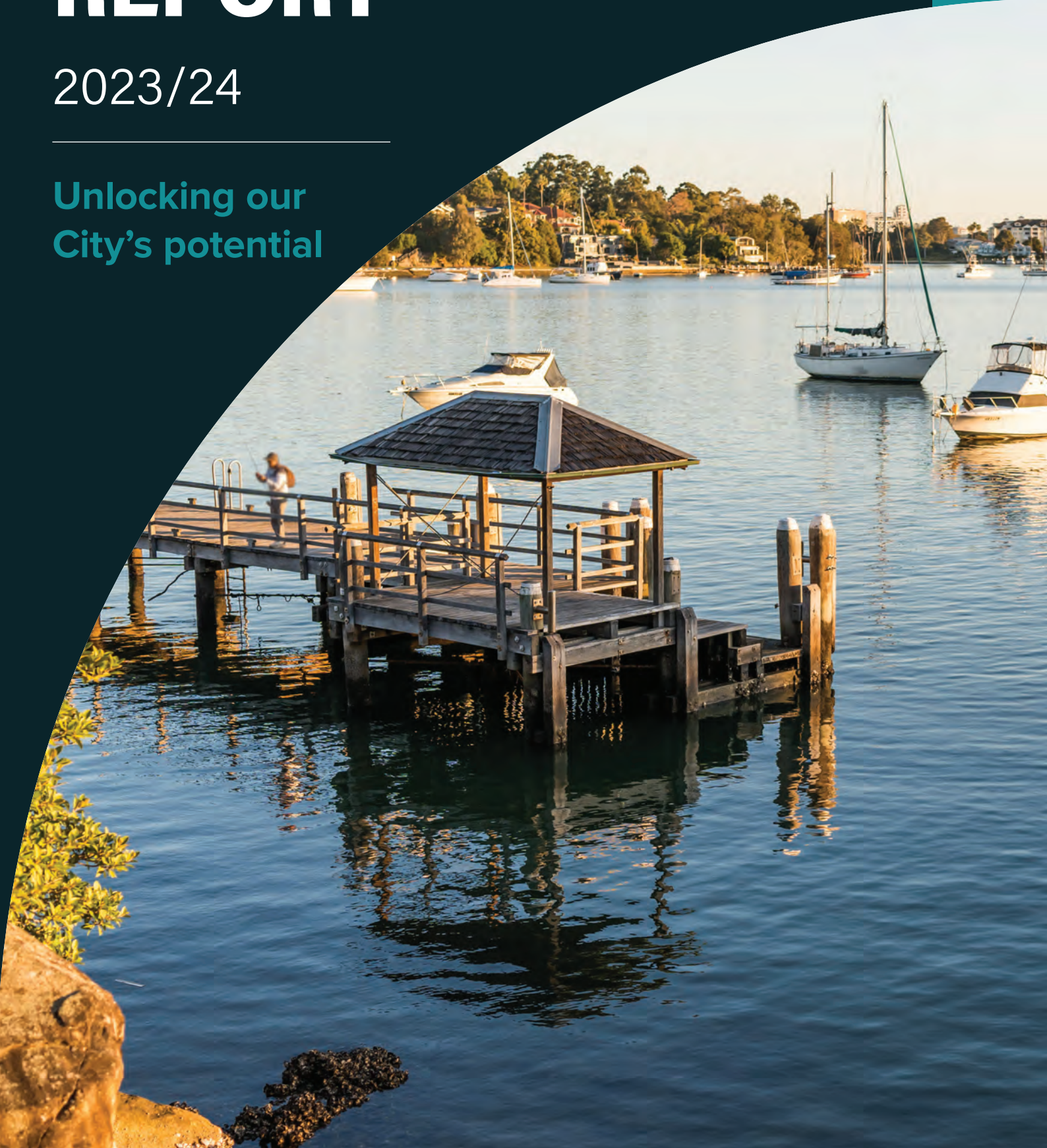


ANNUAL REPORT

2023/24

Unlocking our
City's potential



Our Annual Report

This year's Annual Report centres on the theme 'Unlocking our City's potential'.

It reflects Council's commitment to businesses of all sizes, supported by a new Economic Development Strategy, Night-time Economy Plan and Live Music Plan. Our commitment to renewing vital urban centres such as West Ryde-Meadowbank and Eastwood to ensure they thrive and prosper in coming years. Our commitment to maintaining and growing our network of open spaces, and to providing new facilities spaces to gather, play and grow. And our commitment to building resilience across our City, so that our community is prepared for any challenges and opportunities that come our way.

By laying the groundwork that will unlock our City's potential, we will ensure it remains the place to be for lifestyle and opportunity at your doorstep and a sought-after destination to live, work and play.

Acknowledgement of Country

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

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

We are Pleased to Present the City of Ryde Annual Report for 2023/24.

The report focuses on the financial and operational performance of the City of Ryde in 2023/24, documenting our performance against the 2023/24 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 203 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 2023/24.

In accordance with the NSW Integrated Planning and Reporting Framework (IP&R), this report features the State of Our City Report for 2021-2024. This document can be found in Appendix 1.

Acknowledgements

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

Readership

This report is intended to provide important information to a broad range of stakeholders including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies. 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 are available at our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

Language Assistance

We are committed to providing accessible services to people within our community and customers from culturally and linguistically diverse backgrounds. If you have difficulty understanding this 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 Guiding Principles



Our Vision

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



Our Values

At City of Ryde we value:

Health and Safety

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

Excellence

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

Accountability

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

Respect

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

Teamwork

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



Our Mission

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



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The City of Ryde in Profile

Our Community



Population

135,716

residents

Children

22,040 –

16 percent

Young people

15,241 –

11 percent

Older people

20,425 –

15 percent



Households

53,829

households

Families

34,987

Couple families without children

13,495

Single-person households

12,979



A Culturally Diverse City

Over 130

countries of origin

Over 100

languages spoken

49.05 percent

of residents born overseas

49.53 percent

of residents speak a language other than English at home



A Prosperous Area

38.29 percent

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

65,563

employed residents

73.41 percent

of resident workers have a tertiary qualification

6,115

residents require assisted living due to disability – 5 percent



A Growing Region

54,235

rateable properties

21,508

dwellings are separate houses

9,524

dwellings are medium density housing

24,382

dwellings are in high density housing



A Powerhouse Economy

\$19.196 billion

(gross regional product)

14,361

local businesses (approximately)

91,764

local jobs

Data sources:
REMPAN
Profile.id
ABS

Our City



Over 320kms

of roads



665kms

of kerbs and guttering (approx)



827,000m²

of paths and cycleways (approx)



205 hectares

of natural areas distributed over
71 parks and reserves



98

playgrounds



56

sportsfields



27

halls and facilities



5

libraries and an aquatic centre



14,361

local businesses



2,693

lights upgraded to energy
efficient LEDS



39

car share spaces



37

bushland reserves

Data sources:
REMPAN
Profile.id
ABS

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.



**MEADOWBANK
SKATE PARK**

A Year in Review

A Message from our Mayor

I am pleased to report another outstanding year of achievements for the City of Ryde in delivering services, activities and events to our vibrant and harmonious community.

This 2023/24 Annual Report serves as a wonderful snapshot of Council's passionate and dedicated hard work in maintaining our deserved reputation as the place to be for lifestyle and opportunity at your doorstep.

Council's commitment to business – both large and small – continued to show dividends.

The 14,361 businesses within our City provided 91,764 local jobs and generated over \$19 billion in gross regional product, spearheaded by the economic powerhouse that is the Macquarie Park Innovation District.

Our five libraries welcomed over 657,000 visitors, with more than 41,109 active members, and there were close to 40,000 attendees at 1,708 in-person and online programs and events.

The Ryde Aquatic Leisure Centre had over 662,500 visitors who enjoyed one of Sydney's best aquatic playgrounds. And there were more than 1.5 million participants in organised sport using Council's active open space areas.

As impressive as those latter numbers are, we are proactively seeking to add to our portfolio of open space to cater to an exponential population and density growth forecast over the next 15 years.

We maintained our fight to save the vital 6.2ha TG Millner Fields from the developers' bulldozers and launched community consultation on the future use of the Denistone Sports Club, now owned by Council.

Our events continued to draw large and happy crowds, from Council's flagship Granny Smith Festival to our annual Lunar New Year Celebrations, the Cork & Fork by the Riverside food and wine festival, Sustainability Festival and many more.

I am looking forward with great anticipation to an even bigger and more successful year ahead.

Trenton Brown

Trenton Brown
City of Ryde Mayor



A Message from our Chief Executive Officer (CEO)

The City of Ryde's 2023/24 Annual Report details a year of highlights and challenges as Council strove to strike the right balance between ambitious NSW Government housing targets, economic growth and job creation, infrastructure and open space requirements for our community.

The government's Stage 1 and 2 rezoning proposals for our key Macquarie Park Innovation District (MPID) – which makes an annual contribution to the NSW economy of \$13.6 billion – have the potential to add an extra 15,000 apartments to an area already straining under an existing pipeline of high density residential development.

The City of Ryde is not a Not in my backyard (NIMBY) Council, and we will continue to support housing uplift, but it must be undertaken in the right areas and not at the expense of vital employment lands like the MPID. Further, greater density and population must be accompanied by the essential infrastructure and open space needed to support this growth.

I believe Council's innovative West Ryde-Meadowbank and Eastwood Renewal Strategies, both of which went to community consultation during the year, provide the ideal blueprint for striking the right balance.

These important and carefully considered city-shaping projects have the potential to revolutionise three of our City's major town centres in a way that balances undeniable economic opportunity with extra housing and well-planned, supportive infrastructure.

In May, Council's draft Ryde Economic Development and Night-Time Economy Strategies were placed on public exhibition, focusing on job growth, business expansion, investment attraction, entrepreneurship, innovation, infrastructure, workforce development and quality of life improvement for the people of Ryde.

I am looking forward to seeing all of these cutting-edge ideas progress.

There are exciting times ahead for this dynamic, innovative, and progressive Council.

Wayne Rylands

Wayne Rylands
City of Ryde
Chief Executive Officer



A Year in Review

Our Performance Snapshot



\$850 million

of approved development.

More than 17,000

development enquiries received.

446

development applications.

640

new dwellings approved.

88 days

mean gross assessment time for each development application.



1,508,917 participants

in organised sport using Council's active open space areas.

Over 662,508 visitors

to Ryde Aquatic Leisure Centre.

Over 657,169 visits

to our five libraries, and 41,109 active library members.

Over 311,445 visits

to Council's halls and community facilities with more than 8,161 bookings.

Library programs and events

39,733 attendees at 1,708 in-person and online programs and events.

16,209 attendees at children's Storytime and baby Rhymetime.

51,439 passenger trips

taken on our Shop Ryder community bus service.



50 bush regeneration sites

across the City of Ryde.

Over 3,417 volunteer hours

helped to restore and manage bushland across 17 sites.

9.5 percent reduction

in energy consumption compared with 2018/19 baseline.

Over 1,728GJ

renewable electricity generated from Council's solar systems.

41.16 percent

of 52,870 tonnes of domestic waste recycled.



Tackling concrete emissions

We successfully trialled low-emissions concrete for two new footpaths, resulting in 30 percent less emissions than standard concrete.

Charging for good

During the year there were 2,809 charging sessions from Council-owned EV charging stations, with 29,296.35kWh of renewable energy used.

Connecting our community

A new footpath on Constitution Road and new connections to Meadowbank Station made it easier for pedestrians and active transport users within the Meadowbank Station and educational precinct to get around.

Economic Development Strategy

Our new Economic Development Strategy takes a people and place-based approach to creating economic growth and development.



93 percent

of over 60,960 Customer Service Centre calls, were resolved at first point of contact.

110,285 separate enquiries were answered.

More than 12,428 customers

served in person at the Customer Service Centre with over 46,675 separate enquiries answered.

Almost 6 million

page views on Council's website, an increase of 76 percent 2022/23.

Nearly 17,000

fans on Facebook and more than 7,000 on Instagram with user reach of more than 73,000 per quarter on Facebook.

91 percent

of over 45,884 customer requests received were actioned within 10 working days.

88 percent

of over 24,199 items of inward correspondence actioned within 10 working days.



Supporting live music

Our new Live Music Plan makes it easier for cultural festivals, live music performances and night markets in economic centres to bring together people from diverse backgrounds to enjoy great local entertainment.

Building spaces to gather

Our 15 low-cost halls and meeting rooms are always popular with our community with 258,300 visits and more than 7,200 bookings during the year. New facilities include the auditorium at Lachlan's Line, an additional classroom at North Ryde Community Preschool and expanded facilities at the North Ryde School of Arts.

Making high-density living more social

We worked with building managers to engage people living in high-density dwellings and reduce social isolation by connecting with their neighbours and the broader community.

Increasing affordable housing

Through our new Affordable Housing Policy, we are working to increase the supply of affordable housing for teachers, nurses, emergency services personnel and other key workers in our City.

A Year in Review

Creating Diverse Economic Opportunities

Across Australia, stakeholders increasingly expect local governments to take a greater role in shaping social, environmental and economic outcomes. Achieving these outcomes requires collaboration between the City of Ryde, State and Federal Governments, the private sector and not-for-profit organisations. Together, we will tackle challenges like expanding access to affordable housing, increasing local employment opportunities, and enhancing social and environmental outcomes.

We are developing a new Affordable Housing Policy, centred on addressing the increasing need for affordable rental housing, especially for key workers who are essential to the City's economy.

Our new Economic Development Strategy 2024-2028 adopts a people- and place-centred approach to fostering economic growth that benefits both the community and its environment. It focuses on creating jobs, attracting investment, promoting social equity, environmental sustainability and overall community wellbeing. Our innovative, holistic long-term vision for the centres at West Ryde and Meadowbank and masterplan for Eastwood will create high-quality, sought-after areas, supported by infrastructure and new economic opportunities.

In tandem with the Economic Development Strategy, we also created the Night-time Economy Strategy 2024-2028. As consumer preferences shift, driven by demographics, inflation and cost-of-living pressures, the City of Ryde's night-time economy is also evolving. Once focused on food and beverage, there is now demand for a broader range of experiences, including diverse cultural events, attractions and recreational activities. Young people are increasingly seeking immersive experiences such as themed pop-ups, interactive installations and experiential dining – unique, Instagrammable moments that cater to a segment of consumers seeking memorable experiences after dark.

The Night-time Economy Strategy aims to create new jobs across key sectors like bars, restaurants, and entertainment venues, particularly for young adults. It promotes well-lit inclusive recreational activities after dark and encourages active lifestyles, leisure and exercise.

Additionally, the City's new Live Music Plan 2024-2028 was developed in partnership with local artists, venues and residents. It supports cultural festivals, live music performances and night markets by making it easier for events to bring together diverse communities and promotes inclusivity and social cohesion by encouraging diverse musicians, engaging young audiences and establishing new performance and rehearsal spaces.

Planning for the Next Stage of Ryde Central

The Ryde Central site has been the focus of extensive planning over the years, aiming to re-establish Council's civic and administrative presence through the development of a new administration and civic centre, along with improved community spaces. Despite significant progress for the approved development, the project faced major funding shortfalls due to issues with the initial funding strategy.

In November 2023, Council resolved to defer the construction of the new civic building until sufficient funding becomes available. This decision is rooted in a commitment to sound financial management, ensuring that Council remains financially sustainable without impacting rates, services, or programs. Council also reaffirmed its commitment to retaining public ownership of the site.

At an Extraordinary Council meeting on 23 January 2024, it was resolved that staff explore interim options for transforming the Ryde Central site into public open space and recreation areas. But at the 25 June 2024 Ordinary Meeting, after a report was received detailing estimated costs for the open space project, it was noted that Council was unable to progress building on a new Ryde Civic Centre nor the public open space until the Office of Local Government (OLG) was satisfied that City of Ryde has a lawful and financially sustainable funding mechanism.

Encouraging Sustainable Transport

Our efforts to encourage sustainable transport continue to grow. In addition to pedestrian mobility enhancements across our City, a new footpath connection along the southern side of Constitution Road, between Bowden Street and See Street in Meadowbank, was officially opened. Along with a new pedestrian connection to Meadowbank Station, this upgrade significantly improves access and mobility for pedestrians and active transport users in the educational and station precincts.

Additional improvements include new lighting along Shrimptons Creek and Archer Creek, enhancing safety and visibility, as well as the completion of a shared user path along Waterview Street in Putney, east of Osbourne Avenue, filling a missing cycling link along the Parramatta River. New bike repair stations have also been installed to support smooth travel for cyclists.

Throughout the year, there were 2,809 charging sessions at Council-owned electric vehicle (EV) charging stations, utilising 29,296.35 kWh of renewable energy. As EV adoption accelerates, we have collaborated with the State Government and industry to facilitate the installation of charging infrastructure in private developments and expand public access to charging stations.



uarie
re

MACQUARIE PARK

Financial Results

This report includes the Audited Annual Financial Statements for the year ended 30 June 2024 which commence on page 225.

The income statement shows that the operating result at 30 June 2024 amounted to a surplus of \$59.4 million compared to \$26.4 million in the previous year. This is an increase of \$32.9 million and is mainly due to an increase in grants and contributions provided for capital purposes. The net operating result before capital grants and contributions is \$4.7 million.

Financial Position

Council's Statement of Financial Position shows the breadth of assets under Council's care and control. The total value of Council's assets as at 30 June 2024 is \$2.2 billion.

Council delivered \$36.9 million of capital projects of which \$22.9 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 \$247.7 million to \$310.5 million, and this is mainly due to greater than anticipated developer contributions received this financial year. The increase in developer contributions received is reflected further in the increase to externally restricted reserves. Council's unrestricted cash remains steady at \$8.4 million.

Performance Indicators

Council has achieved all the financial ratios within the benchmarks. The performance indicators are designed to measure Council's financial and asset performance and to drive continuous improvement.

Performance Against Original Budget

Council's original budget was adopted by Council on 27 June 2023. Original budget projections on which the assumptions had been based have been affected by several factors. These include 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 \$41.4 million. This is a result of greater than anticipated Developer Contributions received due to increased development during the financial year.

Financial position and performance as at 30 June 2024**Income Statement****\$(M)**

Total income from continuing operations	\$215.8
Total expenses from continuing operations	\$156.4
Net operating result for the year	\$59.4
Net Operating Result for the Year Before Capital Grants and Contributions	\$4.7

Capital Expenditure

New capital works	\$13.9
Renewal capital works	\$22.9
Total capital expenditure	\$36.9

Financial Position

Total assets	\$2,300.4
Total liabilities	\$75.3
Net assets	\$2,225.1
Cash and Investments	\$310.5

Less external restrictions	\$195.2
Less internal restrictions	\$106.9
Unrestricted cash	\$8.4

Performance Indicators

Financial Performance Indicators	
Operating performance ratio	4.04%
Own source operating revenue ratio	71.51%
Unrestricted current ratio	20.92x
Debt service cover ratio	12.01x
Rates and annual charges outstanding	3.30%
Cash expense cover ratio	13.95 months
Infrastructure Asset Performance Indicators	
Buildings and infrastructure renewals ratio	102.18%
Infrastructure backlog ratio	1.95%
Asset maintenance ratio	100.41%
Costs to bring to agreed service levels*	1.17%

*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.

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 193 to learn more.

We also offer an intensive 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 114.

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.

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.

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 68 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.

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. Guided by our Economic Development Strategy and Action Plan, 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.



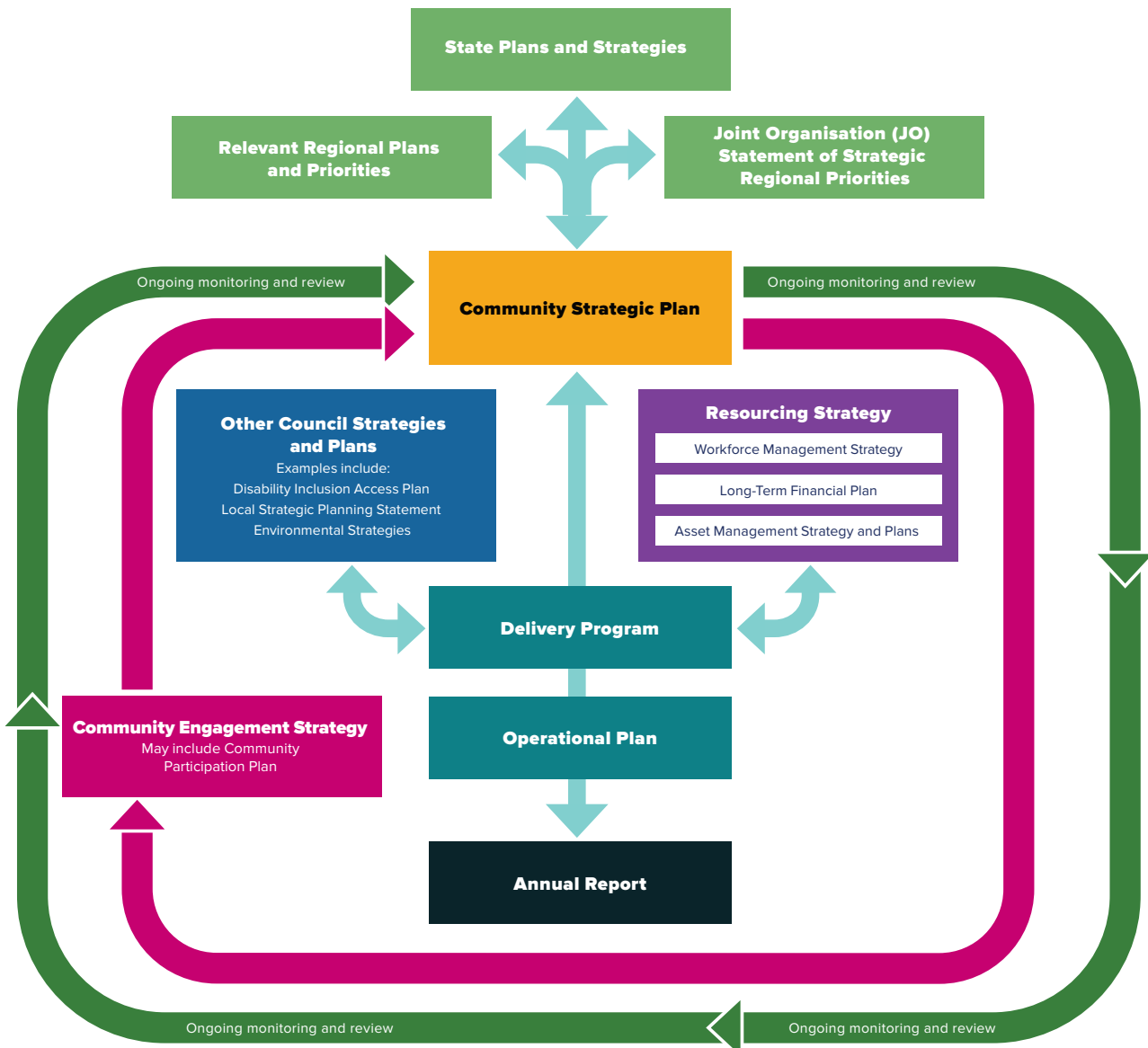
Delivering our Services

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

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

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

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



Integrated Planning and Reporting Framework Council’s Strategic Documents and Reports

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

Reporting on our Progress

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

We use the Integrated Planning and Reporting (IP&R) Framework introduced by the Office of Local Government on 1 October 2009.

Quarterly Progress Reports

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

Annual Report

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

GREATER SYDNEY

40 YEAR VISION

The Greater Cities Regional Plan

20 YEAR PLAN

The Greater Cities Plan

CITY OF RYDE COUNCIL

10 YEAR PLAN (Council area)

Community Strategic Plan

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

Resourcing Strategy (Financial, Asset, Workforce, ICT)

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

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

Council Strategies

KEY

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

FOUR YEAR PLAN (Council Term)

Four-Year Delivery Program

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

Delivery Programs

State of our City Report

ONE YEAR PLAN (Annual Planning Cycle)

One-Year Operational Plan

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

Departmental Business Plans

Quarterly Progress Reports

Quarterly Budget Review Statements

Annual Report

Annual Financial Statements

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

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.

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.

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.



Government



Employees and their Representatives



Visitors



Suppliers



Media



Businesses

THEY ARE IMPORTANT TO US BECAUSE THEY:

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

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

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

Provide good value and quality products and services.

Build and protect 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 local strategies, partnerships and networks.

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:

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

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

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

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

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

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

How we Inform and Engage with our Community



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

Major community engagement projects over the term have included the Integrated Open Space Plan Update, Draft Local Infrastructure Strategy, Draft Economic Development Strategy and Night-Time Economy Strategy 2024-2028, Draft Delivery Plan 2022-2026, Draft Operational Plan 2024-2025, Eastwood Masterplan, West Ryde-Meadowbank Renewal Strategy, Blenheim Park Masterplan delivery, and Macquarie Park Innovation District Rezoning.

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

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

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

Our Community Strategic Plan Outcomes



GRANNY SMITH FESTIVAL 2023



Our Vibrant and Liveable City



Our Active and Healthy City



Our Natural and Sustainable City



Our Smart and Innovative City



Our Connected and Accessible City



Our Diverse and Inclusive City



Our Open and Progressive City





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

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

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, and 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			
129,183	Residents in 2021	160,063	Residents in 2031
50,844	Households in 2021	62,511	Households in 2031
55,727	Dwellings in 2021	65,588	Dwellings in 2031
54,235 Rateable properties			
Almost 50 percent of dwellings in the City of Ryde are medium or high density, compared to 35.9 percent in Greater Sydney in 2021			

Data source: REMPLAN



Breathing Life into our Communities After Hours

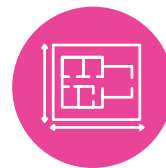
To activate our communities during the day and at night, we are creating safe, welcoming, and functional places, with well-lit and designed public domain, a more activated street life, and secure places and venues. Creativity, live music and the night-time economy are also benefiting from a suite of new initiatives.



New Development

\$850 million of developments were approved, including 100 single new dwellings.

3,556m² in 2023/24 of commercial floor space was approved.



Design-led Approach to Public Spaces

At four precincts across our City we are creating architecturally appealing areas that put the community's needs and experience ahead of other considerations.

Services and Performance Highlights

City Development Program

Enhancing our strategic land use planning and development framework to manage growth and development in a way that recognises and takes into account the aspirations of the residents of the City and achieves a balance of development, land use, amenity, and sustainable growth. The primary focus of this program is undertaking the Council's legislative statutory responsibility within the state's land use planning framework.

Assessing Effectiveness

- Community perceptions and sentiment
- Amount and types of housing delivered (medium density as a proportion of total housing).

City Strategic Planning

Development and update of the Local Strategic Land Use Planning framework and the regulatory work of planning within the State Planning framework. Including collaborating with the State Government and undertaking advocacy to facilitate good development outcomes within the City.

Advocating for our Shared Future

Increasingly, our community expects Council to advocate on issues of concern, particularly in relation to development and traffic management.

During the year the City of Ryde advocated for changes to planning regulations – the Explanation of Intended Effects: Changes to Create Low and Mid-Rise Housing (EIE) – for low and medium density housing. The plan could result in an 83 percent population increase within the existing low density residential zones in the LGA – an increase that doesn't factor in the cumulative impact of other related planning proposals, including the Transport Oriented Development policy, which listed Macquarie Park Metro as a Tier 1 Accelerated Precinct.

We called on the NSW Government to take a more collaborative approach to working with councils to resolve the current housing crisis. This would deliver balanced lifestyle outcomes for communities, with increased housing, commensurate infrastructure, essential services, open space and employment opportunities for new and existing residents.

Council advocated for the NSW Government to have a larger role in the provision of public and affordable housing, rather than incentivising Build-to-Rent for developers. We also advocated for greater collaboration between the State and Federal Governments to explore policy levers surrounding the current housing crisis.

This includes exploring other issues impeding housing supply beyond planning controls, such as creating improved pathways for more well-trained builders and tradesmen, and improving the supply of building materials.

Council staff are continuing to collaborate with the Department of Planning, Housing and Infrastructure (DPHI) on masterplanning work for the Macquarie Park Innovation District. This will encompass Stage 2 rezoning and the Transport Oriented Development program. Staff are also working with DPHI to determine which precincts are suitable for inclusion under the State Environmental Planning Policy (Diverse and Well-located Homes).

Following a multi-year community campaign to save the TG Millner sports fields in Marsfield as a vitally important open green space, the independent Sydney North Planning Panel refused a proposed rezoning from 'Private Recreation' to 'Residential' supported by Council. The proponent has lodged a new Planning Proposal with Council to rezone the site from RE2 Private Recreation to part R2 Low Density Residential and part RE1 Public Recreation. The Planning Proposal is currently under assessment by Council. We will continue to work toward delivering the best outcomes for the community in relation to maintaining publicly accessible open space on the site.



MORRISON BAY PARK,
MEADOWBANK

Designing Places with Open Space for Everyone

The City of Ryde is embracing a design-led approach to the development of four precincts across our City. This strategy creates architecturally appealing areas that put the community's needs and experience ahead of other considerations; for example, access to open space is central to community health and wellbeing.

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

Masterplanning Eastwood and West Ryde-Meadowbank

During 2023/24 Council developed a new, holistic long-term vision for the centres at West Ryde and Meadowbank, one that recognises the strong strategic connections between the areas around West Ryde and Meadowbank stations, rather than viewing them as separate entities. The integrated vision and plan will provide urban renewal that breathes new life into West Ryde and Meadowbank's fabric by focusing on improving the quality of life for residents and hybrid workers. It leverages Meadowbank as an advanced technology hub with quality education alongside West Ryde as a hub for the night-time economy and creativity.

The vision embodies the City of Ryde's strengths in multiculturalism, harmony, education and innovation and elevates West Ryde and Meadowbank through new employment opportunities, cultural connections, world-class transport, design excellence and high-quality built and natural environments.

Masterplanning for Eastwood is also using this approach. The new Eastwood masterplan aims to shape the area's future in collaboration with our community to achieve high-quality, sustainable outcomes. The community was invited to share what they love about Eastwood and what they feel could be done to create a more vibrant and attractive town centre and liveable suburb. Once complete, the masterplan will enhance Eastwood's public spaces, encourage high-quality architectural development, preserve the area's distinct character and heritage, resolve flooding issues and ensure that future growth is supported by infrastructure. It will also consider potential economic opportunities resulting from the redevelopment of Ryde Hospital.



Creating Vibrant Spaces for Day and Night-time Activities

Our community has told us they want diverse and family-friendly options, quality venues and a range of permanent and temporary activities in appropriate town centres both during the day and in the evenings.

They look to Council to provide safe, welcoming and functional places, with well lit and designed public domain, improved pedestrian wayfinding, a more activated street life, and secure places and venues. Community members also want to support local businesses through activation and management of the night-time economy, through localised planning, support, and marketing and promotion.

In response, during 2023/24 we developed our Live Music Plan 2024-2028 to foster live music, support diverse musicians and engage young audiences. The Plan focuses on creating performance venues, improving presentation opportunities and establishing outdoor music events. Our updated Events Plan 2024-2028 complements this by providing direction for event planning and delivery, guided by the Creativity Strategy 2019-2024 and the Ryde 2028 Community Strategic Plan. These initiatives further support Council's commitment to a vibrant night-time economy, safety and inclusivity, as outlined in the Economic Development Strategy and Night-Time Economy Strategy.

Updating our Affordable Housing Policy

The City of Ryde is currently developing a new Affordable Housing Policy, centred on addressing the increasing need for affordable rental housing, especially for key workers who are essential to the City's economy.

The policy's primary objective is to increase the supply of affordable housing for key workers, who include teachers, nurses and emergency service personnel, in perpetuity over the next decade. They often struggle to find affordable housing within the City due to rising rental prices; currently 35.6 percent of rental households in Ryde are under rental stress, with over 7,000 households spending more than 30 percent of their income on rent. This highlights the urgent need for affordable housing, especially for those on very low to moderate incomes.

The policy will outline several key principles and strategies, including a commitment to provide housing that supports diverse community needs at all life stages, adherence to liveable building standards, and prioritisation of key workers. The policy will also emphasise financial sustainability to ensure long-term viability of the housing stock. Council plans to collaborate with developers and community housing providers, advocate for State and Federal resources, and use mechanisms such as voluntary planning agreements and inclusionary zoning to secure contributions for affordable housing. These efforts aim to build a resilient and sustainable community, and to provide affordable, high-quality housing for those who are vital to the local economy and services.

Development Advisory Services

The Development Advisory Service (DAS) is an integral part of Council’s core function of delivering high quality planning and development advice and front-end service for our internal and external customers.

The DAS team deals with community inquiries and manages online NSW Planning Portal lodgement of DAs, CDCs, subdivision certificates, modification applications and post-consent certificates. DAS also manages applications through the Urban Design Review Panel (UDRP) and provides personalised pre-lodgement advice on planning, building and engineering aspects of development applications. The team also represents Council and community interests by preparing submissions to the Department of Planning Housing and Infrastructure (DPHI) on State Significant Development (SSD) applications.

During the year, we responded to 17,583 development-related enquiries, including 3,626 telephone calls, 700 face-to-face planning and development enquiries, email enquiries and 97 pre-DA and UDRP meetings. We accepted 561 development applications through the NSW Planning Portal and registered 2,261 post-consent certificates. Overall, we assessed \$3.55 billion worth of SSD applications and made 30 submissions to DPHI on a range of SSD-application types, ranging from data centres to build-to-rent developments.

Responding to Increasing State Significant Planning Applications

There has been a significant increase in the number of SSD applications which the DAS assesses and then makes a submission to DPHI. The DAS team has seen a significant uptrend of SSD applications being lodged in the past four years. This is due to numerous planning reforms made by the NSW Government that have increased the range of development types eligible to be assessed under State Significant criteria (particularly within Macquarie Park). Types of development being proposed under these criteria include data centres, build-to-rent housing and large precinct-planned areas such as the Ivanhoe Estate.

These applications are assessed by DPHI with the Minister for Planning as the Consent Authority. However, as they occur within the City of Ryde, Council makes submissions to DPHI to represent community and Council interests. These are considered in the assessment and determination of these applications.

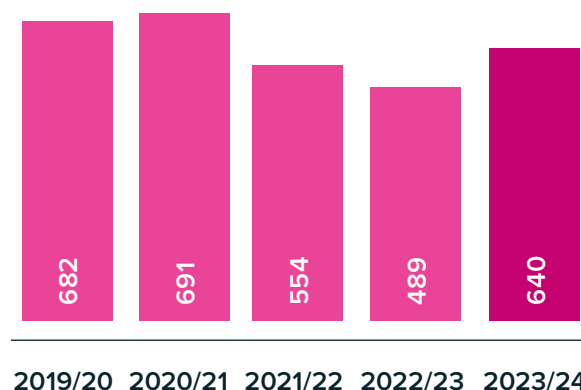
Development Assessment Services

Assessment of development applications, including applications for alterations and additions to dwellings, new dwellings and dual occupancies, waterfront dwellings, multi-dwelling developments, and subdivisions.

During the year, we managed and determined a total of 446 applications. Of the applications determined 640 were for dwellings, 100 of which were single new dwellings, while 3,556m² in commercial floor space was approved. The value of development in the City was consistent with previous years.

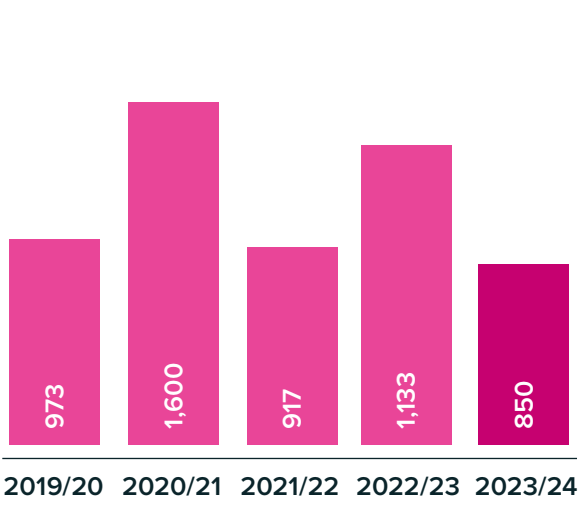
	2022/23	2023/24
Mean gross assessment time (target <= 95 days)	88 days 🟢	123 days 🔴
Mean Gross Determination Time		
Commercial, retail, office (target <= 91 days)	87 days 🟢	137 days 🔴
Residential alterations and additions (target <= 77 days)	69 days 🟢	139 days 🔴
Single new dwellings (target <= 105 days)	99 days 🟢	137 days 🔴

Number of Development Applications Determined

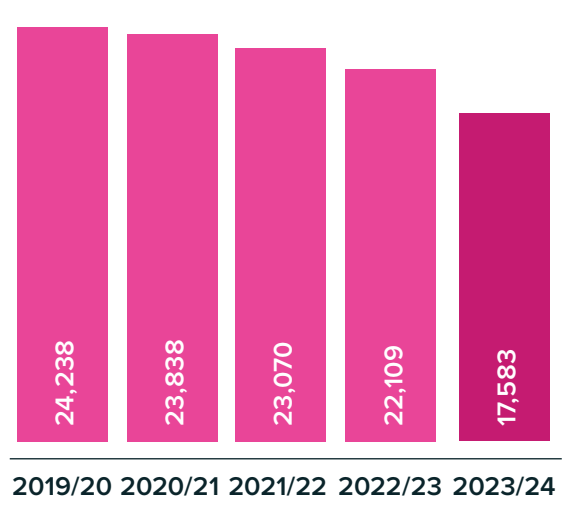


KEY: 🟢 Achieved target 🔴 Exceeded target

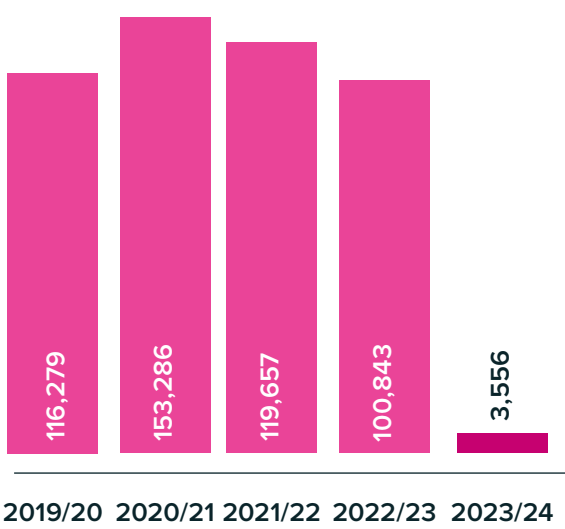
Value of Development Applications Determined (\$ million)



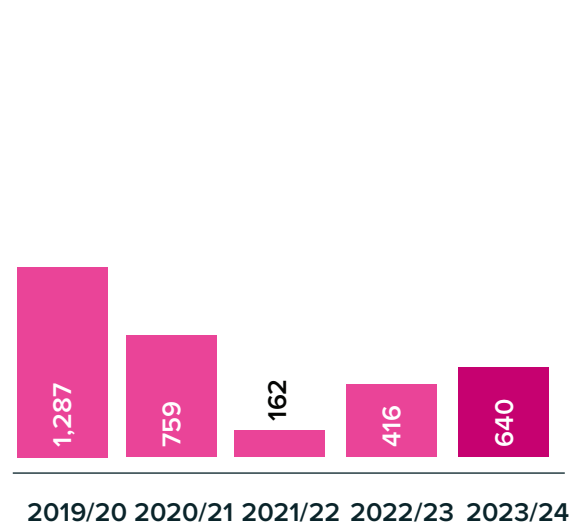
Development Application-related Enquiries Received



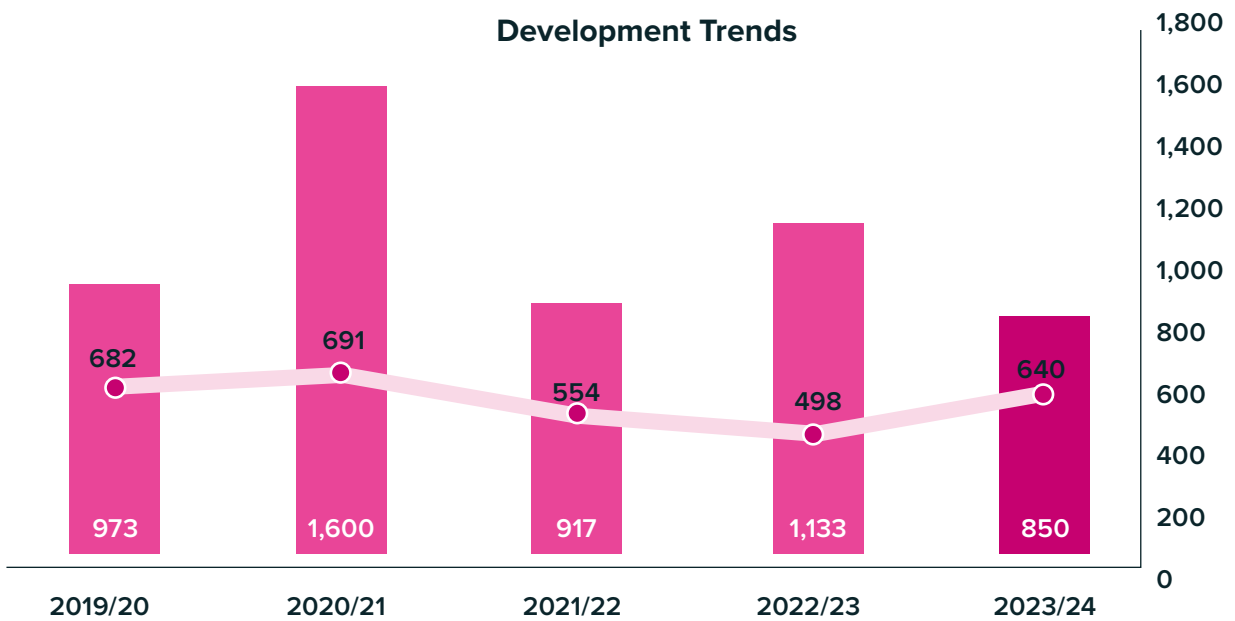
New Commercial Floor Space (m²)



New Dwellings Approved



Development Trends



- Total development value of approved development applications (in \$million)
- Number of applications determined

Community Safety and Amenity Program

This includes investigating, assessing and determining private development to ensure construction standards are maintained and compliance with building, health, and environmental regulations to maintain high standards of public health and safety across the City of Ryde.

Council also helps to maintain standards and liveability across our urban environment through working with the community and enforcement of State and Local Government acts and regulations including road, parking and footpath enforcement, and animal management in the public domain.

Assessing Effectiveness

- Compliance rates.



New Dwellings

640 new dwellings were determined and 3,556.4m² in commercial floor space was approved.



Development Applications

446 development applications were determined. 415 DAs were received including 58 commercial, retail and office DAs, 131 residential DAs and 100 single new dwelling DAs.



Enquiries

17,583 development-related enquiries were received including 3,626 calls to the Development Advisory Service.



Fire Management

969 multi-unit dwellings fire statements were checked for compliance. All buildings with combustible cladding are being appropriately remediated to meet Statutory requirements.

Building Certification and Safety

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.



Ensuring Pool Barrier Safety

To encourage pool safety in our City and promote awareness of the *Swimming Pools Act 1992 (SPA Act)*, this year we notified 400 private pool owners of their statutory requirements to provide a compliant pool fence. We also completed annual inspections of all high-risk pool barriers in multi-dwelling and tourist accommodation within the City of Ryde LGA.

Keeping the Community Safe from Non-compliant Development

In 2023/24 we investigated 1,526 development-related complaints, with more than 90 percent identifying unauthorised development activities. Development that fails to satisfy Council's requirements is regulated under the provisions of the *Environmental Planning and Assessment Act*, and cases may ultimately escalate to the NSW Land and Environment Court for resolution.

Council's Building Certification team reviewed over 969 Annual Fire Safety Statements (AFSS). All identified buildings with combustible cladding are being appropriately remediated within statutory requirements, including the issuing of Fire Safety Orders. This is an ongoing regulatory process that will continue until all identified buildings have been appropriately remediated. Over 90 percent of building-related applications (including Construction Certificates, Occupation Certificates, Complying Development Certificates, Building Information Certificates, and Hoarding applications) were processed within agreed timeframes.

Advocating for Improved Construction Standards

Following building work rectification orders issued for 23 Halifax Street, Lachlan's Line, 3 Smith Street, Ryde, 13-15 Porter Street, Ryde, 2-6 Junction Street, Ryde, and 20 Nancarrow Street, Ryde, owners, residents and the community expressed reduced confidence in the building industry to deliver high-rise buildings to required construction standards. The Building Commission NSW issued a rectification order for apartment buildings situated at 23 Halifax St, Lachlan's Line, Macquarie Park, which includes Council facilities. The order followed the discovery of defects in the long-term durability of concrete in the basement levels of the building. Public domain spaces surrounding the complex were not affected and there was no risk to public safety, however disruptions occurred while the developer carried out rectification work.

In response, we are continuing to advocate to the State Government by asking that it establish legislation for stronger building reform. We are also continuing to raise concerns regarding the planned 8,000 apartments in Macquarie Park that could lead to similar risks for the community. In addition, we are exploring mechanisms to ensure the community is informed about all future intentions by the Building Commission to serve rectification orders on developments in the City of Ryde.

Environmental Health and Safety

Providing complex service delivery and management programs in the specialist areas of environmental health protection and public health protection.

Keeping our Community Safe

In 2023/24 Council’s Environmental Health Team completed over 90 percent of its annual health monitoring programs over the year (hair, beauty and skin penetration premises, mortuaries, legal brothels, public pools, cooling towers). More than 60 percent of planned food premises inspections (553) were conducted over the year.



Operational Plan Service Delivery	2022/23	2023/24
All identified buildings in the City of Ryde with combustible cladding are being appropriately remediated within statutory requirements	Completed	Completed
Annual Fire Safety Statements for registered buildings checked for compliance	853 reviewed	969 reviewed
Private pool fence inspections	401 completed	All high-risk pool barriers in multi-dwelling and tourist accommodation checked
Complete more than 400 pre-building commencement audits annually	297	Delivery as planned

Ranger Services

Education, compliance and enforcement services to help maintain community amenities and safety.

Our rangers 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.

Enforcing Community Standards

Council’s parking rangers focus primarily on enforcement in CBD areas to turn over parking to support local businesses. They also patrol school zones daily to educate and promote safety, patrol resident parking scheme zones to support residents, and carry out proactive patrols of streets that have been reported as having parking issues. During the year 1,581 complaints were investigated.

Our compliance rangers investigated 3,085 complaints during the year with an increase in animal, unattended vehicles and illegal dumping complaints. Illegal dumping, unattended vehicles, footpath obstructions, barking dog and dog attack complaints continue to be on the high end of complaints received and investigated. Frequent park patrols are carried out to promote public safety where dogs are identified off-lead and provide a visual presence to regulate and educate observations of illegal activities being carried out and/or to report hazards, graffiti and damage.

Operational Plan Service Delivery	2022/23	2023/24
Investigating and responding to more than 1,700 parking enforcement requests per year	1,969	1,581 complaints investigated
Investigating and responding to more than 2,300 ranger compliance requests per year	2,781	3,085 complaints investigated
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	92 percent achieved	100 percent
Monitor 850 food premises annually to maintain food safety standards	444	100 percent



EASTWOOD ON-STREET PARKING



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.

\$161 million investment is planned for these programs over the life of the Delivery Program.

Our 2024-25 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
- Undertaking advocacy to facilitate good development outcomes for the City
- Providing personalised pre-lodgement advice and assessing development applications
- Assessing planning proposals and re-zonings, issuing planning certificates and strategic planning and urban design advice
- 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 2024/25.

The complete range of activities undertaken through these programs are listed in Council's 2024/25 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 community events that bring residents together, helping everyone to feel part of the Ryde community.

Priorities for this Outcome



Enhanced Recreational Spaces

Providing opportunities and choice for recreation and active learning and living

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



Well-Targeted Services

Strengthening community life, connectedness and wellbeing

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

Overview

Council Programs and 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
Preschool (0 – 4)	7,407	8,763	18 percent
School Age (5 – 14)	13,747	17,427	27 percent
Youth (15 – 24)	14,777	18,200	23 percent
Young Workers (25 – 34)	24,255	29,816	23 percent
Workers (35 – 49)	29,249	37,870	29 percent
Older Workers (50 – 64)	21,282	24,515	15 percent
Retirement (65 – 79)	13,415	17,056	27 percent
Elderly (80+)	5,681	6,416	13 percent
Total	129,813	160,063	23 percent



COMMUNITY DAY,
NORTH RYDE LIBRARY

Families in Ryde



Couples with Children

2021 Census	15,666
Projection for 2031	19,141
Projected change	22.97 percent



Couples without Children

2021 Census	12,867
Projection for 2031	15,838
Projected change	23.09 percent



One-parent Families

2021 Census	4,063
Projection for 2031	5,027
Projected change	23.73 percent



Other Families

2021 Census	631
Projection for 2031	787
Projected change	24.72 percent



Group Households

2021 Census	2,066
Projection for 2031	2,787
Projected change	34.90 percent



Single Person Households

2021 Census	13,675
Projection for 2031	16,723
Projected change	22.29 percent

Data source: REMPLAN

Services and Performance Highlights

City Sport and Recreation Program

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

Assessing Effectiveness

- Perceptions and sentiment from the local community
- Customer demand – participation in organised sport on Council’s active open space areas
- Benchmarked costs of service provision.

City Parks and Open Spaces

Planning for and managing the City’s extensive network of parks, reserves, and other open spaces (parks, amenity buildings, and facilities including playgrounds, community buildings, dog recreation areas, toilets, canteens, band stands, and others).

Masterplanning for our Shared Future

The City of Ryde’s parks, open spaces and recreational facilities are important resources that are used and enjoyed by our community for a diversity of leisure-time pursuits. With our population projected to grow across all age groups, ensuring that parks and open spaces meet the needs of various user groups now and in the future is a priority for Council.

During the year, we updated two of our Plans of Management to outline how the spaces are managed by Council on behalf of the community: the Field of Mars Plan of Management, which was adopted by Council in late 2023, and the Putney Park Plan of Management. The Field of Mars Plan of Management guides management of Council’s largest open space and designated wildlife protection area, to ensure it continues to provide important biodiversity outcomes for the City.

An updated Plan of Management for Putney Park – the last to meet the requirements of the *Crown Land Management Act (2016)* – is awaiting Ministerial approval prior to public exhibition.

The Plan, which outlines Council’s commitment to the community on the park’s management, has had legislative references updated and will be available for the community to review prior to Council adoption.

We also reviewed our Integrated Open Space Plan, which provides the overall framework for managing the City’s parks and open space resources – a network of just over 200 parks and open spaces covering 351 hectares or nine percent of the City’s total area. The Plan is being updated to better reflect our City’s growing and changing population, diverse lifestyles and growing and changing sport and recreation needs, while also protecting and enhancing the biodiversity values of our natural areas. The updated Plan will guide how the parks and open spaces in the City will be used and managed up to 2030 and beyond.

Masterplans guiding future park improvements for Waterloo Park and Brush Farm Park are also underway with expected completion in late 2024.

Enhancing our Open Spaces

Construction of a new amenities building was completed at Christie Park. The new brick building includes player change rooms and showers, referee rooms, a first-aid room and canteen, storage rooms and public unisex toilets including an accessible toilet. The new building also features a function room, a scenic balcony and general office.

Planning was undertaken for a new amenities building at Gannan Park and for an amenities upgrade at Anzac Park, West Ryde. The new buildings are guided by our Parks Building Strategy, which was completed during the year and outlines a strategic approach to managing Council buildings in parks. The Strategy will be supported by a park design guide that will be created in 2024/25.

A project to convert the existing netball courts at Meadowbank Park into additional playing fields and construct a new amenities block is underway, with engineers undertaking contamination and geotechnical assessments; structural engineering design work; car parking layout; and stormwater and field drainage. Detailed design is expected to be complete in early 2024/25.

In Macquarie Park, Property NSW (PNSW) is upgrading the footpath on Waterloo Road on Council's behalf. Following completion of the earthworks and stormwater component of the works, the remaining scope of the Masterplan will be completed using additional funds from \$7.11 as agreed by Council at its June 2024 meeting.

Detailed design work for the Field of Mars Reserve Nature Trail was completed and reviewed to ensure DDA compliance that meets funding requirements under the Places to Roam (PTR) – Regional Trails Program 22-23. A new boardwalk, adjustments to the current boardwalk and installation of kick rails will commence in the October school holidays and be completed by December 2024.

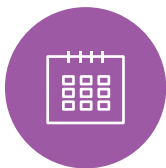
Creating Places for all Ages

To ensure all children have access to high-quality play spaces across our City, this year we renewed playground infrastructure at Santa Rosa Park, Brush Farm Park, Olympic Park, Heatly Reserve, Sagar Place and Ryde Park.

To maintain vital open space in our City, Council acquired the Denistone Sports Club in Chatham Road, Denistone. Lawn bowlers currently using the site will continue play at the club while community consultation will be undertaken to enable Council to determine the future use of the property.

We received an \$8 million grant under the Federal Government's Priority Community Infrastructure Program to upgrade Blenheim Park. The Blenheim Park Masterplan, adopted in 2020, includes a new large regional level playground to support and nurture children and family-friendly communities through play. The new playground responds to the existing natural elements within Blenheim Park and has a forest and creek theme. A proposed new amenities building will complement the playground and include accessible toilets, ambulant toilets and change rooms for children that use the water play area.

With the boom in alternative recreation including skateboarding, we sought community feedback on the design of a new skate park, and insights into the features and flow that make skate parks good places to roll. Community feedback indicated a district level skate facility (600-1,000m²) would be appealing to users, with timed lighting for night time use. As well as forming a significant part of the broader youth hub at Blenheim Park, a skatepark will create an activated edge to Epping Road.



Bookings

6,427 bookings were made for passive parks and sporting facilities.

Bookings for community activities are anticipated to grow with our increasing population.



Park Upgrades

\$8 million grant received to upgrade Blenheim Park.

A new amenities building, naturalistic, regional level playground and skatepark are all planned.



Dog Parks

Four new dog off-leash parks.

Charity Creek Cascades, Warrawong Reserve, Eastwood, Brereton Park, East Ryde and Fontenoy Park, Marsfield trialled to support growing dog ownership in our City.

Plans and Strategies Underway:

- Waterloo Park Masterplan
- Parks Building Strategy
- Brush Farm Park Masterplan
- Field of Mars Plan of Management
- Putney Park Plan of Management
- Integrated Open Space Plan.

Park Maintenance

New service standards and KPIs will ensure high-quality fields and ground amenities are being delivered and maintained for community and user groups.

Operational Plan Service Delivery

Parks Planning ✔

Open Space Masterplans ⚠

The Waterloo Park Masterplan was delayed due to complexities with flooding analysis. The Park Design Guide was deferred. The Brush Farm Park Masterplan is on track for completion in 2024.

Parks – Plans and Strategies ⚠

Updates to the Integrated Open Space Plan and City of Ryde Tree Development Control were delayed due to the need to direct resources to the implementation of Council resolutions including the installation of the Korean War Memorial and investigating opportunities for the location of a wildlife rescue facility.

Meadowbank Park Masterplan Delivery ✔

Parks Operations ●

Parks Maintenance ●

Passive Parks Renewal and Upgrades ●

Macquarie Park, Waterloo Road ✔

Gannan Park – Masterplan Delivery ✔

Field of Mars Reserve Nature Trail ✔

Delivery is scheduled for December 2024.

Playground Upgrade and Renewal ✔

Five projects were completed (see main story) in 2023/24 while the Olympic Park project will be completed the first quarter of 2024/25.

Toilet Blocks Renewal excluding Sportsfield(s) ↻

This project was deferred to 2026/27 to integrate with the planned ANZAC Park Masterplan Delivery project.

Passive Parks Expansion and Improvement ✔

This cluster contains two projects: Blenheim Park Masterplan design and Anderson Park Lighting. Construction at Anderson Park was completed. More information about Blenheim Park can be found in the main story.

Korean War Memorial – Memorial Park ⚠

The identified location (Memorial Park) falls within the Ryde Riverside reserve, however, construction has been deferred until a Plan of Management can be developed. Staff are liaising with the Korean consulate to seek Korean Government support to deliver the project.



HELENE PARK, MEADOWBANK

City Sporting and Recreation Facilities

Managing, maintaining, and operating the City's sportsgrounds and active recreation facilities like skate parks, bike tracks, multisport basketball courts and more. Facilitating and delivering community sports and recreation programs in the Council's open spaces and facilities. Delivering a targeted grants program supporting community-based sports and recreation organisations.



Supporting our Community to Become More Active

To get everyone up and moving at fun, low-cost activities, our Active in Ryde program includes intergenerational activities like line dancing, park yoga and aqua aerobics, as well as age-group specific programs such as hip hop for seniors. Active in Ryde is increasingly popular across all age groups, with seniors programs growing to nine programs a week, and 211 weekly participants at year end. Our Active in Ryde School Holiday programs saw growing participation across both Active Kids and Active Youth, with activities including parkour, baseball, bike skills and theatre sports.

Ensuring Sportsfields Provide Places for Everyone to Play

Following the withdrawal of federal funding, Council expressed support for neighbouring Hornsby Shire Council's Westleigh Park project. The park is considered regionally significant in supporting the increased population in Northern Sydney and compounds the loss of open space caused by the proposed rezoning of TG Millner Fields.

After a multi-year community campaign, the City of Ryde provisioned \$15 million for the purchase of the TG Millner site, in recognition of its role as an open green space venue for sports and recreation year-round, despite the State Government's refusal to allow the compulsory acquisition of the 6.2 hectare ground. Funding for the acquisition of land in Macquarie Park for open space had also been promised by the Department of Planning, Housing and Infrastructure. This was part of the Macquarie Park Innovation District rezoning proposal under Transport Oriented Development strategy, and we called on the State Government to deliver on that promise to ensure the purchase and future management of TG Millner.

Lighting upgrades were undertaken at Anderson Park and Waterloo Park to increase playing hours, while at Christie Park, which is adjacent to the Lane Cove National Park, we explored the installation of sustainable low lighting within the car park to reduce the impact of light on the National Park's nocturnal animals, including the threatened powerful owl species.

However, remediation of LH Waud field at Meadowbank Park was delayed. This project is part of the synthetic conversion project and is on hold while the Council waits for Native Title certification for the Meadowbank Park Precinct from the Federal Court.

Operational Plan Service Delivery

Programs and Customer Liaison	✓
Maintaining Sporting and Recreation Facilities	✓
Sporting Facility Renewal and Upgrades	✓
Sportsfield Floodlighting Renewal	●
Sportsfield Upgrade and Renewal Magdala Park and Morrison Bay field works are complete.	●
Ryde Aquatic Leisure Centre (RALC) Asset Renewal	✓
Sportsground Amenities Upgrade and Renewal	✓
Old Landfill Sites Subsidence Program Renewal See main story for information about LH Waud Field.	⚠
Sportsfield Floodlighting Renewal Pole replacement at ELS Hall Park has been deferred to 2025/26 to integrate with planned synthetic upgrade works to ELS Hall Field 1.	⚠
Synthetic Playing Surfaces Expansion This cluster contains two projects carried over from 2022/23: the Christie Park Masterplan Stage 2 and Meadowbank Park's LH Waud field. Christie Park Amenities Building Stage 1 has achieved practicable completion and is currently in the defects liability stage. Meadowbank Park work is on hold while Council waits for Native Title certification.	⚠
Sportsfield Floodlighting Expansion The lighting upgrade at Meadowbank Park's LH Waud field is on hold while the Council waits for Native Title certification from the Federal Court. Work will progress upon receiving Native Title clearance.	⚠



Storage Facilities

90 watercraft storage facilities at 100 percent capacity.



Buildings Leased

19 of 20 buildings leased to over 20 parties.



Infrastructure

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



Community Groups

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



Community Sport

1,508,917 people participated in organised sports.

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

Ryde Aquatic Leisure Centre

Management and operation of the Ryde Aquatic Leisure Centre (RALC) (including pools, water features, an array of indoor sports and facility hire, activities and events, and recreational and sporting programs including a significant Learn to Swim program) and other sporting facilities in the Olympic Park precinct.

Upgrading the RALC Experience

To keep our enthusiastic pool patrons coming back for more, this year we upgraded the pump that powers our river attraction and built two additional family change rooms. New water polo lane ropes and goals were installed to support the growing number of water polo players training and competing with Ryde Water Polo Club.

Behind the scenes, we renewed the ultraviolet filtration system on the spa, refurbished the main gas boilers, replaced fire dampers in the Centre’s fire control system and renewed duct/pipe work linked to one of the air management systems. Doors to the main pool complex were also repaired.

While our swim school remains the premier school in the area, with 8,789 children attending swimming lessons in 2023/24, swim school enrolment numbers dropped by about 17 percent across the year. This is directly attributed to the current cost of living situation and the reduced or eliminated ‘first lap’ program which was discontinued by the current State Government.

Operational Plan Service Delivery

RALC Programs and Services



RALC Operations and Maintenance

The centre completed all planned operational and maintenance work within the 2023/24 period; 100 percent of compliance obligations in relation to pool water bacteriological criteria for the year were met.

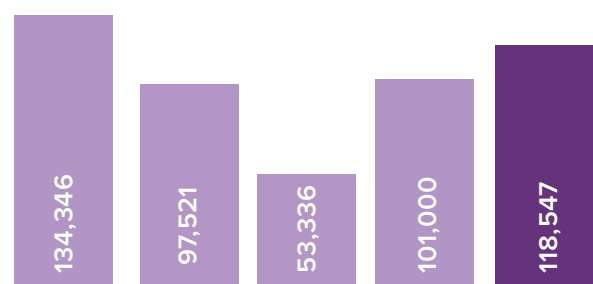


Visitors to RALC



2019/20 2020/21 2021/22 2022/23 2023/24

Number of RALC Program and Facility Hire Users



2019/20 2020/21 2021/22 2022/23 2023/24

KEY: ● Complete ✓ On track ▲ Action required ⌚ Delayed / Did not achieve target ⇄ Deferred ⊗ Cancelled



RYDE AQUATIC LEISURE CENTRE (RALC)



RALC Visits

Over 662,508 visitors to the RALC over the year.



Learn to Swim

Swimming programs continued with an average of more than 2,993 participants every week.



Water Quality

100 percent compliance with pool water bacteriological criteria for swimming pools and spas.



Facility Hire

118,547 program and facility hire users throughout the year.

Library Program

Supporting our residents to lead healthy, active, and independent lives through the provision of high quality, contemporary library services, and accessible public spaces providing opportunities to participate and engage with others in lifelong learning, recreation, and cultural opportunities.

Assessing Effectiveness

- Library utilisation
- Customer satisfaction.

Library Services and Programs

Day-to-day operations of five library locations, ensuring that our community has access to the full range of library services in comfortable and attractive library facilities and delivering targeted services, programs, and events to the community in several key areas. These include children’s and youth services, literacy programs, home library services, community information, services to the multicultural community, local studies, and family history. Also includes marketing of library services and programs and engagement with the community.

Embracing the Digital Environment

The Library Service continues to support digital access and inclusion for the community through the provision of free public computers, internet access, printing and scanning facilities. There have been 32,783 hours of public PC use and 130,832 Wi-Fi logins at the libraries.

We installed and updated important equipment and devices to continue meeting community needs and deliver programs and activities using newer technology. An integrated PA system at Ryde Library allows improved sound when hosting author talks and other events, while the digital interactive screen and webcam in the Wallumetta Room allows more interactive workshops. The screen can also be used as a digital collaboration board, show presentations and host remote meetings. A new wireless headset helps the community to understand virtual technology and enjoy more interactive educational opportunities.

To ensure our public PCs services remain functional and up-to-date and allow all members of the community to fully participate in modern life, in 2024 we purchased new public PCs and docking stations across our library branches. New library books and eCollection items have been added to the library collections to ensure they remain current and well maintained. The physical collection currently stands at 185,470 items and the online collection at 47,905 items. There were 215,563 visits to the Library website, and 935,523 items borrowed during the year.

Ensuring our Community’s Expectations are Met

Visits to our libraries are growing steadily with 657,169 visitors for the year, and overall membership standing at 61,444. However, the needs of users are changing and to provide greater opportunities

for leisure and learning, we trialled extended hours through extreme hot weather to provide our community with respite from summer’s heat.

We also upgraded North Ryde Library in 2023, supported by a \$100,000 NSW Public Library Infrastructure Grant from The State Library. The upgrade has increased usable community space and resulted in a 37 percent increase in children’s programs, as well as additional study areas and more room for recreational reading, activities and connection.

Throughout the year we held a wide program of events including Library Lovers Month, with special programming ranging from Lunar New Year workshops to author talks, Storytimes, Rhymetimes, knitting groups, book clubs, creative corner workshops and more. Our 1,708 library events were attended by 39,733 community members. Early literacy programs Storytime and Rhymetime attracted 16,209 attendees, however, this represents a reduction on previous years as more families have both parents working. We concluded our successful 12-month trial of Auslan Storytime, which has been adopted as a core early literacy program for Deaf and Hard of Hearing children at North Ryde Library.

We now undertake significant community engagement via social media with key campaign engagements including the Summer School Holidays and Sustainability Festival, Library Lovers Month, and Seniors Festival. Library Lovers month saw 11 percent growth in social media activity, and 125 percent increase in audience reach, which translated to significant growth in key library services including 86 book matches, 330 blind dates with a book, and 171 seed library loans.



Usage

935,523 items borrowed in 2023/24.



Library Events

1,708 library events were attended by 39,733 community members.



Grants

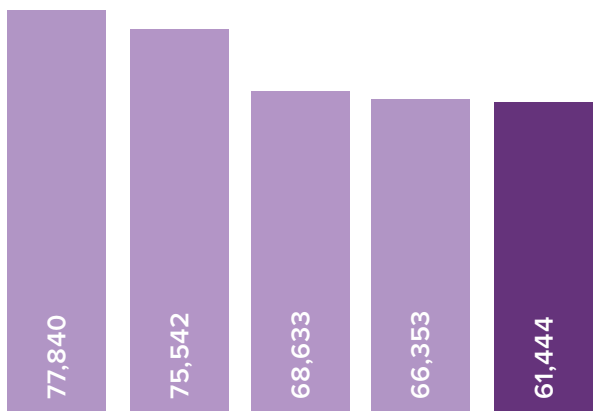
\$100,000 Grant from the State Library used to upgrade North Ryde Library to create additional space for reading, activities and community connection.



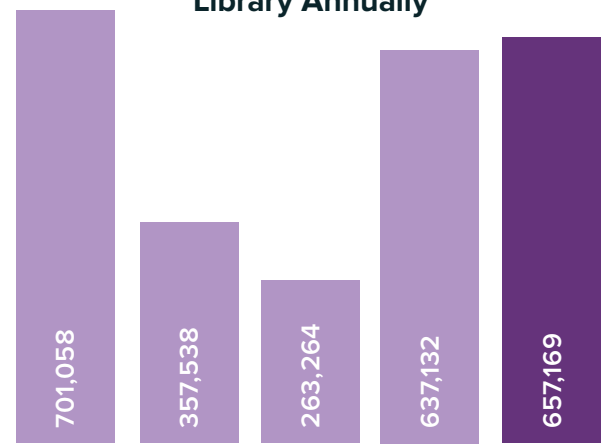
Storytime and Rhymetime

16,209 attendees at Storytime and Rhymetime early literacy programs.

Library Members



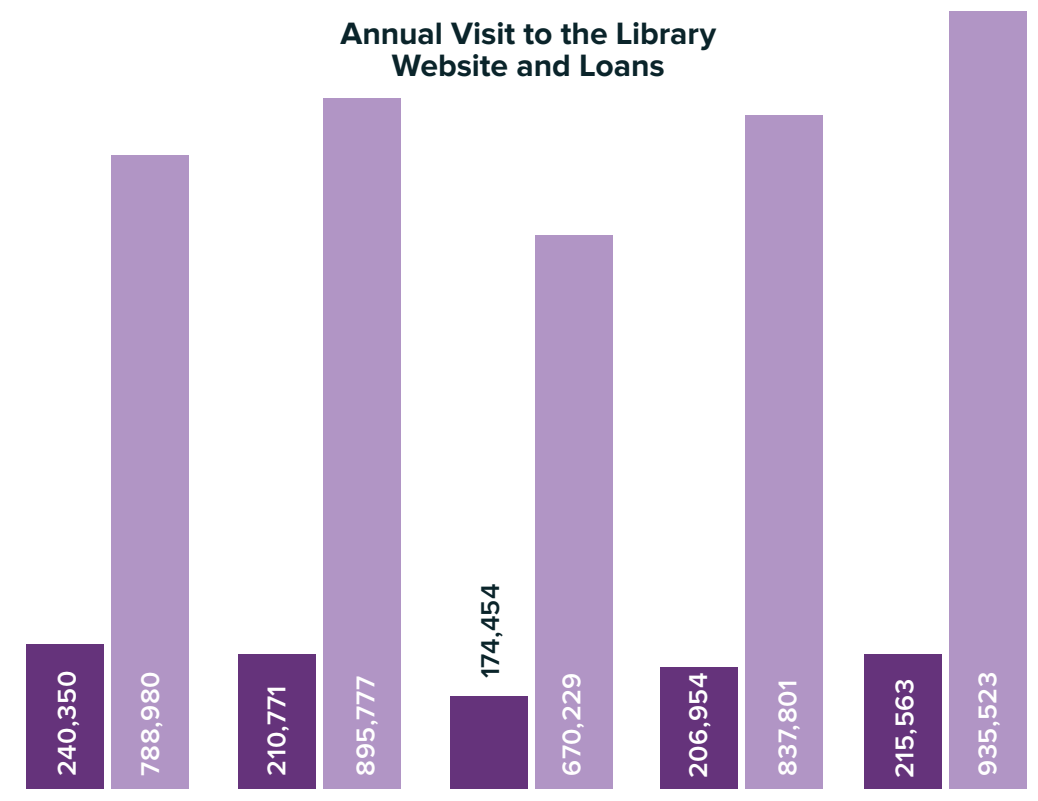
Number of Visits to the Library Annually



2019/20 2020/21 2021/22 2022/23 2023/24

2019/20 2020/21 2021/22 2022/23 2023/24

Annual Visit to the Library Website and Loans



2019/20

2020/21

2021/22

2022/23

2023/24

● Website visitors ● Loans

Operational Plan Service Delivery

Library Services



Library Strategic Plan Update 2024

Project has been deferred.



Programs and Events

See main story.



Community Engagement and Marketing

See main story.



KEY: ● Complete ✓ On track ⚠ Action required ⌚ Delayed / Did not achieve target ↻ Deferred ✕ Cancelled

Library Assets and Resources

Development, improvement and maintenance of the Council’s extensive set of library technology, collections, facilities and other assets to a standard ensuring that the Council’s library services continue to provide high-quality, contemporary library services and accessible public spaces for our community, with opportunities to participate and engage with others in lifelong learning and recreation and cultural opportunities. Includes supply of new library materials, library technologies and continued provision of attractive, welcoming library spaces and places.

Operational Plan Service Delivery	
Collection Development	✔
Discovery Portals Local Studies Collection	
Database of information and photos of local significance to City of Ryde under development with public launch scheduled for October 2024.	✔
Library IT Services	●
Digital Enhancement for Libraries	●
Libraries Public PC Renewal	
New public PCs have been procured, however their deployment was delayed due to ongoing work to configure software to meet Council IT security requirements.	✔
Operating and Maintaining Library Buildings	●
Ongoing maintenance schedule was undertaken to ensure libraries are welcoming and clean spaces.	
Library Facility Renewals and Upgrades	✔
Community Buildings Expansion – Libraries	✔
Design brief completed for Eastwood Library to improve functional aspects, including accessible toilets, increased study seating options and a potential integrated outdoor library zone.	



Five Libraries

41,109 active library members.
 185,470 items in the physical library collection.
 47,905 items in the online library collection.



Visitor Numbers

657,169 visitors attended libraries during the year.
 935,523 library loans.



Expanded Digital Services

215,563 visits to the library website.
 188,704 electronic items borrowed (eBooks, audiobooks and magazines).



Library Programs and Events

39,733 attendances at 1,708 library events.
 16,209 attendances at children’s Storytime and baby Rhymetime.

KEY: ● Complete ✔ On track ▲ Action required ⌚ Delayed / Did not achieve target ⌚ Deferred ✕ Cancelled

**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.

\$86.8 million investment is planned for these programs over the life of the Delivery Program.

Our 2024-25 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.
- West Ryde library renewal.

Some of the projects planned for 2024/25 include reviewing our Children's Play Plan; developing masterplans for Pidding Park and Eastwood Park; upgrading playgrounds in Byron Park, Braemar Park, Pioneer Park and Putney Park; creating a shared user path in Wilga Park; establishing a Parkrun event; and upgrading Meadowbank Park Field 3 as well as amenities upgrades in Waterloo Park and Ryde Park. We will also be renewing West Ryde Library during the year.

The complete range of planned activities to be undertaken through these programs are listed in Council's 2024-25 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan





NATIONAL TREE DAY



Our Natural and Sustainable City

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

Priorities for this Outcome



Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments

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



Protecting Natural Areas

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

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



Resilient Infrastructure

Managing infrastructure to reduce risk and impacts

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

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 grow and adapt 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

<p>205 hectares of natural areas distributed over 77 parks and reserves</p>	<p>3,417 Bushcare volunteer hours at 17 sites</p>
<p>24 different vegetation communities mapped, with over 570 species of native plants recorded in City of Ryde bushland</p>	<p>29 natural areas audits</p>
<p>Five regional and seven local biodiversity corridors connecting to major rivers</p>	<p>Approximately 23.9 percent of free-standing and semi-detached houses in Ryde are now powered by solar energy</p>
<p>37 reserves that contain threatened ecological communities</p>	<p>Over 54,891 kW of renewable energy is now being generated from 7,058 solar PV systems on homes, 394 commercial systems and 8 registered power plants (systems over 100kW)</p>
<p>Bush regeneration underway at 50 sites</p>	<p>More than 1,730GJ in renewable energy generated from Council’s solar systems</p>
<p>5,117 trees and shrubs planted, working towards 40 percent canopy coverage by 2030</p>	<p>41.16 percent of waste material diverted from landfill</p>



SUSTAINABILITY
FESTIVAL 2024

Council’s Net Zero Emissions Journey – Towards 2035



LED Street Lighting

27 percent reduction in energy consumption by streetlights compared with 2018/19.

2,693 lights upgraded in 2023/24 under the Ausgrid LED program.



Reduced Emissions

8,062 tCO₂ cumulative tonnes of GHG emissions saved across the organisation since 2018/19 – a 68 percent reduction.



Renewable Energy

1,728GJ renewable energy generated in 2023/24 from all of Council’s solar systems.



Energy Usage Down

9.5 percent reduction in overall energy usage from Council assets and operations.



Efficient Lighting

Lighting replaced with energy-efficient LEDs at Ryde’s Emergency Centre.

Services and Performance Highlights

Resilience and Sustainability Program

Monitoring and management of the City of Ryde's natural and urban environment to protect and enhance natural areas including our bushlands, waterways, and eco systems, and improve the overall environmental performance of our built environment. Building resilience to climate change as we adapt, grow, and managing our risk through climate change.

Assessing Effectiveness

- Progress towards achieving adopted targets of the City of Ryde Net Zero Emissions Pathway (2022)
- Resilience ready residents and businesses
- Improvements and enhancements to protect natural areas.

Resilience Planning

Leading efforts to build organisational and community capacity to reduce City-wide impacts of climate change and shock and stress events in partnership with the business and community sectors. A major priority for the Council is to be a responsible corporate leader in ecologically sustainable development, in managing climate change risk, adaptation and resilience measures.

A wide range of resilience-focused initiatives were held during the year, including extreme weather and community resilience workshops facilitated by Relationships Australia, a Climate Resilience Workshop held in partnership with Lane Cove Council, a resilience workshop at the Seniors Festival, a Resilient Sydney and Multicultural NSW Community workshop and our REEN schools program (see pages 65-68).

We met with vulnerable members of our community including seniors, new migrants and culturally and linguistically diverse (CALD) community members and provided information on how to prepare for heatwaves, storms, floods, bushfires and other emergency events. We also held a webinar on building resilience and suicide safety in partnership with community support organisation Lifeline, in conjunction with the The Northern Sydney Regional Organisation of Councils (NSROC)

To support our business community, we presented to the Eastwood Chamber of Commerce on how to understand business risk related to resilience, while two emergency management webinars focused on preparing business for unexpected emergencies or events, reducing down time and returning to business as usual as soon as possible.

In addition, we engaged with 129 members of our community on resilience and other issues at events and festivals throughout the year, including at the Sustainability Festival, Granny Smith Festival,

Neighbour Day, Seniors Safety and Resilience Expo, Refugee Week Community Expo and the Intercultural Community festival. The Red Cross, SES and Fire and Rescue and NSW Police also provided practical information and answered questions to assist our community with emergency preparedness. Overall, 57 residents attended three 'Resilient Ready Resident' workshops held in collaboration with the Red Cross and State Emergency Service (SES) in 2023/24.

Reducing Bushfire Risk

To reduce the risk of bushfire to both residents and local biodiversity, we reviewed the Hunter's Hill/ Lane Cove/Parramatta and Ryde Draft Bushfire Risk Management Plan. The review ensures that bushfire risk is actively monitored, while emergency planning considers latest data on fire preparedness and identifies safe spaces for members of neighbourhood communities to evacuate to in times of need.

Other biodiversity enhancing activities completed during the year included feral animal control, and delineating Symons Reserve in Denistone through the installation of post and rail fencing near the Denistone Station carpark and log edging along the bushland edge. We also installed bollards at Marsfield Park and held discussions with Riding Develops Abilities (RDA) about ways horses could be prevented from damaging critically endangered ecological communities on RDA land.

Creating Cool Places and Cool Spaces

Under the Ryde Resilience Plan 2030 we aim to reduce temperatures in urban heat island-affected precincts by an average of two degrees Celsius, compared to 2019 ambient heat levels.

To meet these targets, we worked with partners from educational institutions to monitor and measure local urban climate and weather-related conditions, patterns and changes. This program began in 2020/21 with UNSW and Macquarie University and in 2023/24 Council recommenced the program, working with schools.

The 'Cool Places Cool Spaces' citizen science project was developed in partnership with the Field of Mars Environmental Education Centre. The project will use methodologies and equipment designed by RMIT University's Sustainable Building Innovation laboratory and UNSW Sydney's Faculty of the Built Environment High Performance Architecture program framework. This will measure microclimatic data including land surface temperature, air temperature, humidity, wind speed and direction and light intensity.

The data collected by students during fieldwork activities will support Council to plan urban heat mitigation initiatives and community education on the impacts of heat, particularly for vulnerable members of the community. This collaboration also provides a great opportunity for secondary students to gain real-world experience in data collection and investigation into strategies to mitigate urban heat island effects and increase community resilience.

Over summer, Council initiated its first 'Cool Places, Cool Spaces' Urban Heat Program survey to understand whether our community is prepared to cope with extended hot periods and heatwaves.

We received 145 responses from community members, who told us that most people stay indoors and limit their activities, close down their homes to keep the heat out, visit friends or family who have cooler homes or just use a fan. In 2024/25 Council will again run the survey, which will inform our various community resilience programs to assist residents in reducing their exposure and risk from heat.

Further to the survey, we also trialled extended hours at West Ryde and Eastwood libraries to see if our community would use the facilities to escape the heat. The trial included extending closing times to 9pm during days of extreme temperatures over 36°C from December 2023 to March 2024. Outcomes from the initial trial did not show an increase in usage which reflects survey results – that most people stay indoors at home during these periods. A further trial may be conducted in 2024/25.

Reduced Concrete Emissions

In 2023/24 we began tackling emissions from concrete. Low emissions concrete was trialled at two sites in the City, resulting in 30 percent less emissions than standard concrete for two new footpaths. The success of this trial will see Council increase the use of this product in future works.

Towards Net Zero Emissions – Community



Powered by Solar

23.9 percent of freestanding and semi-detached houses in Ryde are now powered by solar energy, an increase of more than five percent since 2022/23.



Renewable Energy

Over 54,891 kW of renewable energy is now being generated from 7,058 solar PV systems on homes, 394 commercial systems and eight registered power plants from our business community (systems over 100kW) in Ryde.



Using our Green Revolving Fund to Deliver Sustainability Initiatives

Our Green Revolving Fund, launched in 2023, uses savings from delivery of sustainability projects to pay for the next round of efficiency investments. The fund is helping to ensure Council continues to meet its own commitment to Net Zero emissions target by 2035. In 2023/24 the Fund supported the installation of new solar panels at Eastwood Library and replaced gas hot water systems at West Ryde Community Centre with an efficient electrical heat pump and electrical heaters. All of these activities are helping to reduce emissions from Council's day-to-day operations with energy usage across organisation down 9.5 percent compared with our 2018/19 base year.

Potable water consumption was down 11.5 percent compared with the 2018/19 base year, although this amount was influenced by high volumes of rainfall.

Reducing Emissions from Business

Engaging with businesses on emissions reductions is an area of great focus for Council as we seek to reduce emissions from all businesses towards the community emissions target of Net Zero by 2040. Businesses are particularly time poor, lack resources and understanding about the links between carbon emissions and business risk. To assist, we held a Net Zero for Businesses workshop to demystify and empower local businesses to accelerate their transition towards Net Zero emissions while reducing their operational costs. These workshops explored renewable energy options for business transition and measuring carbon emissions.

Helping our Community to Reduce Consumption and Save Money

To help community members take charge of their power consumption and energy bills, Council provides ten free DIY 'Save Power' kits available for loan from City of Ryde libraries. The kits contain a thermal gun, power meter, thermometer and stopwatch to measure energy efficiency in residents' homes. They were borrowed 21 times during the year and not only assist to reduce cost-of-living pressures from energy use, but also contribute to emissions reduction across the City.

Our Home Waste and Sustainability Advisory Service provided 103 individual tailored assessments in 2023/24, helping households to reduce their waste, energy and water consumption and carbon footprints. Participating households saved over \$980 per year on their utility bills on average and reduced their GHG emissions by 62 percent (1.45T) when compared to the average City of Ryde household. This program also encourages recycling and composting to reduce waste placed in the household red lid bins, with 52 percent of participants now using, or taking steps to use, composting or worm farming to manage their organic waste.

Promoting Sustainable Transport

With concerns over traffic congestion, parking and air pollution remaining a priority for our community, this year we increased community car share provider options and added new carshare spaces. Since its launch in 2019, membership of car share programs across the City has grown exponentially, with more than 5,000 members in Ryde accessing 83 spaces across Ryde. This number continues to grow as our community recognises not only the cost savings from not owning a car, but the accessibility offered by car share providers.

For every one car share space provided, nine cars are removed from the streets, improving air quality and reducing traffic congestion: in 2023/24 13 new car share locations were added to the existing 26 Council-operated car share spaces, avoiding more than 2,000 tCO₂ emissions annually and reducing on-street parking demand.

Council supported the Cities Power Partnership/ Climate Council’s campaign to the Federal Government to improve fuel efficiency standards to prevent Australia from becoming the ‘dumping ground’ for high-cost, inefficient fuel-based vehicles and to increase electric vehicle supply for uptake by Australians who want to lower emissions and costs.

During the year, 51,439 passenger trips were taken across the City using Council’s Shop Ryder bus service. In 2024/25, Council will undertake a review of the service to assess capacity, user data and synergies with existing bus routes to cater for the growth in density being experienced in Ryde and impacts on the service.

Our Traffic Services team has sought to encourage bicycle usage throughout our City, holding six workshops with over 80 participants. Five of those workshops taught children how to ride and refine their skills, while one workshop was an essential skills and basic bike maintenance workshop for adults.

Accelerating Electric Vehicle Uptake

2023/24 was a very busy year for uptake of electric vehicles in Australia. As more manufacturers entered the Australian market, our community increasingly switched to the zero emission transport mode. Council worked closely with the State Government to provide advice and communication about improving its grants scheme and reduce the risk to Councils from having to own and manage street chargers. We also advocated for residents in multi-unit dwellings to receive greater support if they wanted charging installed. Use of Council’s EV chargers increased in line with rising numbers of EVs. Across 2,809 electric vehicle charging sessions, the community used 29,296.35kWh, powered by renewable energy to charge their vehicles at three town centres.

Celebrating World Environment Day at our Sustainability Festival

Our Sustainability Festival is one of the most popular community events on our calendar each year. This year the event had to be relocated at the last minute due to wet weather but experienced overwhelming support and was attended by approximately 1,500 people. Participants at the event reported an 86 percent overall satisfaction with the free day for families and those wanting to improve their sustainability knowledge. Attendees visited a range of interactive workshops, stalls and activities promoting best waste management practices, compost and worm farming, sustainable living and transport, biodiversity, water conservation and carbon emissions reduction knowledge.

Our annual Sustainable Waste to Art Prize (SWAP) exhibition was held in September, with 75 artworks exhibited from 167 entries. One hundred and eighty-six people attended opening night, with 625 in-person exhibition attendees and 488 digital views.

Operational Plan Service Delivery

Resilience Planning and Development	✔
Ryde World Environment Day	●
Ryde Biodiversity Plan – Implementation	
Four feral animal control sessions were held at Field of Mars Reserve, Kittys Creek and Brush Farm Park.	✔

Resilience Programs and Services

Delivery of corporate and community environmental education programs and resilience-based initiatives, providing community sustainability audit programs and delivering climate change mitigation and adaptation projects. These build community resilience to impacts of climate change and reducing City emissions and resource consumption.

Educating our Community

The REEN network provides schools and their teachers with learning opportunities, tools, resources, ideas and support to embed sustainability across the school curriculum. This year, environmental education incursions were offered to schools on topics including saving water, sustainable energy, edible gardens and backyard biodiversity. More than 545 students benefited from attending these workshops run in collaboration with Keep Australia Beautiful NSW, Australian Environmental Educators and Edible Kids Gardens.

Greening our City

As we strive to achieve our canopy coverage targets, we undertook one of the largest tree planting programs in recent years with over 1,200 trees planted throughout Meadowbank, West Ryde, Eastwood and Denistone. Trees planted were a mix of native and exotic species suited to urbanised planting. Additional community consultation was conducted as part of this planting program and we anticipate a greater success rate for establishment and growth of trees, with fewer instances of vandalism and removal.

During the year Council received thousands of public and private tree requests – although the number of private requests was fewer than in past years with greater economic pressures potentially making tree works a lower priority. However, there was an increase in unauthorised tree works, including lopping, removal and incursions into tree protection zones, particularly in association with complying developments.

Operational Plan Service Delivery

Sustainability and Resilience Education	✔
Tree Management See main story.	●
Tree Asset Management System Collection of data on Council’s street trees across a significant area of the LGA has been completed and imported into Council’s Asset Management System.	●
Street Tree Planting Program	●
Park and Open Space Tree Planting Program	●
Greening our City – Street Tree Planting Program Street trees were delivered as part of an ongoing grant funding program from State Government.	✔



SUSTAINABILITY FESTIVAL 2024
– RESILIENCE STALL



Water Savings

11.5 percent savings in water use from Council facilities compared with the 2018/19 baseline.



Energy Savings

9.5 percent reduction in use of energy across Council facilities compared with the 2018/19 baseline. To further reduce our GHG emissions, we conducted a low emissions concrete trial at two sites.



Reducing Congestion

39 Council-operated car share spaces in our City avoided 2,000 tCO₂ emissions and reduced on-street parking demand.

51,439 passenger trips were taken on our Shop Ryder bus service.

Our 540km network of paths and cycleways, supported by access to public transport, lighting and bike repair stations make active transport an attractive option for our community.

Natural Area Management

Protecting and restoring the City’s natural areas and biodiversity, conducting asset management activities reducing fire risk, weed and pest management, environmental monitoring and reporting and partnering with businesses and our community who volunteer to help care for and restore the City’s natural bushland areas, catchments and sensitive ecosystems.

Operational Plan Service Delivery

Bush Management and Regeneration	●
Natural Areas and Catchments Monitoring	●
Biosecurity and Natural Area Monitoring Officer	✓

Maintaining our Natural Areas

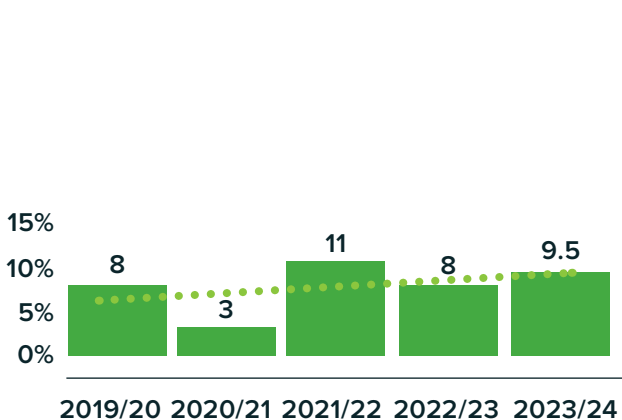
With a rapidly growing population and increasing demand for our open spaces, this year we audited 29 sites to identify any issues relating to park maintenance, bush regeneration, stormwater management and weed issues. Work undertaken included fence repair, bollard replacement, padlock replacement, dish drain clearing, repair of boardwalk decking, delineation, vegetation removal, tree removal, dumped vegetation removal, debris removal from creek lines, playground maintenance, signage cleaning and rubbish removal.

Bush regeneration work was completed at 50 sites involving the removal of weeds and planting native species. Following the awarding of grant funding to support bank naturalisation in riparian areas,

we undertook an assessment of areas needing restoration. This work will commence in 2024/25.

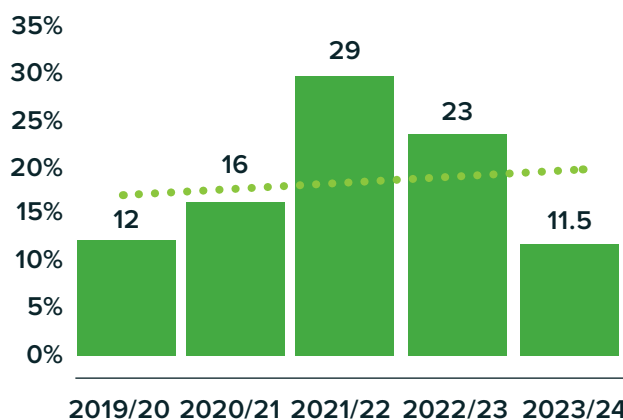
Making our community aware of the potential threat to natural areas caused by weeds remains a priority. We hosted awareness stalls at the Sustainability Festival and the Granny Smith Festival and provided resources on the City of Ryde priority weeds webpage. We also provided advice to residents with complaints about weeds from adjoining properties impacting on their properties, providing information on the *Trees (Disputes Between Neighbours) Act 2006* and the role of Community Justice Centres. Instances where private properties are overgrown, but not considered a biosecurity risk were referred to the Environmental Health team.

Percentage reduction in energy consumption against 2003/04 baseline



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

Percentage reduction in water consumption against 2003/04 baseline



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

KEY: ● Complete ✓ On track ▲ Action required ⌚ Delayed / Did not achieve target ⇄ Deferred ⊗ Cancelled



Clean Up Australia Day

More than 1,120kgs of litter was collected on Clean up Australia Day in March 2024.



Bush Regeneration

Our Bushcare program helped restore bushland across 50 sites.



Canopy Cover

Following extensive community consultation 1,200 trees were planted throughout Meadowbank, West Ryde, Eastwood and Denistone. Trees planted were a mix of native and exotic species suited to urbanised planting.



Water Quality Monitoring

Streamwatch water quality testing contributed to our ongoing water quality monitoring program across our five main creeks, increasing data and health information about these important natural assets.



Our Natural Areas

We have 205 hectares of bushland for our community to explore using walking trails at locations such as Brush Farm Park, Terrys Creek, Field of Mars Reserve and Kittys Creek. Five natural areas audits were undertaken in 2023/24, with 53 work orders created to deal with issues identified during audits, inspections and notifications from community members. Feral animal control was undertaken at Field of Mars Reserve, Kittys Creek and Brush Farm Park to protect native biodiversity.



Sustainability Festival

Our annual 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. 1,500 people attended, with an 86 percent satisfaction rating.

Catchments and Waterways Program

Managing and maintaining the City's water catchments, foreshore infrastructure and stormwater drainage networks to improve the health of the City's waterways and prevent erosion, improve existing flooding problems at sites throughout the City, cater for significant flooding events, and reduce the risk of inundation of private properties located in upstream catchments.

Assessing Effectiveness

- Asset condition
- Flooding instances within the City of Ryde LGA.

Catchments and Stormwater Management

Manage and maintain the City's water catchments, stormwater drainage networks, infrastructure and natural waterways to support cleaner, healthier waterways, and manage stormwater, flooding and runoff and reduce risks to property owners, the environment and the community.

Improving Waterway Health

Council has been working to deliver the upcoming Putney Beach Swim Site opening in late 2024. In 2023/24, Council worked with landowners Transport for NSW and the NSW State Government to negotiate the site establishment and finalise all development approvals. Water quality monitoring continues at the site to support safe swimming.

In 2022, led by the Sydney Coastal Council and the Parramatta River Catchment Group (PRCG), a 24-council group was formed to undertake a Greater Sydney Harbour Coastal Management Program. While grant funding was received to fund studies to inform the development of a new coastal management program for Sydney Harbour, a grant application to fund Stage 3/4 was unsuccessful, which will not complete the program.

Improving Stormwater Management

Addressing stormwater influences and infrastructure is vital to how our City can manage and safely move water in flash flooding or significant rain events. Council provides significant annual investment to limit risk to the community and assets from these events through ongoing condition assessments of pipes, as well as renewal and upgrade projects. To ensure the stormwater network remains functional and effective, this year we undertook CCTV monitoring of degraded parts of the network, repaired stormwater pits and replaced collapsed sections of pipework. Reconstruction of 16 stormwater pits was also undertaken.

During the year, we also investigated the management of organic matter in our drains, Gross Pollutant Traps (GPTs) and street gutters, with Council resolving to increase servicing of hot spot areas impacting our GPT network, supported by regular street sweeping and stormwater pit servicing.

Healthy waterways ensure our community can keep swimming in our rivers. As part of our ongoing commitment to ensuring our waterways remain healthy, we distributed 9,615 flyers to residences in the Terrys Creek and Shrimptons Creek catchment areas as a part of our annual 'See it, Report it, Stop it' education campaign about the impacts of pollution in our stormwater system on our waterways. The campaign also encourages reporting water quality contamination events to Council.

The City of Ryde continued as a key partner in the 'Get the Site Right' private development compliance program. 50 building sites were inspected with 32 warnings and six penalty notices issued. This was part of a targeted campaign run in conjunction with the PRCG and EPA to protect our waterways from erosion and sediment run-off from building sites across the City of Ryde.

Council's monthly Streamwatch water quality testing program continues to be undertaken at 10 sites by our Bushcare volunteers, supported by monitoring at 14 sites across five catchments. Results from this data contribute to a national database providing information on urban waterway health and assist Council to address pollution events.

Stormwater Management Services Provided – cl 217 (1) (e)

Council is working to harmonise 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. In 2023/24, the draft flood study was completed and Council undertook a comprehensive community consultation process, which included four drop-in sessions as well as letters being issued to impacted residents. Council is currently investigating and addressing the outcomes of the consultation as the project progresses towards a Flood Risk Management Plan and Study.

As part of the Stormwater Asset Replacement Renewal program, Council delivered seven projects in 2023/24 (Kathleen Street, Adelphi Road, Primrose Avenue, Railway Parade, Moncrieff Drive, Bronhill Avenue and Talavera Road). As part of the Stormwater Improvement Works program, Council completed upgrade works at Abuklea Road, Marsfield. Stormwater renewal and improvement programs were undertaken to restore and improve stormwater drainage infrastructure to alleviate flooding risk and impacts.

Operational Plan Service Delivery

Catchments and Coastal Management Planning	✔
Putney Beach Swim Site Activation Project	✔
Maintaining Stormwater Assets	✔
Stormwater Renewal and Upgrades	✔
Harmonising Flood Studies	✔

Flood Mitigation/Constitution Road Upgrade

This project involved the excavation and cutting-back of the rocky embankment under the southern side of Angus Street Bridge, to provide an accessible footpath to Meadowbank Railway Station. Works also included constructing a pedestrian crossing to enable safe crossing at Constitution Road and See Street. ●

146 Bowden Street Trunk Drainage

This multi-year project was completed in 2023/24, including all landscaping and associated works. ●

100–104 Rowe Street Stormwater Drainage Upgrade

This project is currently in the investigation phase. ✔

Stormwater Asset Replacement Renewal

Eight projects were scheduled for delivery 2023/24. One project (Melba Drive) was affected by site conditions and is scheduled for completion in the first quarter of 2024/25. ⚠

Stormwater Improvement Works Renewal

Three projects were scheduled for delivery – Abuklea Road, Marsfield; Magdala Road, North Ryde and CCTV Investigations. The project on Abuklea Road was completed, however Magdala Road works were deferred to permit further investigation and design works needed to find an optimal solution. CCTV investigations will be completed in the first quarter on 2024/25. ✔



Our Waterways Network

2 rivers.

5 major creeks.

14 discrete stormwater catchments.



Putney Park Beach

Netting for the new swim site, set to open in summer 2024, was procured, the Putney Park seawall completed, and moorings relocated. Together these works will protect the water's edge and offer cool, safe swimming for our community as our City grows.



Stormwater Infrastructure Condition

Over 84 percent acceptable condition or better.

16 stormwater pits constructed/restored.

KEY: ● Complete ✔ On track ⚠ Action required ⌚ Delayed / Did not achieve target ⏸ Deferred ✖ Cancelled

Foreshores and Seawalls

Development, remediation, improvement, and maintenance of the LGA’s 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.

Revitalising the Putney Park Foreshore

The final stages of the Parramatta River swimming site at Putney Park, home of the first in-river swimming baths in Ryde in the 1920s, are now getting closer to completion. Contracts for both the netting and enclosure poles for the swim site have been awarded for their installation before the summer swimming season begins. Construction of the swimming site was run concurrently with a project to renew the Putney Park seawall, with the two projects revitalising the Park foreshore, providing protection along the water’s edge and offering cool, safe swimming for the community as our City grows.

Operational Plan Service Delivery

Maintaining Foreshore Assets	✓
Foreshore Infrastructure Renewal	✓
Seawalls/Retaining Walls Refurbishment Renewal	✓

Statement on 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.

Following the receipt of a grant of \$1,432,164 for two foreshore projects aimed at coastal protection from the Department of Planning and Environment’s Coastal and Estuary program, Council completed Kissing Point Park foreshore protection works in 2023/24. Putney Park Seawall is under construction and is anticipated to be completed in 2024/25.

Upgrades to the Wharf Road kayak launching platform in Ermington are now complete, however an audit of the Meadowbank seawall revealed subsidence. Repairs scheduled for completion 2023/24 are now scheduled for early 2024/25 due to other higher priority work and delays due to wet weather.



PUTNEY PARK SWIMMING SITE

Waste and Recycling Program

Providing comprehensive and convenient domestic and commercial waste disposal and resource recovery services for the City.

Assessing Effectiveness

- Domestic waste diverted from landfill
- Recycling rates in target groups
- Percent net profit Porters Creek EcoMRF.

Waste Services

Delivery of comprehensive domestic essential waste services for the City including expansion of services to provide more convenient waste disposal options for the community and educational programs to increase waste diversion and ensure resource recovery is a high priority across our community. Delivering targeted programs for priority areas including managing the waste generated from high-rise developments and reducing the incidence of littering and illegal dumping. Delivery of waste collection, disposal and resource recovery services for businesses on a commercial basis.

Diverting Hard-to-recycle Materials from Landfill

With more than half of Ryde residents living in apartment buildings, we are continuing to work to improve resource recovery and waste collection outcomes through increased engagement with building managers and strata members. To do this we have introduced new and engaging educational resources to help reduce contamination of household recycling and promote Council services. So far, more than 2,000 information packs have been distributed and 600 multicultural signs installed. We have attended 80 onsite meetings, which provided an excellent opportunity to collaborate with members of the community and receive useful feedback for integration into future programs. Three properties have also entered in a memorandum of understanding with Council to participate in a Recycling Hub trial.

We held 26 workshops and events during the year, engaging with 4,227 community members on issues like reducing waste and living more sustainably. Topics included recycling practices at home in multiple languages, food waste reduction, reducing single use plastics and small space gardening.

We commenced a 12-month trial partnership with RecycleSmart in December 2023, which provides kerbside pickup of hard-to-recycle materials from landfill. More than four tonnes has been collected so far, over 60 percent of which was soft plastics.

The Sustainable Waste 2 Art Prize (SWAP) inspires creativity and imagination through teaching techniques to create art using reclaimed and recycled materials. The environmental art competition raises awareness of waste, resource recovery and other environmental issues. Almost 1,300 people viewed the 75 artworks included as a part of the exhibition.

Trialling Recyclable Health Products

Following an audit that identified almost eight percent of red-lidded bin waste comprised single-use health products, equating to approximately 2,000 tonnes per year, we introduced a Reusable Health Products Program in 2021. The program changes the way the community thinks about health products through tailored workshops and Q&A sessions and encourages people to reduce their environmental footprint by transitioning to reusable health items.

Participants in the program received free reusable products to trial, with the reusable nappy trial resulted in 71 percent of participants committing to reusable health care products and potentially preventing 85,000 nappies going to landfill each year from program participants alone.

Managing Waste for Households and Commercial Clients

Council completed weekly collection services for approximately 56,359 households and 676 services for commercial clients. Illegal dumping remains a concern in the LGA, with staff using social media and other educational and compliance activities to encourage correct waste disposal. Council conducted 71,097 clean-up collections during the year and encouraged our community to participate in our RecycleSmart trial.

We also trialled a text message service to respond to frequently received requests, such as replacing damaged residential and commercial bins and about missed services. The text message process has been extremely successful with positive customer feedback and plans to expand the system to more customer request categories soon.



Operational Plan Service Delivery

Household Waste Collection ✔

Bin Bay Upgrade Program ✔

Trials of 360 litre bins commenced at six properties, with residents supportive of the trial.

Multi-Unit Dwellings (MUDs) Resource Recovery ✔

Community Waste Collection Programs ✔

A Household Chemical Cleanout was held on 23 March 2024. The RecycleSmart collection service was promoted to help residents to recycle other problem waste material.

Community Recycling Drop-off ✘

Following a Council meeting on 26 September 2023, funds from this project were redirected to the RecycleSmart problem waste collection project.

Prevention of Illegal Dumping ✔

Commercial Waste Collections Service ✔

Community Waste Education ✔

Waste Wise Ryde – Towards Zero Waste ✘

As per the Council meeting on 26 September 2023, funds from this project were redirected to the RecycleSmart problem waste collection project

Schools Waste Education Program ✔

KEY: ● Complete ✔ On track ▲ Action required ⌚ Delayed / Did not achieve target ⌚ Deferred ✘ Cancelled

Materials Recycling and Recovery

The Porters ECoMRF (Environmental Construction Materials Recycling Facility) offers recycling of construction materials (including aggregate and soils) on a commercial basis to regional councils and private sector customers to promote the reuse of materials and reduce material to landfill and disposal costs to the Council. The facility is being expanded to accommodate a Community Recycling Centre onsite and other revenue generating opportunities are being investigated.

Operational Plan Service Delivery

Porters ECoMRF

A section of Porters Creek has been leased out, providing additional revenue to Council. ✔

Porters Creek Precinct

Remediation works are ongoing. ✔

Porters Park CRC Development

Due to the initial site not obtaining planning approval, the project is on hold for site master planning. ⚠

Construction Materials Recycling

21.646 tonnes of materials were recovered and recycled in 2023/24 ✔



SUSTAINABLE WASTE TO ART PRIZE (SWAP)

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

WASTE EDUCATION WORKSHOP



Waste Education

26 workshops and events were delivered throughout the year, engaging with a total of 4,227 residents/participants.

14th annual Sustainable Waste 2 Art Prize (SWAP) exhibited 75 artworks exhibited from 167 entries.

186 people attended opening night, with 625 in-person exhibition attendees and 488 digital views.

103 home waste and sustainability assessments identified around \$980 average savings per household.



Waste Management

88 percent customer satisfaction with domestic waste and recycling service requests.

32,870 tonnes of household waste collected.

25,478 tonnes of construction waste diverted from landfill and 17,184 tonnes recycled and reused.

26 tonnes of hazardous materials collected in the annual household chemical cleanout.

9,545 tonnes of organics collected.

71,097 bin lifts each week.

1,902 household clean up collections every week.

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



The Year Ahead

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's 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.

\$31 million investment is planned for these programs over the four years of the Delivery Program. Services planned to be delivered through this program in 2024/25 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 2024/25 include implementing Council's Net Zero Emissions Pathway; implementing our street tree masterplan; developing a program to advise the community about the health of the Putney Park swimming site; minimising the spread of weeds that represent a threat to biosecurity; and developing a program of priority works to improve waterway health. The complete range of planned activities to be undertaken through these programs is listed in Council's 2024-25 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan



JOHN WHITTON BRIDGE, MEADOWBANK



Our Smart and Innovative City

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

Priorities for this Outcome



Business Opportunity and Investment

Businesses benefit from a prosperous local economy

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



Strengthening Business Networks

Partnerships shape business growth, investment and development

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



Macquarie Park

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

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

Overview

Council Program and 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 135,000 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 (MPID) 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

Economy

\$19.196 billion Gross Regional Product in 2023

Approximately 14,361 local businesses, an increase of three percent over 2022/23

Approximate 91,764 local jobs

Over 65,562 employed residents

28.9 percent travelled by car as driver on census day 2021

82 percent of residents have graduate and post graduate degrees

Job growth **-1.11 percent** in 2023/24



MACQUARIE PARK

Services and Performance Highlights

City Economy Program

Strategic development of town and neighbourhood centres, neighbourhood activation and place-making to ensure that they continue to be vibrant and productive places within our City.

Providing economic development activities for the City and direct support to small and medium-sized businesses (SMEs) and the local economy.

Assessing Effectiveness

- Perceptions and sentiment from the local business community
- Services and performance highlights.

Business Capacity Building

Delivering a program of support services, events, and other activities that assist local businesses of all sizes to develop their skills, tools, and other resources needed for business success, and promoting the City of Ryde and Macquarie Park as a place to do business to attract employment opportunities and services to the City.

Developing an Economy Where People Thrive

Local governments play a crucial role in economic development by fostering an environment conducive to business growth, by investing in key infrastructure projects, simplifying policy and streamlining regulations. They also facilitate partnerships between businesses, educational institutions and community organisations to stimulate economic growth and ensure long-term prosperity.

Like other Council functions, there is a growing expectation from stakeholders that local governments play a larger role in the shaping of social, environmental, and economic outcomes. During 2023/24 we developed our new Economic Development Strategy. Reflecting stakeholder feedback, the new strategy takes a people- and place-based approach to creating economic growth and development – one that benefits both people living in the community and the environment in which they reside. It emphasises creating jobs and attracting investment, as well as promoting social equity, environmental sustainability and community wellbeing.

It includes eight outcomes: jobs growth; encouraging businesses to expand their operations locally; attracting new investment from outside the City of Ryde; fostering a supportive environment for start-ups, scale-ups and small business; protecting and enhancing the City's innovation ecosystem; improving transportation, utilities and other essential infrastructure for business; enhancing the skill and education levels of the local workforce; and improving quality of life by enhancing amenities, recreational facilities, climate resilience and overall liveability of the City of Ryde.

Achieving these objectives requires the City of Ryde to collaborate with other levels of Government, the private sector and not-for-profits to tackle complex issues such as increasing access to more affordable and diverse housing and local employment opportunities and improving social and environmental outcomes.



MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF RYDE AND THE HSINCHU SCIENCE PARK BUREAU, TAIWAN

Bringing the City to Life After Dark

In partnership with the Economic Development Strategy, we developed our Night-time Economy Strategy. Driven by changing consumer preferences, demographic shifts, inflation and cost-of-living pressures, the night-time economy within the City of Ryde is experiencing a period of transition and evolution.

Once centred around food and beverage experiences, the City's night-time economy is evolving to encompass a broader range of experiences, including more diverse cultural events, attractions and other lifestyle/recreational pursuits. One notable trend is the increasing demand, particularly from young people, for immersive and experiential offerings, such as themed pop-up events, interactive installations and experiential dining experiences. These innovative concepts cater to a growing segment of consumers seeking unique and memorable experiences – Instagrammable moments – during evening hours.

The Strategy will create new job opportunities across core and supporting industries such as bars, restaurants and entertainment venues, particularly for young adults. A vibrant night-time economy will attract talented professionals seeking dynamic and culturally rich communities to live and work in, bolstering the City's talent pool, fostering innovation, creativity, social and cultural connections, a sense of belonging and community pride.

The Strategy's inclusive approach will encourage a wide range of recreational activities for residents, workers and visitors to enjoy during evening hours. Improved lighting around the Paramatta River, parks and open spaces with access to amenities such as walking trails, cycling paths and recreational facilities may encourage more active lifestyles and provide opportunities for relaxation, exercise and leisure activities after dark and enhance public confidence in the City's nightlife offerings.

Attracting Business and Investment to Macquarie Park

To ensure the Macquarie Park Innovation District remains an inviting destination for international investment, Council staff advocated strongly on behalf of the MPID innovation ecosystem during the development of the NSW Government's Innovation Blueprint, which, once finalised will inform the development of Council's Innovation Strategy.

To strengthen our position at the heart of Australian innovation, we enhanced relationships with the University of Technology Sydney, Business NSW and the Electric Vehicle Council and engaged directly with C-suite executives from many of the multinational businesses operating within the Macquarie Park Innovation District. We are also engaging with other councils and State Government project teams, on the development of other economic policies, such as the NSW Government's vibrancy reforms.

Following the announcement of rezoning measures that would significantly affect the MPID, we advocated to preserve the employment precinct and for the implementation of a State Environmental Planning Policy (SEPP) to safeguard spaces for innovation and enterprise employment, similar to measures taken for the Western Sydney Aerotropolis.

The City of Ryde is also actively working to build new relationships and attract investment into the City by pursuing memorandums of understanding internationally and hosting domestic and international companies and delegations. In June 2024, this approach bore fruit, with a MoU between the City of Ryde and the Hsinchu Science Park Bureau, Taiwan, completed. The MoU opens the door to the establishment of a semiconductor presence in the MPID.

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. We also undertake public realm improvements and upgrades in neighbourhood and town centres, held projects and events to support local businesses and stimulate economic activity, and collaborate with Business NSW to provide targeted support to local Chambers of Commerce to enhance the services they provide to small and medium businesses. This year, we recruited a business development officer to lead investment attraction and retention activities for the MPID, supported by broader work on local economic development work across the rest of the City.

We sent business e-newsletters to over 40,000 registered emails, covering grant and training opportunities, as well as changes businesses need to be aware of. We also provided hands-on support to local start-ups and scale-ups, with services ranging from finding places in Macquarie University’s Incubator Program, to applying for Federal Government funding and finding business premises within the MPID. We host monthly meetings with Presidents of each of the City’s five Chambers of Commerce (covering the City’s large economic centres). We also engage with local businesses and, in response to their feedback, submit service requests to improve the maintenance of our City’s small and local neighbourhood centres: in 2023/24 staff visited 23 centres, speaking with 172 businesses and logging 22 cases, including streetscape maintenance requests.

However, evaluation of Council’s membership of Connect Macquarie Park Innovation District concluded that membership no longer reflected value for money. Strategic advice was provided to the organisation, which was not taken on board. This, and the need to provide greater support to businesses and the innovation ecosystem in Macquarie Park, led to Council withdrawing its membership and funding for the organisation.

Operational Plan Service Delivery

Investment Attraction and Retention ●

Advancements in Technology

Development of our Innovation Strategy has been deferred until the NSW Government’s Innovation Blueprint is complete. See page 87. ⊖

Institutional Collaboration ●

Economic Development Policies and Strategies

Development of the new Economic Development Strategy and the City’s first night-time Economy Strategy is complete – see page 87. ●

Creation of a Local Economic Development Framework is underway.

Small and Family Business Support

At its March 2024 meeting, Council resolved to discontinue the sponsorship of the Northern District Business Awards. A business case is being finalised on options for whether the City of Ryde should run its own awards program. ●



Precinct Renewal and Activation

Planning and overseeing the delivery of a rolling program of Town and Neighbourhood Centre upgrades, including liaison with local communities to ensure they are designed in a manner that meets expectations and needs. Working with local businesses and the community to deliver public realm improvements, promoting the City's neighbourhoods and town centres, activities and improvements to encourage the renewal of aging buildings and improve the liveability of the area, and help ensure the centres attract businesses to provide services and employment to the surrounding community.

Advocating to Strike the Right Balance in Employment Zone Reforms

Following the NSW Government's proposal to rezone the Macquarie Park Innovation District, we advocated for the government to strike a better balance between delivering housing and jobs in the area.

We called for the implementation of a State Environmental Planning Policy (SEPP) for the MPID to protect spaces for innovation and enterprise (see page 87) and for the government to develop housing incentives that encourage mixed-use development and include additional spaces for innovation and enterprise.

Council staff expressed concern about the lack of open space provided in the rezoning proposal, as most of the new open space is in the shape and form of small 'pocket' or 'linear' parks, that aren't attractive spaces for people and may face future pressure for use in development or for the expansion of roadways.

Notably, we drew attention to errors in the plan: the former Peter Board school site was identified as open space in the proposal but is subject to a State Significant Development Application by Woolworths for a major distribution centre. Another issue of concern is the delayed delivery of Catherine Hamlin Park on Waterloo Road – the park was promised in 2012 as a regionally significant destination but has been downgraded in the current government proposal. In response, Council committed funding from the Macquarie Park Corridor Special levy to ensure the project can be delivered as originally promised to the community over a decade ago.

Assessment of the potential impacts of Build-to-Rent development in the Macquarie Park Innovation District identified financial limitations linked to rating capacity alongside the increased demand for infrastructure required by residential development replacing commercial development.

Revitalising our Town Centres

On 25 June 2024, Council resolved that it is unable to progress either construction of a new Ryde Civic Centre nor public open space until the Office of Local Government is satisfied that the City of Ryde has a lawful and financially sustainable funding mechanism. Progress to convert the site to parkland while this issue is resolved has also been deferred.

Delivery of the Koreatown project was completed in September 2023. The project included the delivery of banners, decals and wayfinding signage, and will be evaluated after 12 months, with a decision on the continuation of the initiative subject to the development of the Eastwood Renewal Strategy.

Revitalisation of other town centres was also deferred pending the completion of masterplans for West Ryde-Meadowbank, Eastwood and Gladesville. Future planning for Eastwood Central will be undertaken as part of the Eastwood Masterplan, enabling Council to more effectively strategise the development of the entire Eastwood Town Centre, and ensure optimal urban planning and community benefits. Revitalisation of small and neighbourhood centres will be subject to the endorsement of Council's Infrastructure Strategy and Economic Development Strategy to ensure an evidence-based approach is used in the design and delivery of projects that will maximise the realisation of benefits for local businesses, workers and residents.

We also evaluated the Macquarie Park Corridor Special Rate, with findings indicating the need for a clearer and more transparent capital works program to be in place before funds are spent.



KOREATOWN SIGNAGE, ROWE STREET EAST CAR PARK

Operational Plan Service Delivery

Infrastructure Development ●

Provision of Economic Analysis and Advice to Internal Stakeholders ●

TMA/Connect Macquarie Park ●

Koreatown ●

Planting Embellishment Program – Macquarie Park ⊖

This project has been deferred to 2024/25 due to the lack of a clear program being in place.

Town Centre Cleaning and Maintenance ✓

Scheduled cleaning program was implemented as planned.

Town Centre Revitalisation ⊖

Town centre revitalisation will resume in 2024/25. See main story.

Eastwood Central Expansion ⊖

Master planning for Eastwood commenced in April 2024 with early community engagement. Technical studies will be undertaken in 2024/25 to inform a detailed Masterplan. Council will continue to undertake monitoring and necessary remediation works to ensure the ongoing serviceability of the building.



Business Growth

In 2023/24 the City of Ryde was home to 14,361 local businesses, an increase of three percent on 2022/23.



Jobs Growth

There were 91,764 local jobs in 2023/24, a 1.11 percent decrease between July 2023 and June 2024.



Economic Output

In 2023 \$19.196 billion in gross regional product was generated through the information, media and telecommunications, wholesale trade, professional services and manufacturing sectors.

KEY: ● Complete ✓ On track ▲ Action required ⌚ Delayed / Did not achieve target ⊖ Deferred ⊗ Cancelled



GLADESVILLE TOWN CENTRE

The Year Ahead

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's 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.

\$3.5 million investment is planned for this program over the life of the Delivery Program. Our 2024-25 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 businesses 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 2024/25 include attracting investment through international relations; planning for a technologically smarter City; supporting partners to deliver economic development activities; engaging with local businesses; and supporting the development of masterplans for economic centres. The complete range of activities undertaken through this program is listed in Council's 2023-24 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan





MEADOWBANK TRAIN STATION



Our Connected and Accessible City

Ryde is a City where it is easy, safe and convenient for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport are easy to use and well connected throughout the City.

Priorities for this Outcome



Connections to our City

Improving access to our suburbs, workplaces and major destinations

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



Connections Within our City

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

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



Digital Connectivity

Accessible digital connections for the community and business

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

Overview

Council Programs and Services Supporting this Outcome

Traffic and Transport Program

Building a sustainable, safe, convenient and accessible transport system for the City by improving mobility, connectivity and access for all types of transport

Transport Network Planning
 Transport Network Management
 Transport Programs and Services
 Local Transport Infrastructure

Roads Program

Maintaining the City’s extensive network of local and regional road assets to ensure that they remain safe, are in serviceable condition and meet community expectations

Local Transport Infrastructure

Paths and Cycleways Program

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

Active Transport Infrastructure

How we Monitor Progress

- Road network access
- Program delivery
- Shop Ryder patronage.

Building Connections Within our City

The City of Ryde is a thriving and diverse City known for its strong and dynamic economy. With a population of over 135,000 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.

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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.



NORTH RYDE
METRO STATION

Key Statistics

The City of Ryde has **320km** of roads traversing the City with over **668km** of kerbs and guttering and **827,000m²** 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. There are more than **91,000** local workers in the City of Ryde; **77.7 percent** live outside the area.

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

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

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

52.9 percent worked at home.

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

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

Note – As there were restrictions in place due to COVID-19, method of travel to work is not reflective of working practices post-COVID.

Services and Performance Highlights

Traffic and Transport Program

A sustainable, safe, convenient and accessible transport system for the City of Ryde. Managing and providing specialist advice on traffic management, transport planning and development matters, road safety, car parking and options to improve mobility, connectivity and access to our suburbs, centres, open spaces and places. Advocating for improved transport infrastructure and services with the State Government.

Assessing Effectiveness

- Community perceptions and sentiment
- Road Safety outcomes.

Transport Network Planning

Providing long-term transport planning to improve mobility and connectivity across our City and improve accessibility to our suburbs, centres, open spaces and places. This includes providing specialist advice on major development proposals, road safety policy and directions, advocating with the NSW Government on behalf of the community for improved transport solutions for the City of Ryde, and working with State Government transport agencies to deliver major transport infrastructure.

Creating a Local Infrastructure Strategy

To capitalise on infrastructure opportunities created through rezoning proposals, and ensure that infrastructure keeps pace with planned development, increased traffic and a higher population, we developed our new Local Infrastructure Strategy.

The strategy supports sustainable growth by aligning district and state planning frameworks to accommodate population growth, minimise environmental impact and preserve our natural assets. It prioritises resilience-building measures and adaptive strategies to safeguard infrastructure assets.

It also prioritises investments in amenities that are accessible, inclusive and responsive to the diverse needs of our community, including parks, recreational facilities, cultural centres and public spaces. To support this investment, the strategy also establishes appropriate levels of service to ensure equitable access and reliability for residents and businesses across the LGA.

It will inform Council's assessment of voluntary planning agreements and development applications to ensure proposed developments align with community needs and priorities.

The strategy also lays the groundwork for the integration of smart City solutions, digital connectivity and sustainable practices in infrastructure planning and development processes.

Implementing our Integrated Transport Strategy (ITS)

Implementation of the ITS continued during the year with targeted delivery of key projects. This includes a review of our bus networks, which is expected to be delivered in 2025; key centre parking strategies to be incorporated into West Ryde-Meadowbank and Eastwood masterplans; and the Macquarie Park bus interchange being delivered by TfNSW.



Transport Network Management

Managing the City’s transport, traffic and car parking network and implementing sustainable transport options including transport and development matters such as providing access permits for the road network; operating, maintaining and upgrading existing parking and traffic facilities, including signage and line marking changes; installation of pedestrian crossing facilities; and optimising the use of on- and off-street parking to provide access to our town centres and places of interest.

Providing Input into Planned Development

To ensure planning decisions consider implications on transport or capitalise on opportunities to make needed infrastructure upgrades, our City Transport team provided input to masterplanning works at Eastwood and West Ryde-Meadowbank as well as the Macquarie Park Innovation District.

We contributed to major transport planning initiatives, including NSROC’s regional active transport strategy, advocacy on Parramatta Light Rail Stage 2 bridge works via participation in community and stakeholder reference group meetings and making a formal submission to Transport for NSW. In addition, more than 200 development proposals were assessed in 2023/24 with respect to traffic and transport implications – see page 100. Significant developments assessed included multi-storey residential and commercial developments in Macquarie Park and redevelopment of the Eastwood Shopping Centre as well as significant developments on Victoria Road in Melrose Park, Lachlan’s Line and the Midtown Primary School in the Ivanhoe Estate, Macquarie Park.

We also reviewed and processed road activity permits, entailing thorough examination of traffic guidance schemes to assist builders with implementing appropriate temporary traffic management measures on the public road network to minimise safety risks to the public during construction works.

Operational Plan Service Delivery

Transport Planning and Advocacy ✔

Integrated Transport Strategy (ITS) Implementation ●

Integrated Transport Strategy Review

We commenced a review of the ITS. Following the resolution of resourcing issues in the City Transport team, the ITS refresh is expected to be delivered in 2025. ➡

Maintaining Transport Infrastructure ✔

Transport Programs and Services

Delivery of community-based education and behaviour change programs targeting road safety and community skills, increased uptake of non-car-based modes of travel and contributing to City-wide reductions of community emissions and congestion issues. Operating a free community bus service to support members of the community with limited mobility or access to transport, connecting them to key centres within the City.

Planning for the Future of Transport in our City

Council assessed over 200 development proposals, 700 road activity permits, and 10 major transport strategies, guidelines and policies with regard to their traffic and transport implications on the City's public road network. These efforts contribute to achieving desired transport outcomes, such as enhancing safety for all road users and improving connectivity to town centres and across the City in the short, medium and long term.

Engaging our Community in Road Safety Initiatives

A crucial aspect of the Local Government Road Safety Program is engagement with the local community to heighten road safety awareness. Council implemented 45 public programs and events aimed at educating, informing and promoting road safety within the Ryde community. These include ongoing programs such as the senior pedestrian safety program and the child car seat checking program, as well as bespoke events like cycling skill workshops and engagement events in partnership with the police. These initiatives raise awareness about the risks faced by various road users – cyclists, pedestrians and drivers – and promote safe travel behaviours and practices. We also worked with 13 schools to improve 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, in line with Council's long-term transport strategies.

Encouraging Sustainable Transport

The rapidly increasing pace of electric vehicle (EV) adoption is creating new expectations that councils will provide recharging infrastructure. We are continuing to engage with providers and the State Government to identify opportunities and remove barriers for community access to public EV charging infrastructure and will continue to support installation in multi-unit dwellings.

During the year there were 2,809 charging sessions from Council-owned EV charging stations, with 29,296.35kWh of renewable energy used.

During the year, we undertook a market review of fees and charges associated with EV charging. We also investigated EV charger maintenance and charger service issues and began developing an implementation strategy for the electrification of Council's leaseback fleet of vehicles.

As an interim step, we have begun transitioning the fleet to increase hybrid and electric vehicle options and will be increasing this transition to no/low emissions vehicle and machinery options. Council will also concurrently roll out charging station infrastructure to facilitate charging of the eventual EV fleet.

TfNSW is investing in NSW's first Zero Emission bus depot in Macquarie Park, although this will provide a like-for-like replacement of the existing fuel-based fleet only. Planning issues associated with the depot remain to be worked through by the State Government, with impacts expected to fall on the Macquarie Park community until these are resolved.

We undertook safety improvements on our Shop Ryder service, including installation of driver monitoring to provide transparency on speeds, driving behaviour and reporting for Heavy Vehicle National Legal compliance. We are planning to undertake a review of the current route to ensure it remains suitable to manage growing demand against safety considerations and services offered by State Government bus routes.

We also undertook a compliance review of the carshare program to ensure providers are locating carshare vehicles close to existing public transport stops or stations, activity and community hubs, areas of high employment, residential densities or low vehicle ownership and in areas which are visible to the public ideally with high pedestrian traffic. They should also be sited to ensure safety and accessibility for carshare users, pedestrians, cyclists and other road users and not encroaching on disabled parking zones, loading zones, no stopping/no parking zones, bus zones/taxi zones or residential parking permit areas.



CONSTITUTION ROAD, MEADOWBANK

Traffic and Parking Improvements

A total of 53 traffic, parking, and road safety initiatives recommended by the Local Ryde Traffic Committee (RTC) were approved by Council. 38 of these proposals have been installed, which will contribute to improving traffic, easing congestion and promote sustainable forms of transport within the City's public road network. The remaining 15 proposals comprise works to be delivered by external stakeholders and projects subject to the availability of future funding.

It should be noted that the assessments undertaken as part of the RTC process have contributed to the expansion of the City's transport network, development of future transport strategies and policies and securing grant funding. Most recently, Council was awarded \$600,000 to deliver two raised pedestrian crossings in Meadowbank and Top Ryde under the Get NSW Active 2024/25 program. These projects were the recommendations of the RTC and formally approved by Council in August and October 2023.

Our ongoing Constitution Road upgrade project is being delivered in two stages. The first stage was completed and opened to the public in May 2024 and involved the excavation and cutting-back of the rocky embankment underneath the southern side of Angus Street bridge, to enable provision of an accessible footpath to Meadowbank Railway Station. The second stage entails a more comprehensive program of major infrastructure upgrades along Constitution Road, between Hamilton Crescent and Meadowbank Railway Station, to enhance traffic capacity, and improve traffic and pedestrian safety.

Other projects funded under phase 3 of the Local Roads and Community Infrastructure grant were also completed, including a new turnaround facility at Brabyn Street, adjacent to Denistone East Public School; a new footpath on Frederick Street, Ryde; a new shared user path on Waterview Street, Putney; and street lighting enhancements at town centres and schools in Eastwood, North Ryde, Ryde, Gladesville, West Ryde and Denistone.

Local Transport Infrastructure

Development, improvement and maintenance of the City’s roads and related infrastructure assets including roads, bridges and retaining walls, car parks, and parking hardware. This includes technical delivery of road-based infrastructure civil infrastructure and maintenance works, regulatory and compliance services including road reserve assets and landscaping, and the development approval process and handover of developer-constructed assets.

Operational Plan Service Delivery

Bus Stop DDA Compliance

This is a multi-year project to upgrade all existing bus stops so they are compliant with the *Disability Discrimination Act (DDA) 1992*. Thirty-seven sites have been completed to date, with the remaining sites in the design and investigation phase.



Traffic Calming Devices

See page 101.



Road Safety Upgrades and Improvement

Several road safety measures, including signage and linemarking works, pedestrian crossing facilities and disabled parking have been completed to enhance safety for various road users on the City’s local road network.



Pedestrian Crossing Lighting Upgrade

Eight locations were upgraded in 2023/24.



Church Street Carpark

This project to renew the carpark on Church Street will be deferred to future years due to needing further investigation.



Constitution Road/Bowden Street Meadowbank – Traffic Control Signals



Traffic Facilities Renewal

All scheduled projects have been completed, providing transport and traffic benefits in Meadowbank, Putney and Marsfield.



Traffic Facilities Expansion

All projects funded under the Local Road and Community Infrastructure (LRCI) grant have been delivered.





CONSTITUTION ROAD WEST, MEADOWBANK
PEDESTRIAN CROSSING



37 Bus Stops

upgraded to be DDA compliant.



8 Pedestrian Crossing Lights

upgraded to enhance public safety.



School Pick-up and Drop-off Safety

improved at 15 schools.

Roads Program

Maintenance and renewal of the City’s local and regional road network (roads, bridges and retaining walls, car parks, and parking hardware) to ensure that they meet community expectations and remain safe and in serviceable condition over the long term.

Assessing Effectiveness

- Asset condition.

Local Transport Infrastructure

Development, improvement and maintenance of the City’s roads and related infrastructure assets including roads, bridges and retaining walls, car parks and parking hardware. This includes technical delivery of road-based infrastructure civil infrastructure and maintenance works, regulatory and compliance services including road reserve assets and landscaping, and the development approval process and handover of developer-constructed assets.

Low Energy Lighting for our Streets

With 7,800 streetlights across the City of Ryde accounting for around 46 percent of Council electricity costs, we partnered with Ausgrid to accelerate the replacement of older residential streetlights with light emitting diode (LED) lighting. As of 2 June 2024, Ausgrid had upgraded 5,478 streetlights to energy efficient LEDs (including 2,993 in 2023/24), reducing energy consumption by more than 30 percent. This program contributes to reducing energy and to achieving Council’s overall net zero emission targets.

Checking the Condition of our Assets

We undertook a condition assessment and obtained detailed video imaging of our 541km network of footpaths and 320km network of sealed roads. The information gained from this exercise will ensure accurate management of these important community assets, enabling effective maintenance and renewal strategies to improve connectivity, mobility and safety. An engagement program advised our community about camera-equipped inspection vehicles travelling on local roads or public footways during the assessment period. Results of the assessment will be available in early 2024/25.



Operational Plan Service Delivery ✔

Heavy Patching

A total of 18 heavy patching projects were completed in 2023/24 with the majority of the projects delivered with funding from the Regional and Local Road Repair Program grant. ✔

Regional and Local Road Repair Program

All 16 projects were completed. ●

Road Resurfacing Renewal

Resurfacing work on 30 out of 31 planned sites is complete. Resurfacing works for one site was carried over into 2024/25. ✔

Road Kerb Renewal

Out of 11 planned sites, six are complete: Darvall Road, Payten Street, Taylor Avenue, Brush Road, Gardner Road, Henderson Street. Blenheim Road and Cressy Road will be completed in the first quarter of 2024/25. Renewal works on Culloden Road and Victoria Lane have been deferred. ✔

Kerb and Gutter Renewal

All 16 sites were completed as scheduled. ●

Road Operations and Maintenance

This category includes road pavements, bridges, and carparks. Maintenance requests are based upon reported asset maintenance requirements. Road pavement repairs, such as potholes, are implemented with scheduled follow-up for permanent repair. This follow-up uses the City of Ryde's Asset Management System Defects Register. The Defects Register is also utilised by the Engineering Department to compile the Heavy Patching Program. ✔

Bridge Upgrade/Renewal

This project encountered delays due to the limited availability of specialist contractors. Structural audits are expected to begin in late July 2024. ✔



Road Network

The City of Ryde has over 320km of roads traversing the City with 668km of kerbs and guttering and 827,000m² of footpaths.



Road Condition

Over 92 percent acceptable condition or better.



Road Maintenance

5,190m² of footpath and cycleways were constructed or replaced around the LGA.

66,150m² of the road network was renewed or replaced.

Paths and Cycleways Program

Developing, managing, and maintaining the City’s network of footpaths, paths and cycleways to increase the walkability of our suburbs, improve conditions for cyclists and connect residents with activity centres and public transport connections.

Assessing Effectiveness

- Asset condition.

Active Transport Infrastructure

Developing, managing and maintaining the City’s network of footpaths and cycleways supporting safe and convenient mobility and connections throughout the City of Ryde and ensuring that they remain safe and sustainable in the long term and provide a satisfactory level of service for the community.

Making Active Transport Appealing

A new footpath connection along the southern side of Constitution Road, Meadowbank and a new pedestrian crossing, connecting pedestrians through to Meadowbank Station, were officially opened in June 2024. The reopening provides much-needed improvements to access and mobility for both pedestrians and active transport users within the Meadowbank Station and educational precinct and is user-friendly for wheelchair and pram users.

Following the completion of our asset condition assessment, we planned for the rollout of footpath hazard grinding in high pedestrian traffic areas. To make our City easier to move around, we renewed the Glades Bay Staircase and remedied footpath defects at 24 sites across our City. New footpaths were also built at six sites.

New lighting along Shrimptons Creek and Archer Creek has improved safety and visibility. A shared user path along Waterview Street, Putney, east of Osbourne Avenue, has completed a missing cycling link along the Parramatta River and addressed a major safety risk. Finally, a concept design for the regional cycle route connecting Chatswood and Burwood has been completed. Council also secured funding to deliver an improved cycling route between Macquarie Park and West Ryde.

To support cyclists to make repairs on the go, we installed bike repair stations at Meadowbank Park, Shrimptons Creek and Kissing Point Park.

Operational Plan Service Delivery

Construction and Maintenance – Paths and Cycleways

Maintenance is implemented based on MERIT requests. Proactive trip hazard grinding was conducted, with a focus on high pedestrian traffic areas and recorded data detailing reported trips. ✔

Footpaths and Nature Strips Renewals and Upgrades

Footpath Construction Renewal

Of a planned 26 sites, renewals and upgrades were completed at 22 sites, with four deferred to 2024/25 due to budget availability. ●

Footpath Construction Expansion

All six scheduled projects were delivered: Bidgee Road, Brush Road, and Arthur Street, Kokoda Street, Terry Road and Abuklea Road. ✔

Cycleways Renewals and Upgrades

Cycleways Construction Expansion

Bike repair stations at Meadowbank Park, Shrimptons Creek and Kissing Point Park were installed in Quarter 4 2023/24. Detailed design and investigations are in progress for the provision of a new regional cycle route connecting Macquarie Park and West Ryde and shared path along the western side of Hermitage Road. ✔

KEY: ● Complete ✔ On track ⚠ Action required ⌚ Delayed / Did not achieve target ⏸ Deferred ⊗ Cancelled



SCHOOL HOLIDAY CYCLING PROGRAM



Paths to Explore

There are 827,000m² of paths and cycleways in the City of Ryde. Over 93 percent are in an acceptable condition or better.



BIKE REPAIR STATION, MEADOWBANK

The Year Ahead

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's 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.

\$56.2 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2024/25 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 2024/25 include Council's ongoing program of replacement and resurfacing of road pavements; maintaining our paths and cycleways; repairing historic bridge abutments in Barton Reserve, Ryde; 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 2024-25 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan





LUNAR NEW YEAR
FESTIVAL 2024



Our Diverse and Inclusive City

The City of Ryde is home to a diverse community, where people celebrate their similarities and differences. The City includes diverse cultural spaces and places for people to come together. This rich social, cultural, historical and creative tapestry provides an enduring legacy for future generations.

Priorities for this Outcome



An Engaged, Connected Community

People feeling connected within their community

- Working with stakeholders, partners and the community to support all members of the community and promote social inclusion
- Through our community network and with State agencies, appropriately supporting all members of the community and providing access to available services and facilities

Hello
안녕하세요
你好

Celebrating Culture and Heritage

A distinct local identity built on our City's character and rich cultural heritage

- Continuing to enhance our events program to provide opportunities to celebrate diversity and heritage and promote inclusion
- Collaborating with community groups, businesses and community to ensure our events and activities remain relevant



Accessible Community Facilities

Easy access to diverse cultural spaces, places and opportunities

- Planning for and enhancing cultural and community facilities to meet increased demand and ensure equitable access for all sections of our community

Overview

Council Programs and Services Supporting this Outcome

Community Inclusion and Wellbeing

Working to increase social and community wellbeing and empowering people to fully participate in community life

Community Development
Direct Community Services
Community Facilities

Community Connectedness and Engagement

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

Events
Community Engagement
Marketing and Communications

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. 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 120 community groups and faith-based organisations

Dozens of council and community events every year

Over 30 advisory groups and interagencies giving the community a voice

People from 130 countries speaking 100 different languages make up our community



Our Multicultural Community

100 different languages are spoken in our community.



Diversity

48 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

Community Inclusion and Wellbeing Program

Working with organisations and the broader community to increase social and community wellbeing and empower people to fully participate in community life.

Assessing Effectiveness

- Participation in events
- Utilisation of Council facilities.

Community Development

Partnering with organisations and individuals to generate solutions that support stronger and more connected communities to enhance community wellbeing. This is achieved using a range of projects, events, and collaborative partnerships. Supporting the arts and cultural development through events, projects, capacity-building programs, and sector development. Providing a community grants program to support local not-for-profit organisations, and community groups to implement projects that contribute to community wellbeing and help build a vibrant community.

Granting Funds to Support Community Development

Our intensive grants program supports 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.

In 2023, we undertook a review of the Grants Program to ensure that grants continue to meet community need and are equitable and accountable. The Policy and Guidelines were subsequently revised, including changes to categories, with the Small Grants and Venue Hire categories consolidated into the other five categories. The amount of funding available in each category was also updated to reflect these changes. In recognition of an emerging need in the City of Ryde, a new category was created in our General Donations program. 'Meet Your Neighbour' supports community-based projects that assist residents in high-density living to get to know their neighbours.

During the year Council received 66 applications and approved a total of \$375,325 in community grant funding to support 71 local community projects. Funding was provided in the following categories:

- Community wellbeing grants
- Events grants
- Arts and creativity grants
- Community facilities and equipment grants
- Sport and recreation grants
- Small grants
- Venue hire.

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 and also continued to provide support through the Local Heritage Assistance Fund. This year we supported a range of grant funding applications to help offset costs associated with undertaking repairs, maintenance and conservation works by owners of listed local heritage items and identified properties in Heritage Conservation Areas.



Recognising Outstanding Achievements

2024 Volunteer Recognition Awards

In the City of Ryde 12.7 percent of the population reported doing some form of voluntary work in the 2021 census. Our Ryde Volunteer Recognition Awards acknowledge the contributions made by our unsung heroes. Winners were selected in the lead up to National Volunteers Week. They include:

- **Individual Volunteer of the Year Winner**
– Simon McNamara
- **Group Volunteer of the Year Winner**
– Presbyterian Aged Care Social Support Group
- **Youth Volunteer of the Year Winner**
– Nune Hovivian

2023 Youth Creative Competition

Some amazingly talented young artists and writers were discovered in our inaugural Youth Creative Competition, with winners announced in a ceremony at Lachlan's Line Auditorium. Works were submitted based on the theme 'Hope for the Future'. In the art category, entrants were asked to submit an image of a painting, drawing, photograph, sculpture, digital artwork, or collage. Writers submitted short stories, fan fiction, poems, reviews, or other prose to a maximum of 1,000 words.

Art Category

- **12-15 Winner** – Anika French
- **16-19 Winner** – Charlotte Jolly
- **20-24 Winner** – Georgie Rosenberg

Writing Category

- **12-15 Winner** – Annabelle Whitfield
- **16-19 Winner** – Amelia Mayne
- **20-24 Winner** – Celia Thirimanna

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** – Lyn Mann
- **Young Citizen of the Year** – Areg Grigorian

2023 Spring Garden Competition

The winners of City of Ryde's 2023 Spring Garden competition were announced during a gala ceremony at Eden Gardens, Macquarie Park. There were 64 entries, from courtyard balconies to large backyard sanctuaries, lush commercial oases and school gardens representing the many people and cultures that so beautifully reflect the City of Ryde.

- **Front Garden:** Robin Catalano
- **Back Garden:** Rae Roy
- **Edible Garden:** Erica Goldfinch
- **Nature and Habitat:** Frances Reddacliff
- **Courtyard and Balcony:** Sue Kennedy
- **Commercial Garden:** Joel Perez – Living Choice
- **Preschool Garden:** North Ryde Community Preschool
- **Schools Garden:** West Ryde Public School
- **Community Garden:** The Habitat
- **Bush Care Regeneration:** Kittys Creek
- **Special Judges Awards:** Katharine Lam, Vicky Buck, Jimmy Shaw, Lena Figuccio, Denis Chen, Tao Li, and Rui Zuo
- **Champion Gardens:** Angela Thomas – Best Show Garden; Rae Roy – Best in Show

Building Connections in High Density Living

As our community grows and changes, we have evolved the programs we offer to support our community. Guided by our Social Plan 2019-2024, during the year we developed a High-Density Living Plan to engage people living in high-density dwellings, as they are more prone to social isolation and less likely to know or engage with their neighbours. As we implement the Plan's recommendations, we will work with building managers and strata management committees to deliver programs and activities to support residents to better connect with their neighbours and the broader community.

One of our first actions was the launch of our Meet your Neighbour program, which provides one-off funding for initiatives that encourage neighbours in high-density living to connect. We also celebrate Neighbour Day, an annual celebration of community and aims to build better relationships with the people who live around us, but our Neighbours Every Day program aims to 'Create Belonging' – a call to action to everyone to take everyday actions that create social connection and foster respectful relationships.

Nurturing Youth Creativity

Talented young artists and writers were discovered in the City of Ryde's inaugural Youth Creative Competition. The theme – 'Hope for the Future' – captured the imaginations of the 80 young creatives who submitted entries. See page 115.

To encourage community creativity and the arts, this year we supported a diverse program of events, including our Creative Spotlight series, community sketching workshops hosted by the Artist In Residence Rooi Ping Lim, the Battle of the Bands competition, and funding for performances by the Ryde-Hunters Hill Symphony Orchestra.

Professional skills development and networking opportunities encouraged professional growth and reduced isolation for local creatives. These included Creative Meet-Up networking nights; Professional Skills for Creatives workshops; Get Gig Ready Podcasts, developed in partnership with 2SER; and our first Artist-In-Residence at Westward Cottage. More than 50 percent of our arts and creative programs were delivered in partnership with our culturally and linguistically diverse (CALD) community.

To ensure we continue to support and nurture our community in meaningful ways in the future, work began on both our new Social Plan 2025-2030 and Creativity Strategy 2025-2030 during the year.

Creating New Soundscapes with Live Music

Our new Live Music Plan 2024-2028 was endorsed by Council, supporting both the Economic Development Strategy and Night-time Economy Strategy by making it easier for cultural festivals, live music performances and night markets in economic centres to bring together people from diverse backgrounds to share experiences.

The plan promotes inclusivity and social cohesion through live music by supporting diverse musicians and engaging young audiences. It focuses on creating more performance venues and rehearsal spaces, improving presentation and networking opportunities, and establishing outdoor music venues and events. The plan was developed with input from local artists, venues and residents to ensure community involvement and direction. The plan also outlines strategic directions for the City of Ryde to work with different stakeholders, including artists, education providers and government bodies. The plan includes an evaluation and reporting framework to ensure its success and adaptability to community needs.

Supporting Community Development

This year, we hosted a range of community development activities, with most undertaken in partnership with other organisations. Events 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, as well as domestic violence initiatives 16 Days of Activism and White Ribbon Day. We also held 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 anti-racism training.



**BATTLE OF THE BANDS
COMPETITION 2024**

Operational Plan Service Delivery

Social Plan and Creativity Strategy Update

Development of the Draft Social Plan 2025-2030 and Draft Creativity Strategy 2025-2030 is underway and will be completed in 2024/25.



Arts and Cultural Development



Ryde Youth Theatre Group

Ryde Youth Theatre's existing three-year contract was completed in December 2023. New options were explored to deliver a youth performing arts program commencing in July 2024.



Ryde Hunters Hill Symphony Orchestra



Creativity Strategy Implementation Fund

A wide range of programs was delivered. See main story for details.



Community Development



Social Plan Implementation Fund

Key activities held during the year include the Inclusive Volunteering Project, NAIDOC Week, Reconciliation Week and Refugee Week.



City of Ryde Reconciliation Action Plan

Development of the Innovate Reconciliation Action Plan is in progress and will to be presented to Council by December 2024.



KEY: ● Complete ✓ On track ⚠ Action required ⌚ Delayed / Did not achieve target ⏸ Deferred ✗ Cancelled

Community Facilities

The Council is a key provider of quality and affordable community spaces and office accommodation in the City of Ryde. We provide a range of public facilities for access by the community to deliver activities, events and programs. This includes halls and meeting rooms for community activities and events and accommodation for not-for-profit organisations that deliver a range of services to the community.

Supporting our Expanding Community with New Places to Gather

We provide our community with 15 low-cost halls and meeting rooms for community hire. More than 258,300 visits were made to Council’s community facilities from approximately 7,200 bookings during 2023/24.

New facilities include the auditorium at Lachlan’s Line, which opened in July 2023. It has hosted events ranging from regular educational, recreational, community wellbeing, arts and cultural activities, concerts and performances, to school holiday, social and religious programs, and private, commercial and Council events.

In 2023, an additional classroom was constructed at North Ryde Community Preschool, increasing the capacity of the Preschool from 51 to 76 children per day or 150 children and families throughout the week.

Work was also completed at the North Ryde School of Arts to expand the stage and install new lighting and audio equipment, supported by a Create NSW grant. Community Building Partnership funding supported an upgrade of Marsfield Community Centre, and a Caring for State Heritage funding supported the development of a Landscape Management Plan for Brush Farm House.

Operational Plan Service Delivery

Community Facilities

There has been a significant increase in the utilisation of the for-hire community facilities which has resulted in an increase of 25 percent in bookings.



Review of the City of Ryde Halls and Facilities Strategy and Social and Cultural Infrastructure Framework



Building Operations and Maintenance

There is one project listed within this cluster (ANZAC Park). This project has been deferred to 2026/27 to integrate with the planned ANZAC Park Masterplan Delivery project.



Community Buildings Renewals and Upgrades

A regular renewal and maintenance program is in place to ensure the facilities are in good condition for hirers and licensees.



Community Buildings Renewal

There are five projects that form the Community Buildings Renewal cluster. Of these, one project (Community Facilities Lifecycle Replacement Program) was reallocated to allow adequate budget to deliver the full scope of the remaining projects in the cluster. Renewal of Eastwood Pre-school has been deferred to next financial year due to budget constraints and further technical investigation to determine full extent of works required. The remaining projects in the Cluster have been completed.



Community Buildings Expansion

North Ryde Community Preschool expansion project was completed.



Heritage Buildings Renewal

Roof replacement at the Parsonage completed.

Heritage renewal works to The Parsonage at Ryde encompassed the replacement of slate and metal roofing and other ancillary components such as flashing, gutter, downpipes and fascia boards.



Community Connectedness and Engagement Program

Supporting residents across the City of Ryde to become connected, engaged, and informed and have opportunities to celebrate our culture, build connections within the community and contribute to decisions that affect the City.

Assessing Effectiveness

- Participation in events.

Events

Create and deliver inclusive events, supported by a rich range of social networks, community groups and partnerships, that provide opportunities for participation, celebrate our culture, and strengthen community connections. Building capacity for community groups to deliver events.



LUNAR NEW YEAR FESTIVAL 2024

Hosting Events that Bring People Together

To support the development of a cohesive, inclusive and healthy community and network of connected places and people, Council delivered a number of community events including the Cork & Fork by the Riverside food and wine festival with a combined attendance of 9,500 attendees. Major highlights for the year were the Australia Day Ryde's Backyard BBQ event and the Lunar New Year Festival with over 18,000 attendees as well as the Sydney's largest community street festival, the Granny Smith Festival, with over 80,000 people joining the fun. In addition, we hosted civic events, including citizenship ceremonies, an ANZAC Day and Remembrance Day ceremony, the 2024 Citizen of the year Awards and 2024 Volunteer Awards.

We also developed the City of Ryde Events Plan 2024-2028 to provide clear direction for the future planning, development and implementation of events in the local government area, with community input invited to share the events they love now, what they would like to see in the future, and ideas for making our events even better.

Operational Plan Service Delivery

Community Events

See main story.



Civic Events

See main story.



KEY: ● Complete ✓ On track ▲ Action required ⌚ Delayed / Did not achieve target ➡ Deferred ⊗ Cancelled

Community Engagement

Engaging with the community and ensuring all stakeholders are informed and can contribute to the Council’s decision-making process.



Staying in Touch with our Community on the Things that Matter

To ensure our community is aware of developments and initiatives that impact them, we have a vibrant community engagement program. We amplify the impact of information on our website through our social and other communication channels, with information tailored to meet the needs of different audiences, and 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.

Communications to the community during the year included information about Sustainable Waste 2 Art Prize (SWAP), Granny Smith Festival, NAIDOC Week, Refugee Week, National Reconciliation Week, Reconciliation Action Plan, Sustainability Festival, Volunteer Recognition Awards, Cork & Fork by the Riverside, ANZAC Day, Cinema in the Park, Battle of the Bands, the Mayor’s Public Forum, Youth Creative Competition, Youth Week, Spring Garden Competition, Prayer Breakfast, Blenheim Park and Eastwood Masterplan.

We also shared information about the proposed NSW government rezoning of Macquarie Park, the West Ryde/Meadowbank Renewal Strategy, our Social Plan and Creativity Strategy 2025-2030, Ryde’s Backyard BBQ, Lunar New Year and West Ryde Easter Celebrations. Citizen of the Year, International Women’s Day, Happy and Healthy Pets in High Rises, Library Lovers Month, Community Grants, Seniors Festival, Harmony Week, the Mayoral election, Australian Local Government Women’s Association Conference, Household

Chemical Clean Out events, Clean Up Australia Day, Solar Ryde program, Recycle Smart and Learn to Swim at the Ryde Aquatic Leisure Centre were also publicised.

During the year we hosted 53 engagement opportunities, generating over 7,700 responses to initiatives such as the Eastwood Masterplan, Economic Development Strategy and Night-Time Economy Strategy, Blenheim Park Masterplan (Off-Leash Dog Park and Regional Playground), Integrated Open Space Plan Update, Social Plan and Creativity Strategy, West Ryde-Meadowbank Renewal Strategy and a new park at Thistle Street, Ryde.

Operational Plan Service Delivery	
Community Engagement	✔
Communications and Engagement Strategy	✔
Work on developing the Communication and Engagement Strategy commenced.	
Market Research	✔
Council received 1,200 responses to 22 surveys undertaken during the year, excluding the Transactional Research Program.	

KEY: ● Complete ✔ On track ⚠ Action required ⌚ Delayed / Did not achieve target ⏸ Deferred ✖ Cancelled



ACTIVATE INCLUSION
SPORTS DAY 2023



MOON FESTIVAL 2023



REFUGEE WEEK EXPO



The Year Ahead

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's 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.

\$22.6 million investment is planned for these programs over the four years of the Delivery Program.

Services planned to be delivered through this program in 2024/25 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 2024/25 include completing updates to our Creativity Strategy and Social Plan; developing tools and resources to support the social sector and community; hosting a 12-month performing arts program for young people; hosting community events; providing grant writing workshops; and developing a booklet detailing activities offered by community building hirers. The complete range of planned activities to be undertaken through these programs is listed in Council's 2024-25 One-Year Operational Plan.

www.ryde.nsw.gov.au/FourYearDeliveryPlan





CITY OF RYDE CUSTOMER SERVICE CENTRE



Our Open and Progressive City

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

Priorities for this Outcome



Advocacy on Key Issues

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

- In building our City's future with its stakeholders and community leaders, we will be strongly advocating on behalf of our community, especially on development matters and emerging social challenges
- Maintaining strong relationships with State agencies, business and key stakeholders in planning and shaping the City's future



An Engaged and Informed Community

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

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



Well Led, Financially Sustainable

Transparent, responsible leadership and governance

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

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

Strategic Property Management

Developing and managing Council’s portfolio of 320 properties and buildings to ensure maximum long-term value for ratepayers and fitness for purpose

Property Services

Service Delivery Support

Providing a broad range of key support functions that underpin delivery across all Council programs

Customer Services
Operational delivery
Legal Services
Procurement Services
Plant and Fleet

Governance and Corporate Services

Providing specialist and corporate services to enable the effective governance and operation of the Council organisation

Civic Services
Business Strategy and Innovation
Governance, Audit and Risk
Financial Management
Information and Technology Management
People Management
Asset Management
Communications and Community Engagement

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 practices 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.



CITY OF RYDE WEBSITE



Customer Service

More than 12,428 customers were served in person at the Customer Service Centre.



Call Centre

60,960 calls were answered with 110,285 separate enquiries. 93 percent were resolved at first point of contact.



Customer Requests

91 percent of 45,884 customers' requests were completed within 10 days.



Complaints Resolution

58 percent (seven of 12) of significant complaints received by Council were resolved within target timeframes. Complex complaints usually take longer than the target timeframe to resolve.



Website

Nearly 17,000 fans on Facebook and more than 7,000 on Instagram with user reach of more than 73,000 per quarter on Facebook.

Services and Performance Highlights

Strategic Property Management Program

Developing and managing the Council's portfolio of properties and buildings, including commercial, residential, community and operational properties and Council-owned land as well as land owned by the NSW Government which is managed by the Council on its behalf.

Assessing Effectiveness

- Delivery of planned benefit from portfolio.

Property Strategy and Planning

Leadership and strategic management of the Council's property portfolio to maximise its efficiency, commercial outcomes, the overall portfolio performance and its contributions to the Council's operating income and general financial position.

Maintaining our Portfolio of Property for Community Benefit

Council owns and manages a portfolio of over 100 buildings, valued at more than \$240 million. It includes commercial, residential, community, sporting, corporate, heritage and operational properties, Council-owned land and Crown land, which is managed by Council on behalf of the NSW Government. We manage and maintain these facilities to ensure we achieve maximum long-term value, provide a return for ratepayers and our buildings are fit for purpose. We also aim to provide a quality commercial offering and are a desirable, functional place of employment for staff. 95 percent of commercial properties were occupied during 2023/24.

During the year, the Building Commission of NSW issued a rectification order for 23 Halifax Street Lachlan's Line, Macquarie Park, which includes Council facilities. The order followed the discovery of defects in the long-term durability of concrete in the basement levels of the building. Public domain spaces surrounding the complex were not affected and there was no risk to public safety, however disruptions occurred while the developer carried out rectification work.

Moving on at Ryde Central

The Ryde Central site has been the subject of many years of planning to re-establish Council's civic and administrative presence through development of a new administration and civic centre and enhanced community space. While significant progress was made in the preconstruction and design activities

of the approved development, significant funding shortfalls due to issues with the original funding strategy prevented the Project from progressing any further.

Consequently, Council at its meeting of 28 November 2023 resolved to defer the construction of any new civic building at this site until sufficient funding is available through prudent financial management that ensures Council remains fit for the future and there are no adverse impacts on the provision of rates, services, and programs. It also reaffirmed its commitment to retain public ownership of the site.

At a subsequent Extraordinary Council meeting of 23 January 2024, Council resolved that staff explore options in the interim for the use of the Ryde Central site for public open space and recreation. In response to these, as well as subsequent resolutions by Council, a range of open space scenarios are being explored, including covering the site in grass, providing plants with minor structural covering and seats and providing lighting and other features.

At its meeting of 25 June 2024, Council resolved that it is unable to progress building of a new Ryde Civic Centre nor the public open space until the Office of Local Government is satisfied that the City of Ryde has a lawful and financially sustainable funding mechanism. Council also resolved to prepare a submission to the Office of Local Government and ICAC to seek further advice and approval for other options to pay for a new Ryde Civic Centre that is lawful and financially sustainable.

Property Services

Developing, managing, and maintaining the Council's portfolio of corporate, commercial, and civic properties to ensure maximum long-term value and return for ratepayers.

Operational Plan Service Delivery

Property Management

New commercial leases were negotiated for a childcare facility in Lachlan's Line and a restaurant in Gladesville. Outdoor dining approvals and filming approvals were issued. Management of Putney Tennyson Bowling Club has been opened for expressions of interest. Denistone Bowling Club has now settled and under Council ownership. ✔

Building Operations and Maintenance

Service delivery standards were met. Additional buildings came online during the reporting period and scheduled maintenance tasks were undertaken. ●

Council Buildings Renewals and Upgrades ✔

Ryde Central ⊖
See main story for details.

Commercial Buildings Renewal ●
Refurbishment works at Rockend Cottage and Banjo Paterson Park were completed.

Corporate Buildings Renewal ⊗
Planned waterproofing works at West Ryde Community Centre were completed in 2022/23 as part of membrane upgrade works.

Commercial Buildings Expansion ⊖
Planned projects have been put on hold and deferred until further notice.

North Ryde Office – Modification of Office Accommodation ●
Fitout of office equipment at the North Ryde Office was largely complete by the end of the year, with minor works scheduled for completion in Quarter 1 2024/25



Assets

\$2.2 billion net assets.



Revenue

\$215.8 million total income from continued operations.



Properties

Over 300 properties under management.

Service Delivery Support Program

This program is central to Council operations in the City of Ryde and supports the efficient delivery of services by the Council for the community.

Assessing Effectiveness

- Efficient delivery of work within programs.

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 provided professional and administrative services to the community. We answered 46,675 counter enquiries, including serving more than 12,428 customers in person and online at the Customer Service counter at 1 Pope Street, Ryde and at the North Ryde Office. Our call centre responded to 60,960 calls and answered 110,285 separate enquiries within these calls, with 45,884 customer requests activated; 93 percent of these enquiries were resolved during this first contact.

Operational Delivery

Managing delivery of cleaning, landscaping, maintenance, and construction services supporting delivery of Council’s operational services and capital projects.

This support function assists all operational activities based at Council’s Operations Centre in Ryde with timely administrative tasks, such as financial reporting and customer responses.

Procurement Services

Supporting the Council operations by managing tenders and contracts and purchasing goods and services to the value of more than \$120 million from more than 1,500 suppliers annually.

Each year, Procurement Services supports Council’s operations by managing more than 40 formal tenders and quotations, releasing more than 7,000 purchase orders and managing Council’s stores at the Operations Centre and Porters Creek. This year, to help reduce errors made by staff when raising requisitions, we provided training in using the TechnologyOne purchasing system to staff who raise requisitions.

We also developed a sustainable procurement policy. The policy supports local businesses, helps generate employment and promote greater sustainability practices within Council. It guides procurement practices across Council when finding, selecting and contracting suppliers to undertake services for Council operations and preferences the use of local suppliers wherever possible to encourage economic development and generate local employment.

The policy also sets the following sustainable operational targets by 2025:

- 50 percent of all material procurements be sourced from recycled material
- 70 percent of all service contracts to adhere to sustainable principles.

Further information about major procurement and contracts is contained in the Statutory Reporting section of this report (refer to pages 171-172).

Operational Plan Service Delivery

Tenders and Contracts Management

Contracts were reported to Council if an exception to the Act is required to ensure transparency. ✔

Procurement and Stores

TechnologyOne purchasing training delivered – see main story. Annual stocktake complete. ✔

Plant and Fleet

Providing fleet management services for the Council’s Operations team and fleet users across the Council. This includes maximising the utility of the Council’s plant and fleet assets, responsibility for managing the Council’s mechanical assets as well as the fabrication workshop and external plant hire. A major priority for the Council is maximising the return on the investment of its fleet assets.

Replacing our ICE Fleet

The City of Ryde will transition its current fleet of vehicles powered by internal combustion engines to electric vehicles by 2035. This will result in a fleet of 144 EVs. A draft implementation strategy was prepared during the year and is currently under review. It provides options for charging infrastructure and financial modelling.

Keeping Fabrication In-house

The Fabrication Workshop provides bespoke fabrications. Client requirements are resolved on-site and fabricated for eventual third-party finished coatings if required. Repairs and modifications to plant and equipment ensure minimal down-time to other operational activities. This year projects included repairs implemented to tipper trucks that had sustained body damage in the course of normal use and the fabrication of special purpose brackets for the installation of decorative lanterns, among others.

Legal Services

Provision of legal services to support the 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 legal matters pertaining to the law, and Council’s compliance with legislation.

Keeping Legal Matters on Track

This year, 438 legal matters were received and 59 remained active during 2023/24. These included Class 1 Appeals in the Land and Environment Court, Supreme Court and Local Court matters, PEXA Authorisations of encumbrances on Land Titles, legal advice provided to various business units within Council relating to Planning, Enforcement, Property and Commercial matters.

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 pages 173-176).

Operational Plan Service Delivery

Legal and Consultative Services



Operational Plan Service Delivery

Fleet Management

Supply chain delays experienced over the past few years have also been reduced from 18-24 months during COVID-19 to four months.



Plant and Fleet Purchases

Council’s program of plant and fleet purchases was completed.



Fabrication Workshop



Governance and Corporate Services Program

Providing specialist capabilities and skills and corporate functions to enable the effective governance and operation of the Council organisation.

Assessing effectiveness

- Meeting key organisational delivery measures.

Civic Services

Providing administrative support for the Mayor and the elected council to ensure the efficient operation of the City's civic functions. Includes coordination and administration of Council meetings and workshops, operation of the Councillor's help desk, distribution of information to Councillors, facilitation of Councillor induction processes, and assisting with the conduct of Council elections.



Operational Plan Service Delivery

Civic Support Services

There were 11 Ordinary Council meetings, six Extraordinary Council meetings and 32 Councillor workshops held during the year. Publication of Council meeting minutes was met within two days. There were 1,317 Councillor requests responded to, with an average of four days taken to respond to these requests. This is within the set service standard of five days or less.



Business Strategy and Innovation

Providing specialised corporate strategy, planning and business transformation for the Council, including Integrated Planning and Reporting, implementing the Council's Continuous Improvement framework, including process management and business innovation, and project governance across the Council.



Operational Plan Service Delivery

Business Strategy and Innovation

Progress was made in the development and uplift of team capabilities across the key areas of business and customer improvement, business analytics and business intelligence. Reviews were undertaken across multiple operational teams, services and processes to improve customer experience, service quality, business efficiency and effectiveness, and to address business risks. We also collaborated, co-designed and co-delivered several re-engineered processes, system(s) configurations and technology solutions to enable a more efficient and effective way of doing business. ✓

Corporate Planning and Reporting

Council won a Gold Award for its 2022/23 Annual Report 'Shaping the future' at the 74th Australasian Reporting Awards (ARAs) for demonstrating overall excellence in annual reporting, providing full disclosure of key aspects of the Council's core business, addressing legislative and regulatory requirements, and its commitment to transparency. ✓

Enterprise Project Management Office

Organisational awareness, engagement, alignment and capabilities across project management were enhanced during the year. This included refreshed project financial reporting through minor system configurations for infrastructure projects and a Digital Steering Group trial to help govern and manage technology programs and projects. This resulted in insights, input, and learnings for future implementation. An overarching project governance and management framework was also drafted. ●

Governance, Audit, and Risk

Providing specialist services to ensure Council operations are covered by robust and comprehensive corporate governance, risk management, insurance, and audit frameworks. These support effective organisational operations, compliance with legislative requirements, and ethical decision-making and behaviour and help the organisation manage significant risk exposures, including 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 156).

Operational Plan Service Delivery

Governance Support

During the year, we undertook an extensive assessment of the overarching governance framework and its capabilities. Structural modifications to our governance model and its supporting capabilities are being implemented as outcomes of this review. Reviewing, updating and implementing updates of 40 high priority policies, including a revised Public Interest Disclosure Policy. We are in the process of implementing RelianSys including a new legislative compliance system and delegations register. ✔

Legislative Compliance System

A review of compliance systems was undertaken to meet the needs of Council. A new system is being implemented. ✔

Complaints Management

A review of the Customer Feedback Policy was undertaken. Associated procedures, including the timeframes for investigating complaints were reviewed to ensure they are achievable and meet customer expectations. Council is focused on improving the customer experience through innovation and continuous improvement. ✔

Internal Audit

Following a review into the City of Ryde’s internal audit process, a new internal audit plan was created, a new internal auditor was appointed, and an upgraded Principal Internal Auditor position established. Council operates an internal and external model for its Internal Audit Program. ✔

Risk and Insurance

An internal Risk Management Committee was established to oversee the renewal of the Risk Management Policy and Enterprise Risk Management Framework. ✔

New Risk Registers

Council’s consolidated risk register continues to be improved with strategic and corporate risks a priority. ✔

Health, Safety and Injury Management

Site inspections, system audits and training were undertaken throughout the year. Refer to the WHS report on page 165-167 for more information. ✔

Work Health and Safety (WHS) Road Map

All key hazards and Risks identified in our audit report were addressed. 65 percent of recommended WHS system improvements were implemented with other recommendations in progress. ✔

Asset Management

Long-term planning, management, and reporting for the Council’s \$1.7 billion asset portfolio ensures that the 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, maintaining the Council’s asset framework, management system, and business processes in consultation with the various asset custodians.

Our Asset Management System houses an inventory of all of our assets with detailed information about their condition and primary dimensions. These assets include over 827,000 m² of footpaths, more than 320 kilometres of roads, 668 kilometres of kerb and gutter, 1,069 traffic control facilities and 98 playgrounds.

During the year we undertook a condition assessment and obtained detailed video imaging of footpath and road network. This information will enable effective maintenance and renewal strategies to improve connectivity, mobility and safety. See page 104 for more information.

Operational Plan Service Delivery

Asset Planning

The draft 2024/25 Operational and Delivery Program was endorsed by Council at the Council meeting held on 25 June 2024. ✔

Asset Data Collection

A condition assessment of our footpath and road network within the City of Ryde LGA was completed. ✔



ELOUERA RESERVE, MACQUARIE PARK

KEY: ● Complete ✔ On track ⚠ Action required ⏸ Delayed / Did not achieve target ⏪ Deferred ✖ Cancelled

Financial Management

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

Refer to the Community Financial Report (from page 216) for a summary of Council’s financial results.

Fossil Fuel Investments

As of 30 June 2024, Council had \$156.7 million invested in non-fossil fuel aligned financial institutions (50.88 percent of our total investment portfolio).

Operational Plan Service Delivery

Financial Accounting

Council’s audited 2022/23 Financial Statements were adopted on 26 March 2024. ✔

Council’s reserves generate over 0.27 percent returns over benchmark (Bloomberg rate)

As a result of increases in the Cash Rate, the Council continues to perform positively over the benchmark. Details can be found in the Council’s Investment Report as at 30 June 2024. ✔

Management Accounting

Council’s Draft Budget 2024/25, Fees and Charges 2024/25, Rating Structure and Long-Term Financial Plan were adopted at Council’s Ordinary Meeting on 25 June 2024. ✔

Revenue and Systems

Our benchmark of 5 percent for Rates and Charges Outstanding at the end of the financial year was achieved. ✔

Information Technology Management

Providing information, communication and technology (ICT) services supporting Council operations, managing data and information flow through the organisation, and ensuring records are stored, maintained and archived as required by government legislation. The ICT portfolio has more than 100 applications and 1,000 end-user devices (PCs, tablets, notebooks and mobile devices) as well as networks based on over 100 servers in active use. Providing specialised records management services that support Council operations, manage data and information flow through the organisation, and ensuring records are stored, maintained, and archived as required by government legislation.

Expanding our IT Applications

Our key focus areas remain cyber security and business continuity planning, with the addition of the implementation of strategic improvement activities. Projects undertaken this year include:

- Developing an ICT Procurement Roadmap to guide the scheduling of procurement and contract events for IT goods and services.
- Continuing with our TechnologyOne Software-as-a-Service (SaaS) transition project. This year we integrated the TechnologyOne SaaS environment with Council’s other systems and prepared to test the transition ahead of roll over in November 2024.
- Continuing with our planning portal integration project, by integrating Certificate Registrations (Private Certifiers) from the NSW Planning Portal with Council’s systems.
- Preparing to launch our electronic time and attendance project: We prepared to launch Phase 1 for indoor staff. Subsequent phases for outdoor staff and RALC part time and casual staff are also underway.
- Implementing our emissions monitoring and bill processing solution: Implementation is scheduled for September 2024.
- Procuring our web content management solution: Procurement is complete.

Streamlining our Records Management Function

In August 2023, we commenced a project to assess records held in offsite commercial storage premises for continued retention, transfer or disposal. Of the 2,140 boxes of records assessed between August to June, 1,825 boxes (85 percent) were approved for destruction as retention periods were exhausted and the records no longer provided continued business use. Remaining records continue to be assessed as part of BAU operations with all key staff now trained to carry out this work.

The records destroyed to date represent an annual saving of \$8,672 in storage fees and it is anticipated the savings will increase as more records are assessed and deemed no longer required to be retained for legal and business reasons. The process of assessing the hardcopy records held in offsite storage also helped to inform the inhouse digitisation program by identifying records of longer-term value that would benefit from being readily accessible in digital format. Two additional desktop scanners were purchased to help carry out inhouse digitisation work.

Operational Plan Service Delivery

Technology Platforms

We implemented an IT self-service portal for staff with streamlined ITIL-aligned process and workflows, allowing staff to submit requests and log incidents, access the knowledge base for self-help, source electronic approvals, and other self-service capabilities.



IT Strategy and Governance

We established an ICT Digital Portfolio Steering Group as part of a broader organisational approach to improve project governance, visibility and control.



IT Applications – Expansion

See main story.



Information and Records Management

See main story.



Land Information and Mapping

We have commenced renewal of Council’s corporate spatial systems. In addition, spatial analysis of proposed planning changes around transport hubs and town centres was undertaken, new aerial photography procured. We also upgraded to the latest version of Council’s web mapping software, which improved useability and provided functional and security enhancements.



People Management

Providing generalist human resource services for the Council, including workforce planning, equal employment opportunity and diversity management, remuneration, recognition and rewards management, payroll services, industrial relations, change management, capability development, leadership development and ongoing workforce training and development.

The Working at the City of Ryde section of this report (commencing on page 158) provides a complete overview of people and organisational services provided for Council staff.



SHINE AWARD RECIPIENTS
AT TICKET TO RYDE STAFF CONFERENCE

Communications and Community Engagement



GRANNY SMITH FESTIVAL
COMMUNITY ENGAGEMENT STALL 2023

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.

Our social media channels continued to be popular, with nearly 17,000 fans on Facebook and more than 7,000 on Instagram with user reach of more than 73,000 per quarter on Facebook.

The City of Ryde’s website is a central source of information about Council services, news, resources and events. There were nearly six million page views during the year – an increase of 76 percent on 2022/23.

We connected with over 3,300 attendees at in-person engagements and received more than 7,700 responses from our community on a range of engagement opportunities across the year.

Major highlights for the year were the Ryde’s Backyard BBQ event and Lunar New Year Festival with over 18,000 attendees as well as Sydney’s largest community street festival, the Granny Smith Festival, with over 80,000 people joining the fun.



The Year Ahead

Council revised and updated its Four-Year Delivery Program following the election of the City of Ryde's 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.

\$26.9 million investment is planned for this program over the life of the Delivery Program.

Our 2024-25 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 2024/25 include planning for the renewal of buildings, stormwater and other assets; responding to up to 80,000 calls and 23,000 counter service enquiries; renewing commercial buildings including at Denistone Bowling Club; and coordinating and delivering community and civic events. The complete range of activities undertaken through this program are listed in Council's 2024-25 One-Year Operational Plan.

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 2021* 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 143) 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.

The City of Ryde's elected Councillors:

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

At the Extraordinary Council meeting on 13 December 2022 Councillor Sarkis Yedelian OAM was elected as Mayor. At the Council meeting held on 28 February 2023, Councillor Shweta Deshpande was elected as Deputy Mayor.

At the Council meeting held on 26 September 2023, Councillor Sarkis Yedelian OAM was re-elected as Mayor and Councillor Daniel Han was elected as Deputy Mayor.

The City of Ryde elected a new Mayor following the election of Cllr Trenton Brown at an Extraordinary Council Meeting held on Tuesday 19 March 2024.

The Elected Council

West Ward



Mayor Trenton Brown

Elected September 2017

Mayor

Mar 2024 – current

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

Elected December 2021

Deputy Mayor

Sept 2023 – current

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 Justin Li

Elected October 2022

Previous Councillor term

Sept 2008 – Sept 2017

Deputy Mayor

Sept 2012 – Sept 2014

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

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.

Central Ward



Clr Shweta Deshpande
Elected December 2021
Deputy Mayor
Feb 2023 – Sept 2023

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
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
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
Elected March 2004
Mayor
Dec 2022 – Mar 2024
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.

East Ward



Clr Jordan Lane
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
Elected September 2008
Mayor
Sept 2013 – Sept 2014
Deputy Mayor
Sept 2009 – Sept 2010
Sept 2014 – Sept 2016
Sept 2021 – Dec 2021
Jan 2022 – Sept 2022

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 Sophie Lara-Watson
Elected December 2021

Clr Lara-Watson works 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 Penny Pedersen
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.

Elected Council's Responsibilities

Council Meetings

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 small 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.

During 2023/24 there were 13 Code of Conduct complaints that involved Councillors. The complaints received were handled in accordance with the City of Ryde Code of Conduct – Complaints Procedure. Five of these complaints were either withdrawn or discontinued. Six complaints were resolved by alternative means under the Complaints Procedure and the other two complaints determined no breaches were identified and no further action required.

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 2023/24 was \$90,370.00 plus a Councillor's Fee of \$31,020.00.

The Councillor's Fee for 2023/24 was \$31,020.00 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).	Nil
cl 217(1)(a1)	Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions. This figure includes the categories given below, and minor miscellaneous items that are consistent with the City of Ryde Councillor Expenses and Facilities Policy.**	\$48,705.06
cl 217(1)(a1)(i) & (ii)	Provision of dedicated office equipment allocated to Councillors.	\$659.70
	Telephone calls made by Councillors (communication expenses).***	\$30,277.86
cl 217 (1)(a1)(iii)	Attendance of Councillors at conference and seminars, including registration, accommodation, transport etc.	\$1,300.00
cl 217(1)(a1)(iv)	The provision of induction training and professional development for Mayor and other Councillors.	\$16,467.50
	Training of Councillors and provision of skill development.	Nil
cl 217 (1)(a1)(v)	Interstate visits by Councillors (excluding conferences).	Nil
cl 217(1)(a1)(vi)	Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses.	Nil
cl217(a)a1(vii)	Expenses of any spouse, partner or other person who accompanied a Councillor.	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 2 September 2024. Councillors are able to put in reimbursements up to three months after being received.

*** This amount includes all communication expenses for Councillors (mobile, landline, internet, data usage, postage).

Professional Development by Councillors - cl 186

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

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

The Mayor, Councillor Trenton Brown	Risk Management Institute of Australia Course. Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Shweta Deshpande	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Daniel Han	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Jordan Lane	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Sophie Lara-Watson	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Justin Li	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Roy Maggio	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Katie O'Reilly	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Penny Pedersen	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Bernard Purcell	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Charles Song	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.
Councillor Sarkis Yedelian OAM	Appropriate Workplace Behaviour and Psychosocial Safety/Conflict of Interest Training.

Councillor Attendance at Meetings and Workshops

Seventeen Council meetings were held from 1 July 2023 to 30 June 2024, with the Table 3 listing 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 2023 to 30 June 2024.

	Workshops Attended 32 Workshops were held in 2023/24		Council Meetings Attended 17 Council meetings held in 2023/24	
	Number	Percent	Number	Percent
Trenton Brown	32/32	100%	17/17	100%
Shweta Deshpande	14/32	44%	17/17	100%
Daniel Han	24/32	75%	17/17	100%
Jordan Lane	27/32	84%	17/17	100%
Sophie Lara-Watson	29/32	91%	17/17	100%
Justin Li	26/32	81%	17/17	100%
Roy Maggio	7/32	22%	15/17	88%
Katie O'Reilly	11/32	34%	16/17	94%
Penny Pedersen	28/32	88%	17/17	100%
Bernard Purcell	21/32	66%	17/17	100%
Charles Song	1/32	3%	16/17	94%
Sarkis Yedelian OAM	25/32	78%	16/17	94%

Committees

Committee	Membership	Purpose
Local Planning Panel	<p>Ms Alison McCabe – Chair</p> <p>Ms Marcia Doheny – Alternate Chair</p> <p>Mr Stephen O’Connor – Alternate Chair</p> <p>Expert panel members: 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>Community representatives: Donna Gaskill, 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>

Advisory Committees and Working Groups

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 2023/24, 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	<p>External Member (C): Mr Stephen Horne (to Aug 2023) Ms Sheridan Dudley (from Sept 2023)</p> <p>External independent members: Ms Sheridan Dudley (to Sept 2023) Mr Carl Millington (from Dec 2023) Mr Andrew Cox (to February 2024)</p> <p>Councillor representatives: Councillors Trenton Brown and Sophie Lara-Watson.</p>	<p>Provides a forum for communication between all stakeholders ie Council, Chief Executive Officer, Senior Management and Internal and External Audit.</p> <p>Ensures and supports the independence of the Internal Audit Function.</p>
Traffic Committee	<p>This is a Technical Advisory Committee with no formal Councillor representatives.</p> <p>Members: Council’s Manager Traffic Services, Representatives from Roads and Maritime Services (RMS), the Police Service and the Local Member of Parliament or their nominee.</p>	<p>Advises Council on all traffic-related matters.</p>

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 festivals 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 activities 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.



Wayne Rylands
Chief Executive Officer

- Executive Services
- Legal Services
- Business Assurance and Governance
- City Property
- City Architect.

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.



Michael Galderisi
General Manager – City Shaping

- City Places
- City Spaces
- City Transport
- City Resilience
- City Fabric
- City Economy
- Social and Cultural Planning.

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



Luke Homann
General Manager – Business and Operations

Chief Financial Officer

- 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.

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 2023/24 the Committee has provided oversight across a range of areas, including:

Amended Internal Audit Plan 2024 and Four-year Strategic Internal Audit Planning	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 2023/24	Reviewed with referral recommended for external audit.
Internal Audit	Briefings received on progress against planned activities and audit reports considered. Reforms are being implemented in accordance with the recommendations of an external review.
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 in accordance with the external review. Reforms are being implemented in accordance with the recommendations of an external review.
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 the Audit, Risk and Improvement Committee.

A significant majority of agreed internal audit recommendations for 2023/24 were implemented and outstanding actions are being progressed.

During 2023/24, the following audits and reviews were undertaken:

- Councillor expenses review
- Accounts payable review
- Ongoing 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.

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

Effective risk management is a key governance strategy that anchors our effective service delivery and ensures the delivery of value for our community. 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 is a key principle of our business planning for service delivery and accountability to the community.

It is integral to embedding a risk-based culture that all employees and Councillors are aware of their responsibility for recognising and managing risk.

During 2023/24 we commenced a comprehensive review of our Enterprise Risk Management framework, acknowledging that an uplift in maturity aligns with our continuous improvement focus.

Specific actions completed during the period include:

- A review of Council's strategic risks and risk appetites to ensure alignment with the delivery of our mission and vision
- 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
- Maintaining current and active risk registers for all identified business activities for which risk must be managed
- Establishment of an internal risk management committee
- Refreshing our systematic approach to business interruption and continuity planning
- Providing input to Council's risk-based internal audit plan.

The program of work and progress in lifting the maturity of risk management protocols are closely managed and are regularly reported to the Audit, Risk and Improvement Committee and the Executive Leadership Team.

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 workplace reform reviews to ensure the workforce is resourced and structured efficiently to deliver 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 deliver its responsibilities efficiently and effectively
- 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
- Maintaining collaborative 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, workers and visitors, and respond to State Government priorities.

Between 2021 and 2025 Council will deliver a half-billion-dollar program of investment in infrastructure and services. It will focus on partnering with all levels of government to ensure key infrastructure is delivered and that we can maintain 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. Working collaboratively, we look to maintain our focus on long-term City-wide strategic development and advocacy for the City, by pursuing relationships with relevant State Government agencies and other stakeholders. This focus provides the strategic guidance to effectively manage the growing demand for service delivery from our community, supplementing the 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 to remove waste from their processes as the first step in confirming any resource needs. Waste is recognised as those steps in any process that do not increase the value for the customer.

Organisational values



Health
& Safety



Excellence



Accountability



Respect



Teamwork

Our staff are committed to pursuing the organisation's mission and delivering work in accordance with our values. Through our business planning processes and ongoing review and communication throughout the year, staff look to consider new ways of working, embrace change as an opportunity for growth and strive to ensure that all interactions with our customers and community provide a consistent experience.

Mission

To deliver the community's vision within a culture of innovation, resilience and an exceptional customer experience – 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 seven 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 the 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 them 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. It is our aim to create a diverse and skilled workforce that 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.
- The City of Ryde hosted the annual Australian Local Government Women's Association Conference which was attended by a number of Council's female staff.
- 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 to violence towards families and women.
- A Business Administration Traineeship was provided to a person of Aboriginal or Torres Strait Islander Background. We also extended the current business administration traineeship for a person with disability.
- A specific paid temporary work opportunity was provided for a person with disability to further support Council's Inclusive Volunteering Project.
- Adjustments were made to provide opportunities to people with disability to volunteer at Council events, enabling them to participate in supporting our community and develop life and employment-related skills outside of the workplace.
- 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.
- A lunch and learn session was held during NAIDOC week to continue our commitment to building understanding and awareness of Aboriginal Cultural.



**WHITE RIBBON DAY 2023
– NORTH RYDE OFFICE**



**INCLUSIVE VOLUNTEERING
PROJECT**

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 five Departments (Executive Services, Legal Services, Business Assurance and Governance, City Property and the City Architect).

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

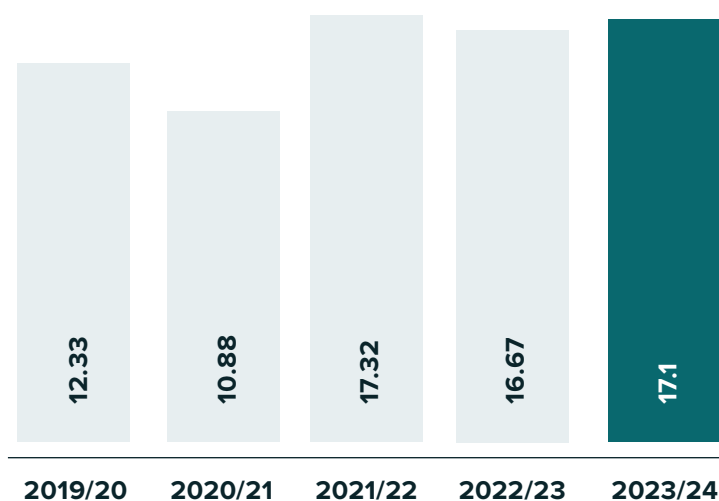
The City Shaping portfolio consists of seven departments (City Places, City Spaces, City Transport, City Resilience, City Fabric, City Economy and Social and Cultural Planning).

Within these portfolios and the Office of the CEO in the 2023/24 period, the 30 departments that delivered services and projects comprised 522 full-time equivalent (FTE) positions with a total headcount of 703 staff.

Table 4. Total number of City of Ryde Council employees as at 30 June 2024

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
30 June 24	443	60	15	4	181	703	522

Staff Turnover (percent)



Turnover for the year was 17.1 percent, which is a slight increase from the previous year and continues to exceed the organisational target of 15 percent.

Exit interviews are available for all staff leaving the organisation and the collated information is used by the People and Culture team to consider any suggested improvements that can be made to our employee value proposition to bring the turnover rate back within the target range.

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	202	8	104	314
Male	301	11	77	389
Total Workforce	503	19	181	703

Table 6. Gender Across Council

Permanent Staff, Headcount by Gender and Grade				
Salary Grades	Male	Female	% Men	% Women
Grades 1-4	72	28	24%	14%
Grades 5-8	78	57	26%	28%
Grades 9-14	119	106	39%	52%
Senior Management	32	11	11%	6%
Total Permanent Staff	301	202	60%	40%

Table 7. Workforce Diversity Across Council

Permanent Staff, Headcount by Diversity Group		
	Percent of LGA Population (ABS Census 2021)	Representation in Council Workforce 2023/24
Aboriginal and Torres Strait Islanders	0.5%	1.4%
Women	51.2%	40%
People who Speak a Language Other than English at Home	49.5%	42%
People with Disability	4.8%	4%

*Percent 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. These are 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, following the development and launch of our new corporate values and framework. Our new values of health and 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 included:

- 57 training sessions for work health and safety compliance training, including relevant tickets and licenses, with 394 team members attending to ensure that they have the right skills to do their job safely
- Systems and technology training to ensure team members use Council systems correctly
- Attendance at 128 external organisational and role-specific learning opportunities to ensure our staff stay abreast of industry changes and trends
- Increasing our eLearning offerings with the implementation of LinkedIn learning
- 1,281 completed e-learning sessions, and a total of 122 e-courses completed across a variety of subjects and professions
- Supporting 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 115 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 and ensure that we consider ongoing improvements to working conditions under the Local Government NSW Award.

Improving Work Health and Safety

As a core value 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:

- The team continued to build the maturity of Council's WHS management system, updating key policies and procedures and communicating these changes to staff across the business.
- We continued to engage 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 to ensure that our approach remains up to date.
- Our Employee Assistance Program (EAP) has been well utilised, with 80 consultations. This highlights the pivotal role EAP plays in supporting 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 (PEEPs) with relevant staff, including those assisting in circumstances that may lead to an evacuation.
- 52 field assessments were undertaken with our Operations teams to ensure that approved safe work practices occur.

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.

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 focus areas for the self-audit were:

- Addressing psychosocial hazards
- Construction safety
- Undertaking WHS planning.

Our responses and planned improvements in these specific areas were accepted and then delivered during the reporting period. Additional benefits derived from this program of work include:

- Understanding and awareness of psychosocial hazard identification and responses
- Development of key measures to recognise improved performance over time
- Improved safety standards for our staff undertaking construction-based work activities
- Resource, skill and capacity analysis for long-term improvements for the Work Health Safety and Wellbeing function.

Workplace incident Reporting and Injury Management

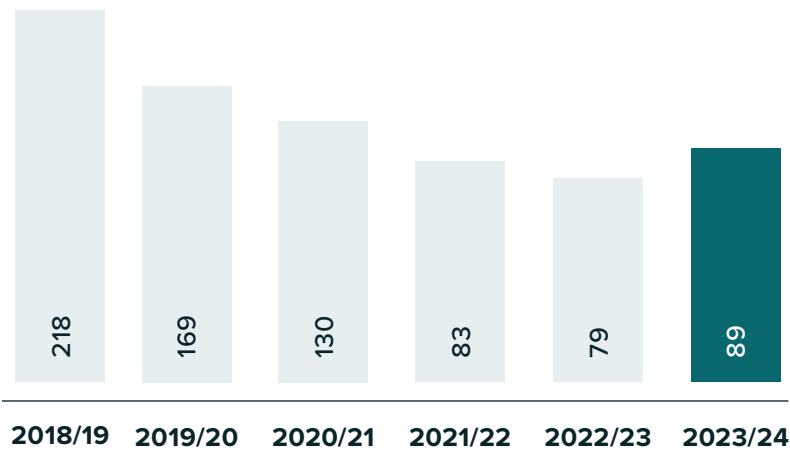
There were 89 reported workplace incidents in 2023/24, compared with 79 in 2022/23. We continue to encourage all reporting, including hazard and near-miss reporting, as a means of identifying risks and preventing potential injuries.

Notifiable Incidents

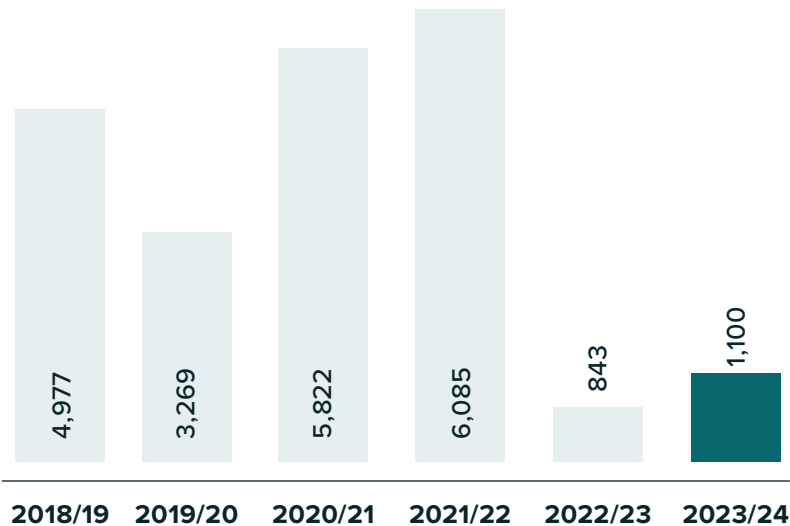
During 2023/24, there was a slight increase in lost time hours due to injuries, with total hours lost now standing at 1,100 for the period, compared with 843 hours the previous year. While this is a slight increase, overall this represents a 75 percent decrease from the five-year average of 4,199 hours. This decrease can be attributed to our commitment to ensuring a safe and secure work environment, coupled with proactive injury management and employee training.

Only 15 claims were made during the 2023/24 period which is the lowest number of claims in the past five years. These results demonstrated the benefits being achieved through our focus on proactive assessments and workplace presence, the increased focus of our leadership team and staff on identifying hazards and near misses, and taking corrective and preventative actions. Continued improvements within our return-to-work program are also providing great benefits to our staff.

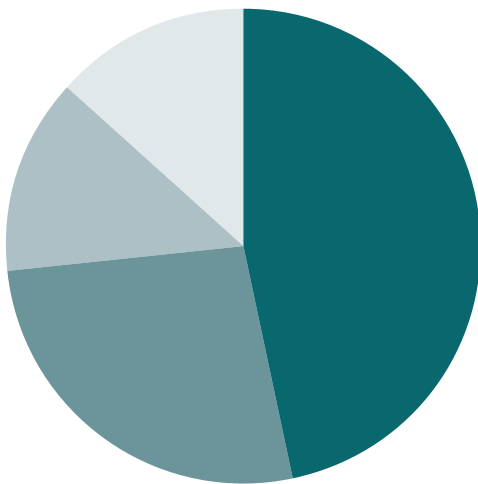
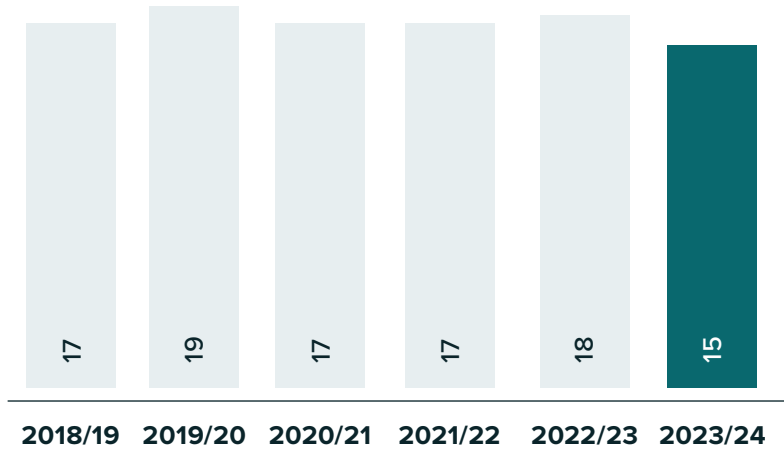
**Incident and Injury Reports
2018-2023**



**Lost Time in all Hours due to Injury
2018-2023**



Number of Claims 2018-2024



Nature of Injury 2023/24 (15 Total Injuries)

- 7 Sprains/strains
- 4 Mental
- 2 Open wound/foreign body
- 2 Contusion/crush



Mechanism of Injury 2023/24 (15 Total Injuries)

- 5 Body stressing
- 4 Mental stress
- 3 Fall, trips and slips of a person
- 1 Being hit by moving objects
- 1 Vehicle incidents and other
- 1 Hitting objects with a part of the body





Additional Statutory Reporting

The 2023/24 Annual Report was completed before 30 November 2024 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 2023/24 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 25 to 141).

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

After the Council's election in September 2017, the City of Ryde Community Strategic Plan – Our Vision for Ryde 2028 was revised and adopted by the Council in June 2018. This plan was reviewed and continued following the Council election on 4 December 2021.

The *Local Government Act 1993* mandates a report on the Council's progress in implementing the Community Strategic Plan over the previous four years to be included in the annual report of the year in which an ordinary election of councillors is held. That is the *State of Our City Report 2021-2024*, formerly known as the 'End of Term Report'.

In addition, as stipulated in the Office of Local Government (OLG) Integrated Planning and Reporting Guidelines for Local Government in NSW, September 2021, the *State of Our City Report 2021-2024*, must be attached to or included in the Annual Report 2023-2024 in the year of the ordinary election. Please refer to Appendix 1 for further details.

3. Copy of Council's audited financial reports and notes and information required by the Regulation or the Guidelines – s428(4)(a)

Council is working with the NSW Audit Office to certify the 2023/24 Financial Statements. In the meantime, while unlikely to change, financial information in this report should be considered 'draft' only.

4. Number of rates and charges written off during 2023/24 – cl 132

Rates and charges written off = \$10,666.69

The reduction in write-offs is due to Council reducing its debt ratio in 2023/24 compared with 2022/23 and having fewer payment arrangements with ratepayers under Section 564 of the *Local Government Act 1933*.

Statutory and voluntary pensioner rebates = \$1,463,701.10

The Pensioner voluntary rebate was \$100.00 in 2023/24.

Total = \$1,474,367.79

5. Details of overseas visits by Councillors, council staff or other persons representing Council (including visits sponsored by other organisations) – s 428 (4)(b), cl 217 (1) (a)

There were no overseas visits by Councillors, Council staff or other persons representing Council on Council business during 2023/24.

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 2023/24 for the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions are presented on pages 148-149.

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 2023/24 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)

All quotations and tenderers (for contracts over \$100,000) are assessed against a modern slavery matrix prior to the quotation or tender being prepared to determine the risk of modern slavery.

We have incorporated a modern slavery schedule into our tender and quotation documents (for contracts over \$100,000), which suppliers are required to complete, and which are part of the evaluation of supplier proposals.

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
Acclaimed Excavations Pty Ltd	Provision of plant hire.	\$600,000.00
Allards Plant Hire Pty Ltd	Provision of plant hire.	\$600,000.00
Ally Civil	Waterview Street Putney – shared user path construction.	\$260,460.64
Ally Property Services Pty Ltd	Constitution Road West and Federal Road, Meadowbank.	\$260,544.48
Arcadis Australia Pacific Pty Ltd	Strategic utilisation review of Porter's Creek Facility.	\$231,000.00
Australia Post	Over the counter rates payment.	\$170,000.00
Australian Automotive Group Pty Ltd t/as Ryde Motor Group	Supply of motor vehicles.	\$292,280.00
Bedrule Pty Ltd (Tobco)	Maintenance of Council-owned lighting.	\$350,000.00
Boylson Pty Ltd	Construction services for amenities building upgrade and renewal at Dunbar Park, Marsfield.	\$930,892.76
Brandworx Aust.	Uniforms libraries and customer service (Panel).	\$150,000.00
Civiltrak Sydney Pty Ltd	Provision of plant hire.	\$600,000.00
Complete Roofing	The Parsonage building restoration works.	\$156,000.00
Datacom	Microsoft EA licensing for all software services.	\$1,578,620.16
EBS Global Pty Ltd	Shop Ryder community bus operator.	\$274,512.00
Hitachi Construction Machinery (Australia) Pty Ltd	Purchase of two excavators.	\$693,684.00
Infrastructure Management Group Pty Ltd	Road asset condition assessment.	\$199,458.82
KK Civil Engineering	Truscott Street North Ryde footpath.	\$185,240.00
Marque Haus Pty Ltd.	Uniforms libraries and customer service (Panel).	\$150,000.00
Noble Toyota	Supply of motor vehicles.	\$473,902.00
Northshore Mitsubishi	Supply of motor vehicles.	\$302,421.00
O'Connor Marsden & Associates Pty Ltd	Provision of internal audit support.	\$165,225.50
Optus Networks Pty Ltd	Mobile Services – Optus Networks Pty Ltd.	\$354,054.48
Raygal Pty Ltd	Provision of plant hire.	\$600,000.00
Recoveries and Reconstruction Pty Ltd	Debt recovery services.	\$1,131,541.00
Ryde Automotive Group Pty Ltd	Supply of motor vehicles.	\$644,934.00
Ryde Toyota & Chatswood Toyota	Supply of motor vehicles.	\$267,448.00

Name of Contractor	Nature of Goods and Services Supplied	Total Amount Payable inc gst
Sentient	Enable local councils to integrate with the NSW Planning Portal via APIs.	\$401,500.00
State Civil Pty Ltd	Footpath zone at the western side of Victoria Road, Ryde, between Belmore Street and Shephard Street.	\$158,845.00
Statewide Civil Pty Ltd	Gannan Park stormwater harvesting, landscaping, civil and sportsfield floodlighting.	\$4,294,248.20
Storm International	Cleaning services for halls and meeting rooms.	\$360,000.00
Trivett Automotive Retail Pty Ltd	Supply of motor vehicles.	\$744,737.00
Delaney Civil	Undertake Constitution Road, Meadowbank rock cut face widening and stabilisation works.	\$617,526.00
MFS Contracting	Supply, install and commission multi-function poles and undertake ASP1 works at eight pedestrian crossing locations across the City of Ryde LGA.	\$169,785.00
Forms Express Pty Ltd	Provide processing and distribution of rates notice service.	\$330,000.00
Tobco (Bedrule Pty Ltd)	Maintenance of Council-owned lighting. This includes Council-owned multifunction poles (MFPs) street lights, park lights and bus shelter lighting.	\$263,894.00
Arcadis Australia Pacific Pty Ltd	Strategic utilisation review of Porters Creek Facility.	\$231,000.00
KK Civil Engineering	Construction of new footpath along Truscott Street, from Coxs Road to Edmonson Street, North Ryde.	\$185,240.00
Infrastructure Management Group Pty Ltd	Road asset condition assessment.	\$199,458.00

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 2023 and ending on 30 June 2024.

Legal proceedings under insurance arrangements and legal proceedings related to worker's compensation and industrial relations matters are not captured in Table 2.

Table 1. Summary of the amounts incurred by Council in relation to legal proceedings

	Actual (excl gst)
Legal Fees – Planning and Development	618,862
Legal Fees – Other	405,253
Legal Fees – Recovered	-41,986
Grand Total	982,129

Table 2. Summary of the state of progress of each legal proceeding and results

Nature of Legal Proceedings	Description	Status of Proceedings (and if finalised) the result
Land and Environment Court No 260465 of 2016 – Class 4 Enforcement – 176 Princes Street, Putney	Enforcement proceedings commenced against the respondents for a failure to comply with Stop Work Order.	Ongoing
Land and Environment Court No 165218 of 2017– Class 4 Enforcement – 176 Princes Street, Putney	Appeal against Council’s actual refusal of a Building Certificate Application.	Ongoing
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
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.	Withdrawn
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.	Convicted and fined
Land and Environment Court No 343847 of 2022 – Class 1 Appeal – 39 41 College Street, Gladesville	Appeal against the deemed refusal of development application for the demolition of an existing warehouse and erection of 49 new warehouses.	Appeal upheld
Local Court No 286545 of 2023 – Criminal Prosecution	Removal of vegetation from a Council public reserve.	Convicted and fined
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.	Discontinued Court costs \$4,675 paid to Council
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 (3 storey, 12 units), Building B (4 storey, 30 units) and basement including 50 vehicle spaces.	Appeal upheld
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.	Appeal upheld

Nature of Legal Proceedings	Description	Status of Proceedings (and if finalised) the result
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.	Appeal upheld
Land and Environment Court No 128672 of 2023 – Class 1 Appeal – 5 Aelous Avenue, Ryde	Appeal against the actual refusal of 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.	Appeal upheld
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.	Discontinued
Local Court No 164942 of 2023 – Penalty Notice Appeal – 37 Champion Road, Putney	Appeal against Penalty Notice issued for Pollute Water – Class 1 Officer – Corporation.	Convicted and fined
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 construction of a new multi-dwelling housing development with basement parking.	Ongoing Court costs \$5,324 paid to Council
Land and Environment Court No 214767 of 2023 – Class 1 Appeal – 28 Cecil Street, Denistone East	Appeal against Council's Development Control Order for the removal of unauthorised development, including enclosing a detached patio at the rear of the property, construction of a timber deck on the south-western elevation and installing a large hard stand area at the rear of the property.	Discontinued
Land and Environment Court No 216020 of 2023 – Class 1 Appeal – 31 Campbell Street, Eastwood	Appeal against the actual refusal of development application for alterations and additions to existing dwelling house, construction of an additional two-storey dwelling house to create a dual occupancy (detached), Torrens title subdivision and removal of trees.	Appeal upheld
Land and Environment Court No 242746 of 2023 – 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 purposes of a resource recovery transfer station for scrap metals.	Discontinued
Land and Environment Court No 321217 of 2023 – Class 1 Appeal – 150 Wicks Road, Macquarie Park	Appeal against a Prevention Notice to prevent the emission of any air impurity, as defined by the <i>Protection of the Environment Operations Act 1997 (NSW)</i> and to engage the services of an independent environmental consultant to carry out a compliance audit and to submit a written report outlining recommendations to rectify any matters of non-compliance.	Discontinued

Nature of Legal Proceedings	Description	Status of Proceedings (and if finalised) the result
Land and Environment Court No 328534 of 2023 – Class 1 Appeal – 130 Pittwater Road and 57 Thompson Street, Gladesville	Appeal against actual refusal for demolition of existing structures and construction of part two-, part three-storey mixed-use development comprising parking within basement 2, retail premises and loading docks within basement 1, a café, a medical centre and a liquor store on ground floor, parking at level 1 and a child care facility within level 2 and lot consolidation.	Ongoing
Land and Environment Court No 353155 of 2023 – Class 1 Appeal – 85 Westminster Road, Gladesville	Appeal against refusal of existing three-storey dwelling and construction of new three-storey dwelling, swimming pool and carport.	Appeal upheld
Land and Environment Court No 354858 of 2023 – Class 1 Appeal – 4 Stanley Street, Putney	Appeal against refusal of modification application to modify an approved development consent to relocate an existing easement.	Appeal upheld
Land and Environment Court No 453365 of 2023 – Class 1 Appeal – 22 Minga Street, Ryde	Appeal against the refusal of Building Information Certificate for construction of a gazebo and wall over Council stormwater easement.	Discontinued
Land and Environment Court No 54712 of 2024 – Class 1 Appeal – 169-171 Herring Road, Macquarie Park	Appeal against the deemed refusal for demolition of existing buildings and construction of a 19-storey co-living and student accommodation development, comprising 505 rooms, with two basement levels and associated landscaping and works.	Ongoing
Land and Environment Court No 78801 of 2024 – Class 1 Appeal – 691-695 Victoria Road, Ryde	Appeal against the deemed refusal for demolition of existing structures and construction of a mixed-use development including two residential towers and one mixed-use tower ranging in height between six and eight storey's over three levels of basement parking, accommodating 194 residential units, 120 place child care centre with 269 parking spaces.	Ongoing
Federal Court of Australia No NDS514 of 2024	Non Claimant application for a determination of native title.	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 2023/24.

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 \$375,325 in community grants funding to support 66 projects.

In 2023/24 funding was provided in the following categories:

- Community wellbeing
- Events
- Arts and creativity
- Community facilities and equipment
- Sport and recreation
- Small
- Venue hire

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:

- Hsinchu Science Park MoU – In June 2024, the City of Ryde signed a Memorandum of Understanding with Taiwan's Hsinchu Science Park. Under the terms of the MoU, the City of Ryde and Hsinchu Science Park will focus on information sharing and technology collaboration, bilateral contacts and partnership development, and the encouragement of knowledge-based industries in both regions, in particular the advancement of the semiconductor industry.

- 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 are held to discuss sustainability matters impacting northern Sydney and collaborate for projects and solutions.
- Service NSW for Business MoU – Council is working closely with Service NSW to support local businesses and share knowledge between agencies to better understand business needs in Ryde.
- 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 – a joint taskforce between the Parramatta River Catchment Group, Ryde Council and other member councils, and the NSW Environment Protection Authority (EPA).

- 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.
- 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 signaling 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, antisocial behavior and violence in and around licensed premises.
- 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.
- Resilience Sydney – This is a 33 metropolitan council program that plans and delivers outcomes that address key risks, shocks and stress events from urbanisation, globalisation and climate change, improving community ability to thrive and recover.

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 158 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 designated senior staff are as follows:

	Total Remuneration
CEO Package	\$419,919
Senior Staff	\$1,154,900

Designated senior staff within the organisation include the Chief Executive Officer, two General Managers, one Chief Financial Officer and one Legal Counsel. The figures in the table includes the commencement of the General Manager Business and Operations on 10 January 2024.

18. Statement of the total number of persons who performed paid work on Wednesday 23 November 2022. – cl 217 (1)(d) (i),(ii),(iii),(iv).

Persons employed by the council as senior 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	12
Persons supplied to the council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee	5

19. A statement detailing the stormwater management services provided (if levied) – cl 217 (1) (e).

Please refer to the Catchment and Waterways Program section on page 72 of this report for details of stormwater management services provided.

20. A statement detailing the coastal protection services provided.

Please refer to the Foreshores and Seawalls section on page 74 of this report for details of Coastal protection services provided.

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 2023/24.

22. Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406.

Council has not entered into any Environmental Upgrade Agreements in 2023/24 period.

23. Total value of all contributions and levies received and expended during the year – Environment Planning and Assessment Regulation 2021 cl 218A(3)(a)(b).

Contributions Plan	Value of Contributions 2023/24	Value of Contributions Used or Expended During 2023/24	How Contributions Have Been Used or Expended
Combined Current and S94 Plan			
S7.12 Plan 2020 Fixed Development Consent	\$336,283		S7.12 Plan 2020 Fixed Development Consent
S7.11 Administration Reserve	\$622,443	\$38,877	S7.11 Plan 2020 Administration Reserve
S7.11 Roads and Traffic Management	\$3,096,402		S7.11 Plan 2020 Roads and Traffic Management
S7.11 Open Space and Recreative Facilities	\$26,016,546	\$1,043,204	S7.11 Plan 2020 Open Space & Recreation Facility
S7.11 Community and Cultural Facilities	\$13,479,407	\$3,759	S7.11 Plan 2020 Community and Cultural Facilities
Totals for 2023/24	\$43,551,082	\$1,085,840	Total value of all contributions and levies received and expended during 2023/24

24. 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).

Project ID	Project Name	Project Description	Monetary Contributions or Levies Used and Expensed	Other Source of Funding	Sec 7.11 Funding	Source/Contribution plan	Percentage of the Cost of the Project Funded by Contributions or Levies	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.	\$55,402	\$48,679	\$6,722	S7.11 Plan 2020 Open Space and Recreation Facility	12.13 percent	Project Finalised
730152	Parks – Plans and Strategies	Project funds the review of existing and preparation of new plans, masterplans, plans of management and strategies for Parks.	\$115,227		\$115,227	S7.11 Plan 2020 Open Space and Recreation Facility	100 percent	Action required
740799	Santa Rosa Park	Project funds the design and construction of a new playground at Santa Rosa Park.	\$642,301	\$22,301	\$620,000	S7.11 Plan 2020 Open Space and Recreation Facility	96.53 percent	Project Completed
741048	Blenheim Park – Masterplan Delivery	Design and construction of Blenheim Park masterplan including new playground, dog off-leash area and radio control car track.	\$283,738		\$283,738	S7.11 Plan 2020 Open Space and Recreation Facility	100 percent	On Track
741054	Catherine Hamlin Park	Purchase and embellishment of land to provide a passive open space area for the community within the Macquarie Park Precinct.	\$11,377		\$11,377	S7.11 Plan 2020 Open Space and Recreation Facility	100 percent	On Track

Project ID	Project Name	Project Description	Monetary Contributions or Levies Used and Expensed	Other Source of Funding	Sec 7.11 Funding	Source/Contribution plan	Percentage of the Cost of the Project Funded by Contributions or Levies	Project Status
741070	Meadowbank Park – LH Waud	Detailed design and construction of a new synthetic surface at Meadowbank Park.	\$6,004		\$6,004	S7.11 Plan 2020 Open Space and Recreation Facility	100 percent	Action required
741287	LH Waud – Sportfield Lighting	New lighting installed at LH Waud with the construction of a new synthetic field.	\$136		\$136	S7.11 Plan 2020 Open Space and Recreation Facility	100 percent	Action required
741113	Minor upgrade Ryde Library	Minor upgrades to the Ryde Library fitout for community benefit.	\$70,946	\$51,790	\$19,156	S7.11 Plan 2020 Community and Cultural Facility	27 percent	On Track
741186	North Ryde Preschool Expansion	Expansion to the North Ryde Preschool to accommodate growth in the area.	\$645,421	\$641,662	\$3,759	S7.11 Plan 2020 Community and Cultural Facility	2.64 percent	Project Finalised
700378	Developer Contributions OPEX		\$38,877		\$38,877	S7.11 Plan 2020 Plan Administration	100 percent	On Track

Note – ‘Project Finalised’ – indicates that a project is fully completed and closed.

25. Report on special variation expenditure if required to do so by the instrument made by the Minister.

The Special Infrastructure Renewal Rate was approved by IPART in May 2015.

This Special Levy was originally introduced to undertake asset renewal/maintenance works of Council's existing infrastructure assets to reduce infrastructure backlog.

Income received from this levy is restricted to a separate externally restricted reserve and funds various infrastructure renewal/maintenance projects during the year to ensure that our community's assets are maintained at an appropriate standard.

Any unspent funds are returned to the reserve at the end of the financial year for use in future asset renewal projects.

Program/Projects Funded by SRV	2023/24 Final Budget (\$)	2023/24 Actuals (\$)	2023/24 Variance Between Final Budget and Actuals (\$)
Capital			
Gannan Park – Masterplan Delivery	88,545	0	88,545
Bus Stop DDA compliance	601,718	0	601,718
146 Bowden St Trunk Drainage	457,683	392,259	65,424
Road Resurfacing Renewal	4,346,335	3,520,917	825,418
Footpath Construction Renewal	1,043,788	978,082	65,706
Road Kerb Renewal	5,897,499	3,379,699	2,517,800
Bridge Upgrade/Renewal	83,000	0	83,000
Stormwater Asset Replacement Renewal	744,000	338,620	405,380
Seawalls/Retaining Walls Refurbishment Renewal	638,200	74,731	563,469
Sportsfield Floodlighting Renewal	115,000	66,879	48,121
Sportsfield Upgrade and Renewal	150,000	121,168	28,832
RALC Asset Renewal	438,932	337,197	101,735
Community Buildings Renewal	443,500	291,485	152,015
Sportsground Amenities Upgrade and Renewal	1,139,342	638,771	500,571
Playground Upgrade and Renewal	654,309	586,638	67,671
Car Park Renewal	300,000	0	300,000
Kerb and Gutter Renewal	230,850	175,512	55,338
Heritage Buildings Renewal	256,000	247,343	8,657
Sportsfield Upgrade and Expansion	270,000	177,672	92,328
Total Capital	17,898,701	11,326,974	6,571,727
Operating and Maintenance			
Tree Asset Management System	60,000	60,000	0
MAINT Cycleways Construction	100,510	0	100,510
MAINT Town Centre and Public Domain	103,410	103,410	0
MAINT Operational Buildings	103,410	103,410	0
MAINT Passive Parks and Streetscapes	103,410	103,410	0
MAINT Street Trees	208,980	208,980	0
Other Operating Program	0	341,492	(341,492)
Total Operating and Maintenance	679,720	920,702	(240,982)
Grand Total	18,578,421	12,247,676	6,330,745

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.

The City of Ryde is committed to high standards in managing capital projects, ensuring they are well-planned, executed and evaluated in accordance with the Office of Local Government (OLG) Capital Expenditure Guidelines.

Key practices Council follow from the OLG Capital Expenditure Guidelines include:

1. **Project outline:** Council begins each project with a clear outline, detailing objectives, scope and expected outcomes as captured in the project brief.
2. **Justifying the need:** Council justifies the need for each project through thorough business cases, feasibility studies and community consultation, ensuring alignment with our strategic and operational plans.
3. **Assessing capacity:** Council assesses its capacity to manage each project to completion and into the future. This involves evaluating our management and skill base and undertaking a risk assessment of each project. Council also considers the appointment of a steering committee (on certain projects) and ensure that our project managers have the necessary skills, expertise and delegations to effectively manage each project.
4. **Setting priorities:** Council determines the priority of each project in relation to existing capital commitments and future works. This involves assessing the impact of the project's funding on existing and future capital works and services, ensuring alignment with our strategic objectives, and reviewing our asset management plans and masterplans to prioritise funding appropriately.
5. **Considering alternatives:** Council considers a full range of project alternatives, including best value for expenditure reviews, preferred and alternative options, assessments of alternative service delivery methods, and analyses of the consequences of not proceeding with the proposal.
6. **Financial implications:** Council carefully assesses and documents the financial implications of all capital projects. This includes design costs, land acquisitions, development costs, maintenance, depreciation, labour costs, overhead costs, and funding sources. We ensure that these costs are included in our long-term financial plan as part of our Integrated Planning and Reporting framework. Council also considers the potential impact on Council's expenditures, asset value, revenue and ability to provide adequate services and to Detailed cash flow analyses and net present value calculations are conducted to ensure financial viability and sustainability.

7. **Public consultation:** Council undertakes comprehensive community consultation and engagement processes particularly when developing strategic masterplans which form a key component of future capital works projects. Council also provides regular updates to the community and the Council on the project's progress. This is undertaken through our quarterly reporting.

In addition to the above, Council holds monthly capital works meetings to update our internal asset owners, clients, and the Executive Leadership Team on the progress of our one-year operational plan. These meetings review the status of projects, including financial and program implications, and provide project managers with a platform to identify and discuss any risks or concerns. This collaborative forum supports proactive problem-solving and ensures that potential issues are promptly addressed.

Further to these practices, City of Ryde adheres to the tendering and procurement guidelines as outlined by the OLG. This ensures that our procurement processes are transparent, competitive and fair, leading to the best value for our community. By following these guidelines, we maintain integrity and accountability in all our procurement activities.

A notable achievement in 2023/24 was Council's fulfillment of a 100 percent asset renewal ratio. This milestone underscores our commitment to maintaining and renewing our infrastructure assets effectively. This accomplishment highlights our adherence to the OLG guidelines, ensuring that all capital projects are justified, planned and executed with the highest standards of fiscal responsibility and community benefit.

27. Statement on activities relating to enforcing and ensuring compliance with the *Companion Animals Act and Regulation – cl 217 (1) f.*

Companion Animal's Guidelines Report – Animals seized by Council Rangers

Animal	Total	Owner	Rescue	Blacktown H/F
Cats	0			0
Dogs	15	9		6

Last financial year we saw an increase in dogs returned to their owners and a decrease in dogs taken to Blacktown Animal Rehoming Centre (BARC) in comparison to the 2022/23 reporting year.

Data from Council seizure report – Animals at Blacktown Animal Rehoming Centre (BARC).

Animals	Animals Currently in Pound	Council Seized	Surrenders	Released to Owner	Sold	Rehomed	Euthanised
Cats	1					1	
Dogs	15	6		1	2	1	2

There were sixty-five reported dog attacks during 2023/24 financial year, which is an increase of seven reported attacks on the previous financial year.

The combined expenditure budget for Companion Animal Management for 2023/24 was \$376,879. The figure is based on the significant increase in impounding fees at BARC, a Companion Animal Administration Officer's income and payment of 30 percent of compliance Officers' income. Companion animal administration is funded through this program and the position is vital to updating the register and collecting animal registrations and cat permits.

Council continues to promote companion animals legislation through its website, various City of Ryde publications and continued participation at selected community events.

We have several strategies in place to promote and assist with the desexing of dogs and cats, including the promotion of National Desexing Network Week and discounted desexing through participating Animal Welfare Organisations (Mini Kitty Commune, Cat Protection Society and WLPA).

Section 64 of the *Companion Animals Act* states that 'before destroying a seized or surrendered animal as authorised by subsection (1), it is the duty of the Council concerned to consider whether there is an alternative action to that of destroying the animal and (if practicable) to adopt any such alternative.' In addition, there is an amendment to the *Companion Animals Act 1998*, specifically Section 64B that requires councils to give notice to at least two rehoming organisations that the animal is available for rehoming or taking steps to advertise on a webpage or through social media before taking

action under Section 64 or 64A to destroy a surrendered animal. Council has strategies in place to comply with the requirement under section 64 of the Act and our contractor Blacktown Council is complying with Section 64B of the *Companion Animals Act 1998*. Council is committed to either rehoming or rescuing any animals from the City of Ryde LGA that are in Blacktown Animal Rehoming Centre (BARC).

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 companion animals being taken to BARC last financial year. BARC also 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. A dog recreation needs study was completed this year and our off-leash parks increased to 17 parks.

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 in the following ways: purchasing new equipment for officers involved the management of animals, helping to offset increased pound fee charges, officers' wages, and funding the companion animal administration position.

Additional Statutory Reporting

Our main focus for the year was to adopt a plan of action to notify residents with outstanding registration through an education program. The education program focused on the following:

- Informing cat owners why permits are required
- Providing materials to assist them to apply using the Pet Register
- Providing a help line should the animal owner require assistance.

Both dog and cat owners whose pets are not registered were contacted. Council is looking at new ways of notifying companion animal owners about registration and are looking into social media, SMS messaging to remind owners to register their pets, and updating our companion animal webpage.

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 major source for providing access to information to the public including open access information about development applications and complying developments.

Public requests for older development and building information are dealt with on an informal basis wherever possible and the formal pathway is only recommended when extensive searches are required or more complex public interest considerations are involved. This older type of information is largely held in physical files and is not required to be published on our website. While these requests do not present any opportunities to proactively release new information, the files retrieved from storage are digitised to enable faster and more cost-effective access in the future.

An assessment of information that has been released informally has revealed that there have been no new opportunities to proactively disclose information.

No public requests for information were received during this reporting period in relation to information recorded in the City of Ryde Disclosure Log.

1. Number of access applications received – Clause 8(b).

The total number of access applications received by the City of Ryde during the reporting year (including withdrawn applications but not including invalid applications).

Total Number of Applications Received

73

2. Number of refused applications for Schedule 1 information – Clause 8(c).

The total number of access applications received by the City of Ryde during the reporting year that the City of Ryde refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of Applications Refused due to Schedule 1

Wholly

Partly

0

0

3. 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	22	5	0	8	0	0	0	1
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	4	7	0	6	0	0	0	2
Members of the public (other)	20	6	0	6	1	0	0	2

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of Applications by Type of Application and Outcome

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn
Personal information applications*	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	45	17	0	19	1	0	0	5
Access applications that are partly personal information applications and partly other	1	1	0	1	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)	4
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	2

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of the Act

	Number of Times Consideration Used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other Public Interest Considerations Against Disclosure: Matters Listed in Table to Section 14 of the Act

	Number of Occasions When Application not Successful
Responsible and effective government	0
Law enforcement and security	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)	58
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	5
Total	66

Table G: Number of Applications Reviewed Under Part 5 of the Act (By Type of Review and Outcome)

	Decision Varied	Decision Upheld	Total
Internal review	0	1	1
Review by Information Commissioner	0	2	2
Internal review following recommendation under section 93 of the Act	0	0	0
Review by NCAT	0	1	1
Total	0	4	4

Table H: Applications for Review Under Part 5 of the Act (By Type of Applicant)

	Number of Applications for Review
Applications by access applicants	4
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	1
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 2023/24
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 Ltd	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 Ltd	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. 	No deliverables occurred during this period.
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. 	The applicant is looking to enter into a new VPA based on a new State Significant Development application.

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2023/24
45-61 Waterloo Road, Macquarie Park NSW 2113	John Holland Macquarie Park Land Custodian Pty Ltd	The Agreement was entered into on 31 August 2018 and proposed the following public benefits: <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 Public benefits are currently under construction.
197 – 223 Herring Road, Macquarie Park (Macquarie Shopping Centre)	AMP Capital Funds Management Limited and AMP Macquarie Pty Ltd	The Agreement was entered into on 2 November 2018 and proposed the following public benefits: <ul style="list-style-type: none"> Approx. 5,000m² of community facility land/works (cold shell) for a Library and Creative Hub in Macquarie Shopping Centre on a 99-year peppercorn lease to an approximate value of \$25 million. 	Operating. No particular matters in relation to the VPA occurred during reportable period.
192 Balaclava Road, Macquarie University, Macquarie Park	Macquarie University	The Planning Agreement was entered into 7 February 2013 and proposed the following public benefits: <ul style="list-style-type: none"> Monetary contributions for particular development and intersection works in accordance with the conditions of the concept approval. 	A single application under the current VPA was undertaken during the reporting period. The contributions paid as part of the development will be reflected in the next reporting period.
11-17 Khartoum Road and 33-39 Talavera Road, Macquarie Park	The Trust Company Limited and Stockland Trust Management Limited as Trustee for Advance Property Fund and Sydney North Planning Panel	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. Some public benefits have been constructed and yet to be handed over to Council. Other public benefits are currently under construction.

Planning Agreement	Party (other than Council)	Effect of Agreement	Compliance 2023/24
2-6 Chatham Road, West Ryde	Hurstville Apartments Pty Ltd	<p>The Planning Agreement was entered into on 18 January 2021 and proposed the following public benefits:</p> <ul style="list-style-type: none"> 3x affordable housing apartments Upgrade to the public domain and road improvements. <p>Estimated (combined) construction cost of public benefits: \$1.24 million.</p>	<p>Operating and:</p> <ul style="list-style-type: none"> Monetary contributions paid.
63-71 Waterloo Road, Macquarie Park	UT 65 Pty Ltd	<p>The Planning Agreement was entered into on 24 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Construction and dedication of part of Road 1 in the Macquarie Park Access Network to value of \$2.9 million Monetary contributions in stages to total amount of \$5,770,350. 	<p>Operating and:</p> <ul style="list-style-type: none"> Deed of Variation exhibited during February 2023.
45 to 47 Epping Road, Macquarie Park	Total Forms Pty Limited and PS1875 Property Holdings Pty Ltd	<p>The Planning Agreement was entered into on 19 November 2020 and proposed the following public benefits:</p> <ul style="list-style-type: none"> Payment of monetary contribution of \$2,148,620 in stages over the life of the development. 	<p>Operating. No particular matters in relation to the VPA occurred during reportable period.</p>
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. 	<p>Operating. Footpath construction using the payment of \$336,300 being constructed by Council as part of the 2024/25 Operational Plan capital works.</p>
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. 	<p>Deed was novated from Sasco Development Pty Ltd to Evolution MIT Services Pty Ltd following the sale of the site in late 2023. Construction of public benefits is currently underway.</p>

29. Public Interest Disclosure Act 1994 and Regulation.

During 2023/2024 the City of Ryde received two new public interest disclosures.

Council continues to maintain its framework for the reporting of any potential public interest disclosures and implemented the new *Public Interest Disclosures Act 2022* within its existing framework. The new Act provides more comprehensive protections for whistleblowers and witnesses as well as fewer 'trip hazards' for potential whistleblowers.

All Council staff, including disclosure officers and managers, remain informed and aware of the new Act by undertaking mandatory e-learning training issued by the NSW Ombudsman.

Furthermore, Council adopted a new Public Interest Disclosure Policy on 26 March 2024.

30. Capital Expenditure Reviews.

Council did not propose any capital projects requiring a Capital Expenditure Review during the 2023/24.

31. Compliance with the Carers Recognition Act 2010.

Council does not provide services directed at carers and/or people being cared for by carers.

32. 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	
1. Promote the lived experience of disability in Council's key communication materials.	Promoted through community magazine, TWT, social media platforms and e-newsletter.
2. 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, including Delta Dog, Music & Magic, Inclusive Sports, Disability Expo and All Abilities Karaoke Jam.
3. 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 Ryde Disability Forums were delivered with 45 community organisations. These included disability awareness training, which was facilitated by lived experience staff from NDIS Uniting LAC Team and the Council for Intellectual Disability (CID) to increase awareness and perception of people with disability.
4. Include information on accessibility and inclusion for the community when dealing with Council through the hire of venues and facilities or grant applications.	Review and update for-hire venue accessibility in published information (print, online), including the development of accessibility maps. Eight disability groups have received community grants with a total of 3,283 beneficiaries.

Action	Outcome
FOCUS AREA 1: Developing positive community attitudes and behaviours (continued)	
5. Engage with CALD groups and members of the community with disability through specific events to foster inclusion and connections with Council.	Information sessions were provided on the NDIS, carer support, Carer Gateway, carer payments and disability payments in Korean, Cantonese and Mandarin.
6. Facilitate the provision of disability support services and activities by community organisations through discounted venue hire fees at Council's properties.	Council's fees and charges include discounted venue hire rates for eligible not-for-profit organisations and groups.
7. Encourage grant applications that foster inclusion.	City of Ryde Community Grants Guidelines encourage applications for projects that align with Council's DIAP and that 'are inclusive of all members of the City of Ryde community.' General and specific eligibility criteria require inclusion and accessibility.
8. Provide a copy of DIAP to newly elected Councillors.	A copy of the DIAP will be shared with the new Councillors in October 2024.
9. Work with organisations to identify opportunities to support innovative and inclusive activities for people with disability.	Council attended various interagency networks at Northern Sydney network, such as Northern Sydney Disability Network quarterly. Our Inclusion and Access Working Group meeting was held quarterly. The annual Ryde Disability Forum was held to promote new projects, take feedback from the community and share updates from Council.
10. 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.	We hosted two Ryde Disability Forums, two community expos and one disability expo. A number of disability service providers and carers services were invited, including NDIS Uniting LAC Program, People with Disability Australia (PWDA), CID, NSW Anti-discrimination, Diversity Disability Alliance (DDA), Side-by-Side Advocacy and Carer Gateway.
11. 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.	Our Active in Ryde program held eight events specifically targeted at the disability community in response to the Disability Inclusion Action Plan (DIAP). There were 199 participants across all events.
12. Integrate key actions from Council's Social Plan (2019) and other relevant plans and strategies into activities and events.	Key actions from Council's social plan and other strategies have been integrated and considered when delivering events. Council will continue to incorporate actions from these strategic documents and endeavour to make future events and activities inclusive and accessible to all members of the community.

Action	Outcome
FOCUS AREA 1: Developing positive community attitudes and behaviours (continued)	
13. Promote and implement tools for disaster preparedness. (Get Prepared App, SES emergency plan, Climate Wise communities, Emergency Preparedness Kits).	<p>We are reviewing Council's heatwave brochure and survey and hosting a workshop with disability groups about Council's Resilience Plan.</p> <p>We held a safety expo during Seniors Festival in March with 20 local community members.</p>
14. Continue to deliver inclusive activities as part of the Active in Ryde programs being offered to the community.	A wheelchair sports event was conducted in November 2023.
15. Create opportunities for people with a disability to volunteer at Council and community events.	Council has been running the Supporting Inclusive Volunteering for PWD project. Currently, Council has 10 active volunteers with disability and provided over 100 activities and events for these volunteers to participate in. The project was recognised with a 'Highly Commended' award at LGNSW Excellence Awards in June 2024.
16. Provide periodic training to Council staff in disability awareness and inclusion to meet service requirements <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>We ran four disability awareness training sessions with 86 Council staff and hosted psychosocial social hazards training in 2023.</p> <p>We are organising Mental Health First Aid Training for staff in 2024.</p>

Action	Outcome
FOCUS AREA 2: Creating liveable communities	
1. Review whole-of-route accessibility along key active movement corridors including to and between town centres, major transport sites and to cultural/leisure facilities.	<p>Bike repair stations were installed along existing cycleways through Meadowbank Park, Shrimptons Creek and Kissing Point Park to support cyclists riding through these popular cycling routes. Detailed design is currently being completed for the following major cycleway projects to improve accessibility and safety to and from the City's town centres:</p> <ul style="list-style-type: none"> • Shared path on Hermitage Road, Meadowbank. • A mix of on- and off-road cycling facilities connecting Macquarie Park and West Ryde. <p>Council also delivered the following active transport improvements in the 2023/24:</p> <ul style="list-style-type: none"> • A new shared path on Waterview Street, Putney. This completed a critical missing cycling link, and effectively resolved a high safety risk identified in an independent road safety audit. • New pedestrian crossings installed in Marsfield, Meadowbank and Putney. • Improved street lighting at several pedestrian crossings in town centres and near schools.
2. When auditing presence and condition of footpaths include presence of overhanging vegetation and potential for future impedance by vegetation.	<p>Council's Parks and Open Spaces team receive vegetation pruning work orders following asset audits. Future data collection exercises will consider collection of footpath vegetation overhang.</p>
3. Develop requirements to ensure continued accessibility of footpath areas during construction work, particularly around footpath removal and wheeled access.	<p>Road asset maintenance addresses defects to keep assets safe and functional, while upgrades and renewals are prioritised based on road hierarchy and bus route usage to meet service standards, address deficiencies and accommodate future needs.</p>
4. Prioritising footpath, road and upgrade and repair of bus routes within asset budget.	<p>In 2023/24 Council constructed six new footpath segments, totalling approximately 1.3 kilometres, to improve access to bus stops. Council has also resurfaced approximately 15,483m² of road along bus routes.</p>
5. Continue the implementation of PAMP items and footpath configuration to improve accessibility and connection within existing asset capital works programs.	<p>PAMP items are integrated into footpath management processes, influencing maintenance, renewal, and upgrade decisions to improve pedestrian access and mobility.</p> <p>Footpaths are prioritised based on a scoring system that considers road hierarchy, public transport activity and special requests, ensuring segments identified in the PAMP are addressed first.</p>
6. Playing a more active role in supporting community transport organisations that service the area, such as through grants or advertising for volunteers.	<p>Council provides opportunities for community transport organisations to apply for COR grants twice per year.</p> <p>We also invited community transport providers to advertise volunteering opportunities through the volunteering page on Council's website.</p>
7. Review and revise public domain signage to improve legibility and consistency, and assist people with disability to move around our City.	<p>Our City Economy team led people and place site visits to local and neighbourhood centres. Service requests were lodged to improve public domain issues, including accessibility.</p>
8. Partner with the NSW Government to provide real-time availability for accessible parking spaces across the LGA via the NSW Park'nPay App.	<p>Real-time parking availability was introduced in 2022 through the NSW Government's Park'nPay app, allowing our customers to easily locate accessible parking spaces throughout the City of Ryde using a single app. This initiative has proven to be very successful due to its user-friendly design.</p>

Action	Outcome
FOCUS AREA 2: Creating liveable communities (continued)	
9. Ensure amenities and infrastructure support the attendance of people with disability in planning for Council events.	Event maps contain accessible parking and drop-off areas. Accessibility is mentioned in event listings. Social media promotions for large events include information on accessible drop-off points and accessible parking.
10. Review the design of parks and playgrounds to propose that they cater to a range of age groups and allow for multi-generational enjoyment.	Council's Children's Play Implementation Plan (Play Plan) provides a design framework that promotes accessibility and inclusivity for playground designs. Council is required to carry out an audit annually. Accessibility is included as part of the design process for new playgrounds.
11. Deliver works program as per 2019/20 Playground and Amenities Building Audit, and monitor accessibility of existing parks, leisure and recreational facilities.	Council is required to carry out an audit annually. Accessibility is included as part of the design process for new playgrounds. All future designs are in line with Council's Play Plan.
12. Provide spaces in Council's main libraries for a range of accessibility needs (e.g. visual, hearing and mobility impairments, sensory sensitivities).	Revised registration processes include accessibility requirements to cater to a range of accessibility needs across all programs. Events are set up to accommodate access pathways and wheelchair/mobility spaces, and a number of events are Auslan interpreted.
13. 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).	Council will be developing a new Parks Design Guide in 2024/25.
14. Review the progress of bus shelter contract renewal. Annual program of accessibility upgrades and renewal for public domain to support the implementation of adaptable lighting to bus stops that complies with the Disability Standards for Accessible Public Transport 2002.	During 2023/24, 73 new bus shelters were delivered, with DDA compliance works undertaken to ensure bus shelters are made accessible.
15. Provide guidance, resources and incentives for developers to incorporate universal design principles in developments.	This will be investigated as part of the comprehensive DCP update for the City of Ryde in 2025.
16. Identify opportunities to facilitate new dwellings to support independent, assisted living for people with disability. Continue to work with the State Government and building industry to deliver training, education and incentives for developers and builders to facilitate the development of housing that is adaptable and affordable for people with disability.	Council will make submissions to State Government policy relating to incentives for developers and builders to facilitate development of housing that is adaptable and affordable for people with disability as the opportunity arises.

Action	Outcome
FOCUS AREA 2: Creating liveable communities (continued)	
17. Continue to implement the Waterloo Road Linear Park strategy to improve the inclusion and accessibility to open space for people with disability.	Council is reviewing and working with State Government in relation to the draft Macquarie Park Stage 1 and 2 rezonings proposed by State Government. The linear park is included in the rezoning proposal. It is envisaged that the rezoning proposal will be adopted by State Government by the end of 2024.
18. 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.	The City Places team is currently working on the West Ryde-Meadowbank and Eastwood Masterplans to encourage new development that is equipped to cater for the needs of people with disability.

Action	Outcome
FOCUS AREA 3: Supporting access to meaningful employment	
1. Educate Council employees on employing and working with people with disability.	Council's Community Services team organised four disability awareness training sessions with 86 Council staff in September and October 2023.
2. Promote opportunities for employment to persons with disability.	Council employed a person with disability on an 18-month traineeship program as well as a person with intellectual disability for a six-month role. This role was an identified position and formed part of our inclusive workplace practices.
3. Promote representation of people with disability in the Council workforce to the public and to external organisations.	We partnered with Council's Community Services team to share good news stories and activities/events/projects for people with disability through the community magazine and e-newsletter.
4. Undertake periodic review of Council's recruitment and selection processes and procedures to ensure there are no artificial barriers to employment for persons with a disability, and that candidates are able to request accommodations or alternative submission methods as part of recruitment processes.	A reasonable adjustment policy is available for all staff. Our confidentiality agreement and Council's values have been translated into Easy Read version. We also drafted a Plain English version of our current Code of Conduct policy.
5. Proactively work with disability employment agencies to seek suitable candidates for new jobs and work experience placements within Council.	The part-time role for a person with intellectual disability was advertised widely across DES providers in NSW.

Action	Outcome
FOCUS AREA 4: Improving access to services through better systems and processes	
1. Facilitate partnerships between schools, local businesses and education institutions to promote outcome-based pathways to employment for people with disability.	<p>We hosted our annual Ryde Disability Forum, events for Social Inclusion Week and International Day of People with Disability.</p> <p>Council acted as a role model by recruiting a staff member with intellectual disability to work in the Community Services team for six months.</p> <p>A new Economic Development Strategy was prepared in 2023/24, which includes an objective to support local businesses to employ more people living with a disability.</p>
2. Review and update Council's Communication Plan. Communications and Engagement to support improved information for people with disability and CALD languages.	<p>We reviewed and updated our People with Disability, Social Inclusion Week, International Day of People with Disability, Carers Support and Mental Health webpages.</p> <p>We also added Translating and Interpreting Service and National Relay Service phone numbers to Council's website footer.</p>
3. 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, our Community Expo, Volunteer 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 or provide feedback via Council's 'Have Your Say' page or speak directly to staff so services can continue to be improved.</p>
4. Develop, roll out, promote and implement tools for disaster preparedness.	<p>We provided information at Council's Sustainability Festival and Safety Expo to improve community understanding of self-resilience, and the importance of looking after your neighbour and knowing support services.</p>
5. Promote availability of Auslan sign language interpreter at Council meetings, events and on an 'at request' basis.	<p>Auslan Storytime at North Ryde library is promoted via Council's community magazine, social media and website.</p>
6. 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 and reviewed by lived experience staff.</p>
7. Continue to regularly review the Community Information Directory to provide a comprehensive listing of services for people with disability.	<p>Community Information Directory reviewed and updated.</p>
8. Ensure Council's website promotes what is happening in the Ryde local area, including inclusive businesses, events and services available, and news from Council.	<p>Council's event webpage is regularly updated. Council's Living with Disability webpage events were updated to promote Social Inclusion Week and International Day of People with Disability.</p>

Action	Outcome
FOCUS AREA 4: Improving access to services through better systems and processes (continued)	
9. Train council customer officers on how to assist people with disability and to know where to access information on disability services.	All Council customer services officers have reported that they are aware of where to access resources on disability services.
10. Investigate the provision of a one-stop shop for information and Council customer services in a central and accessible location.	Council's Library Services team provides a dedicated Community Information Directory outlining information for Disability and NDIS Support Services. Information is also available on the People with Disability webpage on Council's website.
11. Promote support and services for young carers with caring responsibilities.	Carer Gateway is promoted to young carers at the Carers Week, Community Expo and Youth Week events. We hosted an online session with Service NSW about supports for people with disability and their carers.

33. 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.

34. Details of inspections of private swimming pools. *Swimming Pools Act 1992 s 22F(2), Swimming Pools Regulation 2018 cl 23.*

Number of swimming pool inspections that were carried out under division 5 of part 2 of the *Swimming Pools Act 1992*.

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	10
(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 215
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 2023/24 was published in November 2024 and is available on www.ryde.nsw.gov.au/AnnualReport
G4-29 Date of most recent previous report.	City of Ryde's Annual Report 2022/23 was published in November 2023 and is available at www.ryde.nsw.gov.au/AnnualReport
G4-30 Reporting cycle.	1 July 2023 to 30 June 2024
G4-31 Contact point.	Introduction Contact – page 215
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 2023 to 30 June 2024.

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.

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.

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 والشفوية على الرقم 131 450 لتتطلب من المترجم الاتصال بك. رقم هاتف المجلس هو 9952 8222. ساعات عمل المجلس هي 8:00 صباحاً حتى 5:00 مساءً، من الاثنين إلى الجمعة.

Armenian

Եթե դուք չեք հասկանում սույն նամակի բովանդակությունը, խնդրում ենք այցելել 1 Pope Street, Ryde (որը գտնվում է Top Ryde Shopping Centre-ի մեջ), Ryde, քննարկելու այն Քաղաքային խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն 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 نمی‌توانید مندرجات 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 می‌توانید 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 전화해서 통역사가 여러분에게 연락하도록 요청하십시오. 시의회 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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Acting Chief Financial Officer

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Renee Nowytarger Photography

Fluential Studio

Staff and community photographers

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Community Financial Report

The City of Ryde has spent \$156.4 million this year to provide services to the community aligned with the seven outcomes within City of Ryde's Community Strategic Plan. In addition, \$36.9 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 2024)

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 \$2.2 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 2023/24 financial statements.

Table 8. Summary of Financial Results 2023/24

Income Statement \$'000	Actual 2024	Actual 2023 (Restated)
Income from continuing operations	215,784	173,691
Expenses from continuing operations	156,391	147,209
Net operating result for the year	59,393	26,482
Net operating result for the year before grants and contributions for capital purposes and revaluation decrements.	4,702	3,896
Statement of Financial Position \$'000	Actual 2024	Actual 2023 (Restated)
Current assets	209,316	148,603
Non-current assets	2,091,064	2,067,283
Total assets	2,300,380	2,215,886
Current liabilities	53,338	56,490
Non-current liabilities	21,944	10,698
Total liabilities	75,282	67,188
Total equity	2,225,098	2,148,698

The Operating Result as at 30 June 2024 amounted to a surplus of \$59.4 million compared to \$26.4 million in the previous year. This is an increase of \$32.9 million and is mainly due to the increase of grants and contributions provided for capital purposes. The net operating result before capital grants and contributions is \$4.7 million.

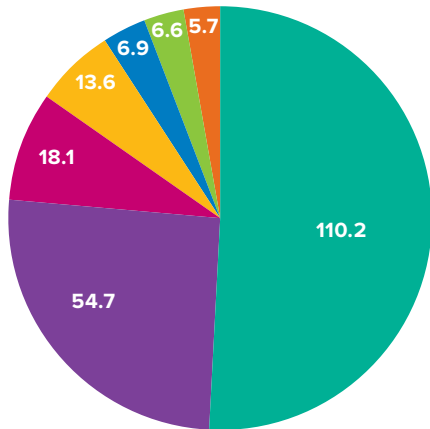
Key financial highlights of the 2023/24 financial result include:

- An unrestricted cash balance of \$8.4 million is used to cover day-to-day operations and provide a buffer for unforeseen expenditure
- Maintaining a strong cash reserves position of \$210.5 million as at the 30 June 2024
- Spending \$36.9 million on capital works including \$22.9 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 it is not dependent on one stream of revenue. The main source of income, other than rates, was from capital grants and contributions of \$54.7 million or 25 percent. Income from rates and annual charges contributed \$110.2 million or 51 percent of total revenue. Federal and State Government grants assist us to provide facilities and services in the community. User fees and charges (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees like Development Application fees) are also an important source of income.

The following graph shows the various sources of our \$215.8 million in revenue during 2023/24.



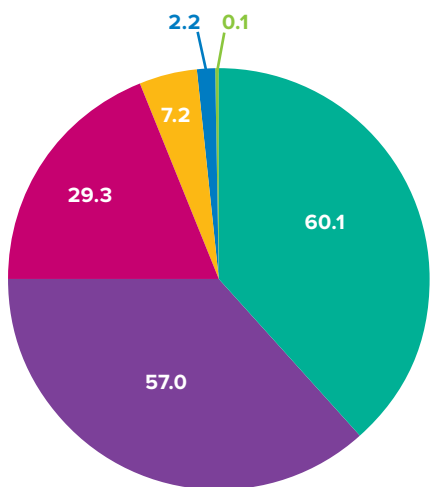
2024 (\$M) Income from Continuing Operations

110.2	Rates and annual charges
54.7	Grants and contributions provided for capital purposes
18.1	User charges and fees
13.6	Interest and investment revenue
6.9	Other revenues
6.6	Grants and contributions provided for operating purposes
5.7	Other income
215.8	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 \$193.3 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 \$156.4 million of operating expenditure.



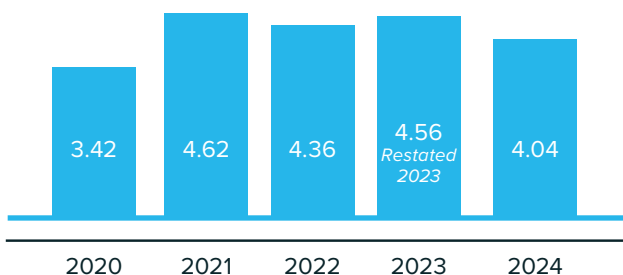
2024(\$M) Expenses from Continuing Operations

60.1	Employee benefits and on-costs
57.0	Materials and contracts
29.3	Depreciation and amortisation
7.2	Other expenses
2.2	Net loss from disposal of assets
0.1	Borrowing costs
156.4	Total expenses from continuing operations
36.9	Total capital expenditure
193.3	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 — 4.04 percent

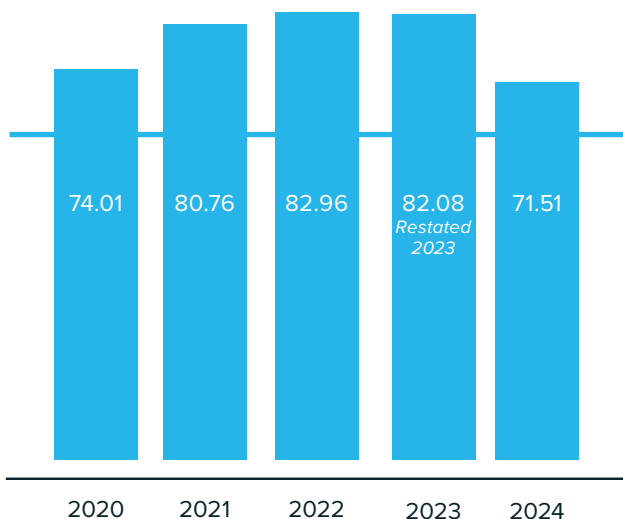


This ratio measures City of Ryde’s ability to contain operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

This ratio continues to exceed benchmark and demonstrates Council’s ability to contain operating expenditure within operating revenue.

(Benchmark > 0.0 percent)

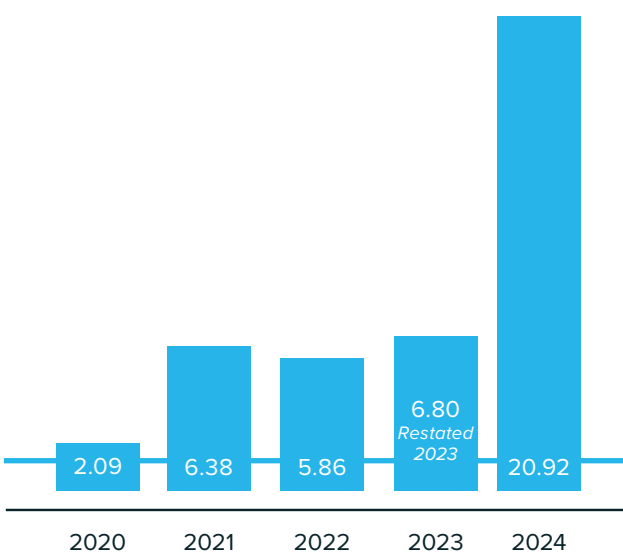
Own source operating revenue — 71.51 percent



This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. This ratio is 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 percent)

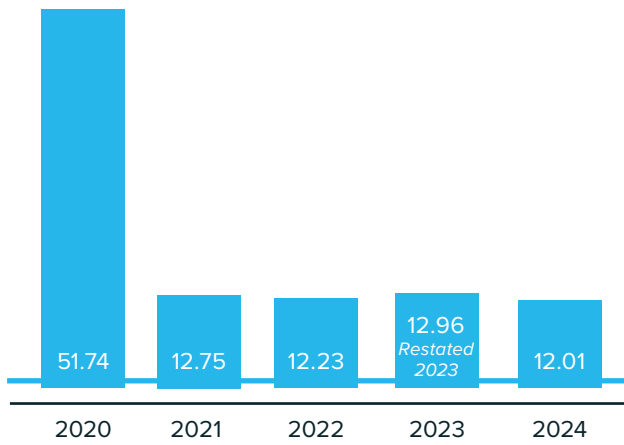
Unrestricted current ratio — 20.92x



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)

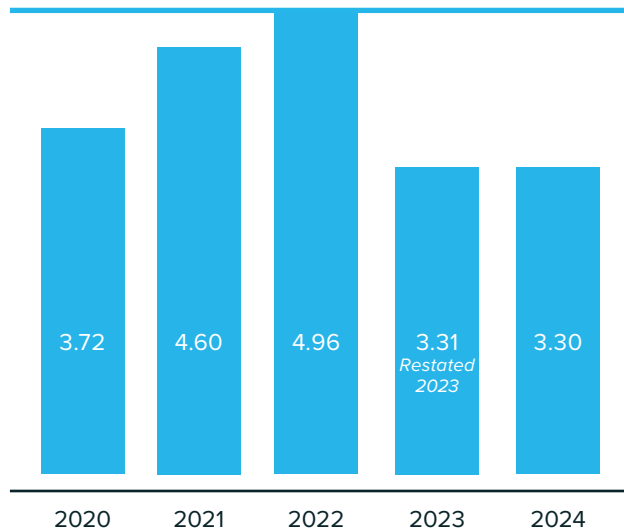


**Debt service cover ratio
— 12.01x**

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.

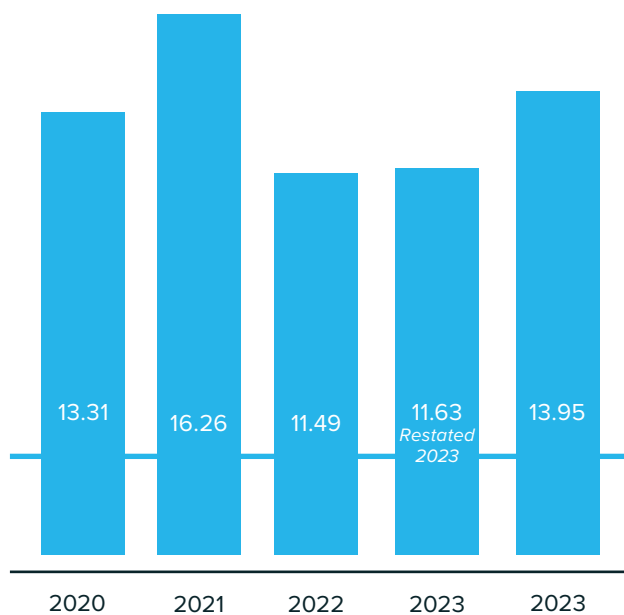
(Benchmark > 2.0x)



**Rates and annual charges
outstanding percentage
— 3.30 percent**

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.

(Benchmark < 5.0 percent)



**Cash expense cover ratio
— 13.95 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.

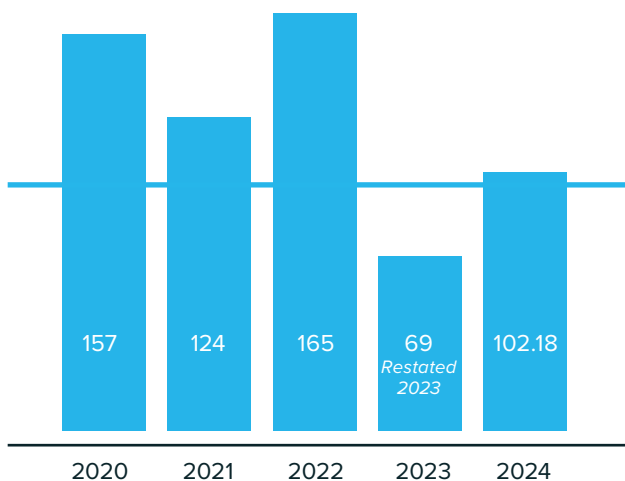
(Benchmark > 3 months)

How do our infrastructure spending and conditions compare against benchmark indicators?

The City of Ryde currently has a net value of infrastructure assets totalling \$1.52 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 \$17.8 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:

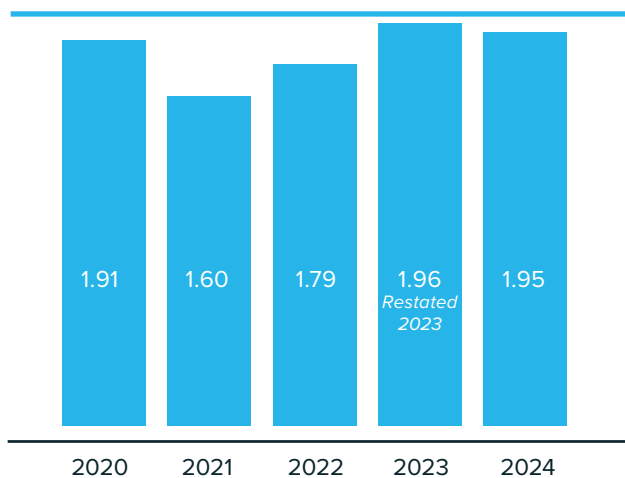


Buildings and infrastructure renewal ratio — 102.18 percent

This measure is used to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

The ratio has met benchmark levels.

(Benchmark >= 100 percent)

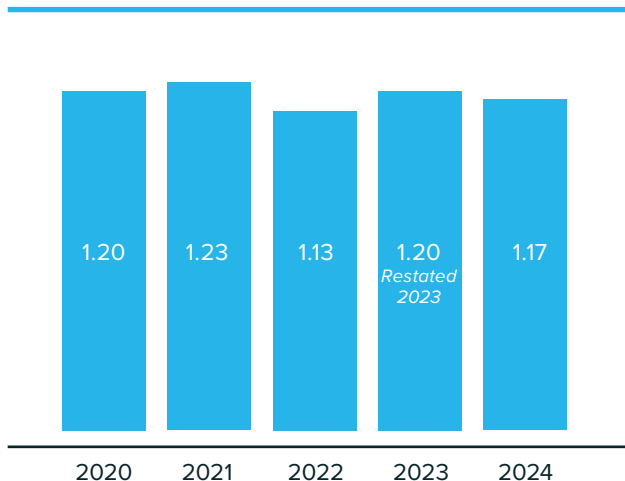


Infrastructure backlog ratio — 1.95 percent

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure. A benchmark of two 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 percent)

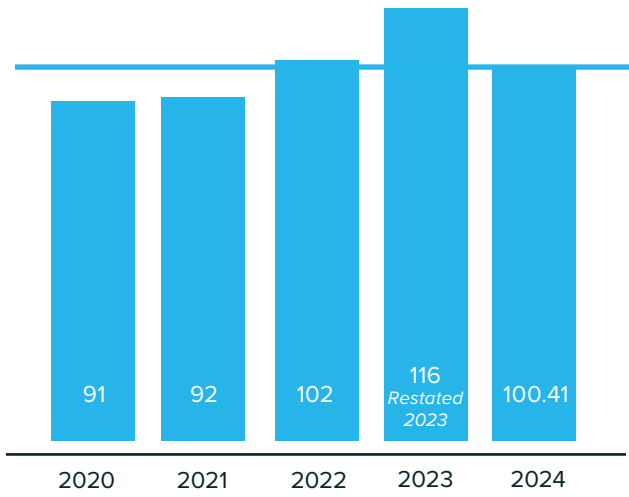


Costs to bring assets to agreed service level ratio— 1.17 percent

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 percent)

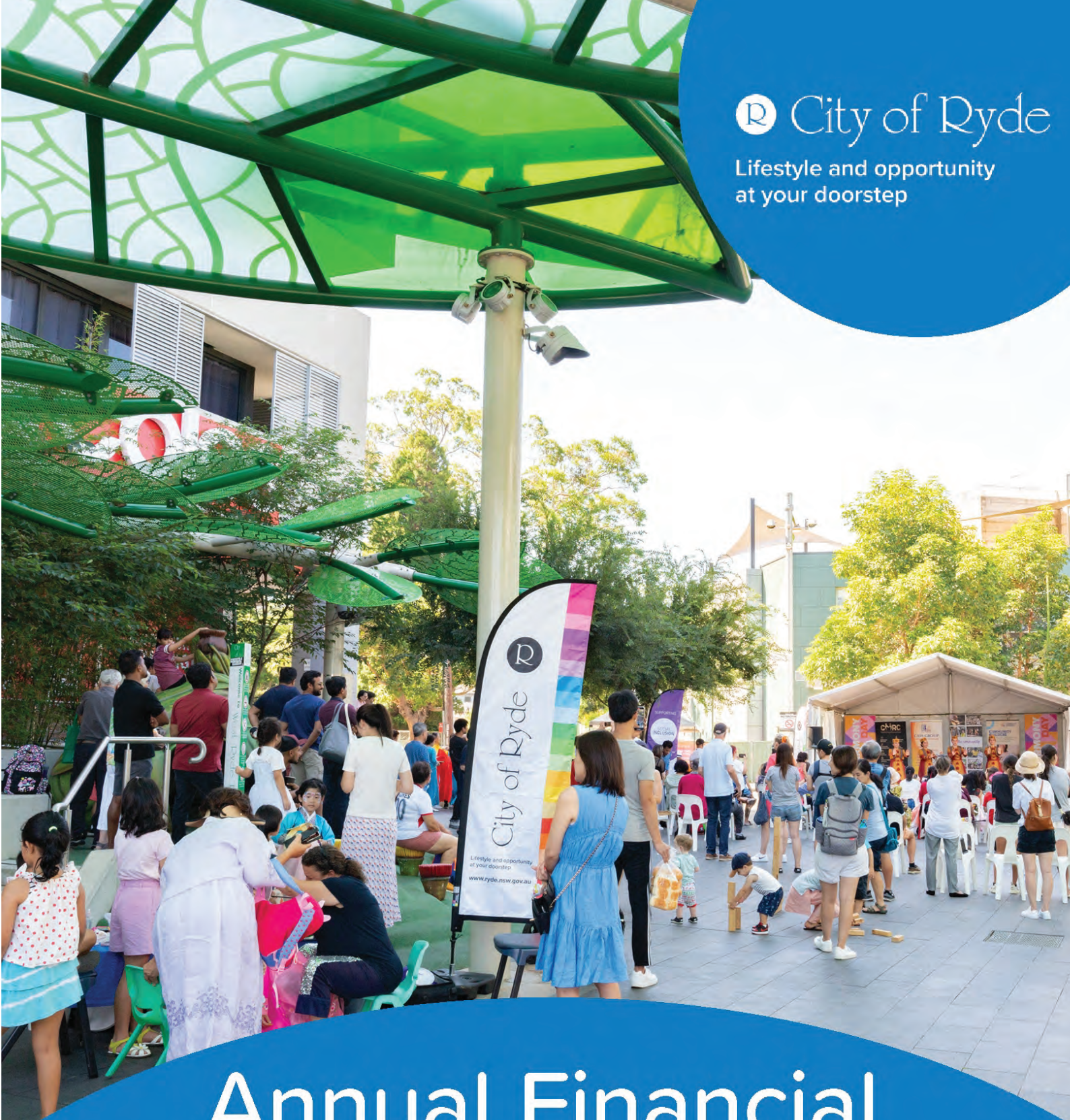


Asset maintenance ratio
— 100.41 percent

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 percent)



Annual Financial Statements

for the year ended
30 June 2024

Council of the
City of Ryde



General Purpose Financial Statements

for the year ended
30 June 2024

Council of the
City of Ryde

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2024

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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
Riverview Business Park
3 Richardson Place
North Ryde NSW 2113

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.ryde.nsw.gov.au .

Council of the City of Ryde

General Purpose Financial Statements

for the year ended 30 June 2024

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:

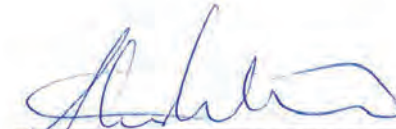
- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

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 26 November 2024.



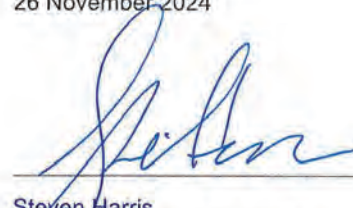
Clr Trenton Brown
Mayor
26 November 2024



Clr Sophie Lara-Watson
Deputy Mayor
26 November 2024



Wayne Rylands
Chief Executive Officer
26 November 2024



Steven Harris
Responsible Accounting Officer
26 November 2024

Council of the City of Ryde

Income Statement

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024 ¹	Restated Actual 2023
Income from continuing operations				
109,718	Rates and annual charges	B2-1	110,190	103,730
18,410	User charges and fees	B2-2	18,144	17,123
7,092	Other revenues	B2-3	6,866	6,677
6,040	Grants and contributions provided for operating purposes	B2-4	6,596	8,544
13,286	Grants and contributions provided for capital purposes	B2-4	54,691	22,586
5,477	Interest and investment income	B2-5	13,625	7,606
5,442	Other income	B2-6	5,672	7,425
1,226	Net gain from the disposal of assets	B4-1	-	-
166,691	Total income from continuing operations		215,784	173,691
Expenses from continuing operations				
64,275	Employee benefits and on-costs	B3-1	60,119	55,293
53,163	Materials and services	B3-2	57,018	52,672
108	Borrowing costs	B3-3	521	113
28,820	Depreciation, amortisation and impairment of non-financial assets	B3-4	29,321	28,209
6,864	Other expenses	B3-5	7,192	8,901
-	Net loss from the disposal of assets	B4-1	2,220	2,021
153,230	Total expenses from continuing operations		156,391	147,209
13,461	Operating result from continuing operations		59,393	26,482
13,461	Net operating result for the year attributable to Council		59,393	26,482
177	Net operating result for the year before grants and contributions provided for capital purposes		4,702	3,896

(1) The restated value refers to adjustments in the Materials and Services in line with the correction of errors (increase). The details of this correction can be found in Note F3-1

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 2024

\$ '000	Notes	2024	Restated 2023
Net operating result for the year – from Income Statement		59,393	26,482
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	<u>17,007</u>	<u>337,035</u>
Total items which will not be reclassified subsequently to the operating result		17,007	337,035
Total other comprehensive income for the year		<u>17,007</u>	<u>337,035</u>
Total comprehensive income for the year attributable to Council		<u>76,400</u>	<u>363,517</u>

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 2024

\$ '000	Notes	2024 ¹	Restated 2023	Restated 1 July 2022
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	23,423	28,561	22,874
Investments	C1-2	171,004	105,492	84,243
Receivables	C1-4	11,918	11,957	13,401
Inventories	C1-5	700	775	759
Other	C1-8	2,271	1,818	1,570
Total current assets		209,316	148,603	122,847
Non-current assets				
Investments	C1-2	116,100	113,644	112,789
Receivables	C1-4	1,372	612	1,812
Infrastructure, property, plant and equipment (IPPE)	C1-6	1,787,898	1,765,539	1,425,309
Investment property	C1-7	181,425	180,625	181,370
Right of use assets	C2-1	4,269	6,863	4,437
Total non-current assets		2,091,064	2,067,283	1,725,717
Total assets		2,300,380	2,215,886	1,848,564
LIABILITIES				
Current liabilities				
Payables	C3-1	28,848	26,475	29,985
Contract liabilities	C3-2	7,010	12,571	5,578
Lease liabilities	C2-1	2,330	2,275	2,254
Borrowings	C3-3	47	369	352
Employee benefit provisions	C3-4	14,857	14,800	16,491
Provisions	C3-5	246	–	–
Total current liabilities		53,338	56,490	54,660
Non-current liabilities				
Contract liabilities	C3-2	19,017	5,284	5,461
Lease liabilities	C2-1	2,102	4,550	1,981
Borrowings	C3-3	–	47	415
Employee benefit provisions	C3-4	825	817	865
Total non-current liabilities		21,944	10,698	8,722
Total liabilities		75,282	67,188	63,382
Net assets		2,225,098	2,148,698	1,785,182
EQUITY				
Accumulated surplus		1,372,719	1,313,326	1,286,845
IPPE revaluation reserve		852,379	835,372	498,337
Total equity		2,225,098	2,148,698	1,785,182

(1) The opening balances for the Revaluation Reserve and IPPE have been adjusted in line with the correction of errors detailed in Note F3-1

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 2024

	Notes	2024		2023		
		Accumulated surplus	IPPE revaluation reserve	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,313,326	835,372	1,301,668	498,337	1,800,005
Correction of prior period errors	F3-1	-	-	(14,824)	-	(14,824)
Restated opening balance		1,313,326	835,372	1,286,844	498,337	1,785,181
Net operating result for the year		59,393	-	31,118	-	31,118
Correction of prior period errors	F3-1	-	-	(4,636)	-	(4,636)
Other comprehensive income						
Gain (loss) on revaluation of infrastructure, property, plant and equipment		-	17,007	-	337,035	337,035
Other comprehensive income	C1-6	-	17,007	-	337,035	337,035
Total comprehensive income		59,393	17,007	26,482	337,035	363,517
Closing balance at 30 June ¹		1,372,719	852,379	1,313,326	835,372	2,148,698

(1) The opening balances for the Revaluation Reserve and IPPE have been adjusted in line with the correction of errors detailed in Note F3-1

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 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Restated Actual 2023
Cash flows from operating activities				
<i>Receipts:</i>				
109,718			110,384	105,311
19,888			19,511	19,254
5,477			11,595	6,247
6,040			68,019	38,361
–			1,127	–
12,780			20,656	13,310
<i>Payments:</i>				
(64,345)			(60,243)	(57,385)
(60,852)			(60,464)	(49,637)
(108)			(521)	(113)
–			–	(980)
(7,446)			(11,664)	(8,509)
21,152		F1-1	98,400	65,859
Net cash flows from operating activities				
Cash flows from investing activities				
<i>Receipts:</i>				
105,492			–	101
–			–	745
1,226			2,299	1,987
<i>Payments:</i>				
(171,004)			(20,593)	(11,668)
–			(47,000)	(11,000)
–			(121)	–
(52,424)			(35,620)	(37,733)
(116,710)			(101,035)	(57,568)
Net cash flows from investing activities				
Cash flows from financing activities				
<i>Payments:</i>				
(369)			(369)	(351)
(2,275)			(2,134)	(2,253)
(2,644)			(2,503)	(2,604)
Net cash flows from financing activities				
(98,202)			(5,138)	5,687
Net change in cash and cash equivalents				
–			28,561	22,874
(98,202)		C1-1	23,423	28,561
Cash and cash equivalents at end of year				

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 2024

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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 November 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the Office of Local Government (OLG) directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements are set out below. Accounting 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.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

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, events, libraries and community services. 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.

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A1-1 Basis of preparation (continued)

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 2024 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.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

This Standard amends AASB 13, including adding authoritative implementation guidance and providing related illustrative examples, for application by not-for-profit public sector entities.

In particular, this standard provides guidance on:

- (a) highest and best use
- (b) financially feasible uses
- (c) use of assumptions
- (d) nature of costs to include in the replacement cost of a reference asset and on the identification of economic obsolescence when using the cost approach.

The standard applies prospectively to annual periods beginning on or after 1 January 2024; i.e. Council's financial statements for the year ended 30 June 2025, with earlier application not permitted.

AASB 18 Presentation and Disclosure in Financial Statements

This Standard replaces AASB101 Presentation of Financial Statements. The Standard aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit and loss.

The key presentation and disclosure requirements established by AASB18 are:

- > the presentation of newly defined subtotals in the statement of profit and loss;
- > the disclosure of managementdefined performance measures; and
- > enhanced requirements for grouping information (i.e. aggregation and disaggregation).

These new requirements will enable investors and other financial statement users to make more informed decisions, including better allocations of capital, that will contribute to long-term financial stability.

For not-for-profit private sector entities, not-for-profit public sector entities and superannuation entities applying AASB1056, AASB 18 applies to annual reporting periods beginning on or after 1 January 2028. Earlier application is not permitted for these entities.

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 2024.

The following new standard is effective for the first time at 30 June 2024:

- **AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates**

The most significant change introduced by this standard is to remove the requirement to disclose significant accounting policies and instead require disclosure of material accounting policy information.

continued on next page ...

A1-1 Basis of preparation (continued)

“Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.”

In applying the new requirements, Council has after taking into account the various specific facts and circumstances applied professional judgement to ensure it discloses only material accounting policies as opposed to significant accounting policies throughout these financial statements.

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	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
				Restated		Restated				Restated
Functions or activities										
Catchment Waterway	720	126	7,541	6,577	(6,821)	(6,451)	706	126	275,157	263,313
City Development	46,137	19,225	5,810	6,070	40,327	13,155	43,551	16,832	-	-
City Economy	352	260	746	1,332	(394)	(1,072)	352	261	-	-
City Sports and Recreation	9,434	11,268	20,822	21,655	(11,388)	(10,387)	1,296	2,922	948,026	963,241
Community Connectedness and Engagement	376	532	5,586	5,501	(5,210)	(4,969)	25	210	-	-
Community Inclusion and Wellbeing	1,820	1,515	5,196	5,117	(3,376)	(3,602)	955	752	25,048	23,155
Community Safety and Amenity	7,730	6,890	6,188	5,724	1,542	1,166	-	-	-	-
Governance & Corporate Services	6,669	3,567	28,198	28,693	(21,529)	(25,126)	82	109	385,453	319,064
Library	594	502	7,407	7,106	(6,813)	(6,604)	533	434	7,365	7,882
Paths and Cycleways	678	321	4,108	2,651	(3,430)	(2,330)	390	60	84,123	81,242
Resilience and Sustainability	315	357	3,799	3,508	(3,484)	(3,151)	220	291	-	-
Roads	7,904	2,247	14,309	12,316	(6,405)	(10,069)	6,642	1,756	296,852	287,204
Service Delivery Support	965	944	9,626	7,691	(8,661)	(6,747)	3	-	-	-
Strategic Property	3,117	2,947	6,647	6,946	(3,530)	(3,999)	-	-	208,845	207,936
Traffic and Transport	4,046	6,198	4,985	3,986	(939)	2,212	2,328	1,546	69,511	62,849
Waste and Recycling	27,929	26,019	25,423	22,336	2,506	3,683	49	176	-	-
General purpose income	96,998	90,773	-	-	96,998	90,773	4,155	5,655	-	-
Total functions and activities	215,784	173,691	156,391	147,209	59,393	26,482	61,287	31,130	2,300,380	2,215,886

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

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.

City Development

Creating a vibrant and liveable city environment that balances development, land use, amenity and sustainable growth.

City Economy

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

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.

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.

Community Inclusion and Wellbeing

Working to increase social and community wellbeing and empowering people to fully participate in community life.

Community Safety and Amenity

Ensuring high standards of public health, safety and amenity are maintained across the City of Ryde.

Governance and Corporate Services

Providing specialist and corporate services to enable the effective governance and operation of the Council organisation.

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.

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.

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.

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.

Service Delivery Support

Providing a broad range of key support Council functions that underpin delivery across all of the programs.

Strategic Property Management

Developing and managing Council's portfolio of properties and buildings to maximise their return on investment for the community.

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.

Waste and Recycling

Providing comprehensive and convenient waste disposal and resource recovery services for residents and businesses.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2024	2023
Ordinary rates		
Residential	36,822	36,060
Business	22,234	20,221
Less: pensioner rebates (mandatory)	(633)	(668)
Rates levied to ratepayers	58,423	55,613
Pensioner rate subsidies received	347	369
Total ordinary rates	58,770	55,982
Special rates		
Environmental	8,370	8,012
Infrastructure special rate levy	14,210	13,584
Macquarie park	1,857	1,781
Total special rates	24,437	23,377
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	26,094	23,508
Stormwater management services	1,161	1,145
Section 611 charges	251	243
Non-rateable waste management charges	82	79
Less: pensioner rebates (mandatory)	(413)	(398)
Less: pensioner rebates (Council policy)	(418)	(426)
Annual charges levied	26,757	24,151
Pensioner annual charges subsidies received:		
– Domestic waste management	226	220
Total annual charges	26,983	24,371
Total rates and annual charges	110,190	103,730

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

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.

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 *	2024	2023
Specific user charges (per s502 - specific 'actual use' charges)			
Aquatic centre	2	5,937	6,234
Commercial waste service	2	1,406	1,315
Road restorations	2	1,007	253
Hall hire	2	1,421	1,432
Sports facility rental	2	357	364
Gutter crossings	2	147	125
Total specific user charges		10,275	9,723
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Regulatory/ statutory fees	2	3,758	3,390
Section 10.7 certificates (EP&A Act)	2	523	452
Section 603 certificates	2	332	248
Tree Preservation	2	59	49
Private works – section 67	2	1	1
Other	2	39	47
Total fees and charges – statutory/regulatory		4,712	4,187
(ii) Fees and charges – other (incl. general user charges (per s608))			
Road activity and hoarding	2	1,093	1,106
Parking fees	2	1,405	1,490
Environmental planning	2	233	204
Stalls and vending permits	2	156	109
Outdoor dining	2	139	149
Home maintenance and modification	2	78	120
Other	2	53	35
Total fees and charges – other		3,157	3,213
Total other user charges and fees		7,869	7,400
Total user charges and fees		18,144	17,123
Timing of revenue recognition for user charges and fees			
User charges and fees recognised at a point in time (2)		18,144	17,123
Total user charges and fees		18,144	17,123

Material accounting policy information

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.

Permits are all either short term or low value and all revenue from permits is recognised at the time that the permit is granted rather than the time of the license.

(*) 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 *	2024	2023
Fines – parking	2	4,629	3,963
Fines – other	2	67	18
Materials recycling	2	379	662
Other rebates	2	258	405
Recoveries – other	2	204	136
Legal fees recovery – other	2	225	164
Sundry sales	2	246	276
Sale of abandoned vehicles	2	72	37
JV agreement Porters Creek	2	181	637
Events and functions	2	278	187
Other	2	327	192
Total other revenue		6,866	6,677

Timing of revenue recognition for other revenue

Other revenue recognised at a point in time (2)	6,866	6,677
Total other revenue	6,866	6,677

Material accounting policy information 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, whichever is earlier. The only exception is revenue relating to infringement fines. This 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 2024	Operating 2023	Capital 2024	Capital 2023
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance	2	165	1,190	-	-
Payment in advance - future year allocation ¹					
Financial assistance	2	3,990	4,465	-	-
Amount recognised as income during current year		4,155	5,655	-	-
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Economic development	2	3	236	-	-
Street & traffic lighting	2	389	378	-	-
Transport	2	550	545	6,493	1,208
Waste Management	2	-	176	-	-
Other specific grants	2	49	54	79	313
Transport (roads to recovery)	2	-	-	690	162
Environmental programs	2	208	-	153	-
Community and Recreation	2	1,241	1,452	1,537	2,881
Other contributions	2	1	48	399	169
Total special purpose grants and non-developer contributions – cash		2,441	2,889	9,351	4,733
Non-cash contributions					
Infrastructure dedications (excluding s7.11 and s7.4)		-	-	1,237	-
Total other contributions – non-cash		-	-	1,237	-
Total special purpose grants and non-developer contributions (tied)		2,441	2,889	10,588	4,733
Total grants and non-developer contributions		6,596	8,544	10,588	4,733
Comprising:					
- Commonwealth funding		4,805	5,655	1,039	-
- State funding		1,789	2,889	8,314	4,733
- Other funding		2	-	1,235	-
		6,596	8,544	10,588	4,733

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

(1) The Payment in advance received relating to the Financial Assistance Grant (FAG) in the current year equates to 85% of the estimated grant for the future year. The prior year reflected 100% of the estimated FAG funding.

continued on next page ...

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing *	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	43,215	16,538
S 7.4 – contributions using planning agreements		2	–	–	352	21
S 7.12 – fixed development consent levies		2	–	–	336	294
Other developer contributions			–	–	200	1,000
Total developer contributions – cash			–	–	44,103	17,853
Total developer contributions			–	–	44,103	17,853
Total contributions			–	–	44,103	17,853
Total grants and contributions			6,596	8,544	54,691	22,586
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised at a point in time (2)			6,596	8,544	54,691	22,586
Total grants and contributions			6,596	8,544	54,691	22,586

(*) Timing refers to the revenue recognition pattern for the material streams of Council revenue identified in AASB15 and AASB1058

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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 2024	Operating 2023	Capital 2024	Capital 2023
Unspent grants and contributions				
Unspent funds at 1 July	479	742	13,781	8,841
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	54	203	13,673	6,828
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	(112)	(466)	(5,169)	(1,888)
Unspent funds at 30 June	421	479	22,285	13,781
Unspent funds at 1 July	-	-	79,598	20,798
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	47,473	17,678
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(1,124)	(1,611)
Add: Reimbursement of Reserve funding	-	-	-	42,733
Unspent contributions at 30 June	-	-	125,947	79,598

Material accounting policy information

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.

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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	2024	2023
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	275	157
– Cash and investments	12,975	7,102
Amortisation of premiums and discounts		
– Debt securities at amortised cost	375	347
Total interest and investment income (losses)	13,625	7,606
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
General Council cash and investments	9,633	5,761
Restricted investments/funds – external:		
Developer contributions		
– Section 7.11	3,992	1,845
Total interest and investment income	13,625	7,606

B2-6 Other income

\$ '000	Notes	2024	2023
Fair value increment on investment properties			
Fair value increment on investment properties		679	–
Total fair value increment on investment properties	C1-7	679	–
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		652	627
Total Investment properties		652	627
Other lease income			
Commercial buildings		1,068	955
Affordable housing		729	684
Leaseback fees - council vehicles		810	705
Advertising on Structures		620	3,677
Community facilities		286	280
Communications facilities		145	127
Other		683	370
Total other lease income		4,341	6,798
Total rental income	C2-2	4,993	7,425
Total other income		5,672	7,425

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages	51,429	48,416
Employee leave entitlements (ELE)	5,455	5,329
Superannuation	6,124	4,832
Workers' compensation insurance	526	736
Fringe benefit tax (FBT)	378	371
Other	419	350
Total employee costs ¹	64,331	60,034
Less: capitalised costs	(4,212)	(4,741)
Total employee costs expended	60,119	55,293

Material accounting policy information

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 these plans 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.

Council has one employee in the State Superannuation Scheme

(1) Training costs have been reclassified to material and services.

B3-2 Materials and services

\$ '000	Notes	2024	2023 Restated
Raw materials and consumables ¹		5,799	8,119
Contractor Costs			
– Waste disposal, collection and recycling		18,771	14,088
– Building cleaning and maintenance		1,893	1,837
– Parks maintenance		2,313	1,746
– Temporary and agency staff		1,263	1,525
– Roads and footpaths maintenance		762	910
– Electrical		606	668
– Events		920	1,052
– Construction recycling		171	379
– Security		326	373
– Repairs and maintenance		564	489
– Labour hire		157	512
– Parking meter		469	385
– Other contractor costs		4,324	4,151
Consultancy Costs			
– Consultants fees – town planning		27	183
– Consultants fees – project development design		2	92
– Consultants fees – risk management		229	68
– Consultants fees – other consultancy costs		876	701
Audit Fees	E2-1	144	101
Infringement notice contract costs (SEINS)		732	640

continued on next page ...

B3-2 Materials and services (continued)

\$ '000	Notes	2024	2023 Restated
Computer software charges		3,984	3,032
Insurance		1,861	1,722
Street lighting		1,739	1,675
Electricity and heating		1,648	1,515
Election expenses		–	427
Membership fees		537	470
Property lease costs		564	492
Library books		485	531
Councillor and Mayoral fees and associated expenses	E1-2	548	529
Property rates and levies		435	468
Advertising		336	502
Printing and stationery		538	540
Postage		356	339
Vehicle Registration		268	239
Archival and Storage Costs		253	169
Water rates		489	358
Communications costs		192	594
Valuation fees		219	200
Office expenses (including computer expenses)		235	242
Bank fees and charges		147	148
Hire and rentals expense		155	82
Other expenses		1,015	704
Panel membership		115	170
Legal expenses:			
– Legal expenses: planning and development		330	464
– Legal expenses: other		645	663
Total materials and services		57,442	54,294
Less: capitalised costs		(424)	(1,622)
Total materials and services		57,018	52,672

Material accounting policy information

Expenses are recorded on an accruals basis as the Council receives the goods or services.

(1) The restated value refers to adjustments in prior years. The details of this correction can be found in Note F3-1

B3-3 Borrowing costs

Interest on leases	291	86
Interest on loans	11	27
Interest on advances	216	–
Other debts	3	–
Total borrowing costs expensed	521	113

Material accounting policy information

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	2024	2023
Depreciation and amortisation			
Plant and equipment		2,278	2,103
Office equipment		1,264	2,078
Infrastructure:	C1-6		
– Buildings – non-specialised		4,236	4,095
– Buildings – specialised		1,630	1,599
– Roads, bridges and other road assets		7,872	7,359
– Stormwater drainage		3,854	3,176
– Bridges		294	277
– Footpaths		1,964	1,847
– Other open space/recreational assets		3,050	2,757
– Other structures		544	501
Right of use assets	C2-1	2,335	2,417
Total gross depreciation and amortisation costs		29,321	28,209
Total depreciation and amortisation costs		29,321	28,209
<u>Total depreciation, amortisation and impairment for non-financial assets</u>		<u>29,321</u>	<u>28,209</u>

Material accounting policy information

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.

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	2024	2023
Impairment of receivables			
Other		232	61
Total impairment of receivables	C1-4	232	61
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		306	296
– Emergency services levy (includes FRNSW, SES, and RFS levies)		3,271	2,526
– Waste levy		2,848	4,424
– Other contributions/levies		16	8
Contributions & donations - community grants		519	675
Total other		6,960	7,929
Total other expenses		7,192	8,901

Material accounting policy information

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	2024	2023
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		572	–
Less: carrying amount of property assets sold/written off		(192)	(1,708)
Gain (or loss) on disposal		380	(1,708)
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		1,727	1,987
Less: carrying amount of plant and equipment assets sold/written off		(958)	(898)
Gain (or loss) on disposal		769	1,089
Gain (or loss) on disposal of Roads, bridges and footpaths			
	C1-6		
Less: carrying amount of Roads, bridges and footpaths assets sold/written off		(2,413)	(1,023)
Gain (or loss) on disposal		(2,413)	(1,023)
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		(61)	(15)
Gain (or loss) on disposal		(61)	(15)
Gain (or loss) on disposal of Recreation & Land Improvements			
Less: carrying amount of Park assets assets sold/written off		(191)	(302)
Gain (or loss) on disposal		(191)	(302)
Gain (or loss) on disposal of Drainage assets			
Less: carrying amount of drainage assets sold/written off		(243)	(24)
Gain (or loss) on disposal		(243)	(24)
Gain (or loss) on disposal of Kerb and gutter			
Less: carrying amount of kerb and gutter assets sold/written off		(461)	(139)
Gain (or loss) on disposal		(461)	(139)
Net gain (or loss) from disposal of assets		(2,220)	(2,021)

(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 27 June 2023 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	2024 Budget	2024 Actual	2024 ----- Variance -----	
Revenues				
Capital grants and contributions	13,286	54,691	41,405	312% F
Mainly due to greater than anticipated Section 7.11 contributions received as a result of increased development. These contributions are reliant on developer activity, and timing of receipts are outside of Council's control.				
Interest and investment revenue	5,477	13,625	8,148	149% F
Higher than anticipated cash holdings due to increased developer contributions. Higher returns on longer term investments.				
Net gains from disposal of assets	1,226	–	(1,226)	(100)% U
The budget is based on Plant and Equipment sales and does not consider the disposal of infrastructure assets as a result of the capital works program.				
Expenses				
Borrowing costs	108	521	(413)	(382)% U
Balance reflects higher borrowing costs as a result of the remeasure of the right of use asset.				
Net losses from disposal of assets	–	2,220	(2,220)	∞ U
Unbudgeted loss due to the disposal of infrastructure assets as a result of the works undertaken in the capital works program.				
Statement of cash flows				
Cash flows from operating activities	21,152	98,400	77,248	365% F
Higher than anticipated receipt of grants and contributions received during the year.				
Cash flows from investing activities	(116,710)	(101,035)	15,675	(13)% 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.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2024	2023
Cash assets		
Cash on hand and at bank	2,520	3,747
Cash equivalent assets		
– Deposits at call ¹	20,903	24,814
Total cash and cash equivalents	23,423	28,561

(1) Includes term deposits with a term of less than 3 months

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	23,423	28,561
Balance as per the Statement of Cash Flows	23,423	28,561

C1-2 Financial investments

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Debt securities at amortised cost				
Long term deposits ²	134,000	–	87,000	–
NCD's, FRN's (with maturities > 3 months)	8,900	80,024	3,000	53,093
Fixed bonds	28,104	36,076	15,492	60,551
Total	171,004	116,100	105,492	113,644
Total financial investments	171,004	116,100	105,492	113,644
Total cash assets, cash equivalents and investments	194,427	116,100	134,053	113,644

(2) Does not include term deposits with a term of less than 3 months

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost

Financial assets are not reclassified subsequent to their initial recognition.

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C1-2 Financial investments (continued)

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 2021 (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.

Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	310,527	247,697
Less: Externally restricted cash, cash equivalents and investments	<u>(195,217)</u>	<u>(130,599)</u>
Cash, cash equivalents and investments not subject to external restrictions	115,310	117,098
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>22,706</u>	14,260
External restrictions – included in liabilities	22,706	14,260
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	126,380	79,599
Stormwater management	1,086	1,009
Macquarie park special rate	5,417	3,706
Infrastructure special rate reserve	15,359	9,818
Domestic waste management	<u>24,269</u>	<u>22,207</u>
External restrictions – other	172,511	116,339
Total external restrictions	195,217	130,599

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.

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2024	2023
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	115,310	117,098
Less: Internally restricted cash, cash equivalents and investments	(106,941)	(108,600)
Unrestricted and unallocated cash, cash equivalents and investments	8,369	8,498
Internal allocations		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	7,667	7,440
Employees leave entitlement	5,315	4,556
Incomplete/carry over works and projects	608	601
Refundable deposits	18,790	17,652
Asset replacement reserve	12,449	10,588
Investment property reserve	17,482	21,632
Ryde Central reserve	8,927	9,375
Accommodation reserve	11,639	16,488
Workers compensation	3,000	3,000
Council election reserve	1,205	845
Asset expansion reserve	6,832	4,779
Affordable housing reserve	2,037	1,521
Information Technology Reserve	2,395	2,195
Other	8,595	7,928
Total internal allocations ¹	106,941	108,600

(1) Internal allocations include those assets, the use of which are only restricted by a resolution or policy of Council, these are restricted for prudent financial management purposes.

C1-4 Receivables

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Rates and annual charges ¹	1,896	1,350	2,658	590
Interest and extra charges	517	–	373	–
User charges and fees ²	3,510	–	4,243	–
Government grants and subsidies	1,544	–	1,065	–
Net GST receivable	1,066	–	1,628	–
Accrued revenues				
– Interest on investments	3,595	–	2,084	–
Fines	405	–	408	–
Asset sales	108	–	–	–
Community Recycle Centre	–	22	–	22
Total	12,641	1,372	12,459	612
Less: provision for impairment				
User charges and fees	(723)	–	(502)	–
Total provision for impairment – receivables	(723)	–	(502)	–
Total net receivables	11,918	1,372	11,957	612

(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	2024	2023
Movement in provision for impairment of receivables		
Balance at the beginning of the year	502	510
+ new provisions recognised during the year	231	73
– amounts already provided for and written off this year	(5)	(6)
– amounts provided for but recovered during the year	(3)	(26)
– previous impairment losses reversed	(2)	(49)
Balance at the end of the year	723	502

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C1-4 Receivables (continued)

Material accounting policy information

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.

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.

A debt write-off is only considered after all attempts and appropriate measures of collecting the debt have failed, and where at least one of the following conditions is satisfied: the debt cannot be proven; the debt is of a size that makes the use of external debt collection agency economically unviable; the debtor and/or their assets cannot be located; the debt is statute barred (the age of the claim is beyond legislatively time constraints); the debtor has been declared bankrupt (personal) or in liquidation (corporate) or the company is deregistered; or the debtor is deceased.

C1-5 Inventories

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
(i) Inventories at cost				
Stores and materials	700	-	775	-
Total inventories at cost	700	-	775	-
<u>Total inventories</u>	<u>700</u>	<u>-</u>	<u>775</u>	<u>-</u>

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	2024	2023
Stores and materials ¹	447	447
	<u>447</u>	<u>447</u>

(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.

Material accounting policy information

Raw materials and stores 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.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	Asset movements during the reporting period												
	At 1 July 2023					At 30 June 2024							
\$ '000	Gross carrying amount Restated	Accumulated depreciation and impairment	Net carrying amount Restated	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
Capital work in progress	35,067	–	35,067	11,734	8,202	–	–	(14,549)	–	–	40,454	–	40,454
Plant and equipment	30,037	(18,932)	11,105	–	3,679	(958)	(2,278)	–	–	–	31,118	(19,570)	11,548
Office equipment	17,863	(14,344)	3,519	–	–	–	(1,264)	–	–	–	17,863	(15,608)	2,255
Leased plant and equipment	163	(163)	–	–	–	–	–	–	–	–	163	(163)	–
Land:													
– Operational land	594,860	–	594,860	–	–	(192)	–	–	–	–	594,668	–	594,668
– Community land	150,313	–	150,313	–	–	–	–	–	(11,274)	–	139,039	–	139,039
– Crown land	66,565	–	66,565	–	–	–	–	–	(4,992)	–	61,573	–	61,573
– Land under roads (post 30/6/08)	1,234	–	1,234	–	–	–	–	–	–	–	1,234	–	1,234
Infrastructure:													
Buildings	–	–	–	–	–	–	–	–	–	–	–	–	–
– Buildings – non-specialised	173,157	(70,672)	102,485	1,197	–	–	(4,230)	6,267	8,312	(3,595)	188,933	(78,497)	110,436
– Buildings – specialised	70,048	(25,347)	44,701	337	–	–	(1,630)	91	3,362	(1,295)	73,837	(28,271)	45,566
Roadside structures	24,516	(6,317)	18,199	24	14	(55)	(811)	13	878	(210)	25,333	(7,281)	18,052
– Foreshore Assets	18,190	(5,563)	12,627	92	–	–	(207)	–	655	(208)	18,940	(5,981)	12,959
– Carparks	19,919	(7,149)	12,770	–	26	(11)	(336)	–	716	(269)	20,639	(7,743)	12,896
– Traffic facilities and devices	29,489	(7,019)	22,470	–	201	(6)	(655)	48	1,061	(276)	30,792	(7,949)	22,843
– Kerb and guttering	138,097	(61,564)	76,533	522	202	(461)	(1,366)	983	4,945	(2,256)	144,022	(64,920)	79,102
– Other structures	–	–	–	–	–	–	–	–	–	–	–	–	–
– Bridges	21,336	(5,873)	15,463	–	–	–	(294)	–	768	(222)	22,106	(6,391)	15,715
– Roads	293,454	(113,104)	180,350	5,913	394	(2,162)	(5,041)	1,517	10,385	(4,152)	306,687	(119,483)	187,204
– Footpaths and cycleways	151,889	(70,655)	81,234	973	920	(240)	(1,964)	354	5,442	(2,596)	158,843	(74,720)	84,123
– Stormwater drainage	393,856	(143,184)	250,672	1,575	29	(243)	(3,854)	5,128	14,153	(5,277)	414,036	(151,853)	262,183
– Recreation and land improvements	109,126	(23,864)	85,262	555	268	(191)	(3,056)	148	3,920	(968)	113,785	(27,847)	85,938
Other assets:													
– Heritage collections	110	–	110	–	–	–	–	–	–	–	110	–	110
Total infrastructure, property, plant and equipment	2,339,289	(573,750)	1,765,539	22,922	13,935	(4,519)	(26,986)	–	38,331	(21,324)	2,404,175	(616,277)	1,787,898

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	Asset movements during the reporting period										At 30 June 2023		
	At 1 July 2022										At 30 June 2023		
\$ '000	Gross carrying amount ² Restated	Accumulated depreciation and impairment	Net carrying amount Restated	Additions renewals ¹ Restated	Additions new assets Restated	Carrying value of disposals	Depreciation expense	WIP transfers	Asset revaluation - gross book value Restated	Asset revaluation - accumulated depreciation and impairment	Gross carrying amount ² Restated	Accumulated depreciation and impairment	Net carrying amount Restated
Capital work in progress (restated)	19,669	-	19,669	4,181	15,025	-	-	(3,808)	-	-	35,067	-	35,067
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:													
- 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
- Roads	279,367	(105,088)	174,279	4,320	-	(943)	(4,806)	330	11,693	(4,523)	293,454	(113,104)	180,350
- 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
- 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
- Kerb and guttering	120,229	(52,781)	67,448	612	-	(139)	(1,202)	274	17,237	(7,697)	138,097	(61,564)	76,533
- Carparks	17,801	(6,098)	11,703	40	-	(3)	(303)	-	2,083	(750)	19,919	(7,149)	12,770
- Foreshore Assets	17,291	(5,089)	12,202	-	-	-	(198)	-	899	(276)	18,190	(5,563)	12,627
- Roadside structures	23,301	(5,221)	18,080	-	5	(2)	(781)	-	1,212	(315)	24,516	(6,317)	18,199
- 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	1,926,635	(501,326)	1,425,309	13,643	19,452	(4,108)	(25,792)	-	388,633	(51,598)	2,339,289	(573,750)	1,765,539

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) The restated value refers to the adjustment of prior period Capital Works in Progress correction of errors. The details of this correction can be found in Note F3-1

continued on next page ...

C1-6 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

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.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

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 - traffic facilities, roadside structures	20 - 150	0.67% - 5.00%
Other structures	20 - 150	0.67% - 5.00%
Road assets – roads, bridges and footpaths	15 - 100	1.00% - 6.67%
Plant & Equipment	5 - 50	2.00% - 20.00%
Buildings - Specialised/Non Specialised	40-100	1.00% - 2.50%
Office Equipment	5-10	10.00% - 20.00%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Crown land (reserves)

Crown land (reserves) under Council's care and control are recognised as assets of the Council. While ownership of the land remains with the Crown, Council retains operational control of the land and is responsible for their maintenance and use in accordance with the specific purposes to which the lands are dedicated. Maintenance costs incurred by Council and revenues relating to the Crown lands are recognised within Council's Income Statement.

Improvements on Crown lands are also recorded as assets, while maintenance costs incurred by Council relating to the lands are recognised within Council's Income Statement.

Councils does not have any Rural Fire Services assets.

C1-7 Investment properties

\$ '000	2024	2023
Owned investment property		
Investment property on hand at fair value	181,425	180,625
Total owned investment property	181,425	180,625

Owned investment property

At fair value

Opening balance at 1 July	180,625	181,370
Net gain/(loss) from fair value adjustments	679	(911)
Capitalised subsequent expenditure	121	166
Closing balance at 30 June	181,425	180,625

Material accounting policy information

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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Prepayments	1,452	-	999	-
Prepayments – waste alliance	819	-	819	-
Total other assets	2,271	-	1,818	-

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets such as land and buildings. Information relating to the leases in place and associated balances and transactions is provided below.

Buildings

Council holds two leases for the administrative building at Richardson Place, North Ryde (NRO). The original lease terms were to 30 April 2021 and have subsequently been renewed to 30 April 2026, including a right to terminate with a minimum term of 3 years.

The building leases contain an annual pricing mechanism based on a fixed increase at each anniversary of the lease inception.

Extension options

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the early termination or extension options will be exercised.

(a) Right of use assets

\$ '000	Land & Buildings	Total
2024		
Opening balance at 1 July	6,863	6,863
Depreciation charge	(2,335)	(2,335)
Other movement	(259)	(259)
Balance at 30 June	4,269	4,269

Right of Use asset is for the administrative building

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

(b) (i) Lease liability - 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
2024					
Cash flows	2,330	2,102	–	4,432	4,432
2023					
Cash flows	2,275	4,550	–	6,825	6,825

continued on next page ...

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	2024	2023
Interest on lease liabilities	291	86
Depreciation of right of use assets	2,335	2,417
	2,626	2,503

(d) Statement of Cash Flows

Total cash outflow for leases	(2,420)	(2,334)
	(2,420)	(2,334)

Material accounting policy information

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	2024	2023
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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)	649	624
Lease income relating to variable lease payments not dependent on an index or a rate	3	3
Total income relating to operating leases for investment property assets	652	627

Operating lease expenses

Direct operating expenses that generated rental income	(142)	(209)
Total expenses relating to operating leases	(142)	(209)

(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)	3,102	2,416
Lease income relating to variable lease payments not dependent on an index or a rate	1,239	4,382
Total income relating to operating leases for Council assets	4,341	6,798

\$ '000	2024	2023
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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	270	461
1–2 years	93	145
2–3 years	70	69
3–4 years	72	70
4–5 years	73	72
> 5 years	812	885
Total undiscounted lease payments to be received	1,390	1,702

C3 Liabilities of Council

C3-1 Payables

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Goods and services – operating expenditure	4,752	–	2,841	–
Accrued expenses:				
– Other expenditure accruals	3,203	–	3,654	–
Security bonds, deposits and retentions	18,869	–	17,742	–
Refundable fees	678	–	1,124	–
Government departments and agencies	83	–	14	–
Prepaid rates	1,189	–	997	–
Other	74	–	103	–
Total payables	28,848	–	26,475	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2024	2023
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	15,095	14,121
Total payables	15,095	14,121

Material accounting policy information

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	2024		2023	
		Current	Non-current	Current	Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	3,511	19,017	8,497	5,284
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	180	–	479	–
Total grants received in advance		3,691	19,017	8,976	5,284
User fees and charges received in advance:					
Upfront fees – leisure centre	(iii)	–	–	18	–
Upfront fees - Bookings		459	–	498	–
Restoration works		2,860	–	3,005	–
Other		–	–	74	–
Total user fees and charges received in advance		3,319	–	3,595	–
Total contract liabilities		7,010	19,017	12,571	5,284

Notes

continued on next page ...

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.

Movement during the year to non-current was a result of a review of the project completion will not incur in the current new year.

(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.

Material accounting policy information

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	2024		2023	
	Current	Non-current	Current	Non-current
Loans – secured ¹	47	–	369	47
Total borrowings	47	–	369	47

(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	2023		Non-cash movements				2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	416	(369)	–	–	–	–	47
Lease liability (Note C2-1b)	6,825	(2,393)	–	–	–	–	4,432
Total liabilities from financing activities	7,241	(2,762)	–	–	–	–	4,479

\$ '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

(b) Financing arrangements

\$ '000	2024	2023
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	118	91
Total financing arrangements ¹	118	91

continued on next page ...

C3-3 Borrowings (continued)

\$ '000	2024	2023
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	108	77
Total undrawn financing arrangements	108	77

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

C3-4 Employee benefit provisions

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Annual and other accrued leave	4,388	–	4,427	–
Sick leave	113	–	108	–
Long service leave	8,916	825	8,827	817
Other employee provisions	1,440	–	1,438	–
Total employee benefit provisions	14,857	825	14,800	817

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	9,334	8,809
	9,334	8,809

Material accounting policy information

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.

C3-5 Provisions

\$ '000	2024		2023	
	Current	Non-Current	Current	Non-Current
Other provisions				
Contaminated soil	246	–	–	–
Sub-total – other provisions	246	–	–	–
Total provisions	246	–	–	–

continued on next page ...

C3-5 Provisions (continued)

\$ '000	2024 Current	2024 Non-Current	2023 Current	2023 Non-Current
Total provisions relating to unrestricted assets	246	–	–	–

Description of and movements in provisions

\$ '000	Other provisions	
	Removal of contaminated soil	Total
2024		
Other	246	246
Total other provisions at end of year	246	246

Nature and purpose of provisions

Contaminated soil

The City of Ryde licence conditions require regular testing under the NSW EPA Regulations, this testing is performed by an independent contractor. Contamination was identified as part of this testing. The provision is for the removal of contaminated soil identified in the current financial year which is expected to be removed early financial year 2025.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Councils financial assets and financial liabilities approximates their carrying value.

(a) Market risk – interest rate and price risk

\$ '000	2024	2023
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	3,080	2,440
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.

continued on next page ...

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 rates and annual charges			Total
	Not yet overdue	< 5 years	≥ 5 years	
2024				
Gross carrying amount	–	3,030	216	3,246
2023				
Gross carrying amount	–	3,068	180	3,248

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	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2024						
Gross carrying amount	7,706	1,107	113	247	1,594	10,767
ECL provision	–	–	–	–	–	–
2023						
Gross carrying amount	9,823	–	–	–	–	9,823
ECL provision	–	–	–	–	–	–

continued on next page ...

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		
2024							
Payables	4.17%	18,869	–	–	–	18,869	28,848
Borrowings	3.50%	–	–	–	–	–	47
Total financial liabilities		18,869	–	–	–	18,869	28,895
2023							
Payables	0.00%	17,742	–	–	–	17,742	26,475
Borrowings	0.00%	–	–	–	–	–	416
Total financial liabilities		17,742	–	–	–	17,742	26,891

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		2024	2023
		2024	2023	2024	2023	2024	2023
Recurring fair value measurements							
Investment property C1-7							
Investment properties		181,425	180,625	–	–	181,425	180,625
Total investment property		181,425	180,625	–	–	181,425	180,625
Infrastructure, property, plant and equipment C1-6							
- Operational land		594,668	594,860	–	–	594,668	594,860
- Community and Crown land		–	–	200,612	216,878	200,612	216,878
- Land under roads		–	–	1,234	1,234	1,234	1,234
- Buildings (Specialised and non-specialised)		–	–	156,002	147,186	156,002	147,186
- Roads, Bridges, Footpaths		–	–	388,987	376,050	388,987	376,050
- Stormwater drainage		–	–	262,183	250,672	262,183	250,672
- Plant & Equipment		–	–	11,548	11,105	11,548	11,105
- Office Equipment		–	–	2,255	3,519	2,255	3,519
- Roadside Structures		–	–	18,052	18,199	18,052	18,199
- Foreshore Assets		–	–	12,959	12,627	12,959	12,627
- Carparks		–	–	12,896	12,770	12,896	12,770
- Recreational Land Improvements		–	–	85,938	85,262	85,938	85,262
- Heritage Collections		–	–	110	110	110	110
Total infrastructure, property, plant and equipment		594,668	594,860	1,152,776	1,135,612	1,747,444	1,730,472

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

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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 2024, the fair values of the properties have been determined by Southern Alliance Valuation Services Pty Ltd.

The value of investment property has been determined using the market comparable approach that reflects recent transaction process for similar properties in the area.

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. and indexed values subsequently applied where applicable.

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. This value was indexed by the Producer Price Index Australia in 2024.

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 2023. 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 and were indexed in 2024. Council selected an index rate that reflected movements in internal costs from contracts with third parties.

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.

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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	
	2024	2023
Opening balance	1,135,612	985,244
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	17,007	162,571
Other movements		
Purchases (Gross Book Value)	31,470	17,697
Disposals (Written Down Value)	(4,327)	(4,108)
Depreciation and impairment	(26,986)	(25,792)
Closing balance	1,152,776	1,135,612

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 8.5% of salaries for the year ending 30 June 2024 (increasing to 9.0% 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 2023. 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.

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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 2024 was \$321,665.19. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2023.

Council's expected contribution to the plan for the next annual reporting period is \$179,744.85.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

* excluding other accumulated accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.97%.

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	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	3.5% for 23/24 and 2.5% p.a. thereafter

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 2024.

Council is also a member of the State Superannuation Scheme (SSS). At least a final component of the final benefit is derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal. This defined benefit scheme is closed to members. An actuarial investigation in the pooled fund is performed every three years and was last performed as at 30 June 2021.

The amount of Council employer contributions to the SSS defined benefit scheme and recognised as an expense during the year ended 30 June 2024 was \$24,916.63. Councils expected contribution to the plan for the next annual reporting period is \$25,000.

(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.

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D3-1 Contingencies (continued)

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

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.

(v) Contaminated soil

Council has identified soil to test for possible contamination. At the time of reporting Council is unable to measure if contamination exists and the volume that may be effected. A contingent liability is recognised due to the liability anticipated for removal costs in the future.

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,

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D3-1 Contingencies (continued)

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.

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D3-1 Contingencies (continued)

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 Revenue NSW.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

(ii) Pedestrian Bridge and Tunnel, Top Ryde

Council, as part of the approval of a Development Application for the Top Ryde City Shopping Centre entered into an agreement with the owners and developers, Bevillesta Pty Ltd, where a monetary contribution was paid for the purchase of a tract of land at the front of Council's Administration Centre, 1 Devlin St, Ryde. Also one of the conditions of the Development Application was a long-term lease of 49 years, with a 50 year option, between Council and the developers, where Council leased to the developer the airspace in which a number of assets were to be constructed.

This represents a contingent asset that will become Council's assets at the end of the lease.

E People and relationships

E1 Related party disclosures

E1-1 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 Operating Officer and General Managers.

The aggregate amount of KMP compensation included in the Income Statement is:

	2024	2023
Compensation:		
Short-term benefits	1,415	2,484
Post-employment benefits	125	138
Other long-term benefits	27	23
Termination benefits	13	1,271
Total ¹	1,580	3,916

(1) The prior year FY2022/23 included accrued leave payments and termination payments

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
2024					
CCA New South Wales ¹	-	-		-	-
2023					
CCA New South Wales ¹	15	-		-	-

(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	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	105	97
Councillors' fees	422	393
Other Councillors' expenses (including Mayor)	21	39
Total	548	529

E2 Other relationships

E2-1 Audit fees

\$ '000	2024	2023
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	144	99
Total Auditor-General remuneration	144	99
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Audit and review of financial statements	-	2
Remuneration for audit and other assurance services	-	2
Total audit fees	144	101

F Other matters

F1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2024	2023 Restated
Net operating result from Income Statement	59,393	26,482
Add / (less) non-cash items:		
Depreciation and amortisation	29,321	28,209
(Gain) / loss on disposal of assets	2,220	2,021
Non-cash capital grants and contributions	(1,237)	–
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	(679)	–
Amortisation of premiums, discounts and prior period fair valuations		
– ‘Held to maturity’ financial assets	(375)	(347)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(942)	2,652
Increase/(decrease) in provision for doubtful debts	221	(8)
(Increase) / decrease of inventories	75	(16)
Decrease/(increase) in other assets	(453)	4,388
Increase / (decrease) in payables	1,911	(1,938)
Increase / (decrease) in other accrued expenses payable	(451)	(350)
Increase / (decrease) in other liabilities	913	(1,222)
Increase / (decrease) in contract liabilities	8,172	6,816
Increase/(decrease) in employee leave entitlements	65	(1,739)
Increase / (decrease) in other provisions	246	–
Net cash flows from operating activities	98,400	65,859

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2024	2023
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Land	25	–
Buildings	84	1,021
Other Structures	–	140
Plant and equipment	–	676
Infrastructure	5,266	1,676
Total commitments	5,375	3,513

Details of capital commitments

Major commitments include the park upgrade at Gannon Park, Dunbar Park amenities upgrade and lighting upgrades across street lighting, parks and bus shelters.

F3 Changes from prior year statements

F3-1 Correction of errors

Nature of prior period error

Review of Capital Works in Progress

A review of Councils capital works in progress was undertaken during the current reporting period to assess the balance for completeness and impairment. During the review a number of transactions were identified as not complying with AASB116 or the balance met the criteria for impairment under AASB136. This resulted in the overstatement of prior year works in progress and an understatement of prior year expenses.

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2022) and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2022

Statement of Financial Position

\$ '000	Original Balance 1 July, 2022	Impact Increase/ (decrease)	Restated Balance 1 July, 2022
Infrastructure, property, plant and equipment (IPPE)	1,440,132	(14,823)	1,425,309
Total non-current assets	1,740,540	(14,823)	1,725,717
Total assets	1,863,387	(14,823)	1,848,564
Total liabilities	63,382	–	63,382
Net assets	1,800,005	(14,823)	1,785,182
Accumulated surplus	1,301,668	(14,823)	1,286,845
Revaluation Reserve	498,337	–	498,337
Total equity	1,800,005	(14,823)	1,785,182

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F3-1 Correction of errors (continued)

Adjustments to the comparative figures for the year ended 30 June 2023

Statement of Financial Position

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Infrastructure, property, plant and equipment (IPPE)	1,784,999	(19,460)	1,765,539
Total non-current assets	2,086,743	(19,460)	2,067,283
Total assets	2,235,346	(19,460)	2,215,886
Total liabilities	67,188	–	67,188
Net assets	2,168,158	(19,460)	2,148,698
Accumulated surplus	1,332,786	(19,460)	1,313,326
Revaluation Reserve	835,372	–	835,372
Total equity	2,168,158	(19,460)	2,148,698

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F3-1 Correction of errors (continued)

Income Statement

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Total income from continuing operations	173,691	–	173,691
Materials and services	47,683	4,636	52,319
Total expenses from continuing operations	142,573	4,636	147,209
Net operating result for the year	31,118	(4,636)	26,482

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2023	Impact Increase/ (decrease)	Restated Balance 30 June, 2023
Net operating result for the year	31,118	(4,636)	26,482
Other comprehensive income	337,035	–	337,035
Total comprehensive income for the year	368,153	(4,636)	363,517

F4 Statement of developer contributions

F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2023	Contributions received during the year		Interest and investment income earned	Amounts expended	Reimbursement Reserve Funding	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land					
Community & Culture	18,654	13,479	-	1,184	(4)	7	33,320	-
Open Space and Public Domain	39,655	26,017	-	2,430	(1,043)	24	67,083	-
Roads, Traffic, Carparks and Cycleways	2,355	3,096	-	190	-	210	5,851	-
Administration	542	622	-	39	(39)	-	1,164	-
S7.11 contributions – under a plan	61,206	43,214	-	3,843	(1,086)	241	107,418	-
S7.12 levies – under a plan	3,043	336	-	156	-	146	3,681	-
Total S7.11 and S7.12 revenue under plans	64,249	43,550	-	3,999	(1,086)	387	111,099	-
S7.4 planning agreements	15,350	552	-	-	(621)	-	15,281	-
Total contributions	79,599	44,102	-	3,999	(1,707)	387	126,380	-

(1) Adjustment to funding of prior period Capital Works in Progress correction of errors.

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.

F4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2023	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 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land						
CONTRIBUTION PLAN 2									
	18,654	13,479	-	-	1,184	(4)	7	33,320	-
Community & Culture	39,655	26,017	-	-	2,430	(1,043)	24	67,083	-
Open Space and Public Domain									
Roads, Traffic, Carparks and Cycleways	2,355	3,096	-	-	190	-	210	5,851	-
Administration	542	622	-	-	39	(39)	-	1,164	-
Total	61,206	43,214	-	-	3,843	(1,086)	241	107,418	-

(1) Adjustment to funding of prior period Capital Works in Progress correction of errors.

S7.12 Levies – under a plan

CONTRIBUTION PLAN 2									
Other	3,043	336	-	-	156	-	146	3,681	-
Total	3,043	336	-	-	156	-	146	3,681	-

F4-3 S7.4 planning agreements

VPA									
Other	15,350	552	-	-	-	(621)	-	15,281	-
Total	15,350	552	-	-	-	(621)	-	15,281	-

F5 Statement of performance measures

F5-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2024	Indicator 2024	Indicators 2023 2022		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	6,475	4.04%	4.56%	4.36%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	160,414				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	153,818	71.51%	82.08%	82.96%	> 60.00%
Total continuing operating revenue ¹	215,105				
3. Unrestricted current ratio					
Current assets less all external restrictions	129,752	5.14x	5.34x	4.57x	> 1.50x
Current liabilities less specific purpose liabilities	25,220				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	36,317	12.01x	12.96x	12.23x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	3,024				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	3,763	3.30%	3.31%	4.96%	< 5.00%
Rates and annual charges collectable	114,086				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	157,423	13.95	11.63	11.49	> 3.00
Monthly payments from cash flow of operating and financing activities	11,283	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, impairment losses on receivables, 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



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Council of the City of Ryde

To the Councillors of Council of the City of Ryde

Opinion

I have audited the accompanying financial statements of Council of the City of Ryde (the Council), which comprise the Statement by Councillors and Management, the Income Statement and the Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information 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 2024, 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 2024 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 of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

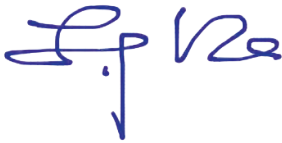
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, the Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Weini Liao
Delegate of the Auditor-General for New South Wales

27 November 2024
SYDNEY



Clr Trenton Brown
Mayor
Council of the City of Ryde
3 Richardson Pl
NORTH RYDE NSW 2113

Contact: Weini Liao
Phone no: 02 9275 7432
Our ref: R008-2124742775-7343

27 November 2024

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2024 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 2024 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 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2024 \$m	2023* \$m	Variance %
Rates and annual charges revenue	110.2	103.7	↑ 6.3
Grants and contributions revenue	61.3	31.1	↑ 97.1
Operating result from continuing operations	59.4	26.5	↑ 124.2
Net operating result before capital grants and contributions	4.7	3.9	↑ 20.5

* The 2023 comparatives have been restated to correct a prior period error. Note F3-1 'Correction of errors' of the financial statements provides details of the prior period error.

Rates and annual charges revenue increased by \$6.5 million (6.3 per cent) to \$110.2 million in 2023–24. The \$6.5 million increase comprised an increase in rates of \$3.8 million, including a rate peg increase of 3.7%, and an increase in domestic waste management services revenue of \$2.6 million.

Grants and contributions revenue (\$61.3 million) increased by \$30.2 million (97.1 per cent) in 2023–24 due to:

- increase of \$26.3 million of developer contributions recognised during the year
- increase of \$5.9 million from capital grants offset by a decrease from operating grants of \$1.9 million.

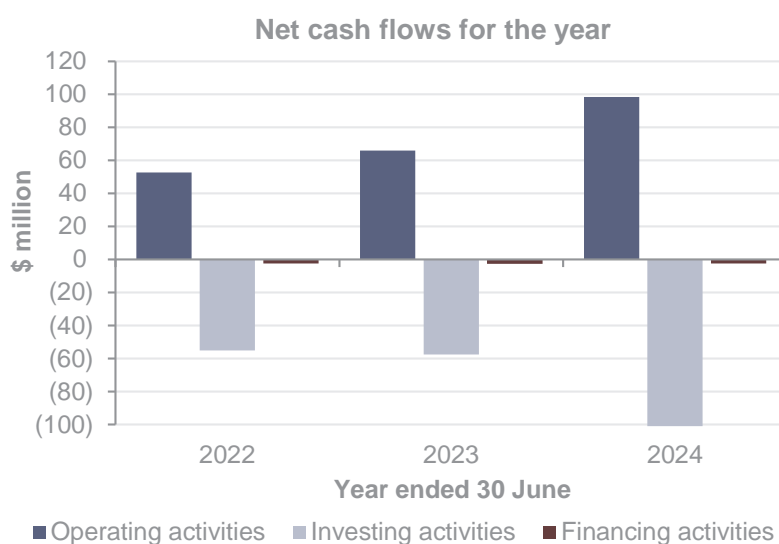
Council's operating result from continuing operations (\$59.4 million including depreciation, amortisation and impairment expense of \$29.3 million) was \$32.9 million higher than the 2022–23 result. Total income increased \$42.1 million mostly due to a \$30.2 million increase in grants and contributions which was offset by a \$9.2 increase in total expenses in 2023–24.

The net operating result before capital grants and contributions (\$4.7 million) was materially consistent with the 2022–23 result with an increase of \$0.8 million in 2023–24.

STATEMENT OF CASH FLOWS

Cash and cash equivalents decreased by \$5.1 million from \$28.5 million as at 30 June 2023 to \$23.4 million as at 30 June 2024. The reduction is contributed mainly by:

- net cash inflows from operating activities of \$98.4 million, offset by
- net cash outflows from investing activities of \$101 million and financing activities of \$2.5 million.



FINANCIAL POSITION

Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	310.5	247.7	Externally restricted balances comprise mainly of developer contributions (\$126.4 million), domestic waste management (\$24.3 million), unexpended specific purpose grants (\$22.7 million) and the infrastructure special rate reserve (\$15.4 million).
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	195.2	130.6	Externally restricted funds increased \$64.6 million to \$195.2 million mainly due to the increase of \$46.8 million in developer contributions and \$8.4 million from unexpended specific purpose grants.
• Internal allocations	106.9	108.6	

Debt

At 30 June 2024, Council had \$47,000 in secured loans (\$416,000 in 2022–23).

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

Council exceeded the benchmark for the current reporting period.

The 2023 ratio was restated to correct a prior period error.

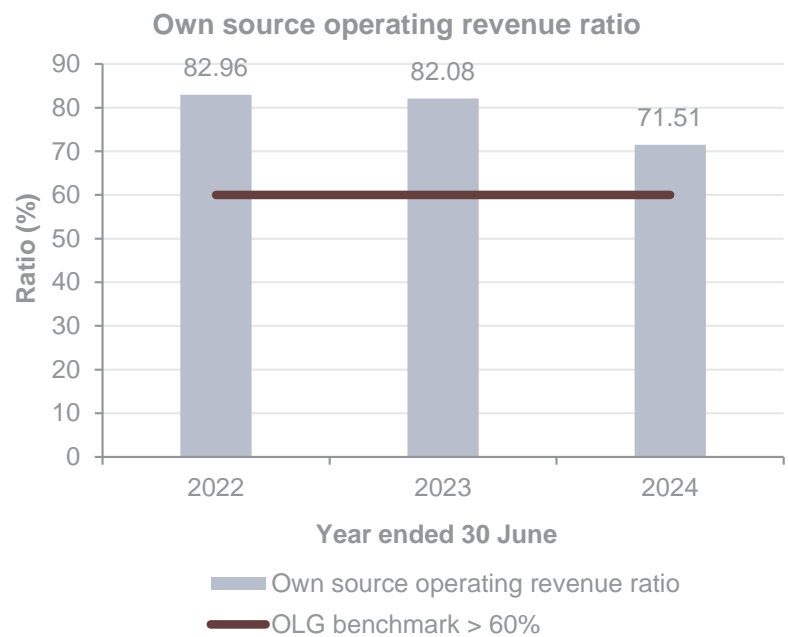
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

Council exceeded 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.

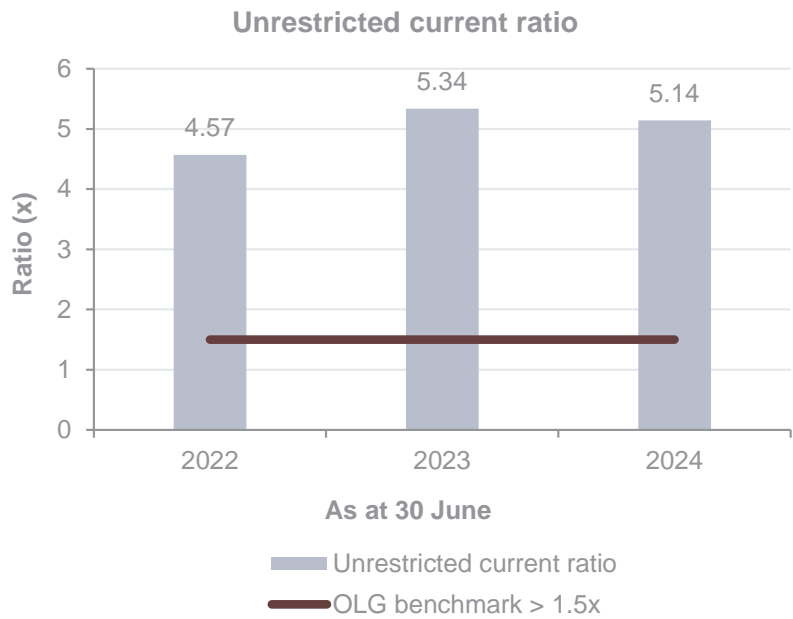


Unrestricted current ratio

Council exceeded the benchmark for the current reporting period.

The 2023 and 2022 ratios were restated to correct a prior period error.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

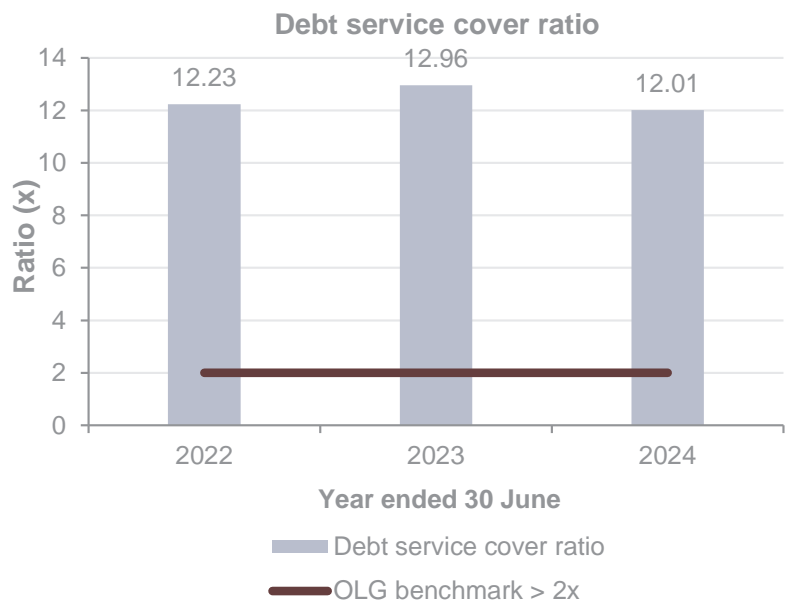


Debt service cover ratio

Council exceeded the benchmark for the current reporting period.

The 2023 ratio was restated to correct a prior period error.

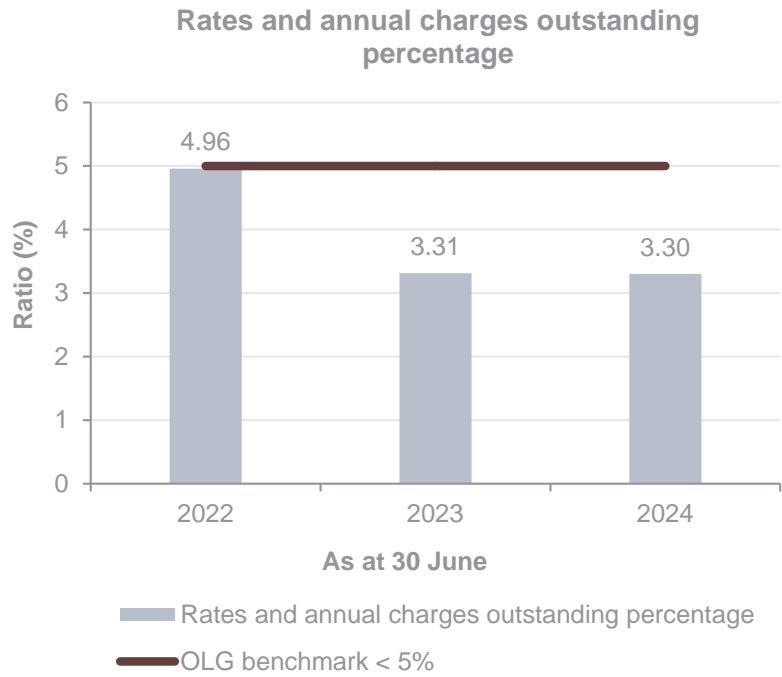
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

Council met the benchmark for the current reporting period.

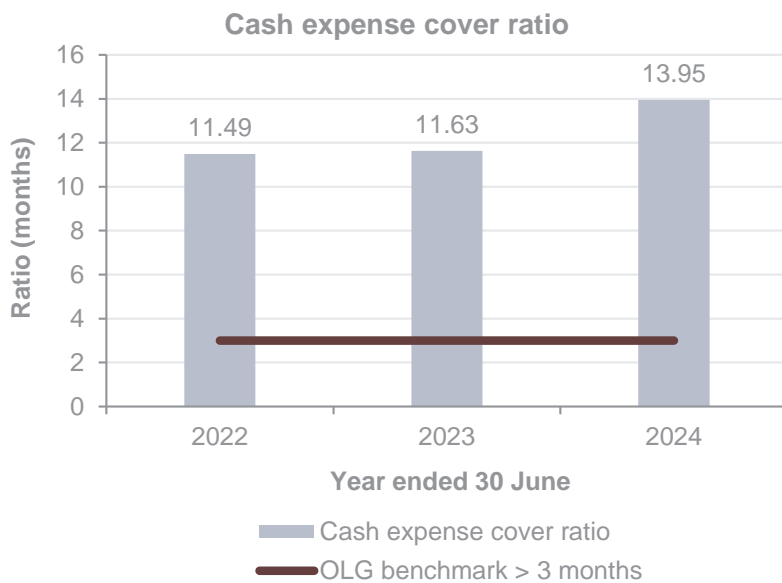
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



Cash expense cover ratio

Council exceeded 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 \$22.9 million of infrastructure, property, plant and equipment during the 2023–24 financial year. This was mainly spent on buildings, roads, as well as stormwater drainage. A further \$13.9 million was spent on new assets (\$19.5 million in 2022–23).

OTHER MATTERS

Legislative compliance

My audit procedures identified instances of non-compliance with legislative requirements in 2020–21. These instances did not occur in the current year.

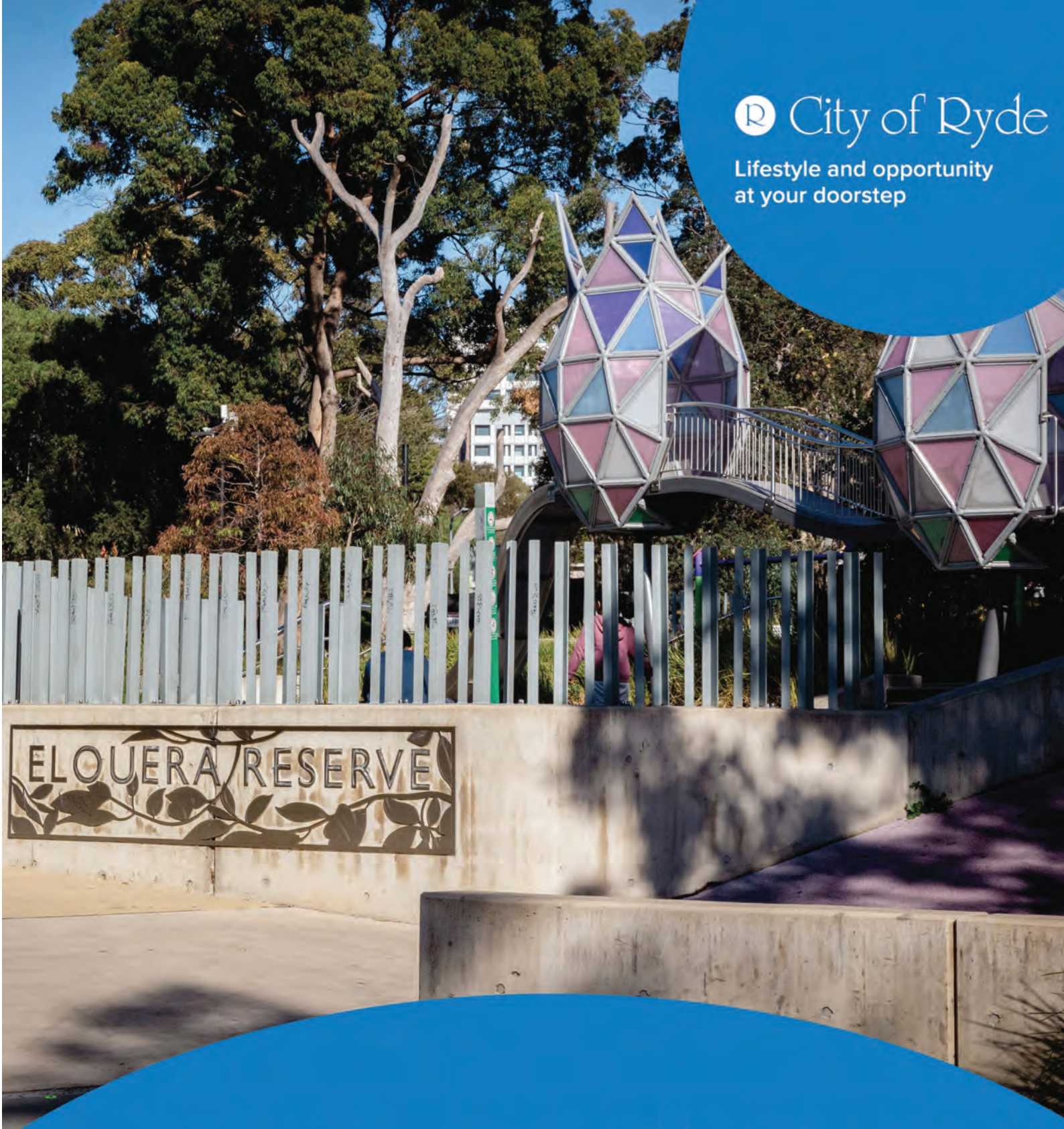
The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

A handwritten signature in blue ink, appearing to read 'Weini Liao', with a vertical line extending downwards from the end of the signature.

Weini Liao
Director, Financial Audit

Delegate of the Auditor-General for New South Wales



Special Schedules

for the year ended
30 June 2024

Council of the
City of Ryde

Council of the City of Ryde

Special Schedules

for the year ended 30 June 2024

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Council of the City of Ryde

Permissible income for general rates

\$ '000	Notes	Calculation 2023/24	Calculation 2024/25
Notional general income calculation ¹			
Last year notional general income yield	a	79,663	83,750
Plus or minus adjustments ²	b	482	365
Notional general income	c = a + b	80,145	84,115
Permissible income calculation			
Percentage increase	d	3.70%	5.10%
Plus percentage increase amount ³	f = d x (c + e)	2,965	4,290
Sub-total	g = (c + e + f)	83,110	88,405
Less valuation objections claimed in the previous year	i	–	(640)
Sub-total	j = (h + i)	–	(640)
Total permissible income	k = g + j	83,110	87,765
Less notional general income yield	l	83,750	88,088
Catch-up or (excess) result	m = k – l	(640)	(323)
Plus income lost due to valuation objections claimed ⁴	n	640	323
Carry forward to next year ⁶	p = m + n + o	–	–

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)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (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 2025.

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 2023–24 (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 2024 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 of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in blue ink, appearing to read 'Weini Liao', with a vertical line extending downwards from the end of the signature.

Weini Liao
Delegate of the Auditor-General for New South Wales

27 November 2024
SYDNEY

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost			2023/24 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring assets to agreed level of service set by Council \$ '000	2023/24 Required maintenance ^a \$ '000				1	2	3	4	5
Buildings	Buildings – non-specialised	-	-	3,456	3,191	110,436	188,933	43.4%	5.4%	37.5%	7.4%	6.3%
	Buildings – Ryde Aquatic Leisure Centre	-	-	523	793	45,566	73,837	0.0%	0.0%	100.0%	0.0%	0.0%
	Sub-total	-	-	3,979	3,984	156,002	262,770	31.2%	3.9%	55.1%	5.3%	4.5%
Roads	Roads	1,107	1,107	582	435	187,204	306,688	35.4%	39.0%	18.6%	6.7%	0.4%
	Bridges	4	4	19	1	15,715	22,106	45.9%	14.6%	38.0%	1.4%	0.0%
	Footpaths and cycleways	417	417	955	1,077	84,123	158,843	22.1%	20.7%	50.5%	6.6%	0.3%
	Kerb and Gutter	3	3	1,139	1,789	79,102	144,022	3.7%	27.5%	68.7%	0.1%	0.0%
	Other road assets	317	317	2,248	2,170	40,895	56,125	40.4%	48.4%	10.1%	0.6%	0.6%
Sub-total	1,848	1,848	4,943	5,472	407,039	687,784	26.4%	32.4%	36.4%	4.6%	0.2%	
Stormwater drainage	Stormwater drainage	15,213	15,213	1,094	1,069	262,183	414,034	11.8%	46.5%	26.2%	11.9%	3.6%
	Other	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	15,213	15,213	1,094	1,069	262,183	414,034	11.8%	46.5%	26.2%	11.9%	3.6%
Open space / recreational assets	Swimming pools	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	722	722	9,428	9,039	85,938	113,782	54.5%	35.1%	9.5%	0.2%	0.6%
	Sub-total	722	722	9,428	9,039	85,938	113,782	54.5%	35.1%	9.5%	0.2%	0.7%
Other infrastructure assets	Foreshore Assets	-	-	52	34	12,959	18,940	35.1%	36.9%	18.9%	9.0%	0.0%
	Carparks	-	-	190	169	12,896	20,639	13.7%	0.4%	73.1%	12.9%	0.0%
	Sub-total	-	-	242	203	25,855	39,579	23.9%	17.9%	47.1%	11.0%	0.0%
Total – all assets	17,783	17,783	19,686	19,767	937,017	1,517,949	25.3%	31.1%	35.1%	6.5%	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 unservicable) is utilised (Source: International Infrastructure Management Manual 2006). It does not include any planned 'enhancements' to the asset. Condition 5 assets are taken as being overdue for renewal, as the end of condition 4 is the intervention point, useful life of the asset, at which time it should be renewed or disposed of.

Condition rating/ description

continued on next page ...

Council of the City of Ryde

Report on infrastructure assets as at 30 June 2024 (continued)

- 1 New or equivalent
- 2 Good condition without visible blemishes or deterioration
- 3 Usable & safe condition, with visible signs of wear or deterioration, e.g. cracks in footpaths
- 4 usable condition with defects that interfere with use or reduce asset life, e.g. extensive road cracking. At the end of condition 4, the asset will be due for renewal or disposal.
- 5 Requires major repairs or is not suitable to remain in use due to a significant safety hazard, i.e. it is overdue for renewal.

For condition 5 assets that remain in service, there is a 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 2024

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2024	Indicator 2024	Indicators		Benchmark
			2023	2022	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	23,955	102.18%	69.00%	164.53%	> 100.00%
Depreciation, amortisation and impairment	23,444				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	17,783	1.95%	1.96%	1.79%	< 2.00%
Net carrying amount of infrastructure assets	914,223				
Asset maintenance ratio					
Actual asset maintenance	19,767	100.41%	115.94%	101.61%	> 100.00%
Required asset maintenance	19,686				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	17,783	1.17%	1.20%	1.13%	
Gross replacement cost	1,517,949				

(*) 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.

**Customer
Service Centre**

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Ryde NSW 2112
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 **City of Ryde**



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STATE OF OUR CITY REPORT

2021 – 2024



We are Pleased to Present the State of Our City Report 2021-2024 for the City of Ryde

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

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

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

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

Acknowledgements

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

Readership

This report is intended to provide important information to a broad range of stakeholders, including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies.

Accessing this Report

This report is available on the City of Ryde website at

www.ryde.nsw.gov.au/StateOfOurCity

Copies of this report are available at our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112 or any of our five libraries.

Language Assistance

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

Tell us What you Think About this Report

Telephone

Call the Customer Service Centre on 9952 8222.

Acknowledgement of Country

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

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

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Our Guiding Principles



Our Vision

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



Our Values

At City of Ryde we value:

Health and Safety

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

Excellence

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

Accountability

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

Respect

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

Teamwork

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



Our Mission

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

A Message from our Mayor

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

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

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

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

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

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

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

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

Trenton Brown

Clr Trenton Brown
City of Ryde Mayor



A Message from our Chief Executive Officer (CEO)

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

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

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

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

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

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

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

Wayne Rylands

Wayne Rylands
City of Ryde
Chief Executive Officer



The City of Ryde in Profile

Our Community



Population

135,716

residents

Children

22,040 – 16 percent

Young people

15,241 – 11 percent

Older people

20,425 – 15 percent



Households

53,829

households

Families

34,987

Couple families without children

13,495

Single-person households

12,979



A Culturally Diverse City

Over 130

countries of origin

Over 100

languages spoken

49.05 percent

of residents born overseas

49.53 percent

of residents speak a language other than English at home



A Prosperous Area

38.29 percent

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

65,563

employed residents

73.41 percent

of resident workers have a tertiary qualification

6,115

residents require assisted living due to disability – 5 percent



A Growing Region

54,235

rateable properties

21,508

dwellings are separate houses

9,524

dwellings are medium density housing

24,382

dwellings are in high density housing



A Powerhouse Economy

\$19.196B

(gross regional product)

14,361

local businesses (approximately)

91,764

local jobs

Data sources:
REMPAN
Profile.id
ABS

Our City



Over 320kms

of roads



665kms

of kerbs and guttering (approx)



825,000m²

of paths and cycleways (approx)



205 hectares

of natural areas distributed over
71 parks and reserves



98

playgrounds



56

sportsfields



27

halls and facilities



5

libraries and an aquatic centre



14,361

local businesses



53,829

households

Data sources:
REMPAN
Profile.id
ABS



Our Council

Role of Council

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

Council's role is to create liveable places for people who live, visit, study, work and play in the City of Ryde. We fulfil our statutory roles, functions and objectives through a corporate and civic governance structure that comprises:

- Council
- Chief Executive Officer
- Executive Leadership Team.

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

The Elected Council

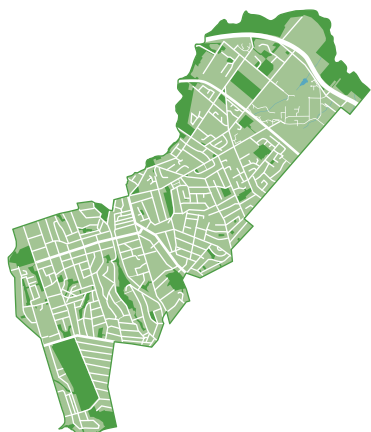
The community normally elects councillors for a four-year term. The City of Ryde is divided into three wards (West, Central and East) with four Councillors elected to represent each ward. The Councillors elect the mayor every two years. The role of Deputy Mayor is not required under the Act. However, if the Councillors decide to elect a Deputy Mayor, they must also determine the term. Together, the councillors make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future.

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

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

Our Wards

West Ward



The West Ward Includes Areas of:

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

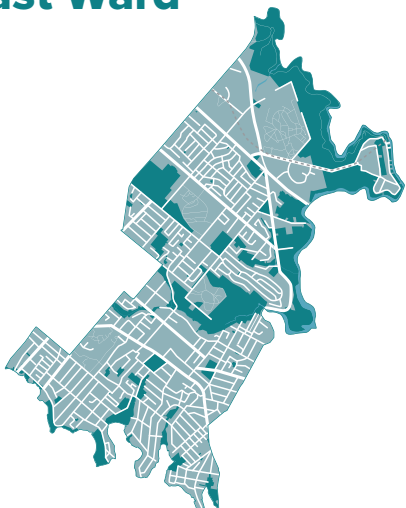
Central Ward



The Central Ward Includes Areas of:

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

East Ward



The East Ward Includes Areas of:

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

Our Councillors

West Ward



Mayor Trenton Brown

Elected September 2017

Mayor

Mar 2024 – current



Cllr Daniel Han

Elected December 2021

Deputy Mayor

Sept 2023 – current



Cllr Justin Li

Elected October 2022

Previous Councillor term

Sept 2008 – Sept 2017

Deputy Mayor

Sept 2012 – Sept 2014



Cllr Charles Song

Elected December 2021



Cllr Jerome Laxale

Elected September 2012 – Jul 2022

Mayor

Sept 2015 – Sept 2016

Sept 2017 – Dec 2021

Central Ward



Cllr Shweta Deshpande

Elected December 2021

Deputy Mayor

Feb 2023 – Sept 2023



Cllr Katie O'Reilly

Elected December 2021



Cllr Bernard Purcell

Elected September 2017



Cllr Sarkis Yedelian OAM

Elected March 2004

Mayor

Dec 2022 – Mar 2024

Deputy Mayor

Sept 2007 – Sept 2009

Sept 2022 – Dec 2022

East Ward



Cllr Jordan Lane

Elected September 2017

Mayor

Jan 2022 – Dec 2022



Cllr Roy Maggio

Elected September 2008

Mayor

Sept 2013 – Sept 2014

Deputy Mayor

Sept 2009 – Sept 2010

Sept 2014 – Sept 2016

Sept 2021 – Dec 2021

Jan 2022 – Sept 2022



Cllr Penny Pedersen

Elected September 2017



Cllr Sophie Lara-Watson

Elected December 2021

Our Executive Leadership Team

Our Organisation

The City of Ryde is responsible for strategy, planning, policy, regulation, and service delivery for the local government area. During 2021-2025 Council will deliver a half-billion dollar program of investment in infrastructure and services, with a focus on delivering new infrastructure and maintaining the City's existing assets, as well as high quality services for residents. The Council is led by the Chief Executive Officer (CEO).

Office of the Chief Executive Officer



**Chief Executive Officer |
Wayne Rylands**

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

Appointed: 2022

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

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

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

Business and Operations



**General Manager –
Business and Operations |
Luke Homann**

Qualification: Masters of
Management Studies,
Bachelor of Arts

Appointed: 2024

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

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

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

City Shaping



**General Manager –
City Shaping |
Michael Galderisi**

Qualifications: Bachelor of
Commerce (Honours) degree

Appointed: 2022

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

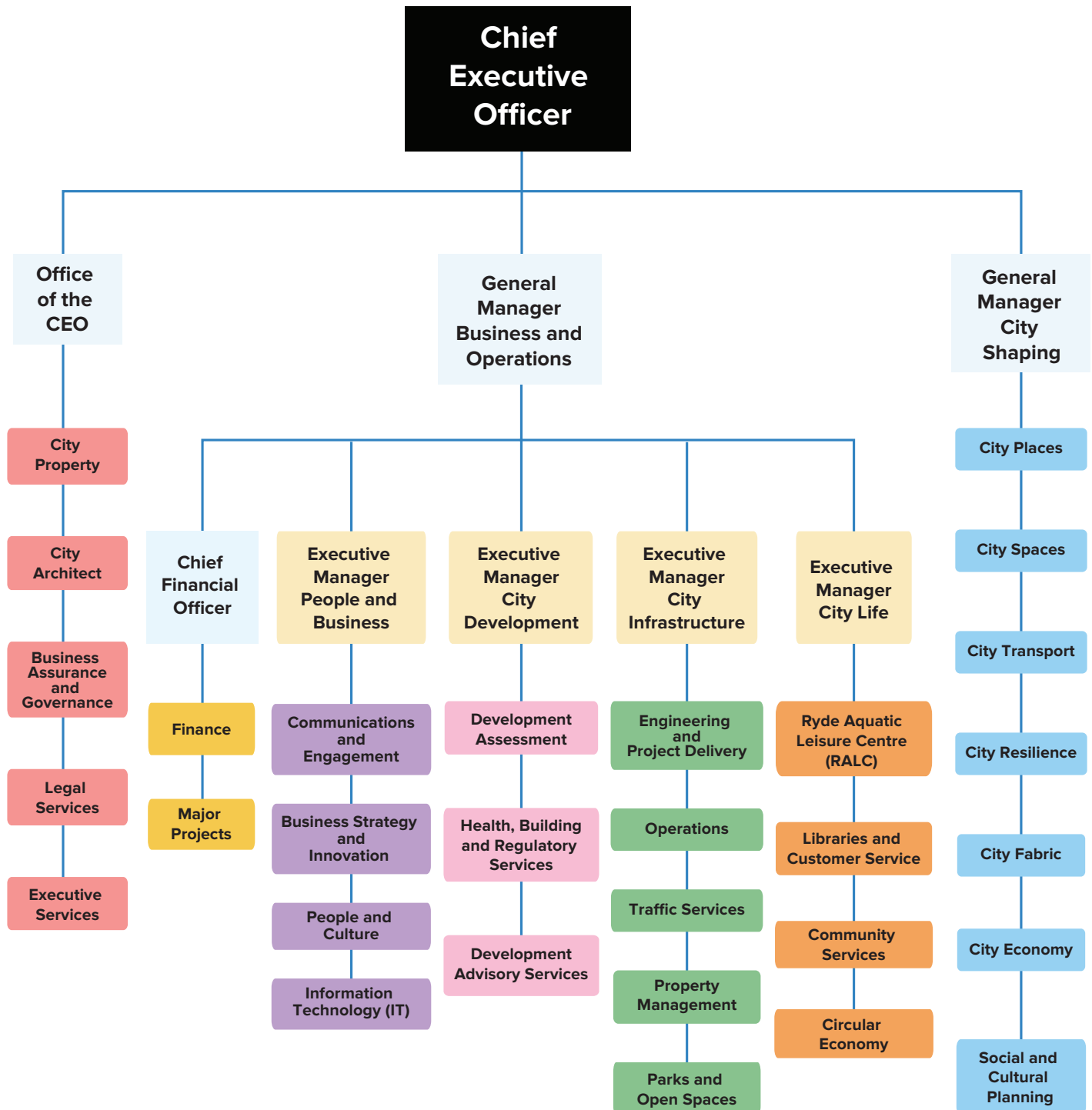
His work, over more than 25 years, in policy development and implementation, stakeholder engagement, strategic communications, infrastructure advisory, and change management, within the private sector, for major companies such as Lend Lease and Deloitte, as well as across critical public sector portfolios,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

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

Our Organisational Structure

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

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



A Snapshot of our Performance During the Council Term



Over \$4.2 billion
of approved development

Over 70,000
development enquiries received

Over 1,461
development applications

Over 1,218
new dwellings approved

97 days
required to determine each
development application
on average



**84 percent of over
201,000**

Customer Service Centres calls
were resolved at the first point
of contact on average

**Over 48,000
customers**

served in-person at the
Customer Service Centre

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



**Over 1,703,478
visitors**

to Ryde Aquatic Leisure
Centre

**Over 1,550,300
visits**

to our five libraries, and 41,679
active library members

**Library programs
and events**

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

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

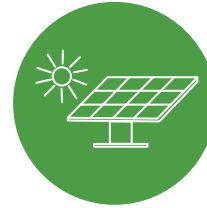
**\$1,018,980
allocated to 207
projects**

through community grants



**Over 10.75
million**

page views on Council's
website



**8.5 percent
reduction**

in energy consumption
compared with 2018/2019
baseline

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

**40.11 percent of
over 156,098.41
tonnes**

of domestic waste recycled
on average

Awards and Recognition



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

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

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

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

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

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

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

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

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

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

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

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

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

Environmental Health Team being recognised for their outstanding professionalism and dedication to the local community by the peak industry body, Environmental Health NSW, which resulted in them being awarded the **Environmental Health Team of the Year**

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

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

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

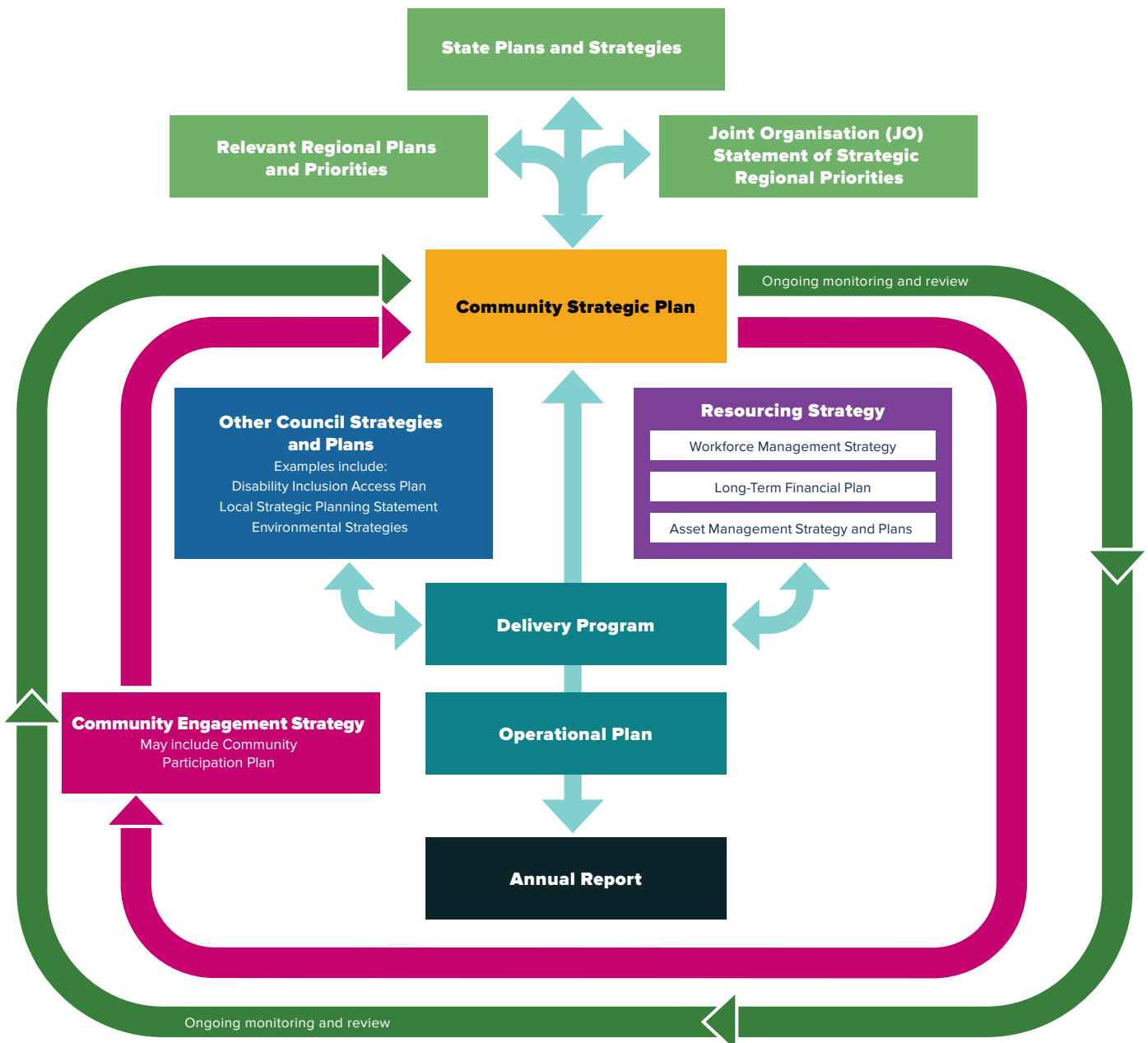
Delivering our Services

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

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

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

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



Integrated Planning and Reporting Framework

Council's Strategic Documents and Reports

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

Reporting on our Progress

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

We use the Integrated Planning and Reporting (IP&R) Framework introduced by the Office of Local Government on 1 October 2009.

Quarterly Progress Reports

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

Annual Report

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

GREATER SYDNEY

40 YEAR VISION

[The Greater Cities Regional Plan](#)

20 YEAR PLAN

[The Greater Cities Plan](#)

CITY OF RYDE COUNCIL

10 YEAR PLAN (Council area)

Community Strategic Plan

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

Resourcing Strategy (Financial, Asset, Workforce, ICT)






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

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

Council Strategies

See page 18.

KEY

 NSW Government	 Plans
 City of Ryde	 Reports
 Strategies	

FOUR YEAR PLAN (Council Term)

Four-Year Delivery Program

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

Delivery Programs

State of our City Report

ONE YEAR PLAN (Annual Planning Cycle)

One-Year Operational Plan

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

Departmental Business Plans

Quarterly Progress Reports

Quarterly Budget Review Statements

Annual Report

Annual Financial Statements

Other Council Strategies and Plans

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

Parks Plans of Management

- ELS Hall Park
- Field of Mars
- Putney Park

Generic Open Space Plans of Management

- Natural Areas
- Parks, General Community Use
- Sportsgrounds

Park Masterplans

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

Opportunities

Taking Advantage of our Strategic Strengths

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

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

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

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

Our Growing and Changing Population

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

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

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

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

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

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

Our Part in Sydney's Future

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

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

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

Adapting to Climate Change

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

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

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

Valuing our Cultural Heritage

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

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

Broadening our International Focus

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

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

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

Increasing Resource Recovery

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

Challenges

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

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

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

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

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

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



MACQUARIE PARK
METRO STATION

Ensuring Sufficient Open Space for our Growing Community

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

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

Adapting to Macroeconomic Factors

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

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

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

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

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

Reigning in Traffic, Congestion and Parking

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

Waste Management Planning

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

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

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

Long-term Financial Sustainability

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

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

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

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

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

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

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

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

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

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

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

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

How we Inform and Engage with our Community



COMMUNITY CONSULTATION

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

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

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

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

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

Our Community Strategic Plan Outcomes



GRANNY SMITH
FESTIVAL



**Our Vibrant
and Liveable City**



**Our Active
and Healthy City**



**Our Natural and
Sustainable City**



**Our Smart
and Innovative City**



**Our Connected
and Accessible City**



**Our Diverse
and Inclusive City**



**Our Open
and Progressive City**




 City of Ryde
 Lifestyle and opportunity
 at your doorstep.
www.ryde.nsw.gov.au

**HARMONY DAY
WEST RYDE MARKETPLACE**



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

Services and Performance Highlights

Advocating for our City's Future

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

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

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

Updating our Environment Plan

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

Upgrading our Neighbourhood Centres

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

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

Streamlining Development Application Lodgement

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

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

Breathing New Life into West Ryde and Meadowbank

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

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

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

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

Enhancing Community Harmony by Encouraging Regulatory Compliance

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

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

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

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

Assessing Proposed Developments

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

Creating Vibrant Spaces for Day and Night-time Activities

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

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

Opportunities for Improvement



Infrastructure to Support Rapid Growth

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

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

Ensuring the City of Ryde's Growing Population can Access Open Space

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

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



K & B CLARK AIR CONDITIONING SPECIALISTS

ELEMENT 6

LIVING ARE

LIVING ARE





MEADOWBANK
SKATE PARK



Our Active and Healthy City

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

Priorities for this Outcome



Enhanced Recreational Spaces

Providing opportunities and choice for recreation and active learning and living

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



Well-Targeted Services

Strengthening community life, connectedness and wellbeing

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

Services and Performance Highlights

Supporting our Community to Become More Active

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

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

Planning for the Future of our Sporting Facilities

We continued to plan for future growth with several key strategies adopted during the term. They include our Sports Field Action Plan, which guides the provision of active recreation spaces out to 2036 in the face of significant future population growth; our Future Provision Strategy, which highlights the areas of the City that are underserved by open space and quantifies the future demand for active recreation infrastructure; and the Urban Forest Strategy, which explores ways to increase current canopy cover to ensure the City remains cool and liveable into the future. The Anzac Park Masterplan outlines Council's vision for future upgrades of this important piece of open space in the West Ryde area to meet the needs of a growing population. A masterplan for the Green Links corridors of Shrimptons Creek, Terrys Creek and the County Road guides the future embellishment of these important active transport and biodiversity corridors. A grant from the State Government's 'Places to Roam' program will increase accessibility and improve environmental conservation objectives.

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

Act (2016) – is awaiting Ministerial approval prior to public exhibition.

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

Expanding our Parks and Facilities

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

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

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

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



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

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

Responding to Changing Community Needs

Our libraries support social inclusion, help bridge the digital divide, encourage lifelong learning and act as meeting places for a range of activities for our wider community, supporting residents at different stages of their lives. Eighteen months of COVID-19 restrictions profoundly impacted the way our community uses libraries. While they retain their place at the heart of our community with welcoming and inclusive spaces and activities, collections and facilities that strengthen community life, connectedness and wellbeing, we have adapted our services to support changing community expectations.

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

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

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

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

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

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

Opportunities for Improvement



Managing Changing User Demands into the Future

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

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

Loss of Open Green Space

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





NATIONAL
TREE DAY



Our Natural and Sustainable City

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

Priorities for this Outcome



Sustainable Planning

Reducing our environmental footprint and protecting our natural and built environments

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



Protecting Natural Areas

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

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



Resilient Infrastructure

Managing infrastructure to reduce risk and impacts

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

Services and Performance Highlights

Aiming for Zero Emissions

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

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

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

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

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

Launching a New Fund to Support our Green Initiatives

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

Enhancing Community Resilience

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

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



Reducing Water Consumption

We continued to find new ways to meet our goal of maintaining potable water usage at 2013 baseline levels. In maintaining our parks and sportsfields we proactively monitor our water usage via water meters to detect leaks and prevent water wastage and have partnered with Sydney Water to install smart sensors at high-use sportsfields at Eastwood, Marsfield, Waterloo, Bremner and Magdala Parks. These monitor soil moisture, air temperature and other parameters to inform irrigation needs.

Supporting Local Biodiversity

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

Increasing Tree Canopy Coverage

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

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

Managing Flooding Risk

To improve flood risk management, the State Government introduced amendments to flood planning provisions through the Standard Instrument LEP and Schedule 4 of the EPA Regulation 2000, including updated requirements for section 10.7 Certificates. To comply with these changes, Council generated a new set of flood maps, which were made available in January 2022. We are also working to harmonise our four flood and catchment studies to create a consistent approach and data source, and ensure the studies adhere to current legislation, guidelines and the most advanced flood modelling software.

Transforming our Foreshore

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

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

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

Protecting our Waterways

In 2022, led by the Southern Sydney Region of Councils (SSROC) and the PRCG, a 24-council group was formed to undertake a Greater Sydney Harbour Coastal Management Program. The group completed two stages (of four) of the Coastal program via grant funding to inform the development of a new coastal management program for Sydney Harbour. The grant application to fund Stage 3 was unsuccessful, with Council now exploring options with the PRCG to progress the works in 2024.

To educate our community about waterway issues and reduce litter, pet waste, gardening materials, chemicals and other pollutants from entering our waterways, we continued our work to promote PRCG's 'Love your Waterways' and 'River Aware' campaigns. We developed a new 'See it, Report it, Stop it' campaign targeting households across six creek catchments and encouraging residents to 'dob in a dumper' for waterway pollution. The campaign, which has been running for several years, has resulted in increased community reporting and monitoring of problematic areas to stop illegal dumping and improve water quality outcomes. More than 12,000 homes have been provided with education targeting behavioural change to benefit waterway health.

Council continues to participate in the 'Get the Site Right' program, a joint taskforce of local councils, catchment groups, the NSW Environment Protection Authority (EPA) and the DPE, to target erosion and sediment control on commercial and residential building sites of all sizes. We are working to educate private developments on the impacts of poor sediment controls on water quality and utilising compliance measures where breaches negatively impact our environment, under the *Protection of the Environment Operations Act 1997*. Our compliance team has also undertaken inspections and issued fines where appropriate to ensure the message reaches people who are not meeting their obligations.

As the PRCG collective member group continues to work towards making the Parramatta River swimmable by 2025, Council undertook water quality monitoring in the five main creeks that drain into the Parramatta and Lane Cove rivers, as well as at Putney Park to monitor for future swimming. We also undertook an investigation into the management of organic matter in our drains, gross pollutant traps and street gutters, with Council resolving to increase servicing of the Gross Pollutant Trap network, supported by regular street sweeping and stormwater pit servicing.

Helping our Community Live Smarter, Cleaner, Greener Lives

The City of Ryde's waste reduction efforts focus on preventing litter and illegal dumping while promoting environmentally-friendly living. Since December 2021, Council has achieved an average 40 percent diversion rate from landfill.

With over 50 percent of residents now living in multi-dwelling units, we work with stakeholders to enhance recycling in these settings, employing monitoring and educational materials to reduce contamination. We conducted trials to separate food waste, with positive responses from residents. An increasing number of residents have diverted hard-to-recycle materials from landfill since our 12-month trial partnership with RecycleSmart began in December 2023. More than 4,000kg has been collected so far, over 60 percent of which was soft plastics.

Following an audit that identified almost eight percent of red-lidded bin waste comprised single-use health products, equating to approximately 2,000 tonnes per year, we introduced a Reusable Health Products Program in 2021. The program changes the way the community thinks about health products such as nappies and period care and encourages people to reduce their environmental footprint by transitioning to reusable health products. A trial resulted in 71 percent of participants committing to reusable health care products, potentially preventing 85,000 nappies and 5.74 tonnes of menstrual products going to landfill each year from program participants alone. The program will continue in 2024/25.

We trialled a text message service to respond to frequently received requests, such as replacing damaged residential and commercial bins and about missed services. The text message process has been extremely successful with positive customer feedback and plans to expand the system to more customer request categories soon. Council's commercial waste service uniquely includes garden organics recycling and co-mingled recycling, and a new quotation process enables staff to capture all required information while also encouraging customers to consider how they might improve onsite resource recovery.

Our participation in the SSROC Paving the Way Program commenced in 2021. The Program aims to recycle glass into pavement, non-structural concrete and pipe bedding, reducing emissions and costs and creating a market for approximately one-third of Council domestic glass collections (equivalent to 70 million glass bottles per year). This project, a partnership with Transport for NSW (TFNSW) and the EPA, will replace natural

sand with crushed glass bottles to address waste processing issues, increase local manufacturing support and lower waste costs.

We installed solar-powered smart compaction street waste bins in high-traffic areas to reduce litter and scavenging by wildlife, with positive community feedback. An additional e-waste drop-off service was trialled at the annual Household Chemical CleanOut event, with 2.95 tonnes of e-waste recycled through the trial in 2023/24, indicating strong community interest in recycling initiatives. This was a strong motivator to trial the RecycleSmart service.

Managing Invasive Weeds

Invasive weeds pose a severe threat to biodiversity, displacing native species and causing land degradation. Council received a second grant from Local Land Services NSW to fund a Biosecurity Weeds Officer to assist in proactively managing weeds as aligned with State Government strategy. The officer developed and delivered a program combining physical, routine inspections on public and private lands with education for the community which was very well received. Control measures targeted species like Alligator Weed, Boneseed and St. John's Wort, while community engagement included educational workshops, local event displays and newsletters. Bushcare volunteers contributed significantly, providing thousands of hours of bushland management and weed removal activities each year across the Council term.

Opportunities for Improvement

Reaching Tree Coverage Goals

The City of Ryde's urban forest is a critical part of our urban environment, forming the foundation of our City's character, identity and resilience to climate change. It ranges from natural bushland and mangrove-lined waterways to public open spaces, street verges, backyard plantings, and green roofs and balcony gardens, providing a multitude of benefits to the City's communities, wildlife, environment, local economy and infrastructure. Council prioritises ensuring our City is kept cool for our residents by delivering its annual street tree masterplan to support this canopy target and by partnering with groups to undertake canopy planting activities. However, across the City, a significant amount of canopy cover was lost between 2010 and 2020, reducing the canopy coverage from 30.73 percent to 28.9 percent. This occurred predominantly in medium density residential areas due to insensitive urban design.

Like most Sydney metropolitan councils, the loss can be attributed to new planning policy resulting in the exponential growth of larger housing footprints and single dwellings replaced by multi-unit or duplex dwellings to meet State Government targets. This places an ever-increasing challenge to achieving Council's canopy targets of 40 percent canopy coverage by 2030. Surveys undertaken to prepare Council's new Urban Forest Strategy indicated that community members have mixed attitudes to trees, especially street trees. While many in the community appreciate and value trees and want greater numbers of street trees in their area, others raised concerns over species selection, poor tree health, trees under powerlines, damage to pavements causing trip hazards and safety issues. In response to this feedback, we now undertake a robust consultation and notification process with residents prior to planting new trees, which has resulted in fewer issues from residents.

Recycling Food Organics

Ahead of the proposed EPA food organics garden organics (FOGO) mandate for all households by 2030, in 2022 Council conducted a three-month Food Organics trial in a number of medium density unit blocks and houses. Results of the trial showed a low participation rate by residents in units, which was attributed to limited space, odour, breakage of caddy liners, language barriers, lack of food organics or lack of interest. Numbers of houses using their garden organics bin was much higher, however the odour of organic material in the kitchen caddies, breaking of the compostable caddy liners and a lack of

interest was still prevalent. The combined results of the trial provided valuable information for Council to utilise when writing new collection and disposal contracts and for future implementation.

In 2022/23, Council's domestic waste processing contractor Veolia experienced breakdowns in the machinery used to process organic materials from residual garbage through mixed waste organic outputs, with processing ceasing for eight months and significantly impacting Council's capacity to divert materials from landfill. This service has since resumed and has increased the processing rate provided to Council. Diversion rates have been aided by the introduction of additional recycling programs, including RecycleSmart kerbside collections, the reusable health products program, and greater promotion of recycling opportunities for residents.

Reducing Emissions from Business

Engaging with businesses on emissions reductions is an area of great focus for Council as we seek to reduce emissions from small to large businesses towards Net Zero by 2040. Businesses are particularly time poor, lack resources and understanding about the links between carbon emissions and business risk. Council will be providing education, information and support to address this gap through the Net Zero Community program of works as it strengthens its own sustainable procurement and climate risk programs in 2024/25.







Our Smart and Innovative City

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

Priorities for this Outcome



Business Opportunity and Investment

Businesses benefit from a prosperous local economy

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



Strengthening Business Networks

Partnerships shape business growth, investment and development

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



Macquarie Park

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

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

Services and Performance Highlights

Developing our Economy

Since its adoption in 2020, the City of Ryde Economic Development Strategy has facilitated business growth and resilience, particularly amid challenges like COVID-19, using an approach based on place-based marketing, placemaking and capacity building. Notably, the City experienced significant inward business investment and job creation, surpassing Greater Sydney averages: In 2021, the City of Ryde experienced the highest growth in inward business investment for the past 10 years, outperforming all other regions in growing future-focused, knowledge-intensive jobs, at 11.3 percent. The LGA's Gross Regulation Product (GRP) was estimated to be \$19.196 billion at the end of 2023, higher than Canberra and Hobart.

In response to stakeholder feedback in 2023, a new Economic Development Strategy (EDS) was developed and placed on exhibition in May 2024. The EDS continues the existing vision: to support a resilient economy that fosters innovation, attracts investment and celebrates diversity. It includes eight outcomes: jobs growth; encouraging businesses to expand their operations locally; attracting new investment from outside the City of Ryde; fostering a supportive environment for start-ups, scale-ups and small business; protecting and enhancing the City's innovation ecosystem; improving transportation, utilities and other essential infrastructure for business; enhancing the skill and education levels of the local workforce; and improving quality of life by enhancing amenities, recreational facilities, climate resilience and overall liveability of the City of Ryde.

Implementation of this Strategy will encompass a multifaceted approach to foster greater harmony between Council activities, greater collaboration between Councillors and staff, and more agile delivery of economic development activities. Key to implementing this Strategy will be ongoing collaboration with local partners, including local businesses, local business chambers, State Government agencies, local community groups and advisory bodies, educational institutions, and peak bodies such as Business NSW.

Promoting Investment in Macquarie Park

The Macquarie Park Innovation District is an ecosystem that contributes approximately \$13.6 billion to the NSW economy – placing it behind only the City of Sydney in contributing to NSW's Gross State Product. Council is actively working to build new relationships and attract investment into the City, which is currently home to 13 of the world's top 200 companies.

In February 2023, Council adopted a new International Relations Policy, focusing on economic, cultural, environmental and educational collaborations through Memorandum of Understanding (MoU). Engagements with officials from countries like Korea, Japan, China, Italy, and Taiwan included hosting delegations and tours of the Macquarie Park Innovation District. In March 2023, a new Advanced Technology Prospectus for Macquarie Park was delivered, facilitating local investment opportunities.

Council facilitated engagements with domestic and international companies interested in investing in Macquarie Park projects or partnering with local startups.

In October 2023, an MoU was established with Taiwan's Hsinchu Science Park Bureau, focusing on semiconductor and biomedical industries. Additionally, Council enhanced relationships with State Government agencies to improve service delivery for local businesses. Support for local Chambers of Commerce and business networking groups was provided through sponsorships and in-kind support.

Over the Council term, we also delivered initiatives to support local businesses such as Get Connected. Run in partnership with Macquarie Park Ryde Business Chamber the event connected over 200 SMEs to support services, relevant information and networking opportunities. At the Macquarie Park Expo, delivered in partnership with Connect MPID, Council promoted innovative companies with more than 800 employers, employees, innovation and start-up ecosystem participants taking part in the expo.

Catalysing our Evening Economy

To catalyse economic growth and job creation within our night-time economy, in 2024 we developed a strategic blueprint designed to optimise the City of Ryde's after-hours experience for businesses, residents, workers and visitors. Developed with extensive community input and designed to foster a conducive environment for entrepreneurship and investment, the new Night-Time Economy Strategy will foster social connection, promote safety and wellbeing, enhance our City's cultural vitality and support local businesses.

The Strategy recognises that a one-size-fits-all approach to the night-time economy will not meet the varied tastes and preferences of our residents and visitors; instead, it recognises the distinct needs and aspirations of each economic centre. It lays the foundations for different flavours of night-time vibrancy in each corner of the City, whether they involve late-night dining, exploring cultural attractions or taking a leisurely stroll through well-lit streets. The strategy will support nocturnal activities through streamlined regulatory processes and initiatives that support business innovation, including enhanced lighting and infrastructure, the implementation of measures to manage noise and crowds, and, where necessary, coordinating with NSW Police to ensure a safe and welcoming environment for all.

Masterplanning Economic Success

To support businesses, we undertook public realm improvements and upgrades in neighborhood and town centres, and ran projects and events to support local businesses and stimulate economic activity throughout the Council term.

Our masterplanning process now has greater focus on both community and the economy, with consideration being given to how land use planning, redevelopment and investment in the public realm can reduce risks and the cost of doing business.

Our Eastwood Renewal Strategy, developed in 2023/24, seeks to unlock future opportunities across the Eastwood economic centre to attract visitors to this growing tourist hub. Anticipated benefits include providing infrastructure for Eastwood's growth, such as a library and community hub, and managing traffic effectively. The Strategy will enable a structured approach to development and enhance connectivity and architectural harmony with the surrounding streetscape, while addressing flooding concerns to stimulate further development in the precinct.

Led by the implementation of the Koreatown project along Rowe Street East, the Strategy will also help inform the broader renewal of Eastwood as a place where visitors can experience a melting pot of cultures. A Chinese cultural precinct on the western side of the shopping area in Eastwood is underway. Known as 145 CT the precinct will feature appropriate and inclusive signage, decorations and other public art.

To alleviate parking and congestion issues in Eastwood Town Centre a new multi-storey carpark will be constructed near Glen Reserve, while the masterplan will also include the corridor to Ryde Hospital.

Beautifying our City while Cutting Graffiti

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



Next service

Direction	Next
TALLANGONG	7 Min
TALLANGONG	24 Min
TALLANGONG	10 Min

Welcome to Sydney Metro

2



Lift to concourse



Opportunities for Improvement



Lack of Flexible and Affordable Office, Incubator and Innovation Spaces

There is currently an oversupply of A-grade and B-grade office space within the Macquarie Park Innovation District and a lack of flexible and affordable office, incubator and innovation spaces. By introducing additional permissible uses into the NSW planning system, including an Innovation State Environmental Planning Policy to protect innovation spaces while also encouraging innovative mixed industrial and residential development, we can provide greater support for local start-ups. We can further enhance the innovation ecosystem by leveraging opportunities created by the Australian Government's focus on Industry 4.0 and sovereign manufacturing and by creating a platform to increase venture capital inflows in the Australian innovation ecosystem to support local start-up growth.

Lack of Vibrancy and Amenities for Workers Across our Economic Centres

We have an opportunity to enhance our economic centres, including the night-time economy, through urban renewal, increased densification and a commitment to provide local employment opportunities alongside residential development. We can support this growth by leveraging the completion of the expanded Sydney Metro network to attract businesses, workers, and students to the City of Ryde.

Increased International Investment

We have an opportunity to increase investment into our City through cooperation with international partners who seek to leverage the City's strengths and share knowledge, technologies and human capital.





Our Connected and Accessible City

Ryde is a City where it is easy, safe and convenient for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport are easy to use and well connected throughout the City.

Priorities for this Outcome



Connections To Our City

Improving access to our suburbs, workplaces and major destinations

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



Connections Within Our City

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

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



Digital Connectivity

Accessible digital connections for the community and business

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

Services and Performance Highlights

Shaping our City's Transport Future

Traffic remains a key concern for residents within the City of Ryde, leading Council to develop a number of major transport strategies in recent years. These outline the actions needed to address future traffic challenges and achieve sustainable, safe, accessible and convenient transport for the City of Ryde community.

Major transport strategies completed in the current term include the Integrated Transport Strategy 2041, our Bicycle Strategy and Action Plan 2022 – 2032 and our Sustainable Transport Strategy. We also undertook comprehensive transport studies for the Meadowbank/Melrose Park Precinct and the North Ryde precinct. These have assisted Council to deliver key projects, such as installing new signalised pedestrian crossings in Eastwood and introducing real-time dynamic parking management systems in Macquarie Park, which improve traffic and parking management within the increasingly congested road network.

Having these transport strategies and studies in place has also helped Council to advocate for better transport infrastructure and services to be delivered by the State Government and other major stakeholders. This includes our partnership with local stakeholders to successfully advocate for changes to the proposed design for the Macquarie University Bus Interchange, which fell short of community expectations.

New design proposals support a safer and more place-oriented design that provides better public space for the community, reduces vegetation loss and improves public transport connectivity to and from Macquarie Park. We also significantly influenced the Stage 2 design for the Parramatta Light Rail project, by working closely with local community groups to minimise the project's impact on residents in Melrose Park, while maximising benefits for our City.

In 2022, Council became the first local government to join the Electric Vehicle Council of Australia. This partnership has positioned the City of Ryde as a key voice for electric vehicle, transport and infrastructure industries consulting on challenges faced by councils as the world transitions to no-emissions technology. We are also an important advocate for our community as it seeks access to State Government support to facilitate the clean energy transition.

Making our Roads Easier to Travel

During the Council term we completed over 300 road projects to improve overall road condition for the local community, including road kerb renewal, road rehabilitation, footpath expansion, traffic improvement and construction of bus shelters. We provide a quick response pothole repair service to mitigate any risk to road users: potholes are repaired within 48 hours of reporting, while larger areas suffering from advanced deterioration are registered in Council's Asset Management System for inclusion into our Heavy Patching Program. Following unprecedented rain and flooding in 2022, our 320-kilometre road network was badly impacted. Council received approximately \$4.5 million in funding from the State Government to return our roads to a safely navigable condition for the community.

Lighting our Streets with Low Energy LEDs

With 7,800 streetlights across the City of Ryde accounting for around 46 percent of Council electricity costs, we partnered with Ausgrid to accelerate the replacement of older residential streetlights with light emitting diode (LED) lighting. As of 2 June 2024, Ausgrid had upgraded 5,478 streetlights to energy efficient LEDs, reducing energy consumption by more than 30 percent. This program contributes to reducing energy and to achieving Council's overall net zero emission targets.

Encouraging Bike Use

Our ongoing efforts to promote cycling throughout the City help ease traffic congestion, reduce greenhouse gas emissions, contribute to Council's Net Zero objectives, and help residents maintain a healthy lifestyle. We provide and maintain cycling infrastructure and deliver programs that help improve cycling skills and confidence for different segments of the community. These include cycling workshops in partnership with local groups such as Bike North and collaborations with local businesses to promote cycling through specialised events such as Biketober and National Ride2Work Day, and at Council's annual Sustainability Festival.

The City of Ryde is home to 560 kilometres of cycleways and shared user paths. Expanding and improving our cycle network to better connect people with our vibrant centres, open spaces,

schools and places of work is guided by our Bicycle Strategy and Action Plan 2022-2030. Council uses the priorities identified in the Strategy to secure funding with the NSW and Federal governments to ensure the completion of priority routes. We are also working with Transport for NSW and other stakeholders, including the Northern Sydney Regional Organisation of Councils (NSROC), on the development of the regional bicycle network, which will provide connectivity for people who ride between major destinations across Greater Sydney.

During the current term, key cycling projects delivered by Council include a continuous cycle link on Pittwater Road connecting Epping Road, North Ryde and Victoria Road, Gladesville; line marking and lighting works along Shrimptons Creek and Archer Creek to improve safety and visibility; and the concept design for the regional cycle route connecting Chatswood and Burwood. Council also secured funding to deliver a shared path on Hermitage Road to improve cycling accessibility into the Meadowbank Education and Employment Precinct and an improved cycling route between Macquarie Park and West Ryde.

Encouraging Sustainable Transport

As part of our commitment to encouraging more active and sustainable transport options, 26 car share spaces were installed across the City during the Council term, bringing the total to 38. We also continued our EV transition by installing additional charging infrastructure in Eastwood in the new Rowe Street carpark. These support the additional 27 chargers already installed across the City, including two other Council-owned charging locations. We are continuing to engage with providers and the State Government to identify opportunities and remove barriers for community access to public EV charging infrastructure and will continue to support installation in multi-unit dwellings.

Our free Shop Ryder bus service, which averages 38,000 passenger trips each year, provides community transport to key town centres that are currently underserved by public transport connections. It is used by a third of travellers to reduce their environmental footprint, with more than 90 percent of respondents using the service at least weekly.

Increasing Safety

Council delivered more than 100 road safety programs for different segments of the Ryde community in the current term. Regular programs provided by Council include the Seniors Low Risk Driving program, Child Car Seat Checking Program and Pedestrian Safety program. We also engage the community on road safety matters at events such as Macquarie University orientation events, Council's Sustainability Festival, Granny Smith Festival and other community events. These initiatives raise public awareness about road rules, encourage safe travel practices and target behavioural change to reduce accidents and trauma on our roads.

More than 200 safety-related upgrades and improvements were made across our road network, including the installation of pedestrian refuges, crossings, traffic calming devices, pedestrian crossing lighting, kiss and ride facilities, traffic intersection controls and signage and line-marking upgrades. We provided input into the development of high pedestrian activity area zones within Eastwood Town Centre, West Ryde Town Centre and Meadowbank. We also worked with all 28 schools in the City of Ryde to improve safety at student pick-up/drop-off times, including improving pedestrian infrastructure and school bus accessibility and promoting the benefits of active and public transport use.

Supporting Neighbourhood Economies with Parking

The City of Ryde became one of the first councils in New South Wales to launch real-time parking availability for accessible parking spaces through the NSW Government's Park'nPay app.

The app was launched in Macquarie Park in February 2022. It allows motorists to pay for and top up existing parking online, and search for the on-street parking in Macquarie Park and at Eastwood's Rowe Street East carpark in real time.

The new multi-level short-stay Rowe Street carpark was constructed by Council to address the demand for parking by shoppers in the area and to help boost the local economy. Customers enjoy two hours of free parking, CCTV security and EV charging stations.

Opportunities for Improvement



Electric Vehicle Uptake

The rapidly increasing pace of electric vehicle (EV) adoption is creating new expectations that councils will provide recharging infrastructure. The City of Ryde continues to work with the State Government and industry to advocate for policy supporting installation of charging infrastructure in private developments as well as additional public charging access.

Transport for NSW is investing in NSW's first Zero Emission bus depot in Macquarie Park, although this will provide a like-for-like replacement of the existing fuel-based fleet only. Planning issues associated with the depot remain to be worked through by the State Government, with impacts expected to fall on the Macquarie Park community until these are resolved.

Community Transport

Due to increased density across southern areas of the City, the current Shop Ryder service is experiencing pressure from increased use and equitable access, with some parts of the route now also supported by public bus routes. A review of the current route is planned to assess the suitability of the route to manage growing demand against safety considerations and services offered by State Government bus routes.

SHOP RYDER
BUS STOP

Book a **FREE Household
CleanUp Collection**
www.ryde.nsw.gov.au/cleanup or call 995

 City of Ryde
 **ShopRyder**
FREE COMMUNITY SERVICE





Year of the DRAGON

City of Ryde
LUNAR NEW YEAR FESTIVAL

SATURDAY 17 FEBRUARY
4PM – 9PM | EASTWOOD OVAL

- AMUSEMENT RIDES • DRAGON AND LION DANCE
- MARKET STALLS • FOOD TRUCKS • 9PM FIREWORKS

ryde.events/LNY



Our Diverse and Inclusive City

The City of Ryde is home to a diverse community, where people celebrate their similarities and differences. The City includes diverse cultural spaces and places for people to come together. This rich social, cultural, historical and creative tapestry provides an enduring legacy for future generations.

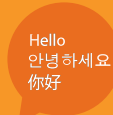
Priorities for this Outcome



An Engaged, Connected Community

People feeling connected within their community

- Working with stakeholders, partners and the community to support all members of the community and promote social inclusion
- Through our community network and with State agencies, appropriately supporting all members of the community and providing access to available services and facilities



Celebrating Culture and Heritage

A distinct local identity built on our City's character and rich cultural heritage

- Continuing to enhance our events program to provide opportunities to celebrate diversity and heritage and promote inclusion
- Collaborating with community groups, businesses and community to ensure our events and activities remain relevant



Accessible Community Facilities

Easy access to diverse cultural spaces, places and opportunities

- Planning for and enhancing cultural and community facilities to meet increased demand and ensure equitable access for all sections of our community

Services and Performance Highlights

Developing our Community

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

We provide a range of community development activities each year, with 22,842 people participating in a mix of in-person and online offerings each year. During the Council term, we celebrated diverse events, including WorldPride, the Seniors Festival, International Women's Day, Harmony Day, Youth Week, Refugee Week, Neighbour Day, NAIDOC Week and Reconciliation Week and the Moon Festival. Other activities included National Families Week Healthy Relationship sessions in English, Chinese and Korean, information sessions to assist new migrants and refugees, an Aged Care Employment Expo and anti-racism training.

We developed the City of Ryde High Density Living Plan to engage people living in high density dwellings, as they are more prone to social isolation and less likely to know or engage with their neighbours. We launched the Meet your Neighbour program, which provides one-off funding for initiatives that encourage neighbours in high density living to connect.

Nurturing the Arts

We recognise the vital role creativity and the arts play in acknowledging our identity, creating a strong sense of community and supporting our local economy. In the past decade, the City of Ryde has become a much more vibrant and creative place, with installations, murals, creative activities and events lending colour to our community. Guided by our Creativity Strategy, our arts and creative development initiatives delivered a diverse range of activities that attracted more than 6,000 in-person attendees, plus thousands of listeners and subscribers. More than 50 percent of our arts and creative programs were delivered in partnership with our culturally and linguistically diverse (CALD) community.

Activities include Creative Meet Up networking nights; Professional Skills for Creatives workshops; Get Gig Ready Podcasts featuring local musicians that were developed in partnership with 2SER and attract more than 100,000 listeners per quarter; and the introduction of our Artist-In-Residence

program, with our inaugural artist Rooi Ping Lim starting her residency in Westward Cottage.

We also established a Youth Creative Competition, with 80 registrations across art and writing categories. The City of Ryde Artist Register has over 290 artists and creatives and has helped us to share expressions of interest and upcoming opportunities for artists, and to facilitate sector networking. Our Creative Spotlight Series showcases up to 22 local artists each year, while our monthly Arts eNewsletter also reaches up to 1,300 subscribers. Fifty free professional development workshops were held across the term to help local creatives grow and sustain their practice, get expert advice and meet other practising artists in the area. We also continued to deliver our annual SWAP – Sustainable waste to art – prize. Now in its 14th year, the prize engages schools, youth and the community to create pieces from existing resources. This art prize is well loved, and averages more than 80 pieces in the two-week exhibition, which expresses the importance of resource recovery, avoidance of waste and reuse.

We developed the City of Ryde Live Music Plan 2024-2028, with input from local artists, venues and residents to promote live music in the area through collaborations, supporting diverse musicians and engaging young audiences. It will also create more performance venues and rehearsal spaces, improve presentation and networking opportunities and establish outdoor music venues and events. A 12-month live music activation program was launched in 2024 to support local musicians to perform in public spaces and places.

Supporting Disability and Inclusion

Under the *NSW Disability Inclusion Act 2014*, Councils are required to review their Disability Inclusion Action Plans (DIAPs) every four years. To date we have completed 57 percent of planned actions in our DIAP 2022-2026, with an additional 12 percent partially implemented. Our DIAP outlines Council's central role in promoting inclusion through providing accessible and inclusive public spaces, infrastructure, services and information and creating opportunities for all people to participate in community life. It has resulted in new initiatives, such as the City of Ryde becoming one of the first councils in New South Wales to launch real-time parking availability for accessible parking spaces through the NSW Government's Park'nPay app. Our Inclusive Volunteering project provides people

with disability access to suitable volunteering opportunities: ten registered volunteers with disability have actively participated in volunteering activities at Council, helping them to build transferrable skills and broaden their networks. We have also recruited a person with intellectual disability to work in Community Services as the Community Development Project Administrator.

Making Community Facilities Easier to Access

Our wide range of facilities provides the community with equitable access to a range of quality meeting, gathering and activity spaces to strengthen community life, social connectedness and wellbeing. With 28 facilities across the LGA, including halls and meeting rooms of varying sizes and amenity levels, we offer subsidised rates for not-for-profit community organisations and groups to support their services and activities.

During the pandemic, we worked with over 159 regular community hirers to communicate changing requirements and restrictions. Once life roared back to normal after two years of pandemic-induced disruption, numbers of visitors to our facilities rapidly exceeded pre-pandemic levels and reinforced the need for places for our community to meet at a reasonable cost. There were 18,397 bookings in our for-hire venues during the Council term, with over 690,470 participants using Council facilities.

Our licensed community buildings continue to be fully occupied by a range of not-for-profit community organisations, including preschools and community services programs. We also produce a Leisure Activities and Community Courses Directory, which promotes more than 65 community groups and the activities they hold.

To enhance the experience of community facility users, we introduced a new online booking system and keyless access system. A regular renewal and maintenance program is also in place to ensure the facilities are in good condition for hirers and licensees.

New facilities include the auditorium at Lachlan's Line, which opened in July 2023. It hosts events ranging from regular educational, recreational, community wellbeing, arts and cultural activities, concerts and performances, to school holiday, social and religious programs, as well as private, commercial and Council events. In 2023, an additional classroom was constructed at North Ryde Community Preschool, increasing the capacity of the Preschool from 51 to 76 children per day or 150 children and families throughout the week. Work was also completed at the North Ryde School of the Arts to expand the stage and install new lighting and audio equipment. Community Building Partnership funding supported an upgrade of Marsfield Community Centre, and a Caring for State Heritage funding

supported the development of a Landscape Management Plan for Brush Farm House.

Hosting Events that Bring our Community Together

Our annual events program brings together families and friends to enjoy each other's company, tantalise their taste buds and discover new things in places they know well. Approximately 130,000 people attend events each year, with a 91 percent community satisfaction rate. Some of the events held over the year included Australia Day at Meadowbank Park, the Lunar New Year Festival in Eastwood, the Cork and Fork Food and Wine Festival in Kissing Point Park, the West Ryde Easter Celebration, our Cinema in the Park series and FIFA Live Sites.

We also host citizenship ceremonies that welcome around 2,000 citizens each year. ANZAC Day and Remembrance Day commemoration services are popular local events, as is the Granny Smith Festival – Sydney's largest street festival. The festival attracts an estimated crowd of 80,000 participants to celebrate the life of one of the district's most renowned citizens, Maria Ann Smith.

The City of Ryde Events Plan 2024-2028 was developed to provide clear direction for the future planning, development and implementation of events in the local government area, with community input invited to share the events they love now, what they would like to see in the future, and ideas for making our events even better.

Supporting our Community Through Grant Funding

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

During the Council term, to January 2024, a total of \$1,018,980 was provided to the community by the Community Grants grant to support 207 projects. Funding was provided in the following categories:

- Community wellbeing grants
- Events grants
- Arts and creativity grants
- Community facilities and equipment grants
- Sport and recreation grants
- Small grants
- Venue hire.

In 2023, a review of the Grants Program was undertaken to ensure that Council's grants continue to meet community need and are equitable and accountable. The Policy and Guidelines were subsequently revised, including changes to categories, with the Small Grants and Venue Hire categories consolidated into the other five categories. The amount of funding available in each category was also updated to reflect the changes. In recognition of an emerging need in the City of Ryde, a new category was created in our General Donations program. 'Meet Your Neighbour' supports community-based projects that assist residents in high density living to get to know their neighbours.

Our partnership with Grant Guru on the City of Ryde Grant Finder provides a free, comprehensive list of funding and grant opportunities across Australia and lets users search the database for suitable grants, receive alerts about upcoming grants and access tips on applying for funding.

We also provide support through the Local Heritage Assistance Fund, which helps offset costs associated with undertaking repairs, maintenance and conservation works by owners of listed local heritage items and identified properties in Heritage Conservation Areas. This term we supported 27 grant funding applications for a combined total of \$257,537 (although there were no grant funding applications in 2022 due to COVID-19).

Supporting Reconciliation

Implementation of the City of Ryde's Reflect Reconciliation Action Plan (RAP) commenced in June 2020 and was completed in January 2022. The aim of the RAP is to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. The RAP is a strategic document that includes practical actions to drive our contribution to reconciliation both internally and in the community.

During the Council term, we implemented 27 of the planned 36 actions which included observing Aboriginal and Torres Strait Islander days of significance such as Sorry Day, National Reconciliation Week and NAIDOC Week. We have started to develop the next iteration of the RAP, Innovate, which is due for completion in late 2024.

We prioritised engaging with our Indigenous community through strategic thinking and planning within our current masterplans for new town centres. This knowledge will fundamentally shape how we consider 'country' as a primary principle in how we build and nurture our City for its people and environment into the future.

Council also partners with the First Nations community providing traineeship programs for those interested in working in local government.

Reducing Domestic and Intimate Partner Violence

Domestic and intimate partner violence was a focus across the term. The City of Ryde has zero tolerance towards gender-based violence and is a White Ribbon Accredited Workplace after gaining successful accreditation in July 2021. The program requires workplaces to meet set standards to build upon existing workplace practice and demonstrate commitment to gender equality by making environments safe for women, driving social change and preventing gendered violence and abuse.

As part of the accreditation, several key initiatives were implemented, including domestic violence training for all staff and mandatory training for people leaders. Development of a Domestic Violence Safety Plan, a Continuous Improvement Plan and Workplace Risk Assessment was also undertaken. White Ribbon-themed days were held with guest speakers discussing gender bias and the effects of gender stereotyping. We also implemented a 'Let's come together to end domestic violence and abuse' campaign which includes the residential bin stickers, fleet vehicle stickers, fence banners and floor decals.

Community campaigns included the 16 Days of Activism, White Ribbon Day and International Women's Day, held each year. We also worked with our multicultural community ambassadors to develop a series of resources in community languages to help people from different cultural backgrounds recognise domestic violence and find out where to seek help.

Opportunities for Improvement

ARTIST-IN-RESIDENCE,
ROOI PING LIM



Combatting Social Isolation in High Density Living

To combat social isolation in high density buildings we need to work with building managers and strata management committees to deliver programs and activities to support residents to better connect with their neighbours and the broader community.

Enhancing our Creative Identity

In alignment with our Creativity Strategy, we need to continue to provide a diverse range of programs that strengthen artistic knowledge, connection to community and individual/group creative storytelling. We also need to identify local established artists to encourage professional music performances at events and mentoring of emerging artists.

Ensuring Inclusive Events and Spaces to Meet

To strengthen our growing and changing community, improving and supporting inclusive events that cater to the diverse needs and interest of the Ryde community will reinforce connection and a sense of belonging for all. We can achieve this by enhancing the accessibility of both Council- and community-led events for people with disability. We can also help meet community demand for accessible and affordable community spaces by identifying and promoting non-Council venues.

Evolving our Grants to Meet Community Need

Annually reviewing our Community Grants Program will help ensure that the program continues to evolve to meet community need, is accessible and equitable. We will continue to strengthen community capacity in grant writing and the application process to enhance the quality of applications and potential outcomes for the community.

Promoting Indigenous Reconciliation

We need to consult with Aboriginal and/or Torres Strait Islander stakeholders throughout the journey of our Innovate RAP. Developing and delivering programs that foster a greater understanding of reconciliation and First Nations histories, cultures and ways of being will benefit both staff and community members.

Gender Violence Prevention

We will continue to develop new gender violence prevention strategies, including educating the community and mentoring young men about issues such as violence and gender equality.



CITY OF RYDE CUSTOMER SERVICE STAFF

25% Australian women experienced emotional



Our Open and Progressive City

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

Priorities for this Outcome



Advocacy on Key Issues

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

- In building our City's future with its stakeholders and community leaders, we will be strongly advocating on behalf of our community, especially on development matters and emerging social challenges
- Maintaining strong relationships with State agencies, business and key stakeholders in planning and shaping the City's future



An Engaged and Informed Community

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

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



Well Led, Financially Sustainable

Transparent, responsible leadership and governance

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

Services and Performance Highlights

Serving our Community

Each year, we strive to anticipate our community's needs and to exceed their expectations when dealing with Council. Our Customer Service department has answered approximately 201,000 customer service calls with 84 percent resolved at the first point of contact over this Council term. Each year, we also serve thousands of customers in person at the Customer Service counter located at 1 Pope Street in Ryde. We offer maximum flexibility for engaging with Council – for example, during the pandemic lockdown all Council Customer Service functions were handled online, over the phone and via email. Alternate drop-off arrangements were also put in place so customers could continue to submit physical documents and other materials. We have maintained this flexible approach with customers able to interact with us in the way or at the time that suits them best.

Engaging with our Community

Council's community engagement site ensures stakeholders are informed of changes that might impact them, through transparent and robust community consultation and engagement on relevant projects, plans, policies and documents. Meaningful opportunities for feedback are created so that it can be considered in the decision-making process. Consultations are promoted through Council's digital and print channels and the site provides staff with a range of valuable information for analysis and reporting of engagement projects.

With almost half our residents speaking a language other than English at home, new ways to reach and connect with those from culturally and linguistically diverse backgrounds are always being sought. Where appropriate, translated information is provided in a range of community languages and relevant media organisations are utilised to help reach specific audiences. Major consultations within the term included the Integrated Open Space Plan Update, Draft Local Infrastructure Strategy, Draft Economic Development Strategy and Night-Time Economy Strategy, Draft Delivery Plan 2022-2026, Draft Operational Plan 2024-2025, Eastwood Masterplan, West Ryde-Meadowbank Renewal Strategy and Macquarie Park Innovation District Rezoning.

Council also keeps residents informed through a range of communication channels including various print publications, such as regular advertisements in local newspapers and a

quarterly print publication delivered throughout the area, digital channels including e-newsletters, Council's website and social media channels, and external channels such as bus shelter and website advertising. An updated Social Media and Media Policy was released for consultation towards the end of Council's term to provide guidance and consistency for Councillors.

The City of Ryde's website is a central hub for news and information on impacts to our services, support for businesses and the community, resources, emergency contacts and events. This is supported by our social media channels, which amplify and tailor content to the needs of our many audiences. Over the course of the term, website upgrades continued to support the development of our website and improve search functionality, security and accessibility. Our new staff intranet was also launched during the term, with an enhanced menu to help staff quickly find information as well as a documents hub and news and updates among other features.

Delivering Projects that Make our City Better

During the Council term the City of Ryde's program for delivering community infrastructure faced significant challenges due to the COVID-19 lockdowns and subsequent impacts on global supply chains and workforce. Multiple periods of unprecedented rainfall also delayed construction activity.

Despite this, changes to the way we manage capital projects going forward meant that delays were minimised and over 500 capital projects were delivered. Works involved undertaking surveys, developing concept plans, developing detailed designs and specifications, undertaking quantity assessments, developing costings, calling for quotations and tenders, procurement, contract administration, construction works, quality assurance, handovers and more. Projects ranged from traffic calming measures and traffic facilities to *Disability Discrimination Act* compliance, heavy patching programs, stormwater expansion, road resurfacing, road kerb renewal, stormwater asset replacement and footpath construction. Significantly, we delivered the new 146-space short-stay carpark in Rowe Street Eastwood as well as 827,167 m² of footpaths and shared paths provided to improve access and mobility across the City.



COMMUNITY CONSULTATION
AT SANTA ROSA PARK

Managing our Property Portfolio

The City of Ryde's portfolio of commercial, residential, affordable housing, corporate and operational buildings is valued at more than \$130 million and is managed to provide a quality commercial offering and desirable place of employment. Occupancy of our commercial properties averaged 95 percent during the term, creating a financial return to Council, and reducing reliance on rate revenue as a source of income.

A suite of principles guides planning for the City's current and future property portfolio and includes maximising value, serving identified needs, maintaining financial viability, ensuring properties are fit for purpose, encouraging multipurpose use and managing risk.

During the term we received open space, public domain works and built facilities in excess of 2,500 square metres in floor area in the Lachlan's Line residential precinct at North Ryde.

We also received nearly 10 hectares of land for open space and environmental conservation purposes, which was transferred to Council by the NSW Department of Planning, Industry and Environment. Land was also purchased near Ryde Park to enhance existing open space and meet the recreation needs of the community.

Ensuring Construction Meets Community Expectations

Following building work rectification orders issued for 23 Halifax Street, Lachlan's Line, 3 Smith Street, Ryde, 13-15 Porter Street, Ryde, 2-6 Junction Street, Ryde, and 20 Nancarrow Street, Ryde, owners, residents and the community expressed reduced confidence in the building industry to deliver high-rise buildings to required construction standards.

The Building Commission NSW issued a rectification order for apartment buildings situated at 23 Halifax St, Lachlan's Line, Macquarie Park, which includes Council facilities. The order followed the discovery of defects in the long-term durability of concrete in the basement levels of the building. Public domain spaces surrounding the complex were not affected and there was no risk to public safety, however disruptions occurred while the developer carried out rectification work.

In response, we are continuing to advocate to the State Government by asking that it establish legislation for stronger building reform. We are also continuing to raise concerns regarding the planned 8,000 apartments in Macquarie Park that could lead to similar risks for the community.

In addition, we are exploring mechanisms to ensure the community is informed about all future intentions by the Building Commission to serve rectification orders on developments in the City of Ryde.

Opportunities for Improvement

Moving Forward on the Ryde Central Project

The Ryde Central site has been the subject of many years of planning to re-establish Council's civic and administrative presence on the site through development of a new administration and civic centre and enhanced community space. While significant progress was made in the preconstruction and design activities of the approved development, significant funding shortfalls due to issues with the original funding strategy prevented the Project from progressing any further. Consequently, Council at its meeting of 28 November 2023 resolved to defer the construction of any new civic building at this site until sufficient funding is available through prudent financial management that ensures Council remains fit for the future and there are no adverse impacts on the provision of rates, services, and programs. It also reaffirmed its commitment to retain public ownership of the site.

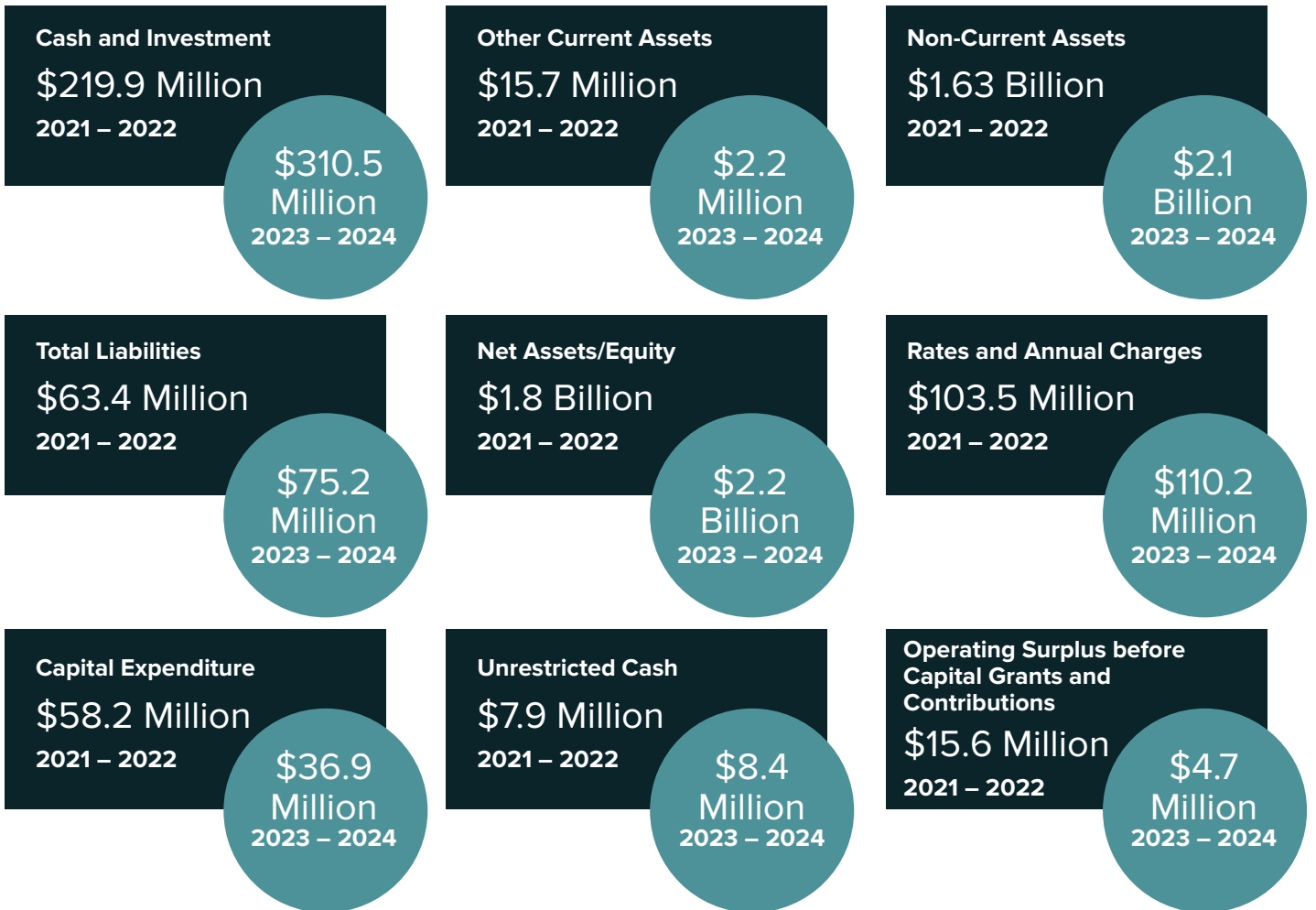
At a subsequent Extraordinary Council meeting of 23 January 2024, Council resolved that staff explore options in the interim for the use of the Ryde Central site for public open space and recreation. In response to these, as well as subsequent resolutions of Council, a range of open space scenarios are being explored and will be presented for Council consideration at its meeting scheduled for 25 June 2024.

Financial Summary

During the term, Council has revised its focus on **best practice financial management** to ensure it abides by its obligations under Section 8B of the *Local Government Act 1993*.

The Act requires Council's spending to be responsible and sustainable and have regard to achieving intergenerational equity whilst still providing services and infrastructure that benefits the community.

Growth during the term of Council's Cash and Investments, Net Assets/Equity and Unrestricted Cash are indicators of Council practicing best practice financial management to continue to strengthen its financial position to best serve its residents now and in the future.



	Start of Council Term 2021 – 2022 \$'000	2022 – 2023 \$'000	End of Council Term 2023 – 2024 \$'000
Cash and Investment	219,906	247,697	310,527
Other Current Assets	15,730	14,550	2,271
Non-Current Asset	1,627,751	1,973,099	2,091,064
Total Liabilities	63,382	67,188	75,282
Net Assets/Equity	1,800,005	2,168,158	2,225,098
Rates and Annual Charges	103,463	103,730	110,190
Capital Expenditure	58,160	37,732	36,900
Unrestricted Cash	7,863	8,498	8,400
Operating Surplus Before Capital Grants and Contributions	15,644	8,532	4,702

Next Steps

This State of Our City Report will inform the review and development of the next suite of documents required under the IP&R framework, including the revised Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Four-Year Delivery Program, One-Year Operational Plan, and other Council Strategies and Plans.



GRANNY SMITH
FESTIVAL

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 ֆաղաքային խորհրդի անձնակազմի հետ, ովքեր ձեզ համար կապահովեն թարգմանչական ծառայություն: Կամ կարող եք զանգահարել Թարգմանչական Ծառայություն 131 450 հեռախոսահամարով և խնդրել, որ թարգմանիչը ձեզ զանգահարի: Խորհրդի հեռախոսահամարն է 9952 8222: Խորհրդի աշխատանքային ժամերն են առավոտյան ժամը 8:00-ից մինչև երեկոյան ժամը 5:00, երկուշաբթիից մինչև ուրբաթ:

Chinese

如果你不明白这封信的内容，敬请前往1 Pope Street, Ryde (位于Top Ryde Shopping Centre内)，向市政府工作人员咨询，他们会为您安排口译服务。此外，您也可以拨打131 450联络翻译和口译服务，要求口译员与您联系。市政府电话号码为9952 8222。市政府办公时间为周一至周五上午8:00至下午5:00。

Farsi

لطفاً اگر نمی توانید مندرجات این نامه را درک کنید، به نشانی 1 Pope Street، Ryde (در Top Ryde Shopping Centre) در Ryde مراجعه کنید تا با استفاده از یک مترجم دراین باره با یکی از کارکنان شورای شهر گفتگو کنید. یا آنکه می توانید با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید 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

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.

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