Street, Gladesville, to support local organisations in the area such as the Estia Foundation, which provides care for people with disabilities • New pedestrian traffic signals were installed at The Avenue/Rowe Street, Eastwood • A new footpath was installed on Shumack Street, North Ryde, and Lavarack Street, Ryde • A new pedestrian refuge was created on Pittwater Road, near North Ryde oval
Playing a more active role in supporting community transport organisations that service the area, such as through grants, or advertising for volunteers	<p>Stryder Community Transport was invited to attend four Council events to promote its service to the community and recruit volunteers. Financial support was provided through a community grant and in-kind support through promotion at events.</p> <p>Stryder was promoted in Council's Seniors Festival booklet for people with limited mobility so they could obtain accessible transport to attend events</p>
Review and revise public domain signage to improve legibility and consistency, to assist people with disability move around our City	The Park Signage Strategy 2022 includes inclusive and universal design principles, endorsed as an internal reference document
Partner with the NSW Government to provide real-time availability for accessible parking spaces across the LGA via the NSW Park'nPay App	The Park'nPay app has been implemented and all accessible parking throughout the City of Ryde has been installed with sensors, giving users insight into real time availability of disabled spaces throughout the City
Ensure amenities and infrastructure support people with disability are included in planning for Council events	One hundred per cent of Council events include consideration for disability access

Action	Outcome
Review the design of parks and playgrounds to propose that they cater to a range of age groups and allow for multigenerational enjoyment	<p>The Inclusive Recreation Strategy 2022 was developed and endorsed as an internal reference document.</p> <p>The Green Links Masterplan 2022 identifies a range of future park and pathway upgrades for walking, cycling and mobility devices.</p> <p>Putney Park concept designs have been prepared for future park improvements with inclusive design principles for play, water access and recreation. Design development included engagement with representatives from the community and disability user groups.</p> <p>The Field of Mars Reserve Masterplan 2021 resulted in grant funding being secured in 2022/23 to improve accessibility of paths and tracks within the Reserve. Works will be undertaken in 2023/24.</p> <p>A range of existing park and open spaces strategic plans continue to result in a greater level of accessibility through planning, design and implementation of inclusive and universal design principles. For example, the remit of the Children's Play Implementation Plan (2019) reflects the NSW Everyone Can Play Guidelines with regional and district playgrounds being progressively upgraded to incorporate inclusive play opportunities and associated infrastructure.</p>
Deliver works program as per 2019/20 Playground and Amenities Building Audit, and monitor accessibility of existing parks, leisure and recreational facilities	<p>Three of four playgrounds delivered, and one off-leash dog area.</p> <p>Ongoing trials of potential dog off-leash facilities at sites that scored well on relevant criteria, including universal design compliance.</p> <p>One amenity building has been constructed and another amenity building designed, with construction carried over to 2023/24</p>
Provide spaces in Council's main libraries which provide the opportunity for a range of accessibility needs (eg visual, hearing and mobility impairments, sensory sensitivities)	<p>Monthly Sensory StoryTime facilitated.</p> <p>Our Home Library Service delivers to local service providers and community members living with frailty, disability, illness or carer's duties.</p> <p>The Eventbrite custom booking form for events captures any accessibility needs, allowing program delivery adjustments where possible, such as allowing space for mobility requirements, reserved seating and stage space for Auslan Interpreter.</p> <p>Key Library staff have undertaken Deaf Awareness training and Auslan StoryTime training.</p> <p>Fortnightly Auslan StoryTime commenced on 1 July 2023.</p> <p>We are currently investigating holding a low sensory hour for our neurodiverse community on a weekly basis</p>
Incorporate asset data collected in 2019/20, such as trip hazards on footpaths and compliance of kerb ramps for <i>Disability Discrimination Act</i> (DDA) standards	<p>Asset data for footpaths is used in the development of capital projects. Condition information is the main driver for these programs of works with trip hazards regularly updated into condition reporting.</p> <p>273 footpath/roadway obstruction reports were received from the community. There were also 358 damaged road reserve/footpath reports, and 140 damaged road reserve/nature strip reports</p>

Action	Outcome
Develop an Access Protocol and Checklist that provides guidance on standards of accessibility for public domain and infrastructure works that reflect Universal Design Principles and best practice, not just existing Standards (Access to premises – Buildings)	<p>An audit of Council’s draft Park Buildings Strategy 2022 included assessment of the universal access status of park buildings.</p> <p>Council’s draft Park Design Guide was reviewed to ensure access, inclusion and universal design principles are applied within Council’s parks, open spaces, sport and recreation facilities and associated infrastructure</p>
Review the progress of bus shelter contract renewal. Annual program of accessibility upgrades and renewal for the public domain to support implementation of adaptable lighting to deliver above compliance bus stops in accordance with the Disability Standards for Accessible Public Transport (DSAPT) 2002	<p>Council entered into contract with oOh!Media for the management of bus shelter advertising as well as the replacement of bus shelters within the Ryde local government area. This includes the replacement and upgrade of bus shelters to comply with DSAPT 2002.</p> <p>Eleven bus shelters were reported as damaged and requiring repair</p>
Provide guidance, resources and incentives for developers to incorporate universal design principles in developments	<p>The City of Ryde’s DCP includes Part 9.2 – Access for People with Disabilities, providing detailed design guidance, references to other key regulations, and other organisations who can assist developers</p>
<p>Identify opportunities to facilitate new dwellings to support independent but assisted living for people with disability</p> <p>Continue to work with State Government and the building industry to deliver training, education and incentives for developers and builders to facilitate development of housing that is adaptable and affordable for people with disability</p>	<p>Council’s Affordable Housing Policy review and update is scheduled for 2024</p>
Continue to implement the Waterloo Road Linear Park strategy to improve the inclusion and accessibility to open space for people with disability	<p>The Linear Park was recognised in the Macquarie Park Place Strategy as a deliverable of future State Government rezoning.</p> <p>Delivered:</p> <ul style="list-style-type: none"> • 101 Waterloo Road, 82-84 Waterloo Road, 80 Waterloo Road. <p>Planned:</p> <ul style="list-style-type: none"> • 85 Waterloo Road, 1-5 Khartoum Road (Johnson & Johnson), 63-65 Waterloo Road, 45-61 Waterloo Road • Catherine Hamlin Park
Encourage new development within/ near town centres through master planning to replace old building stock with new developments that are better equipped to cater for the needs of people with disability	<p>The West Ryde masterplan is currently in development and Eastwood masterplan in early development</p>

Action	Outcome
FOCUS AREA 3: Supporting access to meaningful employment	
Review the Equal Employment Opportunity Policy to facilitate Council being a more inclusive employer, including recruiting, retaining and supporting employees with a disability	We employed a person with disability on an 18-month traineeship program
FOCUS AREA 4: Improving access to services through better systems and processes	
Facilitate partnerships between schools, local businesses and education institutions to promote outcome-based pathways to employment for people with disability	<p>We participated in the local business awards, recognising and promoting the most inclusive businesses providing employment opportunities for people with disability.</p> <p>Twenty-five people participated in community consultation on employment pathways.</p> <p>Boost Confidence and Dress for Success employment workshops were held to assist people looking for employment</p>
Review and update Council's Communication Plan. Communications and Engagement to support improved information for people with disability and CALD languages	<p>Councils' website is accessible for CALD community members with information available in ten languages. Council is looking into extending the list of languages to improve access for the wider community.</p> <p>30 community services translated documents and/or program information is provided in varied community languages.</p> <p>We delivered 53 events and programs in a language other than English</p>
Council will engage with local disability service providers to communicate information on services and events to their stakeholders	<p>Local disability service providers were invited to participate in Refugee Week, Neighbour Day, Community Expo, Inclusive Sports Day, International Day of Disability and Carers Week events.</p> <p>Information flyers are accessible and have QR codes or links for people to easily register for events and access information. Contact details are provided in different formats: phone, email and website.</p> <p>People attending events are encouraged to complete evaluation surveys and provide feedback via Council's 'Have Your Say' page or speak directly to staff so services can continue to be improved</p>
Develop, roll out, promote and implement tools for disaster preparedness	We provided information at Sustainability Festival, Neighbour Day, Stay Safe and Refugee Week activities to improve community understanding about self-resilience, looking after your neighbour and identifying support services
Promote availability of Auslan sign language interpreter at Council meetings, events and on an 'at request' basis	We held Auslan StoryTime at the Library, which was promoted via Council's community magazine, social media and website
Review staff training for handling customers with special needs at Call Centre	100 per cent of customer service staff completed specialist training
Ensure there are direct links on Council's website to identify available services for people with disability	<p>Council's disability webpage has been updated with the new DIAP 2022-2024 in English, Easy Read, Simplified Chinese and Korean.</p> <p>The People Living with Disability webpage has been visited by 528 people seeking information on services for people with disability</p>
Continue to regularly review the community information directory to support a comprehensive listing of services for people with disability	Our community information directory was reviewed and updated with 97 records created for local disability services
Create a central contact point for people with disability, support workers and families to contact Council on issues relating to accessibility	<p>A central point of contact was established. All relevant customer enquires were referred to contact point.</p> <p>All customer service staff are aware of who to contact at Council for accessibility issues</p>

Action

Outcome

Ensure Council’s website promotes what is happening in the Ryde local area, including inclusive businesses, events and services available, and news from Council

Council’s event webpage is regularly updated. We promoted the local Inclusive Business Awards and acknowledged award winners.
Council’s Living with Disability webpage events were updated to promote Social Inclusion Week and International Day of Disability

Train council customer officers on how to assist people with disability and to know where to access information on disability services

Regular training and updates were provided about available information resources.
All customer service officers report they know where to access resources on disability services

Ensure frontline staff are trained in identifying and assisting customers with physical or behavioural issues

Informal and formal training was provided on disability awareness for frontline staff. Ninety-eight per cent of frontline staff report feeling aware of and confident to assist people with physical or behavioural disabilities

Provide a dedicated service/space at community and Council facilities for people with disability who do not have access to, or skills in, technology

Council’s libraries provide large key keyboards on public PCs to support vision impairment. Narrator and magnifier tools are enabled across all public PCs.
We provide a customised event booking form for any accessibility needs.
Home Library provisions are in place for those with limited access to, or skills in, technology, including talking books, large print, reference interviews to complete forms over the phone, and occasional personal visits to assist with access to library apps and resources to increase access.
The City of Ryde offers Tech Savvy and Core Skills programs to increase digital literacy in adults and seniors with limited access or skills in technology.
We are currently investigating partnerships to provide tailored technology sessions in 2024, including Auslan-interpreted technology sessions

Investigate the provision of a one-stop shop for information and Council customer services in a central and accessible location

Library Services provides a dedicated community information directory outlining information about disability and NDIS Support Services.
Information is also available on the Living with Disability webpage on Council’s website

Promote support and services for young carers with caring responsibilities

We promoted Carer Gateway to young carers at the Carers Week event

34. 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.

35. Details of inspections of private swimming pools. *Swimming Pools Act 1992 s 22F(2), Swimming Pools Regulation 2018 cl 23*

There are 53 pools in the City of Ryde that are captured by the requirement to inspect pools in tourist or visitor accommodation or are located in premises where there are more than two dwellings, such as apartment buildings. Council has inspected and issued compliance certificates for eight of these. The remaining pools appear to be privately certified.

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	2
(b) were of premises on which there were more than two dwellings	6
(c) resulted in the council issuing the following:	
(i) a certificate of compliance under section 22D of the <i>Swimming Pools Act 1992</i>	8
(ii) a certificate of non-compliance under clause 21 of the <i>Swimming Pools Regulation 2018</i>	0



GLOBAL REPORTING INDEX

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development.

The guidelines are designed to ensure GRI based reports:

- Provide a balanced and reasonable picture of their economic, environmental and social performance
- Facilitate comparability, benchmarking and assessment of performance address issues of concern to stakeholders
The City is not fully compliant but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four-Year Delivery Program, department planning and the Annual Report
- The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

GENERAL STANDARD DISCLOSURES	SECTION / COMMENT
Strategy and Analysis	
G4-1 CEO statement	A year in review – A message from our Mayor A message from our Chief Executive Officer (CEO)
G4-2 Risk and Opportunities	A year in review – A message from our Mayor A message from our Chief Executive Officer (CEO) A Year in Review Corporate Governance – The Council Organisation – Internal audit, risk management and business continuity planning Community Financial Report All Outcome reports
Organisational Profile	
G4-3 Name of the organisation	Entity Name: Council of the City of Ryde Known as: City of Ryde
G4-4 Primary brands, products, and/or services	Our Annual Report – Our vision, purpose and values All Outcome reports
G4-5 Location of operational headquarters	Introduction – page 2 Contact – page 201
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
Identified material aspects and boundaries	
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 2022/23 was published in November 2023 and is available on www.ryde.nsw.gov.au/annualreport

G4-29 Date of most recent previous report

City of Ryde's Annual Report 2021/22 was published in November 2022 and is available at www.ryde.nsw.gov.au/annualreport

G4-30 Reporting cycle

1 July 2022 to 30 June 2023

G4-31 Contact point

Introduction

Contact – page 201

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 collected a range of customer facing Council services. These results are used to improve service delivery. Some results are reported in this report

GLOSSARY

- ABS**
Australian Bureau of Statistics
- ADVOCACY**
The act of speaking or arguing in favour of something, such as a cause, idea, or policy
- BENCHMARKING**
A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance
- BIODIVERSITY**
The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part
- BUSINESS CONTINUITY PLAN**
A clearly defined and documented plan that provides the guidelines that establish the ground rules for the critical operations of the City of Ryde. It contains the guidelines for the business to continue to operate within a defined timeframe utilising a set of predefined resources and workarounds
- COMMUNITY LAND**
Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land
- CONNECT MPID**
Connect Macquarie Park Innovation District is a stakeholder-led not-for-profit association that works with leading employers, landowners, government agencies and institutions to grow and evolve Macquarie Park, while nurturing its innovation ecosystem
- COR**
City of Ryde
- COVID-19**
Coronavirus disease (COVID-19) is an infectious disease caused by a coronavirus discovered in 2019.
- CROWN LAND**
Crown Land is land that is owned and by State Government but managed on its behalf by Council
- DA**
Development application
- DELIVERY PLAN**
A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. Note: this is a legislative requirement
- DCP**
Development Control Plan
- DIAP**
Disability Inclusion and Action Plan
- EDS**
The Economic Development Strategy 2020–2024 helps businesses grow by leveraging and building on Ryde’s existing strengths and assets, exploring new opportunities and responding to challenges
- EEO**
Equal Employment Opportunity
- ELT**
The City of Ryde’s Executive Leadership Team is led by the Chief Executive Officer and includes two General Managers, the Chief Financial Officer and the General Counsel.
- EV**
Electric vehicle
- FINANCIAL YEAR**
The financial year we are reporting on in this annual report is the period from 1 July 2022 to 30 June 2023
- FTE**
Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff
- GIPA**
The *Government Information (Public Access) Act 2009*, which has replaced Freedom of Information legislation
- HMMS**
Home Modification and Maintenance Service
- HPAA**
High Pedestrian Activity Area
- HR**
Human Resources
- ICAC**
Independent Commission Against Corruption
- INTEGRATED PLANNING AND REPORTING**
The Integrated Planning and Reporting (IP&R) is a framework that allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their reports by planning holistically and sustainably for the future
- IPART**
Independent Pricing and Regulatory Tribunal
- ITS**
The City of Ryde’s Integrated Transport Strategy establishes the vision, policy, direction and strategy to achieve safe, convenient, accessible and sustainable public transport.
- LEP**
Local Environment Plan
- LGA**
Local Government Area

MOU

Memorandum of Understanding

MUD

Multi-unit dwelling

NAIDOC

National Aborigines Day Observance Committee

NSROC

Northern Sydney Regional Organisation of Councils

OPERATIONAL PLAN

A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. Note: this is a legislative requirement

PAMP

Pedestrian Accessibility and Mobility Plan

PANDEMIC

A pandemic is the worldwide spread of a new disease, such as a new influenza virus or COVID-19.

PARTNERING

A structured approach to working together with other parties to achieve a mutually beneficial outcome

PERFORMANCE

The results of activities and progress in achieving the desired outcomes over a given period of time

PERFORMANCE INDICATOR

Objective evidence on the extent of, or progress towards, achievement of a desired outcome

POM

Plan of Management. A document that regulates the use and management of community land

PRCG

Parramatta River Catchment Group

RALC

Ryde Aquatic Leisure Centre

PRCG

Parramatta River Catchment Group, a group of Councils and other bodies leading efforts to improve the health and condition of the Parramatta River and its tributaries by improving their environmental management

RATE PEGGING

The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government

RISK MANAGEMENT

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

RLEP

Ryde Local Environment Plan 2014

RYDE 2028 COMMUNITY STRATEGIC PLAN

This is the planning and reporting framework for local government set by the NSW Division of Local Government (DLG), Department of Premier and Cabinet. This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community

RYT

Ryde Youth Theatre

SEPP

State Environmental Planning Policy

SMCMA

Sydney Metropolitan Catchment Management Authority

SRV

Special Rating Variation

SSROC

Southern Sydney Regional Organisation of Councils

SUP

Shared User Pathway

SUSTAINABLE DEVELOPMENT

Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs

TARGET

A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance

TCORP NSW

Treasury Corporation

TFNSW

Transport for NSW

URBAN ACTIVATION PRECINCT

A NSW State Government program, Urban Activation Precincts aim to deliver more homes in places with access to infrastructure, transport, services and jobs by concentrating development around public transport hubs

VISION

A statement that embraces the desired future for the community that the organisation is working towards

VPA

Voluntary Planning Agreement

WSUD

Water Sensitive Urban Design

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TRANSLATION INFORMATION

English

If you do not understand this document, please come to 1 Pope Street, Ryde (within Top Ryde Shopping Centre), to discuss it with Council staff, who will arrange an interpreter service. Or you may ring the Translating and Interpreting Service on 131 450 to ask an interpreter to contact you. Council's phone number is 9952 8222. Council office hours are 8.00am to 5.00pm, Monday to Friday.

Arabic

إذا لم تفهم محتوى هذه الرسالة، يرجى الحضور إلى 1 Pope Street، Ryde (في Top Ryde Shopping Centre)، لمناقشتها مع موظفي المجلس الذين سوف يرتبون للاستعانة بمترجم شفهي. أو قد يمكنك الاتصال بخدمة الترجمة التحريرية والشفهية على الرقم 131 450 لتتطلب من المترجم الاتصال بك. رقم هاتف المجلس هو 9952 8222. ساعات عمل المجلس هي 8:00 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

Armenian

Եթե դուք չէք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն ֆաղաբային հարիրդի 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 مترجمات این نامه را درک کنید، به نشانی 1 Pope Street، Ryde (در Top Ryde Shopping Centre) مراجعه کنید تا با استفاده از یک مترجم در این باره با یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس گرفته و بخواهید که به یک مترجم ارتباط داده شوید. شماره تماس شورای شهر 9952 8222 و ساعات کاری آن از 8:00 صبح تا 5:00 بعد از ظهر روزهای دوشنبه تا جمعه است.

Italian

al Top Ryde Shopping Centre), Ryde, per discutere con il personale del Comune che organizzerà un servizio di interpretariato. Potete anche contattare il Servizio di Traduzione e Interpretariato al 131 450 per chiedere a un interprete di contattarvi. Il numero di telefono del Comune è il 9952 8222. Gli orari di ufficio del Comune sono dalle 8.00 alle 17 dal lunedì al venerdì.

Korean

이 서신을 이해할 수 없을 경우, 1 Pope Street, Ryde (Top Ryde Shopping Centre 내)에 오셔서 통역사 서비스를 주선할 시의회 직원과 논의하십시오. 혹은 통번역서비스에 131 450으로 전화하셔서 통역사가 여러분에게 연락하도록 요청하십시오. 시의회의 전화번호는 9952 8222입니다. 시의회 사무실 업무시간은 월요일에서 금요일, 오전 8시 00분에서 오후 5시까지입니다.

CONTACT

Many of the City's services and projects are listed in this Annual Report but if you need further assistance or information on a service or facility not listed, simply contact us via one of the following easy ways.

Website

www.ryde.nsw.gov.au

Telephone

Call (+61 2) 9952 8222
between 8.00am and 5.30pm,
Monday to Friday

Post

Write to us at:

City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Email

Send us an email at
cityofryde@ryde.nsw.gov.au

Mayor and Councillors

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au or contact the Customer Service Centre on (+61 2) 9952 8222.

In Person

You can visit our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

Acknowledgements

The City of Ryde would like to acknowledge all staff who contributed to the completion of this Annual Report, including those whose hard work throughout the year provided the material for the preparation of the report.

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Corporate Planning and Reporting Coordinator

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Media and Communications Officer

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Staff and community photographers

Copyright

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COMMUNITY FINANCIAL REPORT

The City of Ryde has spent \$142.6 million this year to provide services to the community aligned with the seven outcomes within City of Ryde's Community Strategic Plan. In addition, \$37.7 million has been spent on capital works across the plan's outcomes, including roads, footpaths, open space, sport and recreation, traffic and transport, and stormwater improvements.

FINANCIAL POSITION OF COUNCIL – SUMMARY

(AS AT 30 JUNE 2023)

To ensure the Community Strategic Plan outcomes are delivered in a financially sustainable manner, the City of Ryde needs to ensure its assets and liabilities are managed prudently. The City of Ryde's current financial position shows \$2.17 billion of net assets predominately made up of infrastructure assets. Cash reserves are maintained at adequate levels to ensure that 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 2022/23 financial statements.

Table 8. Summary of financial results 2022/23

INCOME STATEMENT	ACTUAL	ACTUAL
\$'000	2023	2022
Income from continuing operations	173,691	168,622
Expenses from continuing operations	142,573	134,571
Net operating result for the year	31,118	34,051
Net operating result for the year before grants and contributions for capital purposes and revaluation decrements	8,532	15,644
STATEMENT OF FINANCIAL POSITION	ACTUAL	ACTUAL
\$'000	2023	2022
Current assets	148,603	122,847
Non-current assets	2,086,743	1,740,540
Total assets	2,235,346	1,863,387
Current liabilities	56,490	54,660
Non-current liabilities	10,698	8,722
Total liabilities	67,188	63,382
Total equity	2,168,158	1,800,005

The Operating Result as at 30 June 2023 amounted to a surplus of \$31.1 million compared to \$34.1 million in the previous year. This is a decrease of \$3 million and is mainly due to a combination of factors such as fair value on investment properties, capital grants and contributions and depreciation. The net operating result before capital grants and contributions is \$8.5 million.

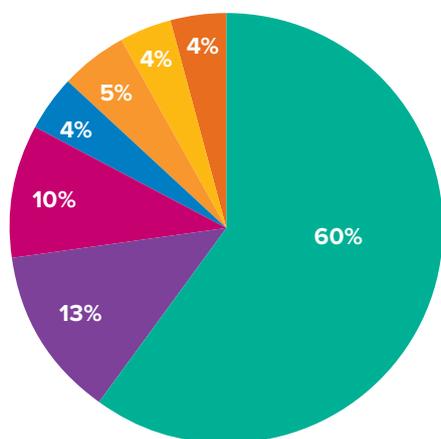
Key financial highlights of the 2022/23 financial result include:

- An unrestricted cash balance of \$8.5 million is used to cover day-to-day operations and provide a buffer for unforeseen expenditure
- Maintaining a strong cash reserves position of \$247.7 million as at the 30 June 2023
- Spending \$37.7 million on capital works including \$14.9 million on renewing existing assets

Sourcing our revenue – where our money came from

The City of Ryde has many sources of revenue to ensure that is not dependant on one stream of revenue. The main source of income, other than rates, was from capital grants and contributions of \$22.6 million or 13 percent. Income from rates and annual charges contributed \$103.7 million or 60 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 \$173.7 million in revenue during 2022/23.

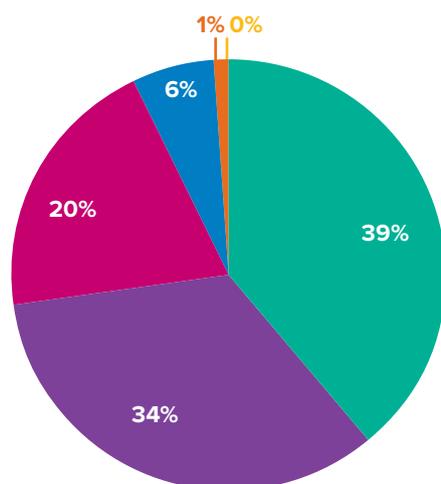


2023 (\$M)	INCOME FROM CONTINUING OPERATIONS
103.7	Rates and annual charges
22.6	Grants and contributions provided for capital purposes
17.1	User charges and fees
6.7	Other revenues
8.6	Grants and contributions provided for operating purposes
7.6	Interest and investment revenue
7.4	Other income
173.7	TOTAL INCOME FROM CONTINUING OPERATIONS

Identifying our expenses – where our money was spent

In delivering the Community Strategic Plan outcomes, the City of Ryde has spent a combined \$180.3 million on both operating and capital works and services during the year. The two main types of operating expenses incurred during the year relates to employee costs and materials and services.

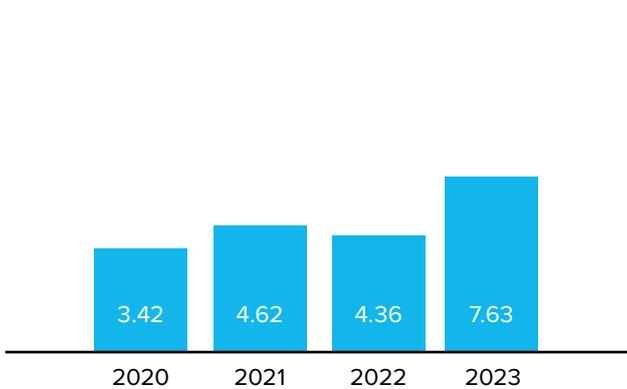
The following graph shows the allocation of \$142.6 million of operating expenditure.



2023(\$M)	EXPENSES FROM CONTINUING OPERATIONS
55.7	Employee benefits and on-costs
47.7	Materials and contracts
28.2	Depreciation and amortisation
8.9	Other expenses
2.0	Net loss from disposal of assets
0.1	Borrowing costs
142.6	Total expenses from continuing operations
37.7	Total capital expenditure
180.3	TOTAL EXPENDITURE

FINANCIAL RATIOS AND BENCHMARKS

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

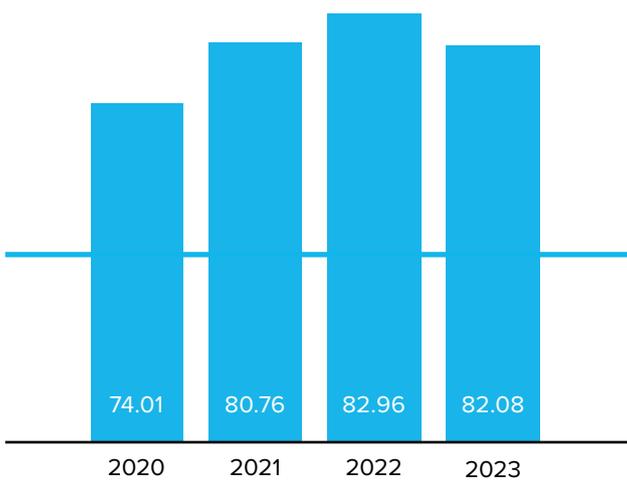


Operating performance ratio — 7.63%

This ratio measures 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.

This ratio continues to exceed benchmark and demonstrates Council's ability to contain operating expenditure within operating revenue.

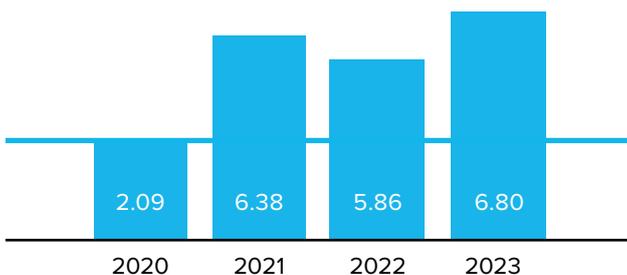
(Benchmark > 0.0%)



Own source operating revenue — 82.08%

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. This ratio is well above benchmark and Council continues to reduce its reliance on external funding sources like grants and contributions. City of Ryde achieves this ratio unlike some of the other growth Councils who have a substantial amount of developer contributions and sub-divider dedications.

(Benchmark > 60.0%)

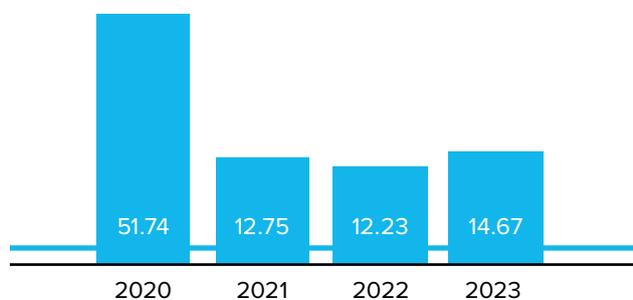


Unrestricted current ratio — 6.80x

This indicator measures City of Ryde’s financial liquidity and how these assets are used to meet short-term liabilities as they fall due. Historically, City of Ryde’s unrestricted current ratio has been above the benchmark of 1.5. This benchmark will be used in the development in Council’s Long Term Financial Plan to ensure that City of Ryde is financially sustainable and able to meet its ongoing short term financial obligations (Payroll and Creditors).

This ratio remains high and represents council’s ability to meet its short-term obligations as they fall due.

(Benchmark > 1.50x)

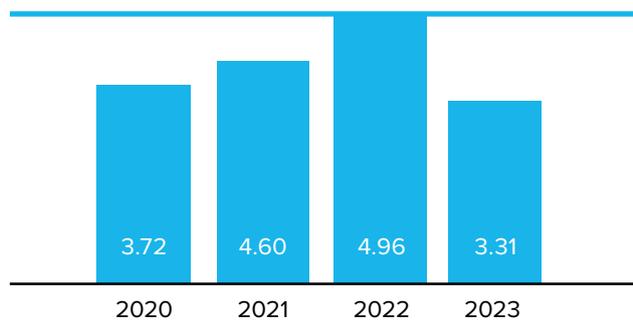


Debt service cover ratio — 14.67x

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Council continues to meet this ratio which demonstrates the ability to pay for its existing debt.

(Benchmark > 2.0x)

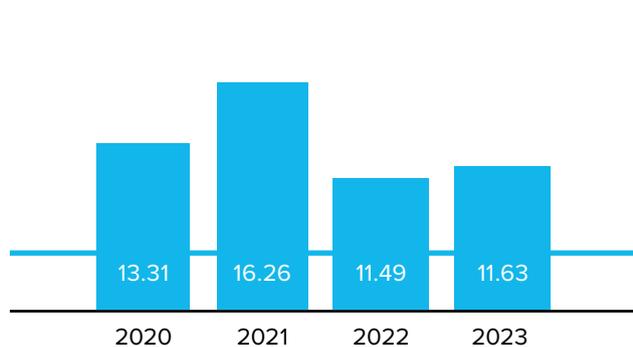


Rates and annual charges outstanding percentage — 3.31%

This ratio is the percentage of outstanding rates as a proportion to the total amount of rates and charges levied for the financial year. It assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

This year the result has improved from previous year due to debt recovery action being taken as per our Rates Debt Recovery Policy.

(Benchmark < 5.0%)



Cash expense cover ratio — 11.63 months

This liquidity ratio indicates the number of months City of Ryde can continue paying for its immediate expenses without additional cash inflow. Council's cash expense ratio has been well above benchmark indicating Council's ability to pay immediate expenses without additional cash flow.

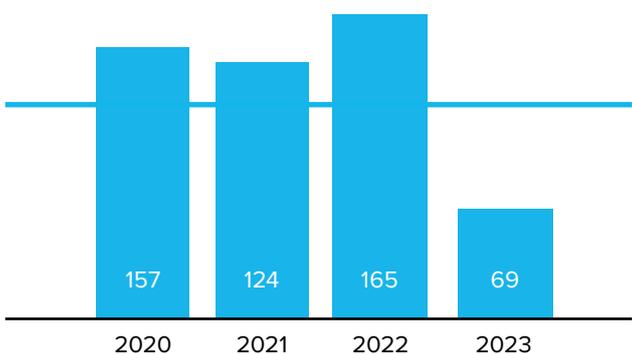
(Benchmark > 3 months)

How do our infrastructure spending and conditions compare against benchmark indicators?

The City of Ryde currently has a net value of infrastructure assets totalling \$1.44 billion. These infrastructure assets include roads, bridges, footpaths, drains, cycleways, lighting, seawalls, wharves, buildings, parks, playgrounds, sporting and leisure facilities and natural areas. These assets, which are used by the community, deteriorate (depreciate) over time and require ongoing maintenance, renewal or replacement.

A summary of the indicators show that Council is exceeding the benchmarks in all asset related categories. Council is spending more on its renewals than it is depreciating but still has a backlog of approximately \$17.3 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. City of Ryde’s Infrastructure asset indicators are a summary of Council’s infrastructure conditions for the financial year and are as follows:

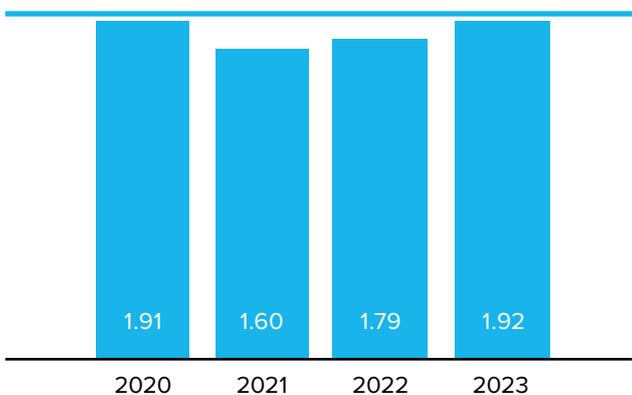


Buildings and infrastructure renewal ratio — 69.00%

This measure is used to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

This year’s result is mainly due to large-scale projects requiring to be carried over due to protracted negotiations with utility providers, availability of contractors, staff vacancies during the year and price escalations within the construction industry requiring additional funding or a change in project scope.

(Benchmark >= 100%)

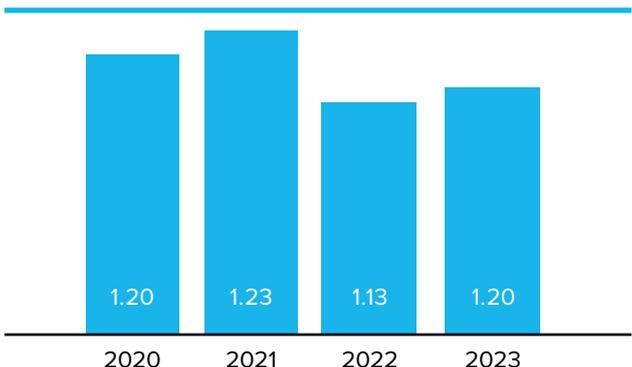


Infrastructure backlog ratio — 1.92%

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.

This ratio has met benchmark level. Council will continue to spend money towards asset maintenance and asset renewals so that this backlog does not grow.

(Benchmark < 2.0%)

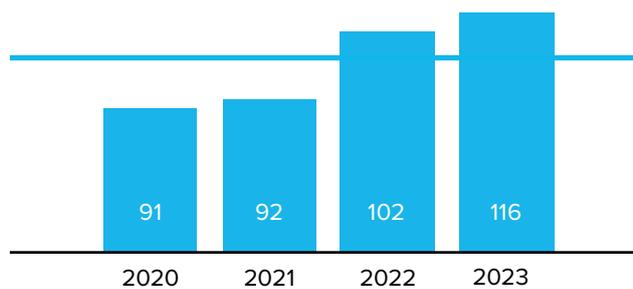


Infrastructure backlog ratio to agreed service level — 1.20%

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council’s care and stewardship.

This ratio continues to be met as the amount spent on outstanding renewal works ensures that the assets are kept at the agreed service levels.

(Benchmark < 2.0%)



Asset maintenance ratio — 115.94%

This ratio compares actual versus required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

This ratio shows that Council is spending more on asset maintenance than what is required. This spending is important as it stops the infrastructure backlog from growing.

(Benchmark >100.00%)



Annual Financial Statements

for the year ended
30 June 2023

Council of the City of Ryde

 City of Ryde



Lifestyle and opportunity
at your doorstep



General Purpose Financial Statements

for the year ended
30 June 2023

Council of the City of Ryde

 City of Ryde



**Lifestyle and opportunity
at your doorstep**

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2023

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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 planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.ryde.nsw.gov.au

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2023

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 2023.

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 2023

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 27 February 2024.



Councillor Sarkis Yedelian OAM

Mayor

27 February 2024



Councillor Daniel Han

Deputy Mayor

27 February 2024



Wayne Rylands

Chief Executive Officer

27 February 2024



Aneesh Zahra

Responsible Accounting Officer

27 February 2024

Council of the City of Ryde

Income Statement

for the year ended 30 June 2023

Original unaudited budget 2023	\$ '000	Notes	Actual 2023	Actual 2022
Income from continuing operations				
104,091	Rates and annual charges	B2-1	103,730	103,463
18,604	User charges and fees	B2-2	17,123	13,622
8,014	Other revenues	B2-3	6,677	4,493
5,975	Grants and contributions provided for operating purposes	B2-4	8,544	8,073
8,136	Grants and contributions provided for capital purposes	B2-4	22,586	18,407
2,400	Interest and investment income	B2-5	7,606	3,424
7,902	Other income	B2-6	7,425	17,140
100	Net gain from the disposal of assets	B4-1	-	-
155,222	Total income from continuing operations		173,691	168,622
Expenses from continuing operations				
59,441	Employee benefits and on-costs	B3-1	55,646	53,441
52,486	Materials and services	B3-2	47,683	44,276
164	Borrowing costs	B3-3	113	163
25,589	Depreciation, amortisation and impairment of non-financial assets	B3-4	28,209	25,822
6,539	Other expenses	B3-5	8,901	7,382
-	Net loss from the disposal of assets	B4-1	2,021	3,487
144,219	Total expenses from continuing operations		142,573	134,571
11,003	Operating result from continuing operations		31,118	34,051
11,003	Net operating result for the year attributable to Council		31,118	34,051
11,687	Net operating result for the year before grants and contributions provided for capital purposes		8,532	15,644

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 2023

Council of the City of Ryde

Statement of Comprehensive Income

for the year ended 30 June 2023

\$ '000	Notes	2023	2022
Net operating result for the year – from Income Statement		31,118	34,051
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	337,035	131,322
Total items which will not be reclassified subsequently to the operating result		337,035	131,322
Total other comprehensive income for the year		337,035	131,322
Total comprehensive income for the year attributable to Council		368,153	165,373

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 2023

\$ '000	Notes	2023	2022
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	28,561	22,874
Investments	C1-2	105,492	84,243
Receivables	C1-4	11,957	13,401
Inventories	C1-5	775	759
Other	C1-8	1,818	1,570
Total current assets		148,603	122,847
Non-current assets			
Investments	C1-2	113,644	112,789
Receivables	C1-4	612	1,812
Infrastructure, property, plant and equipment (IPPE)	C1-6	1,784,999	1,440,132
Investment property	C1-7	180,625	181,370
Right of use assets	C2-1	6,863	4,437
Total non-current assets		2,086,743	1,740,540
Total assets		2,235,346	1,863,387
LIABILITIES			
Current liabilities			
Payables	C3-1	26,475	29,985
Contract liabilities	C3-2	12,571	5,578
Lease liabilities	C2-1	2,275	2,254
Borrowings	C3-3	369	352
Employee benefit provisions	C3-4	14,800	16,491
Total current liabilities		56,490	54,660
Non-current liabilities			
Contract liabilities	C3-2	5,284	5,461
Lease liabilities	C2-1	4,550	1,981
Borrowings	C3-3	47	415
Employee benefit provisions	C3-4	817	865
Total non-current liabilities		10,698	8,722
Total liabilities		67,188	63,382
Net assets		2,168,158	1,800,005
EQUITY			
Accumulated surplus		1,332,786	1,301,668
IPPE revaluation reserve		835,372	498,337
Council equity interest		2,168,158	1,800,005
Total equity		2,168,158	1,800,005

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 2023

Council of the City of Ryde

Statement of Changes in Equity

for the year ended 30 June 2023

	2023			2022		
	Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July	1,301,668	498,337	1,800,005	1,267,617	367,015	1,634,632
Net operating result for the year	31,118	-	31,118	34,051	-	34,051
Other comprehensive income						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	337,035	337,035	-	131,322	131,322
Other comprehensive income	-	337,035	337,035	-	131,322	131,322
Total comprehensive income	31,118	337,035	368,153	34,051	131,322	165,373
Closing balance at 30 June	1,332,786	835,372	2,168,158	1,301,668	498,337	1,800,005

Notes

C1-6

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 2023

Original unaudited budget 2023	\$ '000	Notes	Actual 2023	Actual 2022
Cash flows from operating activities				
<i>Receipts:</i>				
104,395	Rates and annual charges		105,311	103,382
17,956	User charges and fees		19,254	13,723
2,388	Interest received		6,247	3,093
21,964	Grants and contributions		38,361	23,145
–	Bonds, deposits and retentions received		–	1,321
15,849	Other		13,310	8,733
<i>Payments:</i>				
(59,441)	Payments to employees		(57,385)	(53,510)
(58,054)	Payments for materials and services		(49,637)	(45,039)
(164)	Borrowing costs		(113)	(163)
–	Bonds, deposits and retentions refunded		(980)	–
(7,006)	Other		(8,509)	(2,124)
37,887	Net cash flows from operating activities	F1-1	65,859	52,561
Cash flows from investing activities				
<i>Receipts:</i>				
10,970	Sale of investments		101	–
–	Redemption of term deposits		–	47,950
–	Proceeds from sale of IPPE		1,987	1,591
<i>Payments:</i>				
–	Purchase of investments		(11,668)	(42,144)
–	Acquisition of term deposits		(11,000)	–
–	Purchase of investment property		745	(10,894)
(131,578)	Payments for IPPE		(37,733)	(51,685)
(120,608)	Net cash flows from investing activities		(57,568)	(55,182)
Cash flows from financing activities				
<i>Receipts:</i>				
62,500	Proceeds from borrowings		–	–
<i>Payments:</i>				
(352)	Repayment of borrowings		(351)	(333)
(2,301)	Principal component of lease payments		(2,253)	(2,117)
59,847	Net cash flows from financing activities		(2,604)	(2,450)
(22,874)	Net change in cash and cash equivalents		5,687	(5,071)
–	Cash and cash equivalents at beginning of year		22,874	27,945
(22,874)	Cash and cash equivalents at end of year	C1-1	28,561	22,874

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Council of the City of Ryde

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for the year ended 30 June 2023

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Council of the City of Ryde

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 26 September 2023. 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.

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 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of investment property – refer Note C1-7
- ii. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- iii. employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

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.

A1-1 Basis of preparation (continued)

The Consolidated Fund has been included in the financial statements of the Council.

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council offers a variety of services, events and programs that are fulfilled with the generosity of volunteers who offer their time and skills. Such services include bushcare, festivals, library and multicultural programs. The nature of such activities would not be purchased if not donated, and is not reliably measured. As such, Council does not recognise these services in the income statement.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2023 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 2023.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Functions or activities										
Catchment Waterway	126	575	6,577	5,666	(6,451)	(5,091)	126	549	263,313	218,493
City Development	19,225	8,038	6,070	6,332	13,155	1,706	16,832	5,914	-	-
City Economy	260	24	1,332	870	(1,072)	(846)	261	2	-	-
City Sports and Recreation	11,268	8,267	21,655	17,120	(10,387)	(8,853)	2,922	3,136	963,241	721,424
Community Connectedness and Engagement	532	138	5,501	5,106	(4,969)	(4,968)	210	-	-	-
Community Inclusion and Wellbeing	1,515	1,185	5,117	4,625	(3,602)	(3,440)	752	650	23,155	17,144
Community Safety and Amenity	6,890	5,406	5,724	4,976	1,166	430	-	-	-	-
Governance & Corporate Services	3,567	15,802	24,057	20,612	(20,490)	(4,810)	109	623	338,524	292,109
Library	502	463	7,106	6,452	(6,604)	(5,989)	434	422	7,882	9,548
Paths and Cycleways	321	458	2,651	3,897	(2,330)	(3,439)	60	189	81,242	77,203
Resilience and Sustainability	357	244	3,508	3,270	(3,151)	(3,026)	291	131	-	-
Roads	2,247	5,956	12,316	13,235	(10,069)	(7,279)	1,756	1,866	287,204	271,011
Service Delivery Support	944	305	7,691	8,220	(6,747)	(7,915)	-	-	-	-
Strategic Property	2,947	2,836	6,946	6,635	(3,999)	(3,799)	-	16	207,936	210,904
Traffic and Transport	6,198	6,171	3,986	4,684	2,212	1,487	1,546	5,042	62,849	45,551
Waste and Recycling	26,019	26,084	22,336	22,871	3,683	3,213	176	303	-	-
Other	-	-	-	-	-	-	-	4,013	-	-
General purpose income	90,773	86,670	-	-	90,773	86,670	5,655	3,624	-	-
Total functions and activities	173,691	168,622	142,573	134,571	31,118	34,051	31,130	26,480	2,235,346	1,863,387

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

City Development

Creating a vibrant and liveable city environment that balances development, land use, amenity and sustainable growth.

Community Safety and Amenity

Ensuring high standards of public health, safety and amenity are maintained across the City of Ryde.

City Sports and Recreation

Providing community sporting and recreation facilities, parks and open spaces so residents of all ages can access leisure, lifestyle and recreation opportunities that enhance and maintain their connections with the community.

Library

Providing high quality, contemporary library services and accessible public spaces so residents have opportunities to participate and engage with others in lifelong learning, recreation and cultural opportunities.

City Economy

Supporting an economically diverse and resilient City economy that is globally competitive.

Resilience and Sustainability

Protecting and enhancing our natural areas and ecosystems, and improving the overall environmental performance of the City's built environment, managing risk and building resilience as we adapt and grow through changing climate.

Catchments and Waterways

Improving the health of the city's waterways and foreshore areas and managing the city's stormwater networks to reduce flooding and risk of inundation for private properties.

Waste and Recycling

Providing comprehensive and convenient waste disposal and resource recovery services for residents and businesses.

Traffic and Transport

Building a sustainable, safe, convenient and accessible transport system for the City by improving mobility, connectivity, and access for all types of transport.

Roads

Maintaining the City's extensive network of local and regional road assets to ensure that they remain safe and are in serviceable condition and meet community expectations Paths and cycleways.

Paths and Cycleways

Building the City's network of paths and cycleways to increase the walkability of our suburbs, improve conditions for cyclists, and connect residents with activity centres and public transport connections.

Community Inclusion and Wellbeing

Working to increase social and community wellbeing and empowering people to fully participate in community life.

Community Connectedness and Engagement

Supporting residents to become connected, engaged and informed and have opportunities to celebrate our culture, build their connections within the community, and contribute to decisions that affect the City.

Strategic Property Management

Developing and managing Council's portfolio of properties and buildings to maximise their return on investment for the community.

Service Delivery Support

Providing a broad range of key support Council functions that underpin delivery across all of the programs.

Governance and Corporate Services

Providing specialist and corporate services to enable the effective governance and operation of the Council organisation.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2023	2022
Ordinary rates		
Residential	36,060	34,946
Business	20,221	20,633
Less: pensioner rebates (mandatory)	(668)	(666)
Rates levied to ratepayers	55,613	54,913
Pensioner rate subsidies received	369	367
Total ordinary rates	55,982	55,280
Special rates		
Environmental	8,012	7,904
Infrastructure special rate levy	13,584	13,397
Macquarie park	1,781	1,807
Rates levied to ratepayers	23,377	23,108
Total special rates	23,377	23,108
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	23,508	24,204
Stormwater management services	1,145	1,144
Section 611 charges	243	243
Non-rateable waste management charges	79	110
Less: pensioner rebates (mandatory)	(398)	(421)
Less: pensioner rebates (Council policy)	(426)	(437)
Annual charges levied	24,151	24,843
Pensioner annual charges subsidies received:		
– Domestic waste management	220	232
Total annual charges	24,371	25,075
Total rates and annual charges	103,730	103,463

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 *	2023	2022
Specific user charges (per s502 - specific 'actual use' charges)			
Aquatic centre	2	6,234	3,739
Commercial waste service	2	1,315	1,273
Road restorations	2	253	1,041
Hall hire	2	1,432	762
Sports facility rental	2	364	165
Gutter crossings	2	125	70
Total specific user charges		9,723	7,050
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Regulatory/ statutory fees	2	3,390	2,856
Section 10.7 certificates (EP&A Act)	2	452	459
Section 603 certificates	2	248	250
Tree Preservation	2	49	83
Private works – section 67	2	1	9
Other	2	47	35
Total fees and charges – statutory/regulatory		4,187	3,692
(ii) Fees and charges – other (incl. general user charges (per s608))			
Road activity and hoarding	2	1,106	1,278
Parking fees	2	1,490	900
Environmental planning	2	204	485
Home maintenance and modification	2	120	74
Other	2	293	143
Total fees and charges – other		3,213	2,880
Total other user charges and fees		7,400	6,572
Total user charges and fees		17,123	13,622
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		17,123	13,622
Total user charges and fees		17,123	13,622

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 14 days of the provision of the service or in some cases the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

B2-3 Other revenues

\$ '000	Timing *	2023	2022
Fines – parking	2	3,963	2,588
Fines – other	2	18	15
Materials recycling	2	662	517
Other rebates	2	405	465
Recoveries – other	2	136	113
Legal fees recovery – other	2	164	107
Sundry sales	2	276	251
Sale of abandoned vehicles	2	37	30
JV agreement Porters Creek	2	637	–
Other	2	379	407
Total other revenue		6,677	4,493

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)	6,677	4,493
Total other revenue	6,677	4,493

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 2023	Operating 2022	Capital 2023	Capital 2022
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance	2	1,190	1,944	-	-
Payment in advance - future year allocation					
Financial assistance	2	4,465	2,988	-	-
Amount recognised as income during current year		5,655	4,932	-	-
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Library	2	434	421	-	-
Economic development		236	-	-	-
Kerb and Gutter	2	-	-	-	2,737
Street & traffic lighting	2	378	446	-	-
Transport	2	545	592	1,208	2,893
Home maintenance and modification	2	615	436	-	-
Waste Management	2	176	292	-	-
Community staff funding	2	193	185	-	-
Sportsground Expansion	2	-	-	-	878
Emergency Services Levy Contribution	2	-	623	-	-
Passive parks expansion	2	-	-	256	239
Sportsground amenities renewal	2	-	-	2,625	1,660
Playground renewals/upgrades	2	-	-	-	300
Other specific grants	2	54	133	313	875
Transport (roads to recovery)	2	-	-	162	175
Community & Culture		210	-	-	-
Previously contributions:					
Other contributions	2	48	13	169	43
Total special purpose grants and non-developer contributions – cash		2,889	3,141	4,733	9,800
Total special purpose grants and non-developer contributions (tied)		2,889	3,141	4,733	9,800
Total grants and non-developer contributions		8,544	8,073	4,733	9,800
Comprising:					
- Commonwealth funding		5,655	5,553	-	-
- State funding		2,889	2,520	4,733	9,800
		8,544	8,073	4,733	9,800

(*) 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 2023	Operating 2022	Capital 2023	Capital 2022
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	F3					
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	16,538	200
S 7.4 – contributions using planning agreements		2	–	–	21	–
S 7.12 – fixed development consent levies		2	–	–	294	376
S 94 – community facilities		2	–	–	–	1,719
S 94 – open space		2	–	–	–	2,919
S 94 – traffic facilities		2	–	–	–	699
Other developer contributions			–	–	1,000	–
Total developer contributions – cash			–	–	17,853	5,913
Non-cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	–	2,694
Total developer contributions non-cash			–	–	–	2,694
Total developer contributions			–	–	17,853	8,607
Total contributions			–	–	17,853	8,607
Total grants and contributions			8,544	8,073	22,586	18,407
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			–	–	–	–
Grants and contributions recognised at a point in time (2)			8,544	8,073	22,586	18,407
Total grants and contributions			8,544	8,073	22,586	18,407

(*) 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 2023	Operating 2022	Capital 2023	Capital 2022
Unspent grants and contributions				
Unspent funds at 1 July	742	3,268	8,841	7,625
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	-	-
Add: Funds received and not recognised as revenue in the current year	203	560	6,828	3,337
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	-	-	-	-
Less: Funds received in prior year but revenue recognised and funds spent in current year	(466)	(3,086)	(1,888)	(2,121)
Unspent funds at 30 June	479	742	13,781	8,841
Unspent contributions				
Unspent funds at 1 July	-	-	20,798	19,166
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	17,678	5,846
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(1,611)	(4,214)
Add: Reimbursement of Reserve funding	-	-	42,733	-
Unspent contributions at 30 June	-	-	79,598	20,798

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

B2-4 Grants and contributions (continued)

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2023	2022
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	157	110
– Cash and investments	7,102	3,236
Amortisation of premiums and discounts		
– Debt securities at amortised cost	347	78
Total interest and investment income (losses)	7,606	3,424
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
General Council cash and investments	5,761	3,352
Restricted investments/funds – external:		
Development contributions		
– Section 7.11 ¹	1,845	72
Total interest and investment income	7,606	3,424

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

(1) Increase in Section 7.11 Interest is due to interest that would have been earned on developer contribution funds that were incorrectly transferred to Internally Restricted Reserves in 2020. The Legislation imposes strict obligations on how these funds are to be managed, and funds that are considered Externally Restricted should not be transferred to Council's Internally Restricted Reserves hence interest on these funds were returned as resolved by Council on 27 June 2023 to ensure best practice financial management in the interest of Council's residents.

B2-6 Other income

\$ '000	Notes	2023	2022
Fair value increment on investment properties			
Fair value increment on investment properties		–	13,241
Total fair value increment on investment properties	C1-7	–	13,241
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		627	588
Total Investment properties		627	588
Other lease income			
Commercial buildings		955	998
Affordable housing		684	639
Leaseback fees - council vehicles		705	715
Advertising on Structures		3,677	214
Other		777	745
Total other lease income		6,798	3,311
Total rental income	C2-2	7,425	3,899
Total other income		7,425	17,140

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2023	2022
Salaries and wages	48,416	46,444
Employee leave entitlements (ELE)	5,329	4,686
Superannuation	4,832	5,384
Workers' compensation insurance	736	1,460
Fringe benefit tax (FBT)	371	176
Training costs (other than salaries and wages)	353	368
Other	350	510
Total employee costs	60,387	59,028
Less: capitalised costs	(4,741)	(5,587)
Total employee costs expensed	55,646	53,441

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	2023	2022
Raw materials and consumables		3,483	3,633
Contractor Costs			
– Waste disposal, collection and recycling		14,088	15,005
– Building cleaning and maintenance		1,837	1,426
– Parks maintenance		1,746	1,380
– Temporary and agency staff		1,525	1,257
– Roads and footpaths maintenance		910	809
– Electrical		668	594
– Events		1,052	446
– Construction recycling		379	443
– Security		373	386
– Repairs and maintenance		489	359
– Labour hire		512	305
– Parking meter		385	177
– Other contractor costs		4,151	4,161
Consultancy Costs			
– Consultants fees – town planning		183	183
– Consultants fees – project development design		92	42
– Consultants fees – risk management		68	19
– Consultants fees – other consultancy costs		701	771
Audit Fees	E2-1	101	99
Infringement notice contract costs (SEINS)		640	284
Computer software charges		3,032	2,683
Insurance		1,722	1,624
Street lighting		1,675	1,387
Electricity and heating		1,515	973

continued on next page ...

B3-2 Materials and services (continued)

\$ '000	Notes	2023	2022
Election expenses		427	594
Membership fees		470	581
Property lease costs		492	555
Library books		531	503
Councillor and Mayoral fees and associated expenses	E1-2	529	483
Property rates and levies		468	411
Advertising		502	385
Printing and stationery		540	371
Postage		339	366
Water rates		358	361
Communications costs		594	206
Valuation fees		200	198
Office expenses (including computer expenses)		242	131
Bank fees and charges		148	111
Hire and rentals expense		82	57
Other expenses		929	992
Legal expenses:			
– Legal expenses: planning and development		464	932
– Legal expenses: other		663	423
Total materials and services		49,305	46,106
Less: capitalised costs		(1,622)	(1,830)
Total materials and services		47,683	44,276

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

Interest on leases	86	131
Interest on loans	27	32
Total borrowing costs expensed	113	163

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	2023	2022
Depreciation and amortisation			
Plant and equipment		2,103	2,045
Office equipment		2,078	1,742
Infrastructure:	C1-6		
– Buildings – non-specialised		4,095	3,511
– Buildings – specialised		1,599	1,407
– Roads, bridges and other road assets		7,359	7,005
– Stormwater drainage		3,176	2,927
– Bridges		277	241
– Footpaths		1,847	1,645
– Other open space/recreational assets		2,757	2,423
– Other structures		501	459
Right of use assets	C2-1	2,417	2,417
Total gross depreciation and amortisation costs		28,209	25,822
Total depreciation and amortisation costs		28,209	25,822
Total depreciation, amortisation and impairment for non-financial assets		28,209	25,822

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2023	2022
Impairment of receivables			
Other		61	83
Total impairment of receivables	C1-4	61	83
Fair value decrement on investments			
Fair value decrement on investments through profit and loss		911	–
Total Fair value decrement on investments	C1-7	911	–
Other			
Contributions/levies to other levels of government			
– Contribution to Dept of Planning		296	291
– Emergency services levy (includes FRNSW, SES, and RFS levies)		2,526	2,069
– Waste levy		4,424	3,397
– Other contributions/levies		8	13
Contributions & donations - community grants		675	1,529
Total other		7,929	7,299
Total other expenses		8,901	7,382

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	2023	2022
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		(1,708)	(63)
Gain (or loss) on disposal		(1,708)	(63)
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		1,987	1,591
Less: carrying amount of plant and equipment assets sold/written off		(898)	(764)
Gain (or loss) on disposal		1,089	827
Gain (or loss) on disposal of Roads, bridges and footpaths			
	C1-6		
Less: carrying amount of Roads, bridges and footpaths assets sold/written off		(1,023)	(2,656)
Gain (or loss) on disposal		(1,023)	(2,656)
Gain (or loss) on disposal of investments			
	C1-2		
Proceeds from disposal/redemptions/maturities – financial assets ¹		101	–
Gain (or loss) on disposal		101	–
Gain (or loss) on disposal of Traffic Facilities & Structures			
Less: carrying amount of Road ancillary assets sold/written off		(15)	(691)
Gain (or loss) on disposal		(15)	(691)
Gain (or loss) on disposal of Recreation & Land Improvements			
Less: carrying amount of Park assets sold/written off		(302)	(241)
Gain (or loss) on disposal		(302)	(241)
Gain (or loss) on disposal of Drainage assets			
Less: carrying amount of drainage assets sold/written off		(24)	(115)
Gain (or loss) on disposal		(24)	(115)
Gain (or loss) on disposal of Kerb and gutter			
Less: carrying amount of kerb and gutter assets sold/written off		(139)	(548)
Gain (or loss) on disposal		(139)	(548)
Net gain (or loss) from disposal of assets		(2,021)	(3,487)

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.

(1) This does not include investments that are rolled over, in full, with the same authorised deposit-taking institution.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 28 June 2022 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2023 Budget	2023 Actual	2023 ----- Variance -----	
Revenues				
Other revenues	8,014	6,677	(1,337)	(17)% U
Mainly due to less than anticipated parking fine income within the Macquarie Park precinct as people continue to work from home following the Covid-19 pandemic.				
Operating grants and contributions	5,975	8,544	2,569	43% F
Mainly due to the Financial Assistance Grant (FAG) received in advance for FY23/24.				
Capital grants and contributions	8,136	22,586	14,450	178% F
Mainly due to greater than anticipated Section 7.11 contributions received as a result of increased development.				
Expenses				
Materials and services	52,486	47,683	4,803	9% F
Mainly due to savings in contractor expenditure in the Domestic Waste program, Property and Buildings and Streetlighting.				
Depreciation, amortisation and impairment of non-financial assets	25,589	28,209	(2,620)	(10)% U
Mainly due to greater than anticipated depreciation of Councils buildings and adjustment for the North Ryde Office lease.				
Other expenses	6,539	8,901	(2,362)	(36)% U
Mainly due to the fair value decrement in Councils Investment Properties.				
Statement of cash flows				
Cash flows from investing activities	(120,608)	(57,568)	63,040	(52)% F
A number of Council projects were deferred or delayed during the year which resulted in the variance from budget for the statement of cash flows. The current global environment sees extended lead times and availability of contractors.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2023	2022
Cash assets		
Cash on hand and at bank ¹	3,747	(1,312)
Cash equivalent assets		
– Deposits at call ²	24,814	24,186
Total cash and cash equivalents	28,561	22,874

(1) Bank account is not in overdraft. The balance includes the creditors payment run for the current financial year which was processed on 30 June 2022.

(2) Includes term deposits with a term of less than 3 months

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	28,561	22,874
Balance as per the Statement of Cash Flows	28,561	22,874

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Debt securities at amortised cost				
Long term deposits ²	87,000	–	53,000	23,000
NCD's, FRN's (with maturities > 3 months)	3,000	53,093	16,000	24,484
Fixed bonds	15,492	60,551	15,243	65,305
Total	105,492	113,644	84,243	112,789
Total financial investments	105,492	113,644	84,243	112,789
Total cash assets, cash equivalents and investments	134,053	113,644	107,117	112,789

(2) Does not include term deposits with a term of less than 3 months

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

C1-2 Financial investments (continued)

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the Income Statement as gains and losses from investment securities.

Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations.

Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Impairment of available for sale investments

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2023	2022
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	247,697	219,906
Less: Externally restricted cash, cash equivalents and investments	<u>(130,599)</u>	<u>(62,550)</u>
Cash, cash equivalents and investments not subject to external restrictions	117,098	157,356
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	<u>14,260</u>	9,583
External restrictions – included in liabilities	14,260	9,583
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	<u>79,599</u>	20,798
Stormwater management	<u>1,009</u>	1,143
Macquarie park special rate	<u>3,706</u>	2,293
Infrastructure special rate reserve	<u>9,818</u>	9,037
Domestic waste management	<u>22,207</u>	19,696
External restrictions – other	116,339	52,967
Total external restrictions	130,599	62,550

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2023	2022
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	117,098	157,356
Less: Internally restricted cash, cash equivalents and investments	<u>(108,600)</u>	<u>(149,493)</u>
Unrestricted and unallocated cash, cash equivalents and investments	8,498	7,863
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	<u>7,440</u>	6,670
Employees leave entitlement	<u>4,556</u>	5,541
Incomplete/carry over works and projects	<u>601</u>	881
Refundable deposits	<u>17,652</u>	19,000
Asset replacement reserve	<u>10,588</u>	3,155
Investment property reserve	<u>21,632</u>	24,023
Ryde Central reserve	<u>9,375</u>	50,093
Accommodation reserve	<u>16,488</u>	20,850
Workers compensation	<u>3,000</u>	3,000
Council election reserve	<u>845</u>	631
Asset expansion reserve	<u>4,779</u>	6,950
Affordable housing reserve	<u>1,521</u>	1,061
Information Technology Reserve	<u>2,195</u>	2,270

continued on next page ...

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2023	2022
Other	7,928	5,368
Total internal allocations	108,600	149,493

\$ '000	2023	2022
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(c) Unrestricted and unallocated

Unrestricted and unallocated cash, cash equivalents and investments	8,498	7,863
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- (1) Internal allocations include those assets, the use of which are only restricted by a resolution or policy of Council. These assets are disclosed with details of the nature of the internal allocation.
- (2) As per the CEO's Public Statement 23 May 2023, the increase in Externally Restricted Reserves relating to Developer Contributions and the corresponding decrease in Internally Restricted Reserves should be noted. This is mainly due to a correction of transfers that were completed in 2020 where funds obtained from Developers that were required to be held by Council and spent for the purpose for which they were collected were in fact transferred to Council's Internally Restricted Reserves for other purposes. The Legislation imposes strict obligations on how these funds are to be managed, and funds that are considered Externally Restricted should not be transferred to Council's Internally Restricted Reserves hence these funds were returned as resolved by Council on 27 June 2023 to ensure best practice financial management in the interest of Council's residents.

C1-4 Receivables

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
Rates and annual charges ¹	2,658	590	3,299	1,790
Interest and extra charges	373	–	286	–
User charges & fees ²				
User charges and fees – recreational facilities	1,371	–	872	–
User charges and fees – environmental and health	946	–	801	–
User charges and fees – property and infrastructure works	437	–	533	–
User charges and fees – restorations	661	–	267	–
User charges and fees – Ryde Aquatic leisure centre	132	–	124	–
User charges and fees – home modification service	29	–	27	–
Government grants and subsidies	1,065	–	3,619	–
Net GST receivable	1,628	–	2,151	–
Accrued revenues				
– Interest on investments	2,084	–	1,159	–
Commercial waste	450	–	435	–
Fines	408	–	297	–
Other debtors	217	–	41	–
Community Recycle Centre	–	22	–	22
Total	12,459	612	13,911	1,812
Less: provision for impairment				
User charges and fees	(502)	–	(510)	–
Total provision for impairment – receivables	(502)	–	(510)	–
Total net receivables	11,957	612	13,401	1,812

(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	2023	2022
Movement in provision for impairment of receivables		
Balance at the beginning of the year	510	556
+ new provisions recognised during the year	73	70
– amounts already provided for and written off this year	(6)	–
– amounts provided for but recovered during the year	(26)	(116)
– previous impairment losses reversed	(49)	–
Balance at the end of the year	502	510

C1-4 Receivables (continued)

Accounting policy

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which that are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 14 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, when the receivables are of a value where recovery is no longer economically viable.

None of the receivables that have been written off are subject to enforcement activity

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
(i) Inventories at cost				
Stores and materials	775	-	759	-
Total inventories at cost	775	-	759	-
Total inventories	775	-	759	-

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	2023	2022
Stores and materials ¹	447	447
	447	447

(1) This represents a stockpile of material that is held at Porters Creek, made from recycled building materials and it will take more than 12 months for this to be used.

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2022						At 30 June 2023						
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Asset revaluation – gross book value	Asset revaluation – accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	34,492	–	34,492	5,449	18,394	–	–	(3,808)	–	–	54,527	–	54,527
Plant and equipment	29,455	(18,570)	10,885	–	3,221	(898)	(2,103)	–	–	–	30,037	(18,932)	11,105
Office equipment	17,863	(12,266)	5,597	–	–	–	(2,078)	–	–	–	17,863	(14,344)	3,519
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–
Land:													
– Operational land	420,396	–	420,396	–	–	–	–	–	174,464	–	594,860	–	594,860
– Community land	104,671	–	104,671	–	–	–	–	–	45,642	–	150,313	–	150,313
– Crown land	46,203	–	46,203	–	–	–	–	–	20,362	–	66,565	–	66,565
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234
Infrastructure:													
Roadside structures	23,301	(5,221)	18,080	–	5	(2)	(781)	–	1,212	(315)	24,516	(6,317)	18,199
– Foreshore Assets	17,291	(5,089)	12,202	–	–	–	(198)	–	899	(276)	18,190	(5,563)	12,627
– Carparks	17,801	(6,098)	11,703	40	–	(3)	(303)	–	2,083	(750)	19,919	(7,149)	12,770
– Traffic facilities and devices	25,028	(5,332)	19,696	466	27	(14)	(570)	21	3,965	(1,121)	29,489	(7,019)	22,470
– Kerb and guttering	120,229	(52,781)	67,448	612	–	(139)	(1,202)	274	17,237	(7,697)	138,097	(61,564)	76,533
– Buildings – non-specialised	158,034	(65,894)	92,140	433	709	(1,708)	(4,095)	1,314	15,729	(2,037)	173,157	(70,672)	102,485
– Buildings – specialised	68,494	(23,418)	45,076	–	–	–	(1,599)	–	1,554	(330)	70,048	(25,347)	44,701
– Other structures	–	–	–	–	–	–	–	–	–	–	–	–	–
– Roads	279,367	(105,088)	174,279	4,320	–	(943)	(4,806)	330	11,693	(4,523)	293,454	(113,104)	180,350
– Bridges	20,282	(5,677)	14,605	1,350	–	–	(277)	–	(296)	81	21,336	(5,873)	15,463
– Footpaths and cycleways	142,059	(64,870)	77,189	620	382	(76)	(1,847)	208	8,922	(4,164)	151,889	(70,655)	81,234
– Stormwater drainage	317,424	(111,148)	206,276	617	–	(23)	(3,176)	428	75,452	(28,902)	393,856	(143,184)	250,672
– Recreation and land improvements	97,561	(19,711)	77,850	1,004	83	(302)	(2,757)	1,233	9,715	(1,564)	109,126	(23,864)	85,262
Other assets:													
– Heritage collections	110	–	110	–	–	–	–	–	–	–	110	–	110
Total infrastructure, property, plant and equipment	1,941,458	(501,326)	1,440,132	14,911	22,821	(4,108)	(25,792)	–	388,633	(51,598)	2,358,749	(573,750)	1,784,999

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	Asset movements during the reporting period												
	At 1 July 2021	At 30 June 2022								Net carrying amount			
\$'000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ⁽¹⁾	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Asset revaluation – accumulated depreciation and impairment	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	38,664	–	38,664	13,980	3,372	–	–	(17,743)	(3,781)	–	34,492	–	34,492
Plant and equipment	30,185	(18,257)	11,928	–	1,766	(764)	(2,045)	–	–	–	29,455	(18,570)	10,885
Office equipment	16,030	(10,524)	5,506	374	440	–	(1,742)	1,019	–	–	17,863	(12,266)	5,597
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–
Land:													
– Operational land	337,353	–	337,353	–	857	–	–	–	–	82,186	420,396	–	420,396
– Community land	99,016	–	99,016	–	5,655	–	–	–	–	–	104,671	–	104,671
– Crown land	46,203	–	46,203	–	–	–	–	–	–	–	46,203	–	46,203
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234
Infrastructure:													
– Buildings – non-specialised	162,618	(90,556)	72,062	1,409	3,429	(63)	(3,511)	1,209	5	17,600	158,034	(65,894)	92,140
– Buildings – specialised	60,204	(19,370)	40,834	565	–	–	(1,407)	–	–	5,084	68,494	(23,418)	45,076
– Roads	273,532	(101,328)	172,204	3,634	422	(2,014)	(4,651)	2,171	–	2,513	279,367	(105,088)	174,279
– Traffic facilities and devices	23,578	(5,045)	18,533	723	816	(682)	(542)	848	–	–	25,028	(5,332)	19,696
– Bridges	17,578	(4,999)	12,579	–	198	–	(241)	943	–	1,126	20,282	(5,677)	14,605
– Footpaths and cycleways	127,322	(63,165)	64,157	3,965	4,711	(615)	(1,645)	5,829	–	787	142,059	(64,870)	77,189
– Kerb and guttering	116,085	(51,254)	64,831	1,634	539	(548)	(1,161)	1,073	–	1,080	120,229	(52,781)	67,448
– Carparks	17,299	(5,945)	11,354	104	110	(27)	(292)	91	–	363	17,801	(6,098)	11,703
– Foreshore Assets	15,010	(4,520)	10,490	–	736	–	(167)	254	–	889	17,291	(5,089)	12,202
Roadside structures	19,078	(4,633)	14,445	2,013	432	(9)	(651)	1,792	58	–	23,301	(5,221)	18,080
– Stormwater drainage	292,326	(100,522)	191,804	1,694	783	(115)	(2,927)	1,124	–	13,913	317,424	(111,148)	206,276
– Recreation and land improvements	85,368	(15,761)	69,607	2,182	1,617	(241)	(2,423)	1,390	(63)	5,781	97,561	(19,711)	77,850
Other assets:													
– Heritage collections	111	(1)	110	–	–	–	–	–	–	–	110	–	110
Total infrastructure, property, plant and equipment	1,778,957	(496,043)	1,282,914	32,277	25,883	(5,078)	(23,405)	–	(3,781)	131,322	1,941,458	(501,326)	1,440,132

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office of Local Government. At balance date the following classes of IPPE were stated at their fair value:

- Operational land (internal valuation).
- Buildings – Specialised/Non Specialised (internal valuation).
- Plant and equipment (as approximated by depreciated historical cost).
- Road assets – roads, bridges and footpaths (Internal Valuation).
- Drainage assets – (Internal Valuation).
- Bulk earthworks – (Internal Valuation).
- Community land – (Valuer General).
- Land Improvements (as approximated by depreciated historical cost).
- Other structures (as approximated by depreciated historical cost).
- Other assets (as approximated by depreciated historical cost).

Depreciation is represented by straight line depreciation over the useful life.

The following table sets out the range of useful lives and depreciation.

Asset Category	Useful Life (Years)	Depreciation Rate
Drainage assets	40 - 200	0.50% - 2.50%
Land Improvements	25 - 25	4.00% - 4.00%
Other assets	20 - 50	2.00% - 5.00%
Other structures	20 - 150	0.67% - 5.00%
Road assets – roads, bridges and footpaths	15 - 200	0.50% - 6.67%
Plant & Equipment	5 - 50	2.00% - 20.00%
Buildings - Specialised/Non Specialised	40-100	1.00% - 2.50%

Operational land was last externally valued as at 30 June 2020 and due to current economic conditions, this has been reviewed and indexation applied and subsequently revalued as at 30 June 2022. Community Land has been valued using the Valuer General rates with a base date of 1/7/2019.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset's fair value and will revalue the asset to that amount. Full revaluations are undertaken for all assets on a 5 year cycle.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the income statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. In determining the useful lives and unit rates for each asset type, an evidence based approach has been taken. For most assets, there is no ready "tradeable" market, and councils are the major if not only provider of such assets (e.g. local roads and their drainage). In-house technical expertise is available and is used. The major exceptions are land and buildings, which are valued externally.

Where a condition review of assets discloses an error in the quantity of the asset, this will be adjusted as a prior period adjustment only if material.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

C1-6 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Councils does not have any Rural Fire Services assets.

C1-7 Investment properties

\$ '000	2023	2022
Owned investment property		
Investment property on hand at fair value	180,625	181,370
Total owned investment property	180,625	181,370

Owned investment property

At fair value

Opening balance at 1 July	181,370	157,235
Net gain/(loss) from fair value adjustments	(911)	13,241
Capitalised subsequent expenditure	166	10,894
Closing balance at 30 June	180,625	181,370

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	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Prepayments	999	-	751	-
Prepayments – waste alliance	819	-	819	-
Total other assets	1,818	-	1,570	-

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. During the current financial year, Council re-measured the lease liability term which has extended the lease liability.

(a) Right of use assets

\$ '000	Land & Buildings	Total
2023		
Opening balance at 1 July	4,437	4,437
Adjustments to right-of-use assets due to re-measurement of lease liability	4,843	4,843
Depreciation charge	(2,417)	(2,417)
Balance at 30 June	6,863	6,863
Right of Use asset is for the administrative building		
2022		
Opening balance at 1 July	6,854	6,854
Depreciation charge	(2,417)	(2,417)
Balance at 30 June	4,437	4,437
Right of Use asset is for the administrative building		

(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
2023					
Cash flows	2,275	4,550	–	6,825	6,825
2022					
Cash flows	2,254	1,981	–	4,235	4,235

C2-1 Council as a lessee (continued)

(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2023	2022
Interest on lease liabilities	86	131
Depreciation of right of use assets	2,417	2,417
	2,503	2,548

(d) Statement of Cash Flows

Total cash outflow for leases	(2,334)	(2,252)
	(2,334)	(2,252)

(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	2023	2022
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(i) Assets held as investment property

Investment property operating leases principally comprise of freehold buildings, commercial spaces and residential townhouses.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	624	587
Lease income relating to variable lease payments not dependent on an index or a rate	3	1
Total income relating to operating leases for investment property assets	627	588

Operating lease expenses

Direct operating expenses that generated rental income	(209)	(166)
Total expenses relating to operating leases	(209)	(166)

(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)	2,416	2,596
Lease income relating to variable lease payments not dependent on an index or a rate	4,382	715
Total income relating to operating leases for Council assets	6,798	3,311

Reconciliation of IPPE assets leased out as operating leases

\$ '000	2023	2022
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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	461	610
1–2 years	145	481
2–3 years	69	111
3–4 years	70	–
4–5 years	72	–
> 5 years	885	–
Total undiscounted lease payments to be received	1,702	1,202

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.

C2-2 Council as a lessor (continued)

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	2023		2022	
	Current	Non-current	Current	Non-current
Goods and services – operating expenditure	2,841	–	4,779	–
Accrued expenses:				
– Other expenditure accruals	3,654	–	4,004	–
Security bonds, deposits and retentions	17,742	–	18,722	–
Refundable fees	1,124	–	1,139	–
Government departments and agencies	14	–	20	–
Prepaid rates	997	–	1,257	–
Other	103	–	64	–
Total payables	26,475	–	29,985	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2023		2022	
	Current	Non-current	Current	Non-current
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.				
Payables – security bonds, deposits and retentions			14,121	14,987
Total payables			14,121	14,987

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	2023		2022	
		Current	Non-current	Current	Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	8,497	5,284	3,380	5,461
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	479	–	742	–
Total grants received in advance		8,976	5,284	4,122	5,461
User fees and charges received in advance:					
Upfront fees – leisure centre	(iii)	18	–	18	–
Upfront fees - Bookings		498	–	397	–
Restoration works		3,005	–	1,000	–
Other		74	–	41	–
Total user fees and charges received in advance		3,595	–	1,456	–
Total contract liabilities		12,571	5,284	5,578	5,461

Notes

C3-2 Contract Liabilities (continued)

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centre do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2023 Current	2023 Non-current	2022 Current	2022 Non-current
Loans – secured ¹	369	47	352	415
Total borrowings	369	47	352	415

(1) Council is currently receiving a Low Interest Rate Subsidy (LIRS) for the loans to subsidise the interest payments of these loans.

(a) Changes in liabilities arising from financing activities

\$ '000	2022		Non-cash movements				2023
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	767	(351)	–	–	–	–	416
Lease liability (Note C2-1b)	4,235	2,590	–	–	–	–	6,825
Total liabilities from financing activities	5,002	2,239	–	–	–	–	7,241

\$ '000	2021		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,100	(333)	–	–	–	–	767
Lease liability (Note C2-1b)	6,352	(2,117)	–	–	–	–	4,235
Total liabilities from financing activities	7,452	(2,450)	–	–	–	–	5,002

(b) Financing arrangements

\$ '000	2023	2022
Total facilities		
Credit cards/purchase cards	91	110
Total financing arrangements ¹	91	110

Undrawn facilities

C3-3 Borrowings (continued)

\$ '000	2023	2022
– Credit cards/purchase cards	77	110
Total undrawn financing arrangements	77	110

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	2023		2022	
	Current	Non-current	Current	Non-current
Annual and other accrued leave	4,427	–	4,768	–
Sick leave	108	–	131	–
Long service leave	8,827	817	9,343	865
Other employee provisions	1,438	–	2,249	–
Total employee benefit provisions—¹	14,800	817	16,491	865

(1) The discount rate for calculating ELE, as set by the RBA, has increased for the current year. This movement results in a lower ELE liability and a lower ELE expense in B3-1 (all other things remaining equal).

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2023	2022
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	8,809	10,727
	8,809	10,727

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying value.

(a) Market risk – interest rate and price risk

\$ '000	2023	2022
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	2,440	2,212
Impact of a 10% movement in price of investments		
– Equity / Income Statement ¹	–	–

(1) Movements in the price of investments is not calculated, as tradable investments are purchased with the intent to hold to maturity, at which point they are redeemed at face value.

D1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

The profile of the Council's receivables credit risk at balance date was:

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2023				
Gross carrying amount	–	3,068	180	3,248
2022				
Gross carrying amount	–	4,957	132	5,089

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts			Total
			31 - 60 days	61 - 90 days	> 91 days	
2023						
Gross carrying amount	9,823	–	–	–	–	9,823
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–
2022						
Gross carrying amount	10,634	–	–	–	–	10,634
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–

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:		Total cash outflows	Actual carrying values
				1 - 5 Years	> 5 Years		
2023							
Payables	0.00%	17,742	–	–	–	17,742	26,475
Borrowings	0.00%	–	–	–	–	–	416
Total financial liabilities		17,742	–	–	–	17,742	26,891
2022							
Payables	0.00%	18,722	–	–	–	18,722	29,985
Borrowings	0.00%	–	–	–	–	–	767
Total financial liabilities		18,722	–	–	–	18,722	30,752

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2023	2022
		2023	2022	2023	2022		
Recurring fair value measurements							
Investment property C1-7							
		180,625	181,370	–	–	180,625	181,370
		180,625	181,370	–	–	180,625	181,370
Infrastructure, property, plant and equipment C1-6							
		594,860	420,396	–	–	594,860	420,396
		–	–	216,878	150,874	216,878	150,874
		–	–	1,234	1,234	1,234	1,234
		–	–	147,186	137,216	147,186	137,216
		–	–	376,050	353,217	376,050	353,217
		–	–	250,672	206,276	250,672	206,276
		–	–	11,105	10,885	11,105	10,885
		–	–	3,519	5,597	3,519	5,597
		–	–	18,199	18,080	18,199	18,080
		–	–	12,627	12,202	12,627	12,202
		–	–	12,770	11,703	12,770	11,703
		–	–	85,262	77,850	85,262	77,850
		–	–	110	110	110	110
		594,860	420,396	1,135,612	985,244	1,730,472	1,405,640
Non-recurring fair value measurements							

Valuation techniques

Council's non-current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government. Further details of the revaluations policy is provided under Note C1-6

D2-1 Fair value measurement (continued)

Investment property

On an annual basis, Council engages external, independent and qualified valuers to determine the fair value of its investment properties. As at 30 June 2023, the fair values of the properties have been determined by Southern Alliance Valuation Services Pty Ltd.

All investment property valuations are included in level 2 of the hierarchy. The value of investment property has been determined using the market approach.

Infrastructure, property, plant and equipment (IPPE)

Land (Operational)

The fair value of Operational land has been determined by referencing it to current prices in an active market for similar properties. Where such information is not available, current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences are considered. Appropriate adjustments are also made for the inherent features of the property such as fire-prone, flood zonings and usability of the land.

Operational Land was last revalued as at 30 June 2020 as determined by Scott Fullarton Valuations Pty Ltd. Due to the current economic environment, Council has applied an indexation and revalued operational land as at 30 June 2023.

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 2023 financial year and the fair values were determined by Scott Fullarton Valuations Pty Ltd.

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 2022. 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 2023.

The information presented in the Fair Value Measure Hierarchy table on unobservable input has been limited to significant components of the infrastructure assets as it is impracticable to provide information for all components.

D2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Level 3	
	2023	2022
Opening balance	985,244	906,897
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	162,571	49,136
Other movements		
Purchases (GBV)	17,697	57,692
Disposals (WDV)	(4,108)	(5,078)
Other movements	(25,792)	(23,403)
Closing balance	1,135,612	985,244

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 8.0% of salaries for the year ending 30 June 2023 (increasing to 8.5% 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 \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employers share of the accrued liabilities as at 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for the accrued liability.

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 2023 was \$ 520,180.14. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2022.

The amount of additional contributions included in the total employer contribution advised above is \$25,000. Council's expected contribution to the plan for the next annual reporting period is \$25,000.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2023 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,290.9	
Past Service Liabilities	2,236.1	102.4%
Vested Benefits	2,253.6	101.7%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 1.07%

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	6% per annum
Salary inflation *	3.5% per annum
Increase in CPI	6.0% for 22/23 and 2.5% p.a. thereafter

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2023.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

D3-1 Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) s7.11 Plans

Council levies s7.11 plans upon various developments across the Council area through the required Contributions Plans.

As part of these plans, Council has received funds for which it will be required to expend the monies in accordance with those plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's general funds.

These future expenses do not yet qualify as liabilities as of the reporting date, but represent Council's intention to spend funds in the manner and timing set out in those plans.

(iii) Voluntary Planning Agreements (VPA)

Voluntary Planning Agreements (VPA) are legal documents created under the Environmental Planning and Assessment Act 1970 between developers and Council for the provision of funds or works by the developer for infrastructure, services or other public amenities. They must achieve an outcome other than the facilitation of a development and deliver a public benefit.

Completed VPA's are currently being investigated to confirm what assets have been dedicated to Council, analysis of life cycle costing of these dedicated assets and what funding must be provided in Council's Long Term Financial Plan.

(iv) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as reserved for the purpose specified in section 3.14 of the Environmental Planning and Assessment Act (1979).

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the potential liabilities (and subsequent land asset) from such potential acquisitions has not been possible.

3. Remediation works

(i) Old landfill sites

The Council has a number of old landfill sites that were used for the purpose of disposal of domestic and other waste, which have since been converted to playing fields. No known liability arises from any potential toxicity or subterranean leakage, but there will be ongoing remediation works that may be required from time to time to reinstate the playing surfaces, due to subsidence following further settling of the waste within the landfill.

Council has not, as yet, been able to reliably determine the quantum of liability for this future works.

ASSETS NOT RECOGNISED

(i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

D3-1 Contingencies (continued)

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

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. City of Ryde KMP's are identified as the Councillors, Chief Executive Officer and the General Managers.

The aggregate amount of KMP compensation included in the Income Statement is:

	2023	2022
\$ '000		
Compensation:		
Short-term benefits	2,484	2,301
Post-employment benefits	138	120
Other long-term benefits	23	61
Termination benefits	1,271	-
Total	3,916	2,482

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
2023					
GFTH Pty Ltd	-	-	30 days	-	-
CCA New South Wales ¹	15	-		-	-
2022					
GFTH Pty Ltd	1	-	30 days	-	-
CCA New South Wales ¹	-	-		-	-

(¹) City of Ryde provided community grant funding to CCA New South Wales as part of the Wellbeing 2022 grant program. A Councillor was a Board member at the time of the application lodgement, but not a Board member at the time of adoption/approval.

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2023	2022
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	97	90
Councillors' fees	393	372
Other Councillors' expenses (including Mayor)	39	21
Total	529	483

E1-3 Other related parties

Nil

E2 Other relationships

E2-1 Audit fees

\$ '000	2023	2022
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	99	96
Remuneration for audit and other assurance services	99	96
Total Auditor-General remuneration	99	96
(i) Audit and other assurance services		
Audit and review of financial statements	2	3
Remuneration for audit and other assurance services	2	3
Total audit fees	101	99

F Other matters

F1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2023	2022
Net operating result from Income Statement	31,118	34,051
Add / (less) non-cash items:		
Depreciation and amortisation	28,209	25,822
(Gain) / loss on disposal of assets	2,021	3,487
Non-cash capital grants and contributions	–	(2,694)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as ‘at fair value’ or ‘held for trading’	911	–
– Investment property	–	(13,241)
Amortisation of premiums, discounts and prior period fair valuations		
– ‘Held to maturity’ financial assets	(347)	(78)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	2,652	(1,671)
Increase/(decrease) in provision for doubtful debts	(8)	(46)
(Increase) / decrease of inventories	(16)	(50)
Decrease/(increase) in other assets	(248)	5,316
Increase / (decrease) in payables	(1,938)	(713)
Increase / (decrease) in other accrued expenses payable	(350)	(1,307)
Increase / (decrease) in other liabilities	(1,222)	2,922
Increase / (decrease) in contract liabilities	6,816	832
Increase/(decrease) in employee leave entitlements	(1,739)	(69)
Net cash flows from operating activities	65,859	52,561

(b) Non-cash investing and financing activities

Developer contributions ‘in kind’	–	2,694
Total non-cash investing and financing activities	–	2,694

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2023	2022
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Land	–	218
Buildings	1,021	2,521
Other Structures	140	2,009
Plant and equipment	676	217
Infrastructure	1,676	150
Total commitments	3,513	5,115

Details of capital commitments

Major commitments include the relocation of Sydney Water main at Devlin St Ryde, Gannon Park amenities, Plant purchases, Bowden St drainage upgrade works, Flood harmonisation studies and public art for new Catherine Hamlin Park.

F3 Statement of developer contributions as at 30 June 2023

F3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2022	Contributions received during the year			Interest and investment income earned	Amounts expended	Reimbursement Reserve Funding	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Community & Culture	3,708	5,594	-	-	520	(370)	9,202	18,654	-
Open Space and Public Domain	2,801	9,244	-	-	1,162	(1,615)	28,063	39,655	-
Roads, Traffic, Carparks and Cycleways	929	1,372	-	-	54	-	-	2,355	-
Administration	404	328	-	-	16	(206)	-	542	-
S7.11 contributions – under a plan	7,842	16,538	-	-	1,752	(2,191)	37,265	61,206	-
S7.12 levies – under a plan	2,195	294	-	-	93	-	461	3,043	-
Total S7.11 and S7.12 revenue under plans	10,037	16,832	-	-	1,845	(2,191)	37,726	64,249	-
S7.4 planning agreements	10,761	1,021	-	-	-	(175)	3,743	15,350	-
Total contributions	20,798	17,853	-	-	1,845	(2,366)	41,469	79,599	-

(1) As per the CEO's Public Statement 23 May 2023, the increase in Developer Contributions should be noted. This is mainly due to a correction of transfers that were completed in 2020 where funds obtained from Developers that were required to be held by Council and spent for the purpose for which they were collected were in fact transferred to Council's Internally Restricted Reserves for other purposes. The Legislation imposes strict obligations on how these funds are to be managed, and funds that are considered Externally Restricted should not be transferred to Council's Internally Restricted Reserves hence these funds were returned as resolved by Council on 27 June 2023 to ensure best practice financial management in the interest of Council's residents.

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2022	Contributions received during the year		Non-cash Other	Interest and investment income earned	Amounts expended	Reimbursement Reserve Funding	Held as restricted asset at 30 June 2023	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land						
CONTRIBUTION PLAN 2									
Community & Culture	3,708	5,594	-	-	520	(370)	9,202	18,654	-
Open Space and Public Domain	2,801	9,244	-	-	1,162	(1,615)	28,063	39,655	-
Roads, Traffic, Carparks and Cycleways	929	1,372	-	-	54	-	-	2,355	-
Administration	404	328	-	-	16	(206)	-	542	-
Total	7,842	16,538	-	-	1,752	(2,191)	37,265	61,206	-

(1) As per the CEO's Public Statement 23 May 2023, the increase in Developer Contributions should be noted. This is mainly due to a correction of transfers that were completed in 2020 where funds obtained from Developers that were required to be held by Council and spent for the purpose for which they were collected were in fact transferred to Council's Internally Restricted Reserves for other purposes. The Legislation imposes strict obligations on how these funds are to be managed, and funds that are considered Externally Restricted should not be transferred to Council's Internally Restricted Reserves hence these funds were returned as resolved by Council on 27 June 2023 to ensure best practice financial management in the interest of Council's residents.

S7.12 Levies – under a plan

CONTRIBUTION PLAN 2									
Other	2,195	294	-	-	93	-	461	3,043	-
Total	2,195	294	-	-	93	-	461	3,043	-

F3-3 S7.4 planning agreements

VPA									
Other	10,761	1,021	-	-	-	(175)	3,743	15,350	-
Total	10,761	1,021	-	-	-	(175)	3,743	15,350	-

F4 Statement of performance measures

F4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2023	Indicator 2023	Indicators 2022 2021		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	11,525	7.63%	4.36%	4.62%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	151,105				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	142,561	82.08%	82.96%	80.76%	> 60.00%
Total continuing operating revenue ¹	173,691				
3. Unrestricted current ratio					
Current assets less all external restrictions	131,201	6.80x	5.86x	6.38x	> 1.50x
Current liabilities less specific purpose liabilities	19,300				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	39,847	14.67x	12.23x	12.75x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,717				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	3,621	3.31%	4.96%	4.60%	< 5.00%
Rates and annual charges collectable	109,262				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	115,561	11.63 months	11.49 months	16.26 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	9,936				

(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

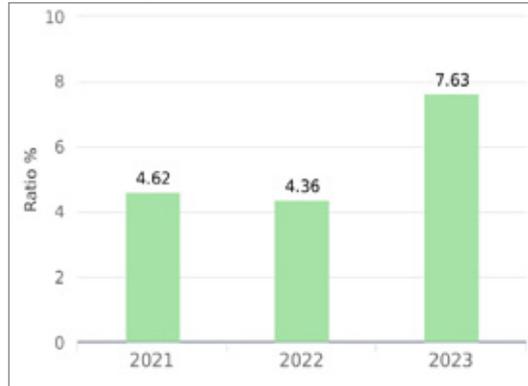
(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

End of the audited financial statements

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2022/23 result

2022/23 ratio 7.63%

This ratio continues to exceed benchmark and demonstrates Council's ability to contain operating expenditure within operating revenue.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2022/23 result

2022/23 ratio 82.08%

This ratio is well above benchmark and Council continues to reduce its reliance on external funding sources like grants and contributions. City of Ryde achieves this ratio unlike some of the other growth Councils who have a substantial amount of developer contributions and sub-divider dedications.

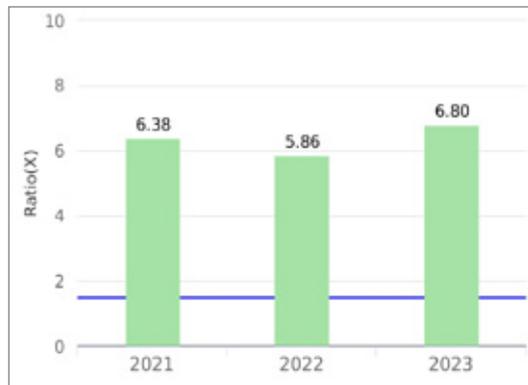
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2022/23 result

2022/23 ratio 6.80x

This remains high and represents council's ability to meet its short-term obligations as they fall due.

Benchmark: — > 1.50x

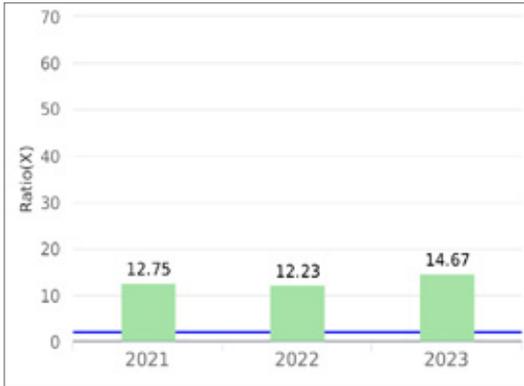
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2022/23 result

2022/23 ratio 14.67x

Council continues to meet this ratio which demonstrates the ability to pay for its existing debt.

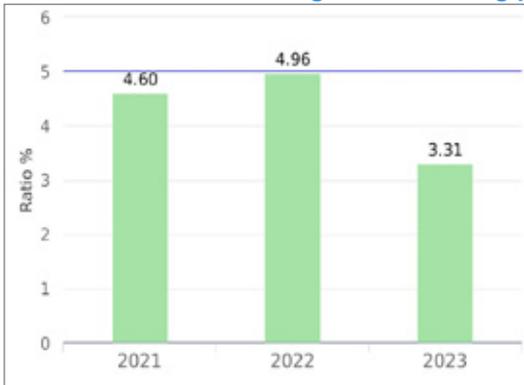
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2022/23 result

2022/23 ratio 3.31%

This year the result has improved from previous year due to debt recovery action being taken as per Rates Debt Recovery Policy.

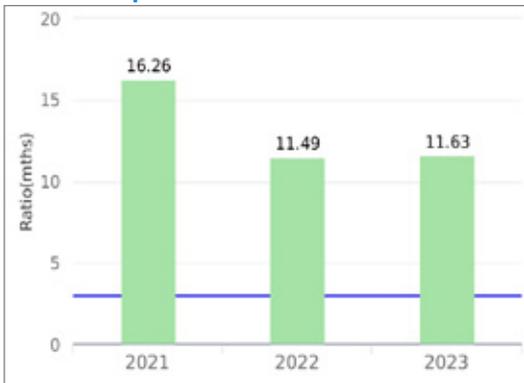
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2022/23 result

2022/23 ratio 11.63 months

Council's cash expense ratio has been well above benchmark indicating Council's ability to pay immediate expenses without additional cash flow.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Ryde

To the Councillors of the Council of the City of Ryde

Opinion

I have audited the accompanying financial statements of the Council of the City of Ryde (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, 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 2023, 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).

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 have fulfilled my other ethical responsibilities in accordance with APES 110.

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 2023 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement in the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked and/or referenced to/from the financial statements.



Alison Brown
Delegate of the Auditor-General for New South Wales

28 February 2024
SYDNEY



Clr Sarkis Yedelian OAM
 Mayor
 Council of the City of Ryde
 1 Pope Street
 RYDE NSW 2112

Contact: Alison Brown
 Phone no: 02 9275 7100
 Our ref: R008-16585809-48849/1783

28 February 2024

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2023 Council of the City of Ryde

I have audited the general purpose financial statements (GPFS) of the Council of the City of Ryde (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act 1993* (the Act). I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 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.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

Use and management of restricted cash and investments

On 26 May 2023, the Council wrote to the Auditor-General for NSW, highlighting several matters concerning the management of funds held in restricted cash and investments. The letter highlights several potential breaches of legislation in relation to the movement and expenditure of funds collected under developer contribution plans, voluntary planning agreements and for domestic waste management and sets out the main steps Council is taking to address the matters noted.

In 2020–21, Council moved \$88 million from its externally restricted cash and investments

The Council adopted a new developer contributions plan (referred to as the 2020 Plan), effective 1 July 2020, and repealed its old plan (referred to as the 2014 Plan). Following the repeal of the 2014 Plan, Council moved \$88 million of funds collected under the 2014 Plan from its externally restricted cash and investments from developer contributions. Council moved:

- \$35.5 million to the Ryde Central Reserve, as an internal allocation, which was not spent
- \$52.5 million to the Asset Expansion Reserve, as an internal allocation. Council identified that the funds were largely spent on projects identified in the 2014 or 2020 Plans. However, \$11.6 million of these funds was spent on projects not identified in either of these plans, but provided amenities or services to the community in accordance with Council's Delivery Program.

In 2021–22, Council also transferred \$1.1 million from its externally restricted cash and investments to the employee leave entitlement reserve, as an internal allocation, which was not spent.

In 2020–21, Council provided the Audit Office with a piece of legal advice as evidence to support its disclosures within its 2020–21 and 2021–22 financial statements. This advice, from 2016, dealt with certain matters around expenditure of what were then section 94 contributions under the *Environmental Planning and Assessment Act 1979* (EPA Act). While this advice was on another matter, it specifically discusses the principles and case law that might apply to the future use of funds once a contributions plan has been repealed.

Council has received subsequent legal advice on the movement and expenditure of externally restricted cash and investments

Council obtained legal advice on the movements and use of the funds from a legal firm in 2022–23. Council's most recent legal advice, upon which it is relying to inform the movements and disclosures within its 2023 financial statements, identified that the transfer of the developer contributions collected under the 2014 Plan and certain expenditures from prior years, noted above, are potential breaches of the EPA Act.

The advice also identified breaches of legislation relating to expenditure in 2020–21:

- \$3.7 million from voluntary planning agreement contributions to fund Council's operations in response to COVID-19 income reductions and software related purchases. This expenditure breached section 7.3 of the EPA Act and section 409(3) of the Act.
- \$1.0 million of domestic waste management funds to fund COVID-19 hardship rates. This expenditure breached sections 504 and 409(3) of the Act.

The Audit Office obtained advice from the Crown Solicitor

We concur that the expenditure in prior years of the voluntary planning agreement contributions and domestic waste management funds for COVID-19 related purposes was inconsistent with relevant legislation. However, due to the lack of case law precedent and explicit guidance in the EPA Act or Regulation, the movement and use of repealed developer contribution funds is a more complex legal matter.

The Audit Office sought legal advice from the Crown Solicitor about the general application of the law on the use and management of funds collected under repealed development contributions plans (DCPs), and for domestic waste management.

In relation to the use and management of funds collected under repealed DCPs, the Crown Solicitor advised that 'neither the EPA Act and the EPA regulation, nor present authorities, provide explicit or substantial guidance as to the extent to which a DCP may enable the carrying-over and application of contributions previously collected under a repealed plan. Nor by extension, do they provide significant assistance in determining whether a specific DCP is to be interpreted as permitting this practice.'

Some of the principles expressed by the Crown Solicitor differed from those of Council. As a result of these differences and feedback from Council, we have sought further advice from the Crown Solicitor on Council's specific circumstances. This will be provided to Council once it is received.

Council's movement of these funds back to externally restricted reserves in 2023 is in accordance with its most recent legal advice

We note that to address the potential breaches in prior years detailed above, on 27 June 2023, Council resolved to return:

- \$35.5 million from the Ryde Central Reserve to the s7.11 Externally Restricted Reserves.
- \$1.1 million from Employee Leave Entitlements Reserve to s7.11 Externally Restricted Reserves.
- \$1.1 million from interest earned in prior years from the Accommodation Reserve to the s7.11 Externally Restricted Reserves.

The same resolution also reimbursed Council's externally restricted reserves for the following amounts:

- \$3.7 million related to funds collected under voluntary planning agreements from the Accommodation Reserve to the Voluntary Planning Agreement Reserve.
- \$1.0 million of domestic waste management funds from the Accommodation Reserve to the Domestic Waste Management Reserve.

In consideration of Council's most recent legal advice and the Crown Solicitor's advice, we support the transfers of the funds back to externally restricted reserves in 2022–23.

As noted above, we plan to obtain further advice from the Crown Solicitor, to inform our view on whether Council breached legislation in prior years. However, the existence of any breach of legislation will not impact the 2022–23 financial statement disclosures, namely Note C 1-3 'Restricted and allocated cash, cash equivalents and investments', Note F 3-1 'Summary of developer contributions', Note F 3-2 'Developer contributions by plan' and Note F 3-3 'Contributions not under plans'. As such, we have issued an unmodified opinion on the financial statements for 2022–23.

The legislative requirements regarding the use of funds from repealed contributions plans would benefit from clarification

One of the key issues highlighted by the matters above, is that there is no specific guidance in the EPA Act or the EPA Regulation that provides for how funds collected under one DCP are to be treated if a contributions plan is repealed, or repealed and replaced by a new contributions DCP. The Council's legal advice noted a lack of clarity in the Local Government Code of Accounting Practice and Financial Reporting (the Code). The Crown Solicitor noted a lack of clarity in the legislation:

'I nonetheless note that the question would benefit greatly from clarification by way of amendment of the EPA and/or its sundry regulations'.

The Audit Office will be making recommendations in the Local Government Auditor-General's Report to Parliament to:

- the Department of Planning, Housing and Infrastructure, as the principal department primarily responsible for administration of the EPA Act, to specifically address how funds collected under one DCP are to be treated if a contributions plan is repealed, or repealed and replaced by a new DCP
- The Office of Local Government to make more explicit in the Code how funds from DCPs are to be disclosed in councils' financial statements.

INCOME STATEMENT

Operating result

	2023	2022	Variance
	\$m	\$m	%
Rates and annual charges revenue	104	103	0.3
Grants and contributions revenue	31.1	26.5	17.4
Operating result from continuing operations	31.1	34.1	8.6
Net operating result before capital grants and contributions	8.5	15.6	45.5

Rates and annual charges revenue (\$104 million) remained relatively steady with an increase in rates of \$971,000 offset by a decrease in annual charges of \$692,000.

Grants and contributions revenue (\$31.1 million) increased by \$4.6 million (17.4 per cent) in 2022–23 due to:

- increase of \$9.2 million of developer contributions recognised during the year
- offset by a decrease of \$4.6 million of grants and non-developer contributions recognised during the year.

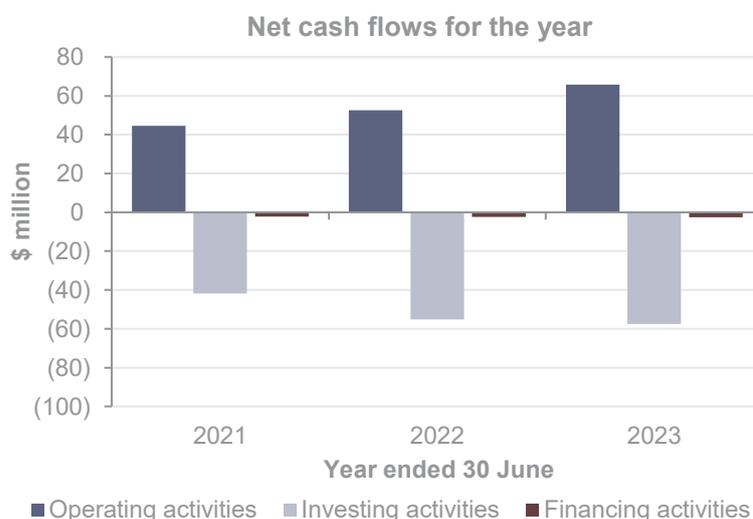
The Council's operating result from continuing operations (\$31.1 million including depreciation, amortisation and impairment expense of \$28.2 million) was \$3.0 million lower than the 2021–22 result. An increase of \$5.1 million in total income was offset by a \$8.0 increase in total expenses.

The net operating result before capital grants and contributions (\$8.5 million) was \$7.1 million lower than the 2021–22 result. The result excludes the impact of total grants and contributions.

STATEMENT OF CASH FLOWS

Cash balances increased by \$5.7 million due to:

- increase in cash inflows from operating activities of \$65.9 million
- offset by an increase in cash outflows from investing activities of \$57.6 million and cash outflows from investing activities of \$2.6 million.



FINANCIAL POSITION

Cash and investments

Cash and investments	2023	2022	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	248	220	Externally restricted balances comprise mainly of developer contributions, water and sewer funds.
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	131	62.6	• Significant external restrictions include \$80 million in developer contributions - general and \$22.2 million in domestic waste management.
• Internal allocations	109	149	• Significant internal restrictions include \$21.6 million in the investment property reserve, \$17.7 million in refundable deposits and \$16.5 million in the accommodation reserve.

PERFORMANCE

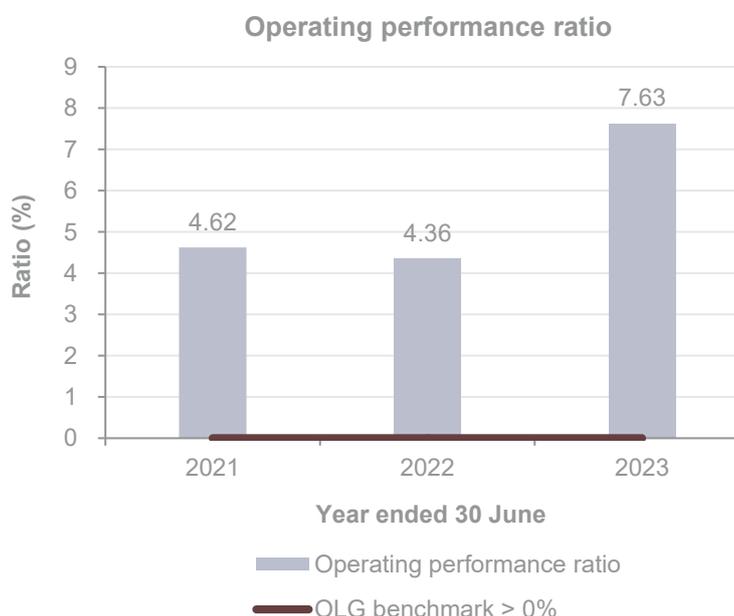
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

Operating performance ratio

The Council met the benchmark for the current reporting period.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

The Council met the benchmark for the current reporting period.

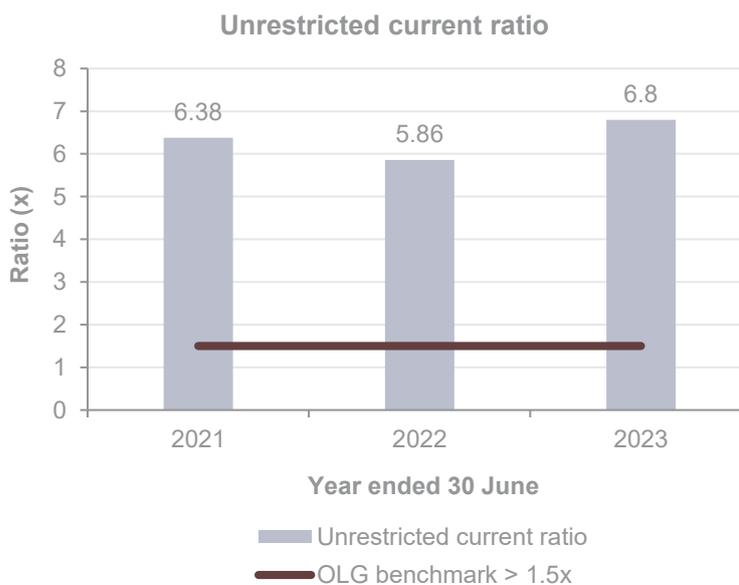
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

The Council met the benchmark for the current reporting period.

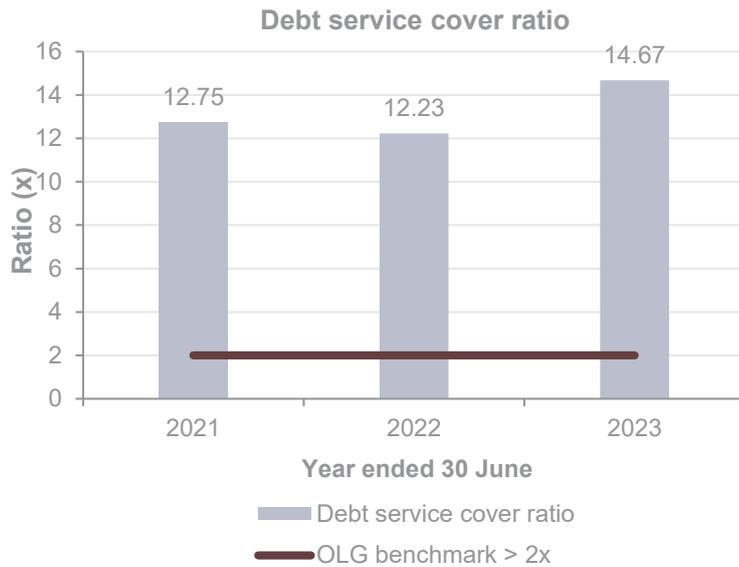
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

The Council met the benchmark for the current reporting period.

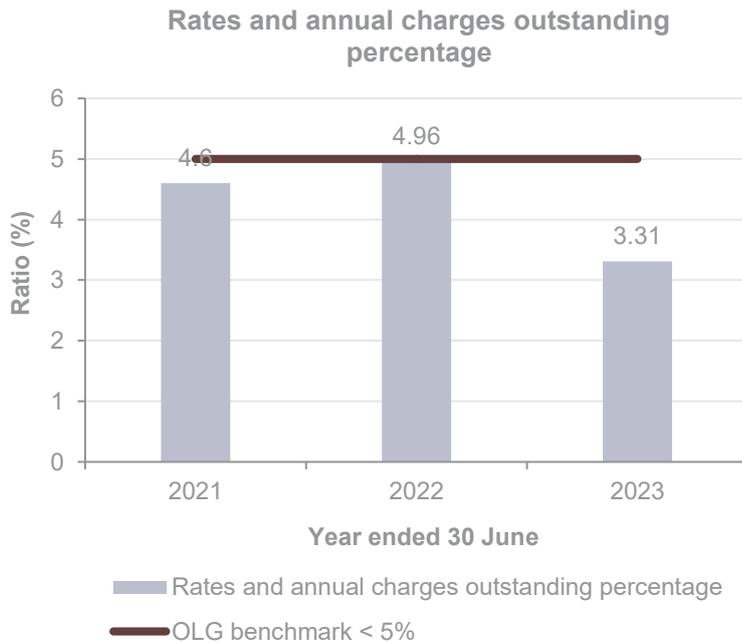
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

The Council met the benchmark for the current reporting period.

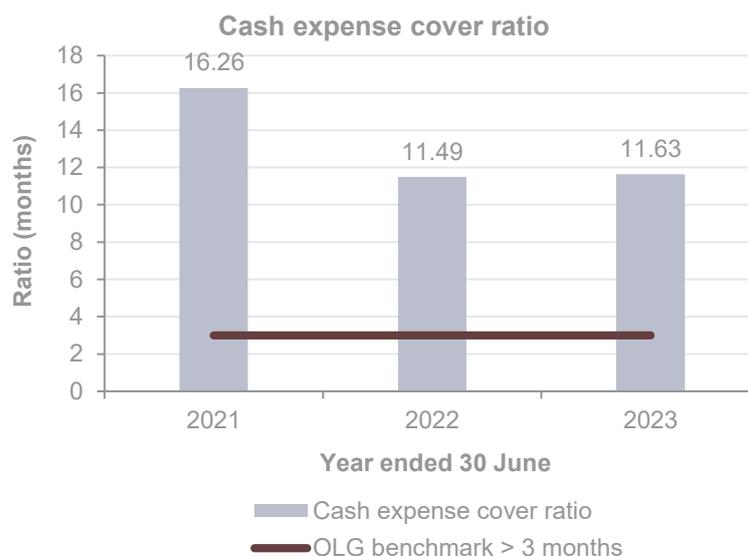
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



Cash expense cover ratio

The Council met the benchmark for the current reporting period.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council renewed \$14.9 million of infrastructure, property, plant and equipment during the 2022–23 financial year. This was mainly spent on roads, bridges and recreation and land improvements.

OTHER MATTERS

Legislative compliance

My audit procedures identified instances of non-compliance with legislative requirements that will be reported in a letter to the Minister for Local Government. These instances did not occur in the current year.

Refer above 'Significant audit issues and observations' for further details.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.



Alison Brown
Delegate of the Auditor-General for New South Wales



Special Schedules

for the year ended
30 June 2023

Council of the City of Ryde

 City of Ryde



Lifestyle and opportunity
at your doorstep

Council of the City of Ryde

Special Schedules

for the year ended 30 June 2023

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Council of the City of Ryde

Permissible income for general rates

\$ '000	Notes	Calculation 2022/23	Calculation 2023/24
Notional general income calculation ¹			
Last year notional general income yield	a	77,745	79,663
Plus or minus adjustments ²	b	1,364	482
Notional general income	c = a + b	79,109	80,145
Permissible income calculation			
Or rate peg percentage	e	0.70%	3.70%
Or plus rate peg amount	i = e x (c + g)	554	2,965
Sub-total	k = (c + g + h + i + j)	79,663	83,110
Total permissible income	o = k + n	79,663	83,110
Less notional general income yield	p	79,663	83,750
Catch-up or (excess) result	q = o - p	-	(640)
Plus income lost due to valuation objections claimed ⁴	r	-	640
Carry forward to next year ⁶	t = q + r + s	-	-

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Council of the City of Ryde

To the Councillors of 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 2024.

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 2022–23 (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).

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 have fulfilled my other ethical responsibilities in accordance with APES 110.

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 2023 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement in the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Alison Brown
Delegate of the Auditor-General for New South Wales

28 February 2024
SYDNEY

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2023

Asset Class	Asset Category	Estimated cost to bring to the standard		Estimated cost to bring to the agreed level of service set by Council		2022/23 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	2022/23 Required maintenance ^a \$ '000	2022/23 Actual maintenance \$ '000				1	2	3	4	5
Buildings	Buildings	-	-	316	377	70,048	44,701	70,048	0.0%	0.0%	100.0%	0.0%	0.0%
	Buildings – non-specialised	-	-	4,136	4,176	173,157	102,485	173,157	38.8%	5.6%	41.4%	7.7%	6.5%
	Other	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	-	-	4,452	4,553	243,205	147,186	243,205	27.6%	4.0%	58.3%	5.5%	4.6%
Roads	Roads	1,216	1,216	520	769	293,454	180,350	293,454	33.3%	39.1%	19.5%	7.7%	0.4%
	Other	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Bridges	4	4	72	31	21,336	15,463	21,336	45.9%	9.4%	43.3%	1.4%	0.0%
	Footpaths and cycleways	408	408	1,832	1,662	151,889	81,234	151,889	21.3%	20.3%	51.2%	7.0%	0.2%
	Kerb and Gutter	3	3	1,031	1,273	138,097	76,533	138,097	3.2%	27.3%	69.3%	0.1%	0.1%
	Other road assets	306	306	1,988	2,038	54,005	40,669	54,005	39.9%	48.7%	10.3%	0.6%	0.5%
Sub-total	1,937	1,937	5,443	5,773	658,781	394,249	658,781	25.2%	32.1%	37.3%	5.2%	0.2%	
Stormwater drainage	Stormwater drainage	14,684	14,684	1,121	1,162	393,856	250,672	393,856	10.5%	47.1%	26.7%	12.1%	3.6%
	Other	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	14,684	14,684	1,121	1,162	393,856	250,672	393,856	10.5%	47.1%	26.7%	12.1%	3.6%
Open space / recreational assets	Swimming pools	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	697	697	6,534	8,964	109,126	85,262	109,126	54.5%	34.9%	9.6%	0.2%	0.8%
	Sub-total	697	697	6,534	8,964	109,126	85,262	109,126	54.5%	34.9%	9.6%	0.2%	0.8%
Other infrastructure assets	Foreshore Assets	-	-	57	33	18,190	12,627	18,190	25.0%	36.6%	29.2%	9.1%	0.1%
	Carparks	-	-	140	90	19,919	12,770	19,919	13.5%	0.4%	73.2%	12.9%	0.0%
	Sub-total	-	-	197	123	38,109	25,397	38,109	19.0%	17.7%	52.2%	11.1%	0.0%
Total – all assets	17,318	17,318	17,747	20,575	1,443,077	902,766	1,443,077	23.6%	31.3%	36.2%	6.9%	2.0%	

(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.

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2023 (continued)

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.
- 5 Requires major repair/sor 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 2023

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2023	Indicator 2023	Indicators		Benchmark
			2022	2021	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	14,911	69.00%	164.53%	124.17%	> 100.00%
Depreciation, amortisation and impairment	21,611				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	17,318	1.92%	1.79%	1.60%	< 2.00%
Net carrying amount of infrastructure assets	902,766				
Asset maintenance ratio					
Actual asset maintenance	20,575	115.94%	101.61%	91.94%	> 100.00%
Required asset maintenance	17,747				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	17,318	1.20%	1.13%	1.23%	
Gross replacement cost	1,443,077				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2023

Buildings and infrastructure renewals ratio



Benchmark: — > 100.00%

Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

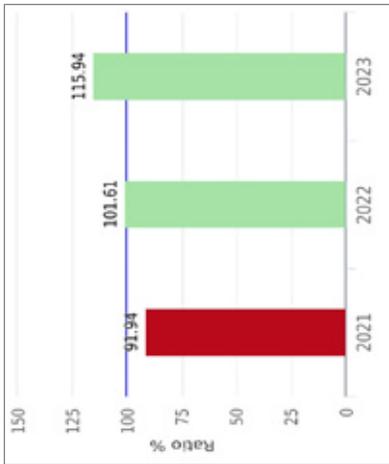
22/23 ratio 69.00%

This is mainly due to large scale projects requiring to be carried over due to protracted negotiations with utility providers, availability of contractors, staff vacancies during the year and price escalations within the construction industry requiring additional funding or a change in project scope.

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Asset maintenance ratio



Benchmark: — > 100.00%

Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Commentary on result

22/23 ratio 115.94%

This ratio shows that Council is spending greater on asset maintenance than what is required. This spending is important as it stops the infrastructure backlog from growing.

Ratio is outside benchmark

Infrastructure backlog ratio



Benchmark: — < 2.00%

Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result

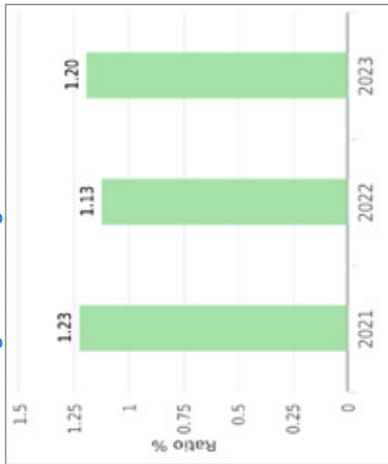
22/23 ratio 1.92%

This ratio has met benchmark level. Council will continue to spend money towards asset maintenance and asset renewals so that this backlog does not grow.

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result

22/23 ratio 1.20%

This ratio continues to be met as the amount spent on outstanding renewal works ensures that the assets are kept at the agreed service levels.

Ratio is outside benchmark

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 **City of Ryde**



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