

# nextsteps

CITY OF RYDE: ANNUAL REPORT 2008/2009





*great open spaces and parks for play*



## VISION

### Where are we headed?

Ryde will be an innovative city, a leader in environmental, economic and social sustainability.

## MISSION

### What benefits will we bring to our community?

The City of Ryde will work with the community to provide essential services and to ensure Ryde is a vibrant place to live.

## OUR COMMITMENT

### How will we achieve this?

The City of Ryde commits to delivering a range of outcomes for the long term healthy and sustainable development of the City of Ryde. We do this through our financial, political and organisational capacity and through effective engagement with our community and key partners.

## VALUES

### What underpins our commitment?

**PROFESSIONALISM**  
We deliver effective services to the community with consistent decision making.

**TEAMWORK**  
We work together with respect and support.

**LEADERSHIP**  
We promote clear direction and encouragement.

**ETHICS**  
We are honest, responsible and accountable for our actions.

**PRIDE**  
We have satisfaction in our work.

**RECOGNITION**  
We acknowledge our achievements.

# about this report

We report to our community and stakeholders in a number of ways.

This Annual Report focuses on the financial and operational performance of the City of Ryde in 2008/2009, documenting our performance against the Management Plan 2008–2012 and the 2008/2009 Budget. The report includes a snapshot of our performance (both highlights and challenges) and an overview of the next steps into future, including our plans to ensure the sustainability of our organisation, our City and the community we serve.

Our State of the Environment Report (SOE) is issued as a regional report with the Northern Sydney Regional Organisation of Councils (NSROC). The SOE report describes our plans and performance in managing the environmental dimension of our activities.

## Sustainability at the City of Ryde

The City of Ryde is improving its approach to sustainability reporting. This 2008/2009 report demonstrates that we are coming closer to achieving full integration of sustainability considerations in our strategies and service delivery.

Core elements of sustainability reporting include the corporate policy, strategy and objectives to achieve and maintain sustainable development, and the presentation of data and information to reflect current performance against specific environmental, economic, social and governance targets. Our report draws on the criteria of the Global Reporting Initiative (GRI) Guidelines and includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. While Council is not yet fully compliant with the GRI, our sustainability reporting has been progressively integrated into our Management Plan and Annual Report.

The following symbols are used to highlight areas of this Annual Report where further information is available:



Environment Initiatives in the State Environment Report (SOE)



Where partnerships have occurred



On our website [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au)

Our community and stakeholders can support the environment by choosing to receive the City of Ryde's corporate communications in electronic form.

## Audience for this report

This report is intended to provide important information to a broad range of stakeholders including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies.

It also provides our staff with information on how well we have performed over the year, how their efforts have contributed to the achieving the vision and what to expect in the coming year.

## Acknowledgement

The City of Ryde acknowledges the Wallumedegal clan of the Darug people as the traditional custodians of this land.

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| The theme for this year's annual report relates to performance and the next steps needed to sustain an organisation like the City of Ryde. The many different footprints represent the diverse mix of people that move throughout the City of Ryde. |                 |

# who are we

## What does the City of Ryde look like?

There are sixteen suburbs within the City of Ryde, with a mix of residential living and successful business, retail and educational centres. There is also a diverse collection of natural landscapes, beautiful parks, scenic waterways and areas of historical significance.

## Where is the City of Ryde?

The City of Ryde is located 12 kilometres north west of central Sydney, set in scenic surrounds between the Parramatta and Lane Cove Rivers. It is well connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services.

## Who lives in the City of Ryde?

- 101,994 residents (2006 Census estimate), projected to rise to 117,000 by 2030
- 25–54 years make up the majority (45%) of the population
- Ageing population with increase of residents aged 55 years and older since the 2001 Census
- 37.6% of residents born overseas
- 42% speaking another language. The most commonly spoken language in 2006 was Cantonese followed by Mandarin, Italian, Korean and Armenian.

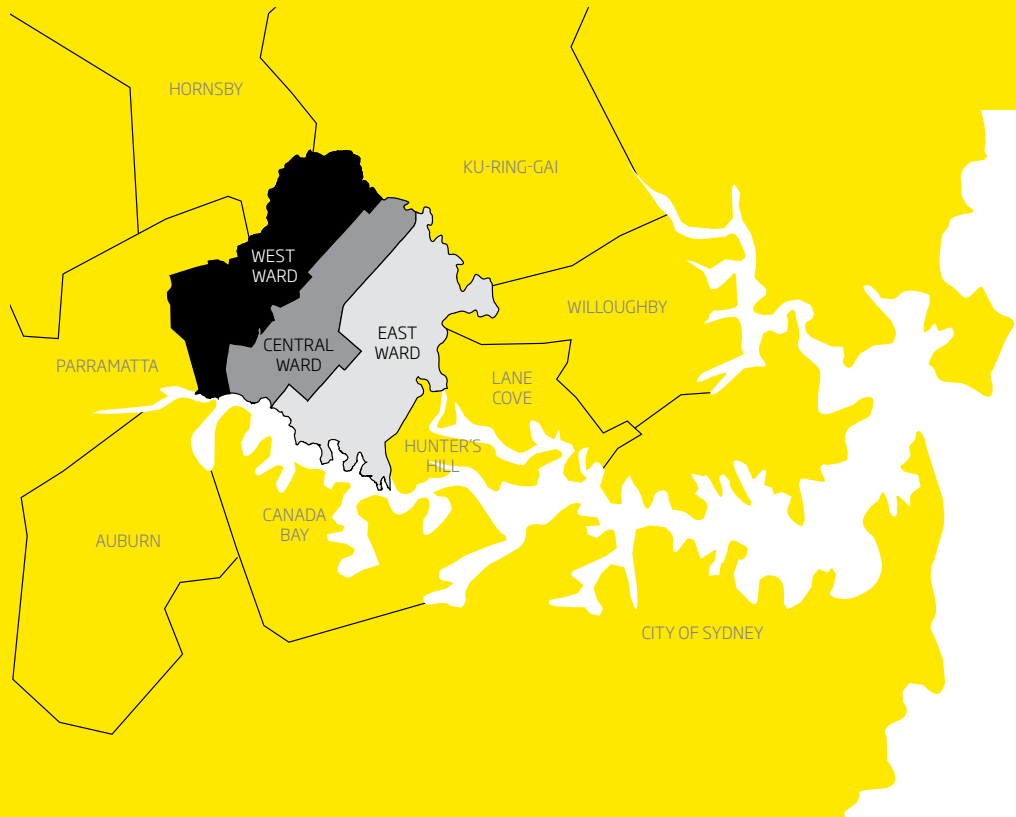
## Working and learning in the City of Ryde

- Macquarie Park Corridor
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- The City of Ryde operates five public libraries, including a home library lending service
- Twenty-four primary schools
- Five high schools
- Ryde and Macquarie Hospitals.

## Doing business in the City of Ryde

The City of Ryde is part of an ever changing, dynamic global market place. Our City's support for economic development contributes significantly to the State's 'Global Economic Corridor' which is identified in the NSW Metropolitan Strategy.

Macquarie Park is the most important employment centre in the City of Ryde. Often called 'Australia's Silicon Valley', it is the location for many of Australia's 'top 100' companies in the pharmaceutical, health and IT&T sectors, as well as leading research institutions. This includes Macquarie University, CSIRO and the head offices for Optus, Siemens, Foxtel, Johnson & Johnson and Canon. The Macquarie Shopping Centre, one of the leading retail centres in Sydney, is also located in Macquarie Park.



As a specialised centre, Macquarie Park provides around 66,000 jobs/student places, making it the third largest concentration of jobs/student places in NSW after Sydney CBD and North Sydney with over 1,200,000m<sup>2</sup> of employment floor space.

Future: When fully developed Macquarie Park will have close to 3,000,000m<sup>2</sup> of commercial floor space, with the potential for 160,000 jobs/student places by the year 2031.

## Our open spaces

The City of Ryde caters for all kinds of active and passive recreation. Within our City there are 355 hectares of local open space, of which 205 hectares is natural bushland. Lane Cove National Park is one of Sydney's favourite places for picnics, barbecues and bushwalks. In addition, there are 207 parks and reserves with numerous scenic bike paths and walkways. Our many sporting facilities cater to those with interests in golf, soccer, rugby, cricket, tennis, squash, fitness, walking and swimming. The Ryde Aquatic Leisure Centre, constructed as a venue for the Olympic water polo events and a training facility for the Paralympic Games, is a world class swimming and sporting facility enjoyed by families and sporting enthusiasts alike.

## History

Founded in 1792, Ryde was the third area of European settlement in Australia and was the food basin of the early colony. Traces of the traditional owners of this land – the Wallumedegal people – can still be found in rock carvings and middens along the Rivers that make up our boundaries.

Today, our population of around 102,000 is culturally diverse and growing. Over one third of our residents were born overseas and almost half speak a second language. This diversity is embraced and can be seen across the area in the food, shops, activities, places and people.

# 01 year in review

FIVE YEARS AT A GLANCE

MESSAGE FROM MAYOR

GENERAL MANAGER'S REVIEW

ORGANISATIONAL HIGHLIGHTS 2008/2009

CHIEF FINANCIAL OFFICER'S REPORT

SUSTAINABILITY INITIATIVES

CALENDAR OF EVENTS

AWARDS AND RECOGNITION









*Vibrant local shopping hubs*

# five years at a glance

This annual report reflects the transition the City of Ryde has undergone over the past year and provides an overview of what has occurred over the past five years. It measures the City of Ryde's performance against the City Vision and Management Plan 2008-2012.

The City of Ryde has been growing and changing since the earliest days of settlement and the City strives to meet the needs of its citizens and to play a role in the wider Sydney Region. To achieve this, Council has developed major strategies over the past five years to ensure it is prepared to meet its challenges in providing infrastructure and services for an increasing (and increasingly diverse) population while minimising its ecological footprint and responding to the impacts of the global climate ensuring financial stability for the longer term.

In 2008/2009 we commenced the Ryde 2030 Community Strategic Plan project. This plan will provide a blueprint and the 'next steps' for the community and Council over the next 20 years. It will provide the strategic directions that will enable opportunities for the future of our City and make more of our strengths and advantages.

## Partnerships

As our population increases and Council is called upon to provide both core infrastructure and adequate community services, we must not only have the vision to take the community forward, we must also constantly forge new relationships and strengthen existing partnerships to make these visions a reality.

The City of Ryde is committed to working in partnership with the community and other key stakeholders to provide quality, cost-effective services that are of real community value.

Scattered throughout the report are examples of how partnerships have created improvements for the community. Look out for the logo.

|                                 | 2008/2009 | 2007/2008 | 2006/2007 | 2005/2006 | 2004/2005 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| Estimated population            | 103,597   | 102,536   | 100,962   | 100,188   | 99,774    |
| Number of new dwellings         | 445       | 479       | 7         | 178       | -         |
| Number of Council staff #       | 486       | 481       | 475       | 479       | 475       |
| Annual budget (\$M)             | 117       | 101       | 83        | 78        | 73        |
| Total capital expenditure (\$M) | 93        | 28        | 24        | 24        | 16        |

# FTE – Full Time Equivalent

# mayor's **message**

COUNCILLOR MICHAEL BUTTERWORTH, MAYOR



At any one time, the City of Ryde is undertaking numerous projects, and offering a vast array of services for the benefit of our community.

2008/2009 was no different – if anything, the workload for the City increased as we started new projects designed to address emerging or long-standing needs.

This Annual Report shows you, as local residents and ratepayers, the progress we have made in the past year.

Some Council activities are straightforward and very visible, such as providing libraries, road and footpath maintenance, tree plantings, waste collection or one of our many local festivals.

Other services are not always associated with the work of the Council: for example, the child immunisation clinic, social education programs, or multi-lingual story time readings held at the local library.

Then there are those projects that are difficult and complex, and often involve balancing the interests of residents who may have very different opinions on how to address an issue.

Despite all these challenges, the Council strives to work with our citizens, ensuring that people are well informed and have an active role in our decision making. This is crucial to building trust in our organisation.

People want to feel that they belong and contribute to their local area. By taking a more flexible approach to engaging with the community – for example, during the consultation process for the Ryde 2030 community strategic plan – we have certainly learned that ‘one size doesn’t fit all’. So, effective communication is increasingly important to building successful, cohesive communities.

Council is also judged on how well we work with partners to improve the local area. Whether with other levels of government, private enterprise or community groups, the City of Ryde needs to be a good partner with improved management practices, transparency and a focus on good outcomes for our community.

As a resident myself, I am proud to call Ryde home and to lead this Council and the men and women who work for this City. I would like to take this opportunity to thank all of them for their efforts during this past year.

Clr Michael Butterworth

Mayor

# general manager's review

MICHAEL WHITTAKER, GENERAL MANAGER



“TO HAVE THE CONFIDENCE AND CAPACITY TO PLAN AND ACHIEVE, A COUNCIL NEEDS FINANCIAL STABILITY.”

Throughout the past year, the City of Ryde has worked hard to deliver projects across the city and improve day-to-day services that will benefit the City's residents and ratepayers.

## Improving our responsiveness

Improving how we provide services to our customers and citizens continues to be a priority. We can expect by the year 2030 that our population will grow to 130,000 people and so we need to be prepared to manage that change.

This year we have improved our internal business systems with a new financial system, online system to track development applications (DAs), an upgraded telecommunications system, expansion of TRIM record system and commencement of the new web redesign project, due for completion in 2010. Our library network has maintained its number one reputation with over 800,000 visits annually and close to 800,000 people visited the Ryde Aquatic Leisure Centre. In addition, it was estimated there were over 5 million visits to our 207 beautiful parks and reserves for sport, leisure or just to reflect on how great Ryde is.

In 2008 the bi-annual Community Satisfaction Survey was conducted with the results showing an improvement in customer satisfaction to a pleasing 81% customer satisfaction, compared to 76% in 2004. Council has also installed a new Customer Request Management System to allow our dedicated Customer Service officers to continue to deliver on this result and to manage all our contacts/enquiries within established service standards.

An internal review has led to the development of a workforce plan that will focus on where our future workforce needs and priorities will be. To this end we continue to invest in high levels of skills training and development as well as the necessary technology to complement these skills. Investment in our staff is a priority and many of our officers attended a variety of awareness sessions or learning and development courses in the past year. Council has developed its own project management training program (PMCOR) and over 200 staff have undertaken this course. Council has also sold this course to other councils.

## Delivering from a strong financial position

To have the confidence and capacity to plan and achieve, a Council needs financial stability. 2008/2009 was another sound year for the City of Ryde and our financial position continued to consolidate with an independently audited 5-Star Fiscal Rating

and a positive net operating result for the year of \$59 million, a \$60 million per annum positive turnaround from five years ago.

With assets of over \$2.5 billion, an annual turnover nearing \$230 million, investments totalling about \$95 million, and low debt of \$5 million, the City of Ryde has a solid financial platform and has made an impressive headway in implementing an extensive \$130 million four year capital works program.

In 2008/2009 we carried out a number of key projects including:

- Investment of over \$4 million in our town centre upgrade works and \$7.8million in our wonderful parks (see page 54)
- Investment in stormwater initiatives such as Ryde Park stormwater harvesting, saving approximately 7 million litres a year (see more on page 54)
- Initiating a five year upgrade program for our community buildings and public toilets (see page 56)
- Official opening of the Ryde Wharf Reserve and Ryde Riverwalk, a 10km walk that skirts the Parramatta River and provides a viable commuter pathway and major recreational resources
- Construction of 5km of new cycleways and upgrades to Shrimptons Creek cycleway and completion of over \$4 million in road improvement works
- Over \$1 million of works were undertaken on the Ryde Riverwalk, Shrimptons Creek Trail and Buffalo Creek Trail, including the completion of Stage 1 of the Buffalo Creek Trail.
- Plans for a new \$6 million Community and Sports Centre at ELS Hall Park are underway. The Federal Government has assisted in this project by providing a \$3.5 million grant.

Finally the City has received an extra \$58 million in infrastructure/assets built by third parties this year as a result of development obligations for the benefit and use by our community. A further \$60 million (estimated) of infrastructure/assets is under development and is anticipated to be delivered to the community over the next two years.

## Providing a cleaner, greener city

As we continue to celebrate the diversity of our wonderful neighbourhoods, with substantial investment in our public spaces and our natural areas, we have also been working hard on our eco footprint.

Environmental initiatives such as the Sustainable Living Guide, a range of water saving initiatives including a 4-star rating in the Sydney Water 'Every Drop Counts' program, a new rain harvesting system at the Ryde Aquatic Leisure Centre, combined waste and recycling stations in public spaces, park recycling stations, 'Follow Your Waste' resident tours

and achieving Milestone 5 under the Cities for Climate Change Protection are some of the many ways our community can be involved in keeping our City sustainable.

Our award winning waste management service is now achieving recycling/reuse of over 60% of our waste stream. Also of note is that over 75% of our passenger vehicle fleet is now 4 cylinder or hybrid, reducing our carbon footprint significantly.

Our natural environment is well supported by our fabulous network of volunteers who during 2008/2009 provided over 6,200 volunteer hours to plant over 1,200 trees and understorey plants.

### Health and Community

Council works in partnership with a large network of community groups to support services to our community. The City of Ryde has undergone a dramatic change in demographics with 37.7% of our population born overseas and 31.6% from non-English speaking backgrounds. This change offers challenges and opportunities for Council to work with many groups in the community to explore issues and propose solutions.

Council's solid financial platform also allows us to continue our program of community events and services that support a healthy and active community. These include our premier events: the Granny Smith Festival, which attracts over 85,000 attendees, the Cinema in the Park Festival, our award winning Child Immunisation Service, a Home Modification and Maintenance Service for the elderly, comprehensive school holiday activity programs and a Learn to Swim Program (114 lessons and 12,000 enrolments every year) at our multi-award winning Olympic venue, the Ryde Aquatic Leisure Centre.

### Strategic Framework and Council Recognition

Council has developed an excellent strategic framework to provide direction and governance for Council decision making including:

- Long Term Year Financial Strategy (20 year projections)
- Asset Management Strategy (for existing and new infrastructure)
- Environment Strategy (Greenhouse Gas Reduction, Energy Saving, Water Saving, Integrated Transport & Land Use, Sustainable Procurement)
- Social Planning Framework (Social Justice Charter, Access & Equity)
- Integrated Planning Framework (affecting our governance framework)
- Fraud & Corruption Prevention Policy
- Internal Audit Plan (internal controls, risk assessment and compliance with laws)
- Information & Technology Strategy

- Parks on Track for People 2025.
- Community Engagement Strategy
- Arts Development Strategy
- City Wide Local Environment Plan
- Enforcement Strategy
- Property Strategy
- Waste Management Strategy
- Enterprise Risk Strategy
- Business Continuity Plan.

It is also pleasing to note that the City of Ryde has received recognition for its work over the last 12 months with the following awards and recognition:

- 2007/2008 Annual Report was awarded a Bronze Award at the Australasian Reporting Awards
- LGSA Excellence in the Environment Awards for overall winner for Sustainable Purchasing Team
- LGSA Excellence in the Environment Awards finalist for the Energy & Water Savings category
- Milestone 5 of the ICLEI Cities for Climate Protection Program and also received an award for advancing to CCP Plus
- Finalist in the Local Government Sustainability Award, Green Globe Award, Department of Environment & Climate Change
- Sustainable Rating from independent local government rating agency, Fiscal Star Services (the highest 5 star rating for a second year in a row)
- OH&S Excellence Award for "Thinking Outside the Square" by State Cover
- Heart Foundation - Local Government Excellence Award - Ryde Riverwalk
- Keep Australia Beautiful - Sustainable Cities Awards 2009
- Winner - Brush Farm: Creativity in the Arts, Food and Wine
- Runner Up - Public Place Recycling Program
- Highly Commended - for Ryde: Safe, Clean & Green, a Sustainable Future
- A.R. Bluett Memorial Award finalist 2008/2009.

### A year of transition and the next steps forward

The new Council was sworn in on 30 September 2008 and took a bold decision to develop a 20-year vision for our City - the Ryde 2030 Community Strategic Plan. The project was launched in May 2009 and commenced with an extensive community visioning process involving many different engagement initiatives. This undertaking will translate the aspirations for the future and hopes of our community into an effective strategy that will guide Council's actions. There have been many opportunities to contribute ideas and views over the past year

and there will be many more opportunities over the coming months as we continue the development of this exciting plan to a final form in July 2010.

The new Top Ryde City Shopping Centre will open in November 2009. This outstanding development has been an exciting journey of change and innovation for the City and brings an attractive new destination to our City. Council will receive over \$105 million in assets as a result of this innovative Public Private Partnership.

I would like to acknowledge the Mayor and all Councillors for their leadership, and thank our senior managers and hard working staff for their efforts during the year. Meeting the demands of a growing city, the needs of our community and stakeholders and planning for the future is an ongoing challenge. As I am leaving Council this will be my last Annual Report so I wish to thank the Council and the Community for giving me the opportunity to work for you over the last five years.



Michael Whittaker  
General Manager

# organisational highlights

2008/2009

The principles that guide the City of Ryde as it delivers its services and programs for the community are identified through the strategic outcomes outlined in City Vision 2026: The Vision for the City of Ryde. These strategic outcomes have been grouped into the four key pillars that equate to a quadruple bottom line.



## People (page 47)

The City of Ryde is committed to maintaining a socially sustainable City through community participation in our products and services.



### HIGHLIGHTS

- 125 volunteers plus 6,200 volunteer hours for the Bush Regeneration Program
- More than 750,000 visits to the RALC
- Just over 11,000 enrolments in Swim School at the RALC
- Developed a 10 year Business Plan for Brush Farm House
- Provided 827 instances of language support to library users
- 2,200 children attended immunisation clinic with 94% satisfaction rating
- Over 20,000 people attending 700 events at the library
- Developed Good Neighbour and New Resident Kit
- Over 93,000 people attended Community events and activities.

### CHALLENGES

To develop the range of strategic planning and policy documents that meet the needs of all stakeholders.

The RALC is now 10 years old and facing increasing competition in the market place and impacts of the global financial crisis.

Keeping abreast of technological change in the delivery of library services and programs.

Development of new City of Ryde website.

Identification of service gaps to inform the Community Strategic Plan.

### NEXT STEPS

- Identify opportunities for expansion both in program and capital areas at the Ryde Aquatic Leisure Centre
- Review the vacation care program to ensure quality and efficiency
- Develop Public Art and Cultural Policies
- Development of a Library Technology Plan and opening of the new Ryde Library
- Development of Corporate Communications strategy
- Development of Management model for Ryde Community and Sports Centre at ELS Hall Park.



## Assets (page 53)

The City of Ryde is committed to the delivery and maintenance of high quality public infrastructure and facilities.



### HIGHLIGHTS

- Record capital expenditure program – 98.2% completed
- Design completed for the \$6M new Ryde Community and Sports Centre at ELS Hall Park. The Federal Government has assisted in this project by providing a \$3.5M grant under the Regional and Local Community Infrastructure Program
- Three new stations at Macquarie Park with new public domain granite paving provided by Council
- 70% of Council's vehicle fleet are 4 cylinder/hybrid
- \$1M footpath construction and over \$4M in road improvement works completed
- Achieving recycling/reuse of over 55% of our waste stream.

### CHALLENGES

The global financial crisis has seen a drop in Section 94 income to Council. This has resulted in a reduction in capital and infrastructure replacement work in the near future. In 2008/2009, the value of asset renewal was greater than the depreciated amount. It will be a challenge for Council to maintain this trend in the near future.

### NEXT STEPS

- Council has developed Asset Management Plans and sub-plans for roads, buildings, parks assets, plant and fleet, and stormwater drainage assets. These sub-plans will feed into the review of Council's long term financial strategy.



## Environment (page 57)

The City of Ryde is committed to maintaining an ecologically sustainable City through the management of our City's natural and physical environment.



### HIGHLIGHTS

- City-wide and Gladesville LEPs adopted
- Rainwater harvesting system installed at RALC
- Launch of online community Sustainable Living Guide
- Progression through CCP milestones to CCP Plus
- Achieved 4-star rating through Sydney Water Every Drop Counts Water Saving 5-Star Program
- Implemented mobile technology for inspection services
- Over 14,147 City of Ryde animals registered.

### CHALLENGES

- Completing Comprehensive LEP and Local Strategies
- Adapting to Climate Change
- Providing for sustainable transport
- Adapting to planning reforms
- Meeting demands for urban growth
- Maintaining urban infrastructure
- Protecting and enhancing natural assets
- Managing intensification of private vehicle use and parking.

### NEXT STEPS

- Completing studies as part of Local Strategy
- Best Value Review of Assessment process
- Introduction of building sustainability targets and water sensitive urban design
- Setting new environmental and carbon emissions targets
- Roll-out of ePlanning and simpler, more sophisticated development controls
- Greater enforcement role in construction and post construction process.



## Governance (page 63)

The City of Ryde is committed to effective decision making processes that ensure transparency and the involvement of its community.



### HIGHLIGHTS

- Achieved Sustainable (5 Star) rating on Council's financial position from independent rating agency Fiscal Star
- Working Capital: \$4.3 million as at 30 June 2009
- Maintained lowest residential rates for Category 3 Councils
- Completed 90% of 2008/2009 Management Plan Actions
- Customer Satisfaction up to 81% (2008) from 76% (2004)
- Implementation of Council's 'Your City Your Voice' Engagement Policy and Framework
- Implemented new information and telecommunication systems
- Major focus on risk management implementation of Fraud and Corruption Prevention Strategy, Business Continuity Plan and procurement initiatives
- Staff turnover down to 10.6%
- 12 awards across various areas of operations received by Council.

### CHALLENGES

- Maintaining existing standards of services and facilities, whilst maintaining sound financial position
- Identifying additional funding sources to meet shortfall in maintaining infrastructure at 'satisfactory' condition
- Continue to improve transparency of Council's decision operations and financial performance
- Ensure all stakeholders/members of the community are appropriately engaged on critical projects/issues
- Continue to optimise technology in providing 'value added' services.

### NEXT STEPS

- Implementation of Council's 'Your City Your Voice' Engagement Policy and Framework across all programs
- Updating Council's Long Term Financial Strategy and Resourcing Plan – Ryde 2030 Community Plan
- Introduction of Development Application tracking online together with other e-business initiatives
- Commence testing of Council's Business Continuity Plan
- Development and adoption of Council's Enterprise Risk Management Strategy.

# chief financial officer's report

The City of Ryde's financial result for 2009 of an operating surplus of \$58.8 million reflects Council's continuing strong financial performance. This result represents an increase of \$28.9 million from the previous year.

Council's operating result before capital was a \$5.5 million deficit with the the main reasons for this year's deficit being:

- Depreciation increase \$2.2 million
- Loss on investments \$3.9 million
- Total \$6.1 million

Council owns and maintains over \$2.5 billion worth of infrastructure and has re-valued its assets to Fair Value. This is the first year since Council adopted Fair Value that the full impact of depreciation has been brought to account in Council's Financial Report resulting in Council's depreciation expense increasing by \$2.2 million.

Council was proactive in establishing an \$8 million Financial Security Reserve in October 2008 to protect Council against any fallout from the global financial crisis. This reserve was created from interest on investments that had been earned over the past six years that has assisted Council in the creation and building of its Reserve Funds.

Council's investments have been impacted by the current global financial crisis, as have superannuation funds, businesses and all levels of government and this has been fully reported to Council in both the monthly investment report and additional reports to Council.

The reserve has been used to offset investment losses and currently the reserve has a balance of \$4.1 million which is regarded as adequate in meeting any potential future loss of investments.

Council aims to produce an operating surplus before capital so that the regular costs incurred by Council in its normal day to day service delivery operations are less than revenue received from providing these services.

This allows Council to generate sufficient funds to provide for asset replacement and strategic service delivery projects and is key to Council's long term financial sustainability.

Whilst the Council's financial indicators, as attested to by its auditors Spencer Steer, reflect that it is in a sound financial position, the City of Ryde, similar to all Local Governments across Australia, will continue to face a number of challenges in the years ahead. One of the key challenges will be managing the ongoing impacts of the global financial crisis that has resulted in reduced development activity and declines in revenue.

Overall the most important challenge for Council will be to continue to address maintaining and upgrading of its \$2.5 billion of infrastructure.

Council has undertaken a comprehensive asset management program in order to improve asset management practices across the vast infrastructure assets within the City.

Council continues to address its long term financial sustainability, a major issue for Local Government across Australia, through its Long Term Financial Strategy (LTFS).

The City of Ryde has \$2.5 billion in essential infrastructure (roads, footpaths, drains, libraries, community buildings, etc) and it is estimated that the cost to bring these assets up to a satisfactory condition is in the order of \$79 million (\$74 million for 2007/2008).

The Council developed a LTFS in 2006 to obtain a financial projection that quantifies the operation of Council services for the next 20 years. The strategy forecasts a cash shortfall based on Council expending \$20 million on asset renewal each year to bring its infrastructure up to a satisfactory standard.

The 2009-2013 Management Plan details a four year capital works program of \$122 million, which provides for \$75 million for renewal of existing assets. Based on the LTFS requiring \$20 million being expended per year on asset

renewal over the ensuing four years, there is still a shortfall of expenditure in bringing Council's infrastructure assets up to a satisfactory condition of approximately \$5 million.

Council is continuing its proactive approach to Asset Management to ensure the community's assets are maintained.

Further information on Council's financial performance are contained in the Community Financial Report and Financial Report in Section 6 of this report.

ACHIEVED  
SUSTAINABLE  
(5 STAR) RATING  
ON COUNCIL'S  
FINANCIAL  
POSITION FROM  
INDEPENDENT  
RATING AGENCY  
FISCAL STAR

## Key features of the 2008/2009 result are:

Council delivered \$35.4 million on capital expenditure, an increase of \$5.5 million from the previous year, with major projects including:

- Town Centre upgrades (\$4 million)
- Roadworks (\$5.4 million)
- Footpaths and Cycleways (\$1.7 million)
- Community Halls and Facility Upgrades (\$0.9 million)
- Catchments (\$3.6 million)
- Parks (\$7.8 million)
- Libraries (\$0.4 million)
- Ryde Aquatic Leisure Centre (\$0.4 million)
- Buildings (\$2.6 million)
- Property Acquisitions (\$2.3 million)
- Technology Systems (\$2.2 million)
- Plant and Fleet (\$4.1 million)

- Council received \$58 million of contributed public domain infrastructure assets associated with major developments within the City
- Working capital of \$4.3 million, to cover day to day operations and provide a buffer for unforeseen expenditures
- Council's debt service ratio has been steadily declining over the past 7 years with 1.4% of our total revenue committed to loan repayments in 2008/2009
- Council receives approximately 36.5% of its revenue from rates and annual charges and has consistently achieved an excellent recovery rate with only 3.9% of rates outstanding
- Council's unrestricted current ratio, which is a measure of its capacity to satisfy obligations in the short term, remained sound and is a healthy 3.45 :1
- Council's level of internal reserves (funds put aside for specific projects) is \$48.6 million.

## Key Performance Indicators

|                                      | 2008/2009 | 2007/2008 | 2006/2007 | 2005/2006 | 2004/2005 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Unrestricted Current Ratio           | 3.45%     | 3.65%     | 1.71%     | 1.82%     | 1.70%     |
| Debt Service Ratio                   | 1.42%     | 1.98%     | 2.59%     | 3.16%     | 3.20%     |
| Rate Coverage Ratio                  | 36.47%    | 47.90%    | 57.20%    | 58.00%    | 57.90%    |
| Rates and Annual Charges Outstanding | 3.94%     | 2.82%     | 2.49%     | 2.59%     | 2.70%     |



# sustainable living initiatives

As part of its commitment to the sustainability of our City and the areas that touch its boundaries, the City of Ryde continues to undertake a program of education and advocacy for sustainable living.

In 2008/2009 Council continued its focus not only on the environmental aspect of sustainability, but also on the broader social, cultural, economic and organisational impact our actions have today and on future generations.

The community's concern about the environment and willingness to take action to reduce impacts are vital elements in achieving sustainable outcomes. This is increasingly reflected in the facilitation role councils have adopted in organising and involving residential communities and business interests in environmental programs and actions.

## Partnerships

The City of Ryde supports many partnership events which promote positive sustainability action across our community. Building on a successful workshop series in 2006, the Australian Conservation Foundation delivered another round of GreenHome sustainability workshops in November 2008, with over fifty residents attending the four-part program. The City of Ryde also launched its online Sustainable Living Guide on the eve of World Environment Day 2009. The guide contains a comprehensive list of easy and simple actions we can all take to minimise our impact on the environment. Go to [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) for more information.

Partnerships with Battery World, Lane Cove River Tourist Park, Keep Australia Beautiful, Clean Up Australia, Mobile Musters and Energy Efficient Light Recyclers have assisted in supporting our sustainability initiatives. Activities range from annual campaigns to specific recycling programs such as preventing heavy metals from going into landfill.

## Council in Action

The Civic Centre is one of the largest energy and water consuming facilities the Council is responsible for. It contributes 15% of the total greenhouse gas emissions across all Council buildings and assets, and 14% of the annual energy expenditure. There have been measures in place over the past five years which have resulted in a continual downward trend in greenhouse gas emissions. In the last 12 months emissions from the Civic Centre have been cut by 7% and energy efficiency has improved by 17%.

## What was done...

Daily use of energy, water consumption and waste generation have been assessed and systems have either been made more efficient or replaced completely. Some of the actions taken included changes to the air heating/cooling system, replacement of light fittings,

upgrading or replacement of hot water heating systems, replacement of inefficient fridges with 5-star rated fridges, recycling of old fridges and upgrading of old IT equipment.

Combined with all of this an education and behavioural change program was introduced for staff with actions not only for what happens at work but practical examples to follow in their own homes.

## Community in Action

The City of Ryde has continued to deliver numerous waste education programs for its residents, including free on-site chipping and mulching, second-hand Saturday events, e-waste collections, recycling of mobile phones and composting and worm farming workshops. Council also installed 42 new stainless steel 'Butt Out' cigarette bins in high use locations and provided a free drop-off point for fluorescent light globes to ensure that dangerous mercury is properly collected and recycled.

## Environmental Education

In 2008/2009 Council's Interactive Waste Education Trailer and Worm Farm Displays were used to enhance education at numerous functions such as gardening groups, community clubs and church groups. The 2009 Waste-to-Art competition for local schools and the Rubbish Free Lunch Challenge were also very successful in educating students on the importance of recycling.

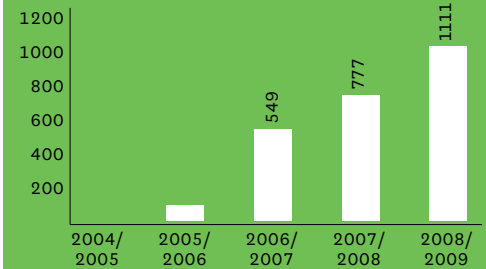
Educational bus trips to the Chullora Recycling Facility have assisted 60 students from three different schools to understand what happens to the materials from the recycling bin.

## Catchment Connections

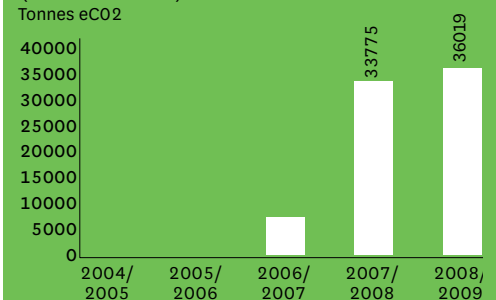
On 22 September 2008 the City of Ryde unveiled a 12-panel mural on the fence along Eastwood Canal. The mural, which was painted by local school children, is part of an ongoing community and local business education program designed to illustrate the problems posed by pollutants such as plastic bags, cooking oil and garden waste, the impacts they have on the natural environment and the easy solutions that can be employed.

This was part of the Catchment Connections program, a three-year project that aims to improve the water quality of local creeks, preserve and enhance remnant bushland areas, improve local biodiversity and increase community involvement in bushcare activities.

CORPORATE GREENHOUSE GAS SAVINGS (TONNES ECO2)



COMMUNITY GREENHOUSE GAS SAVINGS (TONNES ECO2)



OUR COMMUNITY HAS COLLECTED OVER 12,000 TONNES OF RECYCLABLE MATERIAL AND 9,455 TONNES OF GREEN WASTE IN 2008/2009

# Calendar of events

2008-2009

## JULY 2008



NAIDOC Week Film Screening  
National Tree Day – community tree planting at Marsfield Park  
Ryde Eisteddfod (July – August)  
Winter School Holiday Program

## AUGUST 2008



Ryde Business and Technology Expo  
Community Prayer Breakfast  
Ryde Riverwalk – opening celebrations  
Art Exhibition at Brush Farm House Gallery – works by local artists

## SEPTEMBER 2008



Spring Garden Competition  
Small Business September  
History Week: talks and seminars  
NSW Bike Week: an event to promote bicycle safety and participation in cycling  
Launch of Eastwood Canal Mural: educational mural created by local school students  
'Helping Learner Drivers Become Safer Drivers' workshop

## JANUARY 2009



Summer School Holiday Program  
Australia Day Awards and Celebrations  
Lunar New Year Celebrations

## FEBRUARY 2009



Cinema in the Park Festival  
Clean Up Australia Day

## MARCH 2009



Seniors Celebration  
International Women's Day Community Sew-In  
Community Information Expo  
Harmony Festival  
Child Restraint Safety Checks  
'Neighbourhood Watch: suburban stories from the City of Ryde' – exhibition at Brush Farm House

## OCTOBER 2008



Granny Smith Festival  
Children's Festival – a celebration of  
National Children's Week  
Spring School Holiday Program

## NOVEMBER 2008



Read Write Ryde: City of Ryde Writers Festival  
National Recycling Week – activities  
to promote a better understanding of  
recycling practices and processes  
Photomedia Exhibition at Brush Farm House  
Brush Farm House Open Day  
Ultimate Trivia Live – an opportunity for  
local young and older people to socialise  
together

## DECEMBER 2008



Microchipping Open Day  
NSW Stop Domestic Violence Day –  
information day  
Internet Training for Adults  
Community Christmas Celebration  
Carols in the Plaza

## APRIL 2009



Heritage Festival  
National Youth Week  
Autumn School Holiday Program

## MAY 2009



Volunteer Recognition Awards  
Permaculture May Day  
'Catchment Connections' community  
workshops  
Eastwood Park Upgrade – opening  
celebrations  
Council Expo 2009

## JUNE 2009



World Environment Day Community  
Celebration  
Microchipping Open Day  
Worldwide Knit in Public Day  
'Catchment Connections' community  
workshops  
Open Day at Brush Farm House

# awards and recognition

2008/2009

A number of our projects were recognised in the past year for exceptional work. We are proud of the contributions made by these excellent individuals and dedicated teams.

- LGSA Excellence in the Environment Awards for overall winner for Sustainable Purchasing Team
- LGSA Excellence in the Environment Awards finalist for the Energy and Water Savings category
- 2007/2008 Annual Report was awarded a Bronze Award at the Australasian Reporting Awards
- Milestone 5 of the ICLEI Cities for Climate Protection Program and also received award for advancing to CCP Plus
- Finalist in the Local Government Sustainability Award, Green Globe Award, Department of Environment & Climate Change
- Sustainable Rating from independent local government rating agency, Fiscal Star Services (second year in a row)
- OH&S Excellence Award for 'Thinking Outside the Square' by State Cover
- Heart Foundation – Local Government Excellence Award – Ryde Riverwalk
- Keep Australia Beautiful – Sustainable Cities Awards 2009
- A.R. Bluett Award – Finalist 2008/09

## Community Awards

### Volunteer Recognition Awards

The Volunteer Recognition Awards are held every year in conjunction with National Volunteer Week to honour the largely unseen army of volunteers who generously give their time and skills to uplift and benefit the lives of so many in our community.

### Volunteer of the Year: Joseph Chan

Joseph's exceptional technical skills and teaching ability have assisted more than 600 students in the past decade to successfully complete the computer courses provided by Chinese Leisure Learning (Christian Community Aid).

### Group Volunteer of the Year: Dementia Helpline Volunteers

Based at Macquarie Hospital, North Ryde, the Dementia Helpline provides support, advice and information for people with dementia, their carers, their families, service providers and the public. These volunteers, many of whom have been in



Clr Vic Tagg (Mayor) with Dementia Helpline Volunteers

service for up to 10 years, provide a link and lifeline between somebody feeling 'lost and alone' to feeling informed, empowered and supported.

### Young Volunteer of the Year: James Black

James, as an advocate for local young people, has dedicated a great deal of time to creating successful youth projects and events for the Ryde Youth Council, including The Core at the Granny Smith Festival and the Battle of the Bands.

## SNAPSHOT OF YOUR COMMUNITY

### Did you know?

- 22.6% of people who live in the City of Ryde also work here
- The average household size in the City of Ryde is 2.51
- 37.7% of the City of Ryde population were born overseas
- 36.3% of the population speak a language other than English
- Over 16.8% of the City of Ryde population do volunteer work for an organisation or group.

Want to get involved?

Call 9952 8222 for more information.

## Citizen and Young Citizen of the Year

The City of Ryde Citizen and Young Citizen of the Year were announced at our annual Australia Day celebrations on 26 January 2009.

Congratulations to Citizen of the Year, Dr John Knight AM, and Young Citizen of the Year, Vanessa Corbridge, who are both fine examples of local citizens who have excelled in their undertakings to earn the admiration of the community and to be acknowledged as role models.



### Dr John Knight AM (aka Dr James Wright)

Dr John Knight is chairman of the Medi-Aid Centre Foundation which he founded in 1973. Dr Knight has dedicated his life to the care of elderly, disabled and disadvantaged people through the provision of purpose-built accommodation such as Vimiera Village at Eastwood.

A graduate of Sydney University, Dr Knight is also well known as the Media Medic, dispensing advice and health tips in simple, easy to understand language via newspapers, magazines, television and radio for over 40 years.



### Vanessa Corbridge

Vanessa Corbridge has lived all her 25 years in the City of Ryde and displays a commendable attitude to helping others in the community, both in her professional life and in her personal life.

She has received several merit certificates for her volunteer work and her desire to develop community leadership in other young people is evident in her work as a Rotary Youth Leader facilitator, as a telephone counsellor and counsellor-trainer for Lifeline, and as a camp leader for Carers NSW.

She represented the City of Ryde at a Rotary International Youth Conference in Birmingham, England in June this year.

# 02 civic leadership

COUNCILLORS

HOW DO WE GOVERN OUR CITY?

STANDING COMMITTEES

ADVISORY COMMITTEES



*Balanced decision making for the future needs of our community*





# Councillors

## WHO WE ARE

### Council elections, September 2008

On 13 September 2008 elections were conducted for Council by the State Electoral Commission. All Councillors were elected for four year terms, with the next election to be held in September 2012.

It is compulsory for those people who reside within the Ryde Local Government Area to vote.

Three Councillors did not stand for re-election. The new Council included five Councillors who had been elected for the first time and seven who were returning from the most recent Council.

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward. Councillors are elected by the community for a four year term following an election. The Mayor is elected annually by the Councillors. Together, the Councillors make the policies and decisions that drive how the city runs on a daily basis and shape how it will develop in the future.

The new Council readily adopted a project to develop a 20 year plan to be based on the community's vision for the city, the Ryde 2030 Community Strategic Plan, which will set the direction for the longer term and Council will develop a four year delivery program to deliver on its strategic outcomes.



### WEST WARD



**Clr Michael Butterworth**  
Mayor  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 9952 8332  
mayor@ryde.nsw.gov.au



**Clr Artin Etmekdjian**  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 0418 248 821  
artine@ryde.nsw.gov.au



**Clr Justin Li**  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 0412 614 174  
jli@ryde.nsw.gov.au



**Clr Terry Perram**  
12 Clanwilliam Street  
Eastwood NSW 2122  
Tel: 9874 7904  
tperram@ryde.nsw.gov.au

### CENTRAL WARD



**Clr Nicole Campbell**  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 0402 132 669  
ncampbell@ryde.nsw.gov.au



**Clr Bill Pickering**  
PO Box 593  
West Ryde NSW 1685  
Tel: 0404 074 299  
bpickering@ryde.nsw.gov.au



**Clr Jeff Salvestro-Martin**  
PO Box 4104  
Denistone East NSW 2112  
Tel: 0413 043 423  
salvestro-martin@ryde.nsw.gov.au



**Clr Sarkis Yedelian OAM**  
PO Box 631  
Gladesville NSW 2111  
Tel: 0412 048 330  
sarkis@yedelian.com

### EAST WARD



**Clr Roy Maggio**  
Deputy Mayor  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 0418 299 347  
rmaggio@ryde.nsw.gov.au



**Clr Gabrielle O'Donnell**  
3/3-5 Amiens Street  
Gladesville NSW 2111  
Tel: 9817 2019  
godonnell@ryde.nsw.gov.au



**Clr Ivan Petch**  
3 Jetty Road  
Putney NSW 2112  
Tel: 9809 1847  
ivanp@ryde.nsw.gov.au



**Clr Vic Tagg**  
Locked Bag 2069  
North Ryde NSW 1670  
Tel: 0412 369 510  
victor\_tagg@hotmail.com



# how do we govern our city?

## The role of Council

Council's role is to make policies on the City's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

Determining the direction of a city is a complex matter. There is rarely community-wide consensus on the issues that face a growing city.

The elected Council weighs up the options and ensures that ratepayers' money is spent in the most effective way. This can mean balancing the needs of the community against the needs of individuals and taking into account the long and short term implications of decisions.

Together, the Councillors as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the Local Government Act 1993.

## Council Meetings

Regular Council and Committee meetings are held on Tuesdays at the Ryde Civic Centre.

Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Some matters, due to their nature, may be considered by Council in closed session, due to the need to maintain confidentiality. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice.

Council's meeting schedule, agendas and minutes, are available on the City of Ryde website [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au).

The Mayor's role, as Chair of Council and the civic leader of Council, is crucial to effective relationships within the administration and to good governance.



Top Ryde City shopping centre development

One of the key roles involves presiding at and being responsible for the orderly conduct of Council meetings. The Mayor also ensures that Council's decisions are carried out.

## Council Decisions

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'. At Committee meetings, reports from Council officers are submitted, with a recommendation, for the consideration of the Committee members.

Depending on the nature of the issue, the Committee may have delegated authority (in accordance with Council's Code of Meeting Practice and in accordance with the Local Government Act 1993) to make resolutions which will be implemented by Council officers.

If the Committee does not have the appropriate delegated authority, the Committee will either refer or make a recommendation to Council for determination.

MEETINGS ARE  
OPEN TO THE  
PUBLIC, AND  
RESIDENTS AND  
BUSINESSES  
ARE ACTIVELY  
ENCOURAGED  
TO ATTEND AND  
PARTICIPATE IN THE  
DECISION-MAKING  
PROCESS.

# standing committee

Council reviewed its committee setup and now has two standing committees: the Planning and Environment Committee and the Works and Community Committee.

Previously there were three standing committees. In 2008/2009 these were the Public Facilities and Services Committee, the Development Committee and the Finance and Audit Committee.

The new committees continue the work the previous committees conducted to carry

out many of Council's strategic and decision-making functions and generally meet fortnightly.

All Councillors meet as the Committee of the Whole on a fortnightly basis to consider the most significant high level matters.

Membership of the standing committees is determined annually. The Chairperson is also elected annually.

## Committee of Whole

Chairperson: Mayor

Members: All Councillors

The Committee of the Whole primarily deals with issues relating to the management of Council's financial, human and physical resources including significant planning matters. The Committee of the Whole comprises all Councillors and operates with the same powers as a full Council meeting.

# COUNCIL

## Works and Community Committee

Chairperson: Clr Tagg

Deputy Chairperson: Clr Campbell

Members: Clr Li, Clr Maggio, Clr Perram and Clr Petch

Ex-Officio: Mayor

The Works and Community (W&C) Committee deals with provision of community facilities, services and programs to meet community needs and promote community well being. For example the W&C Committee deals with matters affecting our public libraries, leisure facilities such as the Ryde Aquatic Leisure Centre, community events, and the award of community and cultural grants.

The W&C Committee also deals with a number of matters that impact on the physical environment such as requests for removal of trees, redevelopment of parks, and capital works projects such as roads, footpaths and drainage. The Committee also evaluates traffic studies and considers the recommendations of the Ryde Traffic Committee.

## Planning and Environment Committee

Chairperson: Clr Pickering

Deputy Chairperson: Clr O'Donnell

Members: Clr Etmekdjian, Clr Salvestro-Martin and Clr Yedelian

Ex-Officio: Mayor

The role of the Planning and Environment (P&E) Committee is to deal with issues affecting the built environment and public health matters. For example the P&E Committee considers and determines many planning matters, such as local development applications. The Committee also reviews environmental enforcement matters such as issuing of orders to prevent illegal building or demolition works.


## Guidelines for Councillors

### Code of Conduct

Councillors are bound by a Code of Conduct which sets a high standard for ethical behaviour and decision making. Council has adopted a Code of Conduct that states Councillors' roles and responsibilities. The code provides the steps to be followed when making and investigating allegations of breaches of the code.

There were no breaches of the code in 2008/2009.

The City of Ryde is committed to engaging its residents, stakeholders and Council staff in the development of policies, plans and the delivery of services for the community. Council's Community Engagement Policy recognises the importance of community information sharing, consultation and participation for effective decision making.

More information on community engagement is available under Our Performance in this report. You can also find out more on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) 

### Delegating decision making

As provided for in the Local Government Act, the Council can delegate some of its decision making authority to the General Manager, thereby allowing a more efficient operation in several areas such as enforcement of Council regulations and finalising/negotiating various matters within parameters set by Council.

### Councillor Meetings/Attendance

Meetings from 1 July 2008 to 30 June 2009 – the meetings reported on are for the previous Council elected up to the end August 2008 and the incoming Council elected on 13 September 2008.

The new Council was sworn in on Tuesday 30 September 2008 following the General Election. The statutory meeting, including election of the Mayor, was held on Tuesday 30 September 2008.

## Current Council:

13 September 2008 – 30 June 2009

| Councillor           |    | COW | PFS | DEV | FAC | Workshops | TOTAL |
|----------------------|----|-----|-----|-----|-----|-----------|-------|
| Clr Butterworth      | 13 | 10  |     | 5   | 3   | 23        | 54    |
| Clr Campbell         | 15 | 12  | 9   |     | 5   | 26        | 67    |
| Clr Etmekdjian       | 17 | 12  | 12  |     | 7   | 35        | 83    |
| Clr Li               | 17 | 11  | 8   |     | 3   | 26        | 65    |
| Clr Maggio           | 17 | 13  |     | 7   | 5   | 37        | 79    |
| Clr O'Donnell        | 17 | 13  |     | 7   | 7   | 37        | 81    |
| Clr Perram           | 16 | 12  | 12  |     | 6   | 37        | 83    |
| Clr Petch            | 15 | 10  |     |     | 4   | 19        | 48    |
| Clr Pickering        | 17 | 12  |     | 7   | 7   | 36        | 79    |
| Clr Salvestro-Martin | 15 | 12  |     | 7   | 7   | 34        | 75    |
| Clr Tagg             | 17 | 13  | 12  | 5   | 7   | 37        | 91    |
| Clr Yedelian OAM     | 17 | 12  |     | 6   | 7   | 34        | 76    |

## Previous Council:

1 July 2008 – 12 September 2008

| Councillor       | Council | COW | PFS | DEV | FAC | Workshops | TOTAL |
|------------------|---------|-----|-----|-----|-----|-----------|-------|
| Clr Butterworth  | 4       | 4   |     | 2   | 2   | 7         | 19    |
| Clr Campbell     | 4       | 3   |     |     | 2   | 6         | 15    |
| Clr McCosker     | 2       | 3   | 2   |     | 1   | 3         | 11    |
| Clr Netterfield  | 4       | 4   |     | 2   | 2   | 8         | 20    |
| Clr O'Donnell    | 4       | 4   |     | 2   | 2   | 8         | 20    |
| Clr Perram       | 4       | 4   | 2   |     | 2   | 8         | 20    |
| Clr Petch        | 3       | 4   |     |     | 2   | 7         | 16    |
| Clr Ryan         | 3       | 2   | 1   |     | 2   | 6         | 14    |
| Clr Tagg         | 4       | 4   | 2   |     | 2   | 8         | 20    |
| Clr Wilde OAM    | 3       | 4   |     | 2   | 2   | 8         | 19    |
| Clr Yedelian OAM | 4       | 4   |     | 2   | 2   | 8         | 20    |

Note: Committee abbreviations:

COW – Committee of the Whole, PF&S – Public Facilities and Services Committee (now Works and Community Committee)

DEV – Development Committee (now Planning and Environment Committee)

FAC – Finance and Audit Committee (dissolved and now monitored by Internal Audit Committee)

## Council Advisory Committees

There were 19 Council Advisory Committees operating within the City of Ryde in 2008/2009.

| Name  | Purpose   |
|---|---|
| <b>Access Committee</b>   | Advise and make recommendations to Council on matters relating to access issues, with particular emphasis on issues for people with disabilities as defined by the Disability Discrimination Act.   |
| <b>Audit Committee</b>  | The committee provides a review and monitoring function over Council's corporate assurance, audit, risk management and corporate governance activities and arrangements.  |
| <b>Bicycle Advisory Sub-Committee</b>                                 | Advise Council on the needs of all who cycle in the City of Ryde including beginners, experienced cyclists and those who cycle for recreation or as a means of transport.   |
| <b>Bushland Environs Advisory Committee for Ryde (BEACR)</b>          | Advise Council on the preservation, conservation and management of bushland, wildlife and native vegetation generally in the City of Ryde.  |
| <b>Community Harmony Reference Group</b>                              | Advise and provide feedback to Council on multicultural and interfaith initiatives and events reflecting the diversity of the City of Ryde community.   |
| <b>Companion Animals Advisory Committee</b>                           | Advise Council on development of companion animals programs for the City of Ryde area and on work in partnership with Council on various companion animal initiatives.  |
| <b>Country Council Partnership Advisory Committee</b>                 | Consider and review partnership proposals submitted by Council or the community, generate ideas for new partnership proposals and promote the partnership to the community, business and government agencies to seek sponsorship and/or in-kind support for projects. |
| <b>Eastwood and Terrys Creek Floodplain Risk Management Committee</b> | Assist in the preparation of a Floodplain Risk Management Plan for the Eastwood and Terrys Creek subcatchment areas.  |
| <b>Eastwood Events and Promotions Committee</b>                       | Promote and sponsor entertainment in the Eastwood Town Centre and promote and sponsor new activities/initiatives which enhance the profile of the Eastwood Town Centre.   |
| <b>Heritage Advisory Committee</b>                                    | Provide advice to Council about the preservation and enhancement of items and places within the City of Ryde that are of natural, Indigenous, cultural, social, aesthetic or historic significance.   |

| Name  | Purpose   |
|---|---|
| <b>Macquarie Park Floodplain Risk Management Committee</b>                      | Assist in the preparation of a Floodplain Risk Management Plan for the Macquarie Park area.   |
| <b>Macquarie Park Landowners Forum</b>  | Some of the largest landowners in Macquarie Park participate in this forum which provides high level strategic and industry input in areas such as transport, marketing, urban design and sustainability.   |
| <b>Ryde Aquatic Leisure Centre Parking and Traffic Management Working Group</b> | Advise Council on ways to achieve a viable solution to parking and traffic problems in the streets surrounding the Ryde Aquatic Leisure Centre.   |
| <b>Ryde Hunters Hill Joint Library Service Advisory Committee</b>               | Provide advice on areas of common interest, particularly for Gladesville Library, but also including advice on services such as Local Studies, Home Library Services, the Toy Library and Outreach Services that are available to residents of Hunters Hill and adjoining areas.  |
| <b>Ryde Safe Communities Steering Committee</b>                                 | Establish effective partnerships with key stakeholders engaged in improving the safety and well being of individuals and groups in the City of Ryde.<br><br>Provide specialist advice and support to Ryde Safe Communities partners relating to safety issues.  |
| <b>Ryde Youth Committee</b>   | To advocate, represent and plan for events and training for young people in Ryde.   |
| <b>Sports Council</b>   | Representing the sporting clubs and associations in consultation with the City of Ryde and endorsement of agreed programs and strategies.   |
| <b>Traffic Committee</b>  | The Ryde Traffic Committee (RTC) is a technical advisory committee which is required to advise Council on matters referred to it. Council refers traffic related matters to the RTC prior to exercising its delegated functions. Matters relating to classified roads or functions are referred directly to the RTA, and are not dealt with by Council. |
| <b>Water Quality Monitoring Steering Committee</b>                              | Guide the development, implementation, review and reporting processes of the City's Water Quality Monitoring Strategy.  |

# 03 corporate governance

ORGANISATION STRUCTURE  
EXECUTIVE TEAM  
HUMAN RESOURCES  
ORGANISATIONAL DEVELOPMENT  
PLANNING FRAMEWORK  
CORPORATE DIRECTIONS & STRATEGIES  
CORPORATE GOVERNANCE FRAMEWORK





Jessie Beauty & Hair  
柏麗美容美髮

Blue Wave Hair Design

RESTAURANT



Hair Cut \$10 up  
剪髮 \$10 up

D&W

D&W

工州  
錦上飯  
1380

Active and lively town centres

# organisational structure

The City of Ryde organisation exists as a body corporate under the Local Government Act 1993. The elected Council is the law-making body and consists of 12 Councillors, being the Mayor and 11 Councillors. The administration is headed by the General Manager.

The statutory roles, functions and objectives of the City of Ryde are delivered through a corporate governance structure that comprises:

- Council
- General Manager
- Executive Team.

The City of Ryde, headed by the General Manager, comprises four groups:

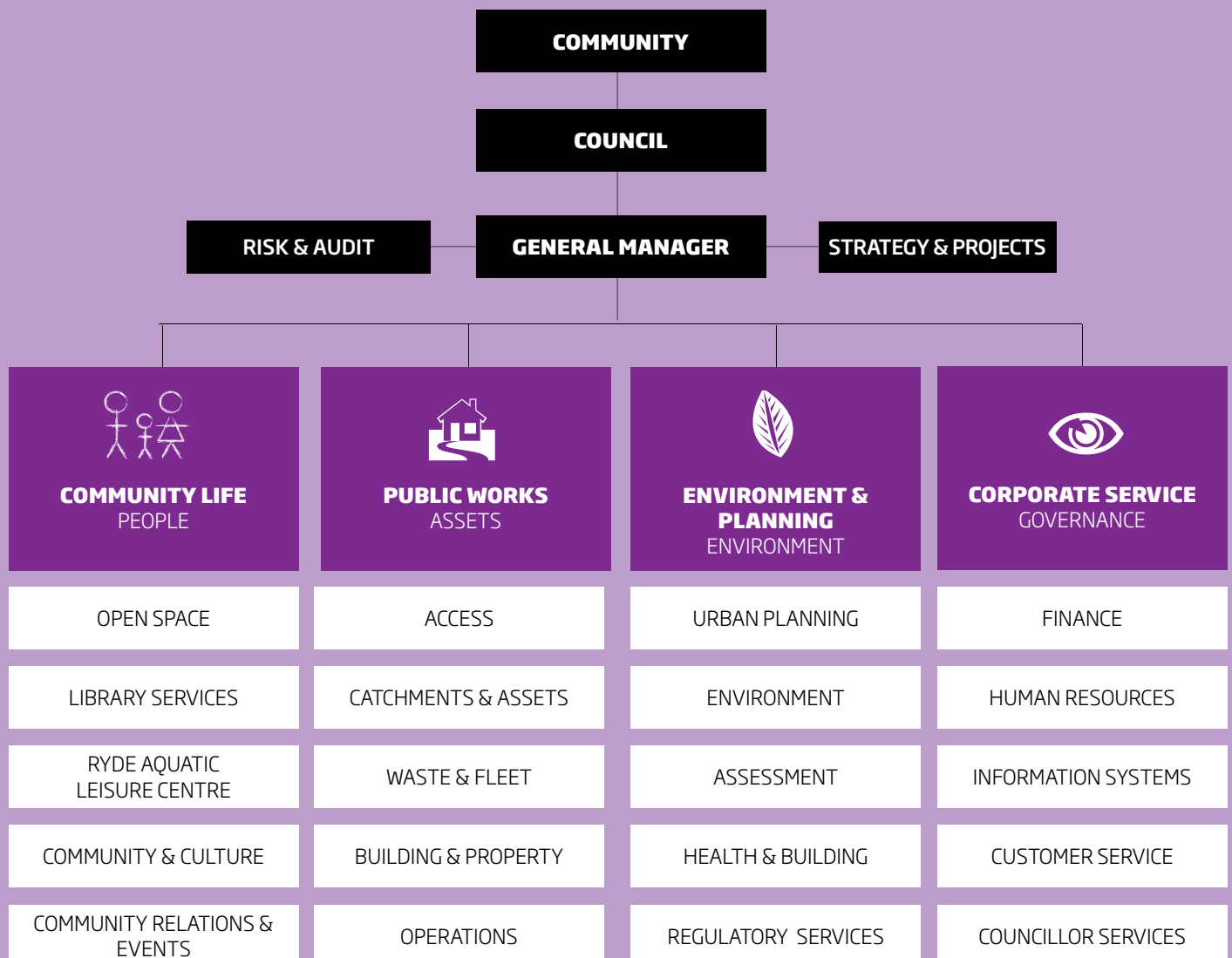
- Community Life
- Public Works
- Environment and Planning
- Corporate Services.

The City of Ryde has 715 Employees (486 Full Time Equivalents) and also employs contractors for various works including concreting, road marking, various trades such as electricians and plumbers and various aspects of information technology to assist in the delivery of new systems.

Service delivery is also supported with assistance from volunteers and community representatives on committees and working groups.

To help with the enormous amount of business Council has to consider, the administrative operations are delivered through the four groups as stated above. These groups and their relevant units report regularly to Council and the respective standing committees.

In providing this administrative role, the City of Ryde supports and encourages an open and transparent level of corporate governance to support the community's needs and community confidence in the organisation's decision-making practices.





# executive team

## ORGANISATION CHART: EXECUTIVE LEADERSHIP



### General Manager – Michael Whittaker

MBA, BBus, DEnvHlth, GAICD

Michael has a wealth of experience in creating and developing organisations that perform at consistently high levels to achieve and exceed corporate goals. With a particular focus on developing the people who lead the organisation, the flow-on effect of this has been a significant improvement in the capabilities of staff across all levels of Council. This has resulted in a substantial increase in the range and level of services provided to the community. Michael's solid track record in the implementation of commercially astute development opportunities has seen Council's financial position improve significantly in the last 12 months and his vision for the future, which is underpinned by the strategic management of Council's income and assets, will place the City of Ryde in an enviable position in the future.



### Group Manager Corporate Services – Roy Newsome

Assoc. LG Admin GACID

Roy's 30 years of experience in Local Government equips him to deliver to Council an operations team that services the organisation with a professional and dedicated approach. By providing the fundamental Corporate Services such as Finance, Information Management, Human Resources and Customer Service to the Council, Roy is able to lead his teams to provide the remaining groups in the organisation with the support they need to be at the forefront of services provided to the community.



### Group Manager Public Works – Kim Woodbury

BE, BEcon, MLitt, GAICD

With over 23 years of experience across both public and private sectors, Kim brings a competitive edge to the strategic management of infrastructure. Through this experience Kim has also developed sound skills in developing and leading people to ensure compliance with operational systems. Other areas in which Kim has been able to utilise his knowledge include project management, asset maintenance and financial and contract management.



### Group Manager Environment and Planning – Dominic Johnson

BA (Hons), MEnvMan

Dominic manages a portfolio that includes planning for the City's future growth, dealing with development applications, and delivering environmental outcomes. His 16 years and varied roles in the public sector have provided him with the right experience to deliver high quality planning and sustainability outcomes within an urban context. His current focus is facilitating sustainable development in the City of Ryde that is underpinned by modern planning controls.



### Group Manager Community Life – Louise Gee

MEP, BAppSci (Env Hlth), GDipBus

Louise has a very diversified local government background with extensive experience in the management of natural and built environments. The focus of Louise's career has been on creating healthy local environments where residents feel engaged, connected and supported. Through the integration of community development, services and events Louise strives to ensure Ryde is a vibrant place to live.

# human resources and organisational development

WHAT SHAPES AN ORGANISATION AND HOW IT WORKS WITH ITS STAKEHOLDERS? THE PEOPLE WHO WORK IN IT.

At the City of Ryde, it is our staff who contribute most to our success. An organisation doesn't just naturally succeed on its own; it is the people behind it that support and understand the organisation's goals and values that help it to achieve success.

The City of Ryde continues to strive towards its vision of a motivated, productive and safe workforce. Key focus areas include leadership and staff development, workforce planning, maintaining a strategic approach to our OH&S program, employee reward and recognition and ongoing provision of an employee health and wellbeing program. These platforms are designed to enhance the position of the City of Ryde as an employer of choice and ensure we continue to successfully deliver our services to the community in an environment where talent shortage and changing demographics are reshaping the Australian workforce.

## Workforce Planning

During 2008/2009 the City of Ryde developed a Draft Workforce Planning Statement of Intent which broadly outlines the Workforce Planning Process. It also provides an overview of some of the major considerations in workforce planning including our City's profile and future economic growth and briefly describes the future directions for our City across the four key themes of Social, Environment, Infrastructure and Governance. The Statement of Intent will feed into the new Community Strategic Planning process.

## Developing Leadership

The proposed Leadership Development program for our 22 Service Unit Managers was deferred until 2010/2011; however it remains a key initiative for the City of Ryde.

## Learning and Development

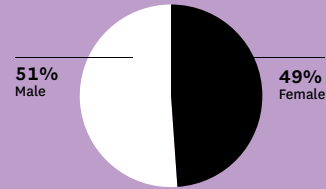
Key learning and development achievements in 2008/2009 include conducting Customer Complaint Handling sessions for frontline staff, Project Management Fundamentals for relevant staff, Certificate IV in Local Government Regulatory Services for all Regulatory staff and our Operations Staff from the horticultural and civil construction areas are undertaking Certificate III and IV (Operational Works) Parks and Gardens and Civil Construction. OHS training was provided within the City of Ryde for staff and is not only a requirement of OHS legislation but is regarded by the City of Ryde as being crucial in developing and maintaining the knowledge and skills of staff to reduce the risks of injury when carrying out their various duties.

During 2008/2009, training in OHS included:

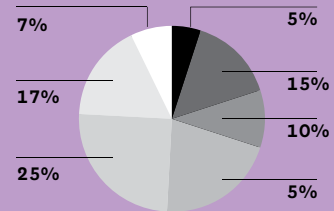
- Disposal of community sharps
- Working near power lines
- Confined spaces
- Elevated work platforms
- Traffic control at worksites
- General OHS construction induction
- Senior first aid
- Pool lifeguard and oxygen use
- OHS consultative committee course.

The City of Ryde also continues to support staff across a range of learning and development areas including skill development, career development and personal development, with a target of 3.0% of salaries and wages committed to staff learning and development for 2009/2010.

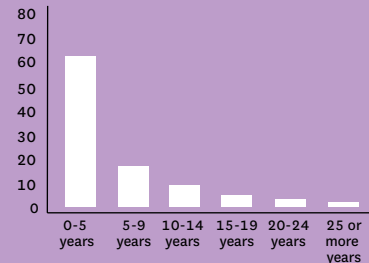
GENDER % OF WORKFORCE



YEARS OF AGE % OF WORKFORCE



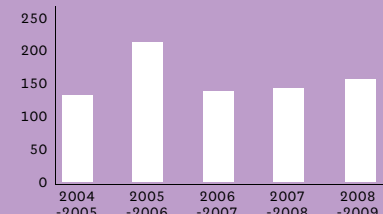
YEARS OF SERVICE % OF WORKFORCE



WORKERS COMPENSATION CLAIMS



WORKPLACE INCIDENTS AND INJURIES



# staff profile

WHO WORKS HERE?

## Employee Relations

The City of Ryde continues to work collaboratively with our staff and three unions (the United Services Union, the Development and Environmental Professionals Association and the Local Government Engineers Association) to reach mutually agreeable outcomes both for our staff and for the organisation. We continue to utilise the Consultative Committee as our primary formal interface between management, unions and staff.

2008/2009 has seen the City of Ryde continue to build better working relationships between staff and management, through establishment of a working group consisting of employee, management and union representatives to proactively address staff issues and concerns. The working group met on a regular basis, encouraging open and frank discussion to take place and resulted in some very positive outcomes for the organisation.

During 2008/2009, the City of Ryde led the way for Local Government by introducing a new Parental Leave Policy, effectively doubling the paid leave entitlement provided by the Local Government State Award for both primary and secondary caregivers of newborn children. This is part of the City of Ryde's ongoing commitment to work-life balance and family friendly practices.

## Health and Wellbeing at Work

During 2008/2009, the City of Ryde introduced a comprehensive Health and Wellbeing program that aims to support good health for all employees.

Current Health and Wellbeing initiatives for staff include:

- Free flu vaccination
- Monthly health seminars
- Health assessments with qualified medical practitioners
- Participation in dragon boat racing competition
- Incentives for participation in health and wellbeing program
- Access to health information via email and web
- Health magazine issued on quarterly basis.

During 2009/2010, health initiatives may include seminars on work-life balance, 'Lift Right/Sit Right', winter wellness and a run/walk challenge.

The City of Ryde cares for its staff via an Employee Assistance Program which allows staff and their immediate families access to a counsellor via a 24 hour phone service. We also support our employees' health and wellbeing through our various policies, values, Code of Conduct and Code of Behaviour.

## Occupational Health and Safety Our Commitment

The City of Ryde continues to strive to meet its commitment to OHS, as stated in its OHS management system policy and accompanying procedures, through the adoption of uniform approaches to OHS management.

## Objective

The organisation's objective is to improve and maintain the standard of OHS and to ensure the ongoing development and improvement of OHS systems, policies and procedures that foster a consultative approach between management and employees.

## Our Achievements for 2008/2009

- 2008/2009 winner of the StateCover Excellence Award, ahead of 20 other nominated councils in NSW
- Improved OHS risk management documentation, incorporating environmental considerations into our work method assessment process
- Review of OHS policies through the year, incorporating feedback from the OHS Committee and key stakeholders
- Dynamic employee consultation process primarily through the OHS Committee, with the number of employee representatives increasing on the committee and five new members elected to the committee
- Awarded payment of \$40,000 for successful completion of the OHS annual self-assessment and verification audit conducted by our Workers Compensation Insurer, StateCover
- Continued learning and development in OHS with 392 staff participating in various OHS training, seminars and conferences, totalling over 2,526 hours for the year
- Continued high-level focus on successful return to work of injured employees.

## NEXT STEPS

Over the coming 12 months we will continue the significant work already undertaken to date in enhancing efficiency in our internal human resources processes, particularly through better utilisation of core systems and technology. The City of Ryde is leading the way through transitioning to electronic capture of employee records and linking its records management system with its HR information system. The Health and Wellbeing program will continue to be fine-tuned and ongoing consultation with staff will occur to determine the nature of health and wellbeing initiatives that the City of Ryde will offer in the future.

Over the next two years the City of Ryde expects to conduct a staff climate survey, finalise and implement a Leadership Development Program and continue discussions with the Local Government and Shires Association (LGSA) and relevant unions to finalise and adopt a new Local Government (State) Award.

Furthermore, we will continue to develop our Workforce Management Plan in line with the Ryde 2030 Community Strategic Plan. With these key initiatives, the City of Ryde will continue working towards its goal of being recognised as an Employer of Choice.

THE OPERATIONS OF THE CITY OF RYDE ARE WELL SUPPORTED BY A DIVERSE RANGE OF HIGHLY COMPETENT AND EXPERIENCED STAFF, MANY WITH SPECIFIC EXPERTISE AND SKILLS. OUR STAFF CONTRIBUTE TO THE ORGANISATION'S COMMITMENT TO PROVIDE VALUE AND SERVICE TO OUR COMMUNITY.



## Persis Koo

Persis Koo is the City of Ryde's Volunteer Services Co-ordinator. In this busy and varied role she promotes volunteering and recruits volunteers to support local not-for-profit organisations that provide Home and Community Care services, including the home visiting program, Meals on Wheels, shopping assistance and Easy Care Gardening.

Persis very much enjoys being able to contribute to the community by providing a referral service that links volunteers with service providers.

Persis migrated to Australia from Singapore in 1999 and formerly worked as a settlement project worker, assisting new Chinese migrants in the Ryde and Eastwood areas.

Fluent in Cantonese and Mandarin, she is particularly interested in using her cultural and linguistic skills to help build Council's network within the local Chinese community.

She also enjoys the creative aspects of her role, exploring new ideas for promoting volunteering to new groups within the community, in addition to the traditional volunteer stalwarts among local retirees. The corporate community and mothers of young children are two groups that Persis feels have much to offer and would also benefit from the community contact that comes with being involved in volunteering.

She is also keen to promote the capacity building and community development aspects of volunteering, which can assist new migrants to integrate into their new communities.

If you would like to find out more about volunteering go to [www.ryde.nsw.gov.au/volunteers](http://www.ryde.nsw.gov.au/volunteers) or call 9952 8222. 📞



## LIS Team

### Land Information Section

Ross Johnson and Lindsay Mason are part of the City of Ryde's Land Information Section (LIS), producing maps and providing timely and accurate land related advice to staff, assisting with almost every aspect of Council's planning and operations.

The City of Ryde has had a mapping section for just over a decade, and was one of the first councils in Sydney to adopt a Geographic Information System (GIS), enabling maps to be produced of many different layers, focusing on various aspects of the terrain, services, demographics and environment across our City.

Do you have an interest in the natural environment? The Land Information Section can produce a map of Council's extensive network of local parks and gardens or show the extent of natural vegetation in our area. What about grabbing a copy of Council's bike path map and planning a leisurely cycle around your local area?

The City of Ryde has produced almost 4,000 different maps over the past decade. With such an enormous quantity of information, it has become imperative to catalogue these mapping layers. This is a project that Ross Johnson is currently working on. He is focusing on identifying the most business critical map layers and investigating how best to manage this information, ensuring that it remains up to date and accurate.

He has been assisted in this task by the integration of Council's Mapping System with other core systems such as the TechnologyOne Property System and the Merit Customer Request Management System. This means that if you call Council with an enquiry, Council's staff will be able to pin point the exactly the location being discussed, whether it's a query about a local development or reporting a missed bin collection.

Lindsay Mason has been looking at ways to make Council's current catalogue of mapping information more accessible to the community.

In 2010, Council will be acquiring recent aerial photographs of the City of Ryde and these will be displayed in a new web mapping system on Council's website (similar to Google Maps) that anyone can use.

LIS has been providing support to the Ryde 2030 Community Strategic Plan process, providing base maps and aerial photographs as visual aids to assist the community consultation process. As Lindsay and Ross point out, if a picture is worth a thousand words, a map is worth ten thousand words!

# planning framework

## Planning Framework

Council's Integrated Planning Framework demonstrates the approach taken to address legislative and compliance issues as well as specific requirements affecting the City in an integrated way.

In order to achieve its mission and to undertake its main functions, Council has adopted overarching corporate directions and strategies that are critical to improved Council services to the community.

## Integrated Planning Framework

The diagram (right) sets out Council's Integrated Planning framework. It details the process for determining our direction, which is based on feedback and input we received from the community and demonstrates how strategies, policies and procedures are delivered. The framework shows how Council responds to community expectations and needs through our products and services and aligns our internal processes, reviews and financial management to assist our organisation to deliver those products and services effectively.

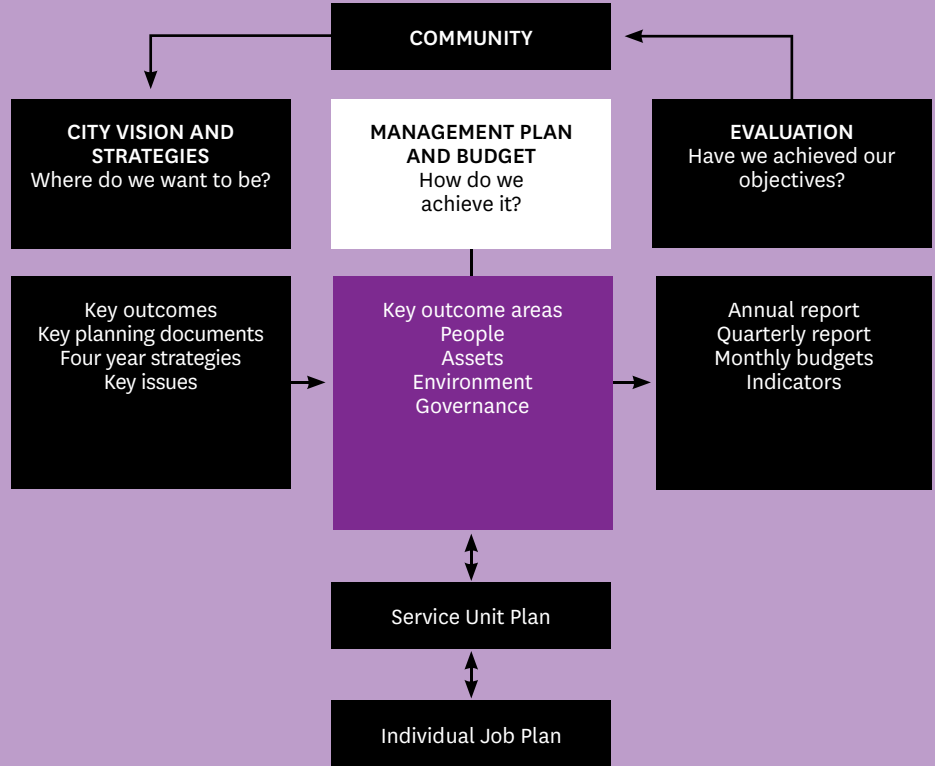
Collectively, these strategies, policies and procedures constitute the foundation of the City's 'governance' framework. For more information on Council's Governance Framework, see the Corporate Governance section on page 44.

## Measuring our Performance

We take our performance monitoring seriously. You can find the measures we use and the results for 2008/2009 in the Our Performance section of this report.

## Internal data

Council's business groups regularly collect data in various ways, such as through their day-to-day operations or by conducting surveys, and this information is entered in the Council-wide reporting system. Every quarter each Group Manager verifies the accuracy of the information and adds comments on results that are outside the assigned level of variance. The data then passes to the Executive Team for final approval. This information is reported in the Quarterly Report and reviewed by the General Manager and Council.



# corporate strategy and directions

## Environment Plan

The Environment Strategy 2007 – 2010 was adopted by Council on 17 July 2007 and will be reviewed next year as part of the Ryde 2030 Community Strategic Plan process.


The Strategy provides direction on Council's commitment to sustainability and its continuing program of improvement and support of the City of Ryde journey towards sustainability.

An important feature of the Strategy is the way it balances the interdependent and mutually inclusive economic and social development issues with related environmental protection and management under a governance framework.

The City of Ryde is faced with issues of climate change and pressures from population growth and changes to the built form that will unavoidably impact on key environmental and place assets that are highly valued by residents.

The Strategy provides the framework to address issues such as integrated water cycle management, energy and resource conservation, biodiversity conservation and protection and sustainable transport and traffic, and to ensure that decisions are made that:


- Take into account the principles of Ecologically Sustainable Development that are incorporated into the numerous planning and development controls across Council operations
- Lead by example and establish appropriate environmental standards.

Council reports on its progress through the annual State of the Environment reporting process and through quarterly reporting under its Management Plan. To view the whole Environment Strategy 2007 – 2010 and State of Environment Report go to [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au). 

## Social Plan

The City of Ryde Social Plan was adopted by Council in 2005 to identify and respond to key community needs. Subsequently a Social Planning Framework was developed, and each service unit and Group Manager is responsible for implementing and tracking the progress of key actions and recommendations of the Plan.

A Social Justice Charter was also adopted by Council in 2007. The City of Ryde values social justice and is committed to becoming a socially sustainable city through community participation. These principles are integrated into all core activities and the Social Plan will be reviewed as part of the Ryde 2030 Community Strategic Plan process.

Further information on Council's Social Justice Charter and Social Plan can be found at [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au). 

## Access and Equity

The City of Ryde is committed to the provision of services and facilities in a fair and equitable manner. Council has an Access and Equity policy and a Social Justice Charter to guide and inform service and facilities planning across the organisation, ensuring a proactive approach to meeting the needs of our diverse and multicultural community.

The Access Committee and the Community Harmony Reference Committee are established advisory groups. They are responsible for advising and making recommendations to Council on matters relating to access with particular emphasis on issues for people with disabilities and providing advice on how Council can best engage with and provide services to people with Culturally and Linguistically Diverse (CALD) backgrounds.

The Disability Action Plan identifies practices that may discriminate (intentionally or unintentionally) against a person with a disability and develops strategies for improving the City of Ryde's practices to eliminate discrimination.

The Community Engagement Policy and Framework 'Your City, Your Voice' adopted in December 2008 ensures that Council's community consultation activities are accessible to and inclusive of our diverse community.

COUNCIL'S CIVIC  
CENTRE IS ON 10%  
GREEN POWER,  
SAVING AROUND  
100 TONNES OF  
CO<sub>2</sub> ANNUALLY

# economic strategy

Through consultation and in partnership with key business stakeholders Council's recently adopted Economic Development Strategy provides a dynamic framework for the sustainable growth of the City of Ryde.

The Strategy outlines a program of prioritised actions for the City of Ryde until 2012 focussing on three defined areas:

- Marketing the City of Ryde
- Employment generation
- Building partnerships.

Council plays an active role in achieving the economic wellbeing and quality of life for the community and the region and has led the following initiatives in 2008/2009:

- Sustainable Business Network: Building relationships/partnerships between members of the network and the broader community, undertaking education initiatives and raising the profile of the City to attract investment.
- Home-based Business Week: Events designed to give home-based operators opportunities to learn the latest business ideas.
- Manufacturing Week: Western Sydney Manufacturing Week is designed especially for all manufacturers, with a range of events and site visits.
- Ryde Business Forum: As an umbrella Chamber of Commerce, Ryde Business Forum provides opportunities to meet potential business partners, clients and service providers.
- Ryde Business and Sustainability Expo: With over 50 exhibitors and 500 attendees this annual expo, undertaken in partnership with key businesses, provides a positive forum for networking.



## MACQUARIE PARK SUSTAINABLE DEVELOPMENT INITIATIVES



Often described as Australia's 'Silicon Valley', Macquarie Park is home to some of Australia's top 100 companies, particularly in IT& T, pharmaceuticals, medical research and media. It is also the location for Macquarie University and the Macquarie Shopping Centre.

Macquarie Park is called a Specialised Centre in the State Government's Metropolitan Strategy because it performs a vital economic and employment role in Australia.

The number of office workers and students in Macquarie Park is expected to more than double in the next 25 years. This presents some big challenges, particularly in relation to transport, because most people commute to Macquarie Park by car and the roads can be highly congested at peak hour.

To fulfil its growth potential Macquarie Park needs to change from a car dependent, homogenous industrial park into a pedestrian and public transport orientated, vibrant and sustainable mixed business centre.

The State Government has invested \$2.4 billion in the construction of the Epping to Chatswood Rail Link which includes three new stations in Macquarie Park. Additional priority bus lanes are also being implemented in Macquarie Park along Lane Cove Road and sections of Epping Road.

The City of Ryde is implementing a major planning, public domain and community infrastructure program in Macquarie Park over the next 20 years. Much of the infrastructure will be funded by the development sector through the progressive redevelopment of Macquarie Park.

Works will include an integrated pedestrian and cycle network, new plazas and parks and the implementation of best practice urban design, particularly around the three new stations, to make the area attractive, vibrant and safe for pedestrians.

Council is also reviewing its planning controls to ensure that commercial development in Macquarie Park achieves best practice in sustainable building and water sensitive urban design. Council is planning an incentive scheme which will encourage developers to achieve the Green Building Council's 5-star rating, or higher.

As a result of this co-ordinated public and private sector activity, Macquarie Park is set to become a vibrant, efficient, sustainable and nationally significant business centre.



# financial strategy

AND ASSET MANAGEMENT

One of the key issues for the City of Ryde and Local Government across NSW is managing the maintenance and upgrading of essential infrastructure.

The City of Ryde owns and maintains over \$2.5 billion in essential infrastructure (roads, footpaths, stormwater drainage, bridges, footpaths, wharves libraries, community buildings etc).

Council has undertaken a comprehensive asset management program in order to improve asset management practices across the vast infrastructure assets within the City.

In 2006 Council adopted a Long Term Financial Strategy (LTFS) to provide a projection of the City's financial position for the next 20 years. A key component of the LTFS is an assessment of the City's infrastructure and the need to quantify the costs of bringing all infrastructure to a satisfactory standard.

The strategy forecasts a cash shortfall based on Council expending \$20 million on asset renewal each year to bring its infrastructure up to a satisfactory standard.

Council's 2009 – 2013 Management Plan incorporates a four-year capital works program of \$122 million which is based on asset management principles and provides \$75 million for renewal of existing assets. This results in a \$5 million underfunding of asset renewal over the ensuing four-year period.

Special Schedule 7, which reports on the condition of infrastructure assets included in the Financial Reports, shows that Council would need to spend approximately \$79 million (\$74 million 2007/2008) to bring its infrastructure assets to a satisfactory standard.

Council took a lead role in developing Asset Management Guidelines, which were endorsed by the seven member Councils of NSROC, and has revalued all its major classes of assets to Fair Value.

Asset management plans have been developed across Council's major assets which describe the services that are provided to the community and the ongoing obligations associated with owning and managing these assets.

These plans will provide critical information on the required level of asset maintenance and asset performance to assist Council in striking the right balance between asset renewal and the creation of new assets.

The challenge for the City of Ryde and Local Government across NSW is to be able to fund the maintenance and renewal of this essential infrastructure.

## NEXT STEPS

Integrating the directions and strategies into our business requires continuous effort to set the right priorities, allocate resources appropriately, and communicate and partner with stakeholders. To facilitate this process and as part of the Ryde 2030 Community Strategic Plan we are creating a Corporate Sustainability Statement and network to assist staff integrating corporate sustainability into their roles.

## THE CITY OF RYDE OWNS AND MAINTAINS OVER \$2.5 BILLION IN ESSENTIAL INFRASTRUCTURE

# corporate governance framework

The City of Ryde is committed to ensuring that:

- its policies and practices reflect good governance
- the manner in which the City conducts its daily operations complies with the broad principles contained in the Local Government Act.

Councillors and members of the Executive Team consider adherence to that framework to be fundamental in demonstrating that they are accountable to the community and are appropriately overseeing the management of risk and the future direction of the City.

The framework provides valuable guidance on the roles and functions of Councillors and employees, corporate values, the code of conduct and meeting and reporting structures. It also provides an overview of all of our inter-related corporate documents. This assists in ensuring a harmonious and productive relationship between Councillors and the administration.

### Code of Conduct

The Code of Conduct applies to Councillors, the General Manager, executive team and all employees of the City of Ryde. All are expected to act in accordance with the Code and to do everything possible to influence those with whom they are working to ensure that they also maintain similar standards of integrity and ethical behaviour.

### Procurement Framework

Each year Council spends millions of dollars on purchases. Council has developed a series of policies, procedures, guidelines and templates (the Procurement Framework) for use in procurement. These ensure that Council conducts its procurement activity in accordance with the requirements of the Local Government Act and Regulations and in accordance with the principles of good governance. This is a comprehensive framework for the commitment of public monies from petty cash through to complex tenders.

One aspect of the procurement framework is the Sustainable Procurement Policy. This incorporates initiatives such as:

- Incorporation of sustainability questionnaires into all formal procurement documentation (greater than \$50K). These are now used as part of the evaluation process
- 80% of paper used by Council is recycled
- Introduction of fair trade coffee beans for all Council coffee machines
- Pricing differential of 10% to allow for more sustainable products
- Ongoing staff education sessions and recycling programs.

## Risk Management

Details on what was completed in the Risk Management Strategy are in the Our Performance section on page 65.

## Audit Management

This year Council revised its Audit Committee structure. The Committee now consists of two independent (external) members and two Councillors. The chair of the Committee is one of the independent members. One of the roles of the Audit Committee is to oversee the work of the internal audit function. This Committee complements the relationship between internal audit and the wider organisation, safeguarding the independence of the internal audit and further increasing the effectiveness of the internal audit function and its value to Council.

The committee provides a review and monitoring function over Council's corporate assurance, audit, risk management and corporate governance activities and arrangements. The committee reports to Council.

## Role of the External Auditors

The external auditors primarily provide an assurance that Council's financial statements reflect the financial position of Council at the conclusion of the financial year.

The work conducted by the external auditors to enable them to provide this assurance includes:

- Testing a sample of Council's internal controls
- Observation of processes or procedures being performed
- Inquiries of individuals within Council
- Examining financial and accounting records, other documents and tangible assets
- Obtaining written confirmations of certain items.

## Internal Audit


Council has an Internal Audit function located within its Risk and Audit service unit. The function is primarily undertaken by a full time internal auditor. The primary role of the internal auditor is the provision of a independent, objective assurance and consulting activity to management and the Audit Committee. The internal audit function prepares and delivers the annual internal audit program. The program is approved by the Audit Committee and is risk based.

In 2008/2009 internal audits were conducted in the areas of:

- Contract administration
- Library services
- Ryde Aquatic Leisure Centre
- Cash handling
- Petty cash
- RTA drives system compliance


- Fixed assets (certain classes)
- Compliance with internal procedures
- Investigations.

## What is Best Value?

Best Value principles are designed to make sure local services are a reflection of local community needs and expectations, in terms of both quality and cost. It means providing local people with what they want, when they want it, at a price they are willing and able to pay. It's also about being imaginative in how local needs are met. Further information on Best Value can be found on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au). 

In 2005 Council introduced a program to review each service unit against a set of best value principles and developed a framework for best value review in the City of Ryde. During 2008/2009 Council reviewed and consulted with the community on the following four service units:

- Parks
- Urban Planning
- Human Resources
- Operations.

An implementation plan for each service unit was developed to action the recommendations from each review. Over the next few years Council will be implementing strategies to address the identified opportunities for improvements for each service unit and further explore opportunities to provide best value for its services to the community. Copies of the reports are available on [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au). 

## Community Engagement

In December 2008, Council adopted the 'Your City Your Voice' Engagement Framework and Policy.

The City of Ryde is committed to engaging with residents, businesses, stakeholders and Council officers as it plans services, policies

and facilities. Involvement in the planning and delivery of services has a number of benefits for the community, stakeholders and Council:

- It ensures that priorities are appropriate for current and future needs
- It provides valuable information and increases understanding for planning
- It value adds to projects and the outcomes they seek to achieve.

Our stakeholders are identified the following way:

Target audience: The people that live, work or play in the catchment area for the engagement process, who need to be aware so that they can choose whether or not to be involved. This may be a geographical area, like a suburb, or users, such as the parents of children in a childcare centre.

Stakeholders: Individuals or groups that have a specific interest in one or more aspects or impacts of a project.

## Engagement in action

In early 2008 one of the first projects to use the new engagement framework was the Ryde 2030 Community Strategic Plan. We consulted widely with the community and other stakeholders using an outreach approach with a range of engagement activities.

In this phase of consultation over 1,300 people from within the Ryde LGA and beyond have raised about 3,900 matters for consideration. This feedback provides a rich resource of ideas, and aspirations to move to the next phase in the community strategic planning process and reflects the considerable effort to deliver a consultation process which has engaged a broad cross section of the community.

The results of this engagement and those planned for 2009/2010 will form the development of this important 20-year strategic plan.



Community consultation at Meadowbank Park for the Ryde 2030 Community Strategic Plan

# 04 our performance

STRATEGIES AND KEY  
OUTCOME AREAS

PEOPLE

ASSETS

ENVIRONMENT

GOVERNANCE





*Over 95,000 people attended our many festivals and events*



# How did we perform in 2008/2009?

## How did we perform in 2008/2009?

Services and outputs are identified and planned in the annual operational plan contained within the 2008–2012 Management Plan. Performance is assessed on a regular basis and the actual achieved results are reported quarterly against planned performance targets.

## Overall performance result

The 2008/2009 Operational Plan achieved a good overall performance result of 90%.

## Overall performance summary

2008/2009 was the first year of implementation for the 2008 – 2012 Management Plan. Our Operational Plan, which outlines the services and projects to be undertaken during the year, proved to be a well-balanced document with 90% of the Plan successfully implemented.

The success of the Operational Plan can be attributed to Council focusing its efforts on the four key outcome areas in the Management Plan and the priority issue of 'assets', which received a performance score of 92%. We will however, need to be conscious of our efforts on the priority issue of 'governance', as this was the lowest performing area, receiving a score of 86%.

In terms of service delivery and performance, the City of Ryde aims to achieve best practice management principles and is committed to delivering service excellence.

City of Ryde projects, plans and services are developed in an effort to meet the four pillars of social, economic, environmental and governance outcomes to benefit the community.

The following information addresses the key strategic activities Council planned for completion in 2008/2009 and includes targets and results. It also includes what is planned for the coming year.

Council's operational planning process begins with a review of our achievements against the Management Plan 2008 – 2012 and the actions contained within Service Unit plans.

We assess how our activities to date have progressed towards our key outcomes and the City Vision to ensure we are on track.

Our progress is measured through both qualitative and quantitative outcomes and through performance measures for each of the service areas.



## Community Satisfaction Survey

For some of our Council-wide customer satisfaction measures, we carry out a survey of the City of Ryde residents – ratepayers and non-ratepayers. This is conducted every two years.

A survey was conducted in November 2008 and the overall result of 81% customer satisfaction across the organisation is a significant improvement in comparison to 76% in 2004.

The areas where our customers are most satisfied with our performance are:

1. Regular garbage and recycling collection
2. Kerbside rubbish collection
3. Parks and open spaces
4. Parks maintenance
5. Pedestrian access.

## The areas identified as needing attention and priority are:

1. Public toilets
2. Traffic management and regulation
3. Building permit processing
4. Road maintenance and repair.

Full results of the survey are available at [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au).

## NEXT STEPS

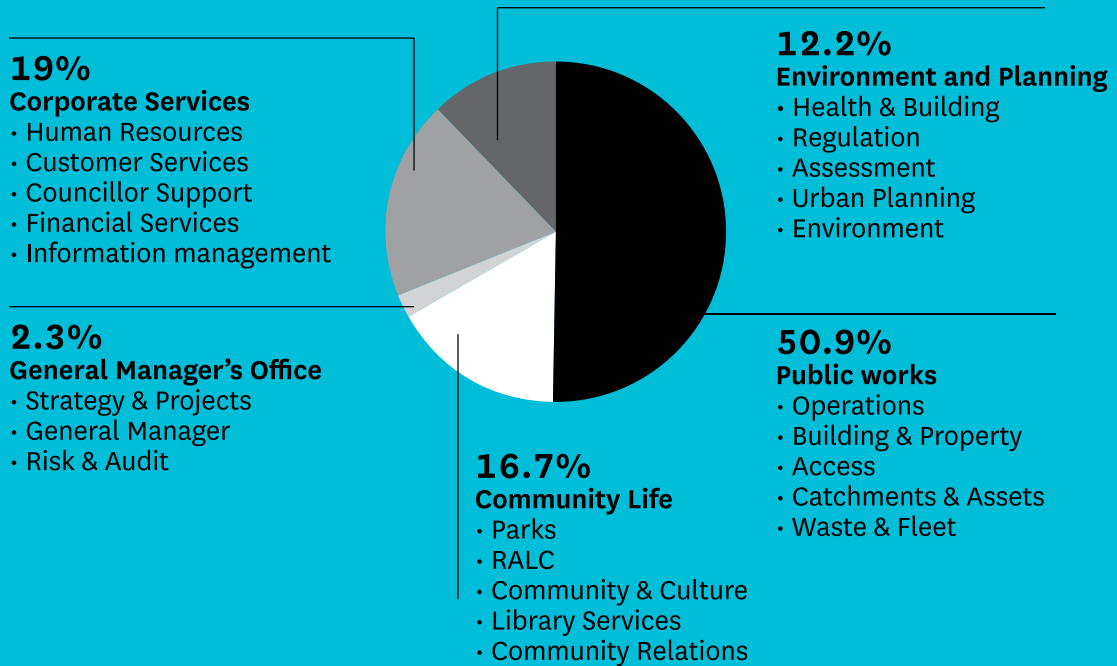
The feedback from our customer satisfaction survey, Best Value Reviews and customer requests is very useful in helping us set the priorities and to make sure we are delivering on the community's expectations in the planning of our program and activities.

Continuing engagement for the Ryde 2030 project and working with our stakeholders to set priorities for future services will assist in the development of a renewed vision and expectations as signified by the community.

THE 2008/2009  
OPERATIONAL  
PLAN ACHIEVED  
A GOOD OVERALL  
PERFORMANCE  
RESULT OF 90%

## OPERATING EXPENDITURE SUMMARY 2008/2009

### TOTAL OPERATING EXPENDITURE - \$84M



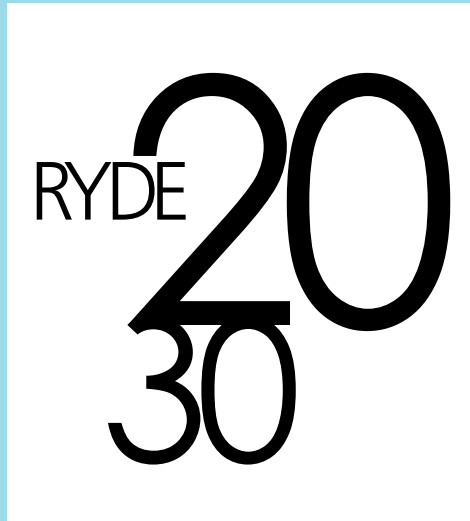
### Ryde 2030

Council is developing a 20 year Community Strategic Plan: Ryde 2030. This will provide the blueprint for the future of the area and identify opportunities and strategies to address issues that the community has highlighted through an extensive engagement process. Council is leading this initiative in consultation with other partners such as State and Federal Government agencies, community groups, residents and visitors in order to develop and implement a realistic plan for the future. This project commenced in December 2008 and is planned for completion in mid 2010.

Ryde 2030 establishes a clear governance framework that includes the following:

- Four Theme Committees (Environment, Governance, Infrastructure and Social): These committees have a particular focus but will be required to consider all social, infrastructure, environmental, governance and economic impacts on the Ryde LGA. Members of these committees include Councillors, State Government representatives, community representatives and Expert Advisory Panel members.
- Expert Advisory Panel: The role of the experts on this panel is to review information, provide feedback and advise on current trends and issues in sustainability integration and long term planning. They will review the recommendations from the Theme Committees and provide guidance on how these recommendations can be addressed by the community and Council.
- Staff Sustainability Committee: This internal Council committee will help to achieve a sustainable Quadruple Bottom Line (QBL) by developing strategies to achieve the joint vision. It will also consider trends and projections, statutory requirements and integration of the strategies into Council's plans.

More information and results of community consultation for Ryde 2030 can be found at [www.ryde.nsw.gov.au/ryde2030](http://www.ryde.nsw.gov.au/ryde2030).



imagine.  
create.  
embrace.



Activities at the Children's Conference 2009



Community Workshop



A Year 8 student's hope for the future



A Year 8 student's concern for the future





# people

THERE WERE 32 ACTIONS IDENTIFIED IN THE 2008 - 2012 MANAGEMENT PLAN GROUPED UNDER PEOPLE OUTCOMES. THE OVERALL RESULT WAS 91% COMPLETED.

- Open space and bushcare
- Street trees
- Youth Services
- Libraries
- Child and family services
- Access and road safety
- Immunisation
- Ryde Aquatic Leisure Centre (RALC)
- Arts and Cultural Development
- Events and Communication

## CITY VISION PEOPLE

**The City of Ryde is committed to maintaining a socially sustainable City through community participation in our products and services.**

**P1 A vibrant city that is economically strong and engages its community through cultural and social activities**

**P2 A city that plans for people by involving them in decision making to improve their quality of life**

**P3 A harmonious community through a culturally enriched and respectful society**

### CHALLENGES

- To develop the range of strategic planning and policy documents that meet the needs of all stakeholders
- Ryde Aquatic Leisure Centre is now 10 years old and facing increasing competition in the market place as well as the impacts of the global financial crisis
- Keeping abreast of technological change in the delivery of library services and programs
- Development of new Council website
- Identification of service gaps to inform the Community Strategic Plan.

### NEXT STEPS

- Identify opportunities for expansion in both program and capital areas at the RALC
- Review the vacation care program to ensure quality and efficiency
- Develop public art and cultural policies
- Development of a Library Technology Plan and opening of the new Ryde Library
- Development of corporate communications strategy
- Development of management model for Ryde Community and Sports Centre at ELS Hall Park.



## Community Events

The popular Granny Smith Festival attracts more than 80,000 people into the City. This major event is part of an annual events program that includes Australia Day festivities, Harmony Festival, Youth Week, Seniors Week, Christmas Carols and Cinema in the Park, providing an impressive opportunity for the community to come together to celebrate its diversity and the place in which they live. In 2008/2009 Council also implemented a new Community Christmas Celebration at Ryde Park and held its second Council Expo, showcasing the variety of services and activities provided for the benefit of the community.

The Ryde LGA has undergone a dramatic change in its demographics: 37.7% of the population were born overseas and 31.6% are from a non-English speaking background, primarily Chinese and Korean. This change offers challenges and opportunities for Council to work with many groups in the community to explore issues and propose solutions.

### Service Mapping and Gap Analysis Project

Council is undertaking a project to map the community service network and identify gaps in service provision now and into the future. This project commenced in 2008/2009 and will continue into 2009/2010. The second stage involves consultation with the community on the needs identified by the community service network. This information will be used as supporting documentation for the Ryde 2030 Community Strategic Plan process.

### Community Facilities Plan and Licensing Policy

Council developed a strategic framework for the future management of community facilities as well as a policy to guide the management of licences for these buildings. Extensive engagement was undertaken to develop these documents and to establish best practice standards. These documents are currently on public exhibition.

### West Ryde Family and Children Community Facility

Through a Voluntary Planning Agreement, Council will receive a \$20 million community building in the West Ryde Village redevelopment. This facility will accommodate services targeting families and children to deliver an integrated and holistic approach to meeting their needs. This building will incorporate:

- Family day care
- Long day care centre
- Early childhood health service
- Family support service
- Council offices
- Community meeting spaces
- Community hall
- Retail components.

In 2008/2009 further design on this facility was undertaken and negotiation with the developers continues to advance this flagship community facility.

### Eastwood Multipurpose Community Facility

A feasibility study was undertaken to examine a range of options for the development of a multi-purpose community facility in the Eastwood area and to test the feasibility of sites and co-location models.

The resultant report suggests how Council can take advantage of potential synergies

between current landholdings, the needs of the community and the developed service model. This is a preliminary feasibility study and further work may need to be undertaken.

### Cultural Diversity, Community and Care

Council supported research into the experiences of Culturally and Linguistically Diverse (CALD) parents of children in the early years (ages 0 – 3 years) living in the Ryde LGA. This report will assist Council to improve services.

### Ryde City View

Council continues to deliver a fortnightly newsletter to the community. This newsletter, available in hard copy and electronically, provides information directly to the community on Council's activities and services, public notices and development applications. The Ryde City View was Highly Commended in the RH Dougherty Awards at the Local Government Awards in 2008.

A reader survey was carried out after the first year of publication. Overall, the newsletter is very well received by its readership, with 82% of respondents rating the Ryde City View as a good or excellent resource for getting information about the City of Ryde.

### Cultural Grants Program

Council recognises the importance of culture and provided \$110,500 to facilitate cultural initiatives and programs in the City. These funds are made available under the Cultural Grants Program for local non-profit community groups and community arts organisations with the aim of:

- Stimulating community activity to meet the needs of local residents
- Encouraging creative and innovative approaches to cultural and community activity
- Assisting the development of skills in the local community.

### Principals Liaison Committee

Council recently established the Principals Liaison Committee targeting primary and high school principals. The Committee will identify how schools and Council can work together. With nine principals attending the first meeting, this network is anticipated to provide promising opportunities for future partnerships.

### Community Information Expo

The City of Ryde, in collaboration with the Ryde Hunters Hill Multicultural Network, held its annual Community Information Expo in celebration of Harmony Day at Meadowbank TAFE. Approximately 40 service providers exhibited, including government and non-government organisations. Over 600 people visited the Expo (almost double the previous year's attendance). Service providers

benefited greatly through the networking opportunities and access to new customers from culturally and linguistically diverse backgrounds.

#### **Home Modification and Maintenance Services**

This much-needed community service assists the frail aged, people with a disability and their carers. Last year 380 jobs were completed and 556 referrals were made. Customer satisfaction for this service was 98%.

#### **Holiday Programs for Children and Young People**

Council organises a range of school holiday activities that cater for children who are creative, sporty, or who simply want something to do.

Our Vacation Care Program targets 5 – 14 year olds. In 2008/2009 nine weeks of programs were organised with 5,008 attendances. These activities ranged from performances, workshops and picnics to sessions with the police on bullying.

The Ryde Aquatic Leisure Centre also provides a range of school holiday programs for children 5 – 12 years of age who are interested in trying a range of sports including badminton, basketball, cricket, handball, water polo, lacrosse and many more. These sessions are non competitive and fun is the main objective.

Ryde Library Services also runs a range of workshops, movie nights, science shows and many other activities during the school holidays to cater for young library users.

#### **Youth Initiatives**

The City of Ryde runs a range of youth programs throughout the year, including:

- Youth Week: Events included a photo competition, Battle of the Bands and a health and wellbeing forum. Over 600 young people participated.
- The Core at the Granny Smith Festival: The Core is a youth-specific area within the larger Granny Smith Festival. It provides recreation and engagement activities for young people aged 12 – 25 years.
- Bingo Acoustic Special: This event offers the opportunity for young people and seniors to interact and have fun together. The event showcases local youth artists playing acoustic music and a bingo session with sponsored prizes.
- Ryde Youth Council: This group of 12 young people organises targeted events and more recently has undertaken a review which highlights opportunities to improve participation. One initiative was the Ryde Youth Theatre Workshops providing local young people with opportunities to express their creativity in a fun, relaxed environment.



#### **Library Services**

There are five libraries in the City of Ryde, offering many activities for people of all ages, in addition to traditional library services. These include:

- Ryde Rockers Rhyme Time: This baby bounce program for 0 – 2 year olds has been a great success and offers a time for parents and babies to enjoy songs, rhymes and finger plays
- City of Ryde Writers Festival: The ever-popular 'Read Write Ryde' festival provides workshops and talks with well-known writers.
- Knitting Groups: These groups have provided a new way for community members to engage with each other in a library and have led to involvement in community projects such as Wrap with Love, World Wide Knit in Public Day and Community Sew-In Day.
- Information events: Presentations have included author talks, historical talks, legal issues in Law Week and health issues in Seniors Week.
- Internet training: Regular classes are provided to supplement Computer School, an online computer tutorial system.
- Community events: These include hosting library stalls and story times at the Children's Festival, Moocooboola, the Community Christmas Celebration and citizenship ceremonies as well as various functions to mark Library Lovers Day, Chinese New Year, Christmas and the Cancer Council's Biggest Morning Tea.
- Living Libraries program: The Living Libraries program was established to highlight the diversity and encourage understanding and tolerance in the community.
- Wireless technology: Installation of wireless technology at all library branches enables users to bring in their laptops and access the Internet, as well as booking computers in the usual way.



## Culture and Heritage

In 2008/2009 Council embedded a number of key cultural activities into its core work in recognition of culture and heritage across the City. Council is currently developing a Cultural Policy to drive the cultural direction of the City, which will benefit from the outcomes of the Ryde 2030 Community Strategic Plan process. Key cultural activities undertaken in the City of Ryde in 2008/2009 included:

### Brush Farm House

This year \$1.2 million was spent on improving the curtilage and surrounds of this wonderful historic building which is now being used as a heritage and cultural centre. Much of the work completed included the installation of new lighting, work on the car park and courtyard and reinstatement of the old carriage drive and loop. The completion of landscaping works around the House has enabled a partnership with Ryde TAFE for year three students to undertake the garden maintenance.

### Arts Development Framework

Key elements of Council's Arts Development Framework that have been implemented include:

- Public art in Ryde Park Rotunda, Eastwood Fiveways, Ryde Riverside Reserve and research into Indigenous arts for the Parramatta River foreshore
- Partnerships with Brush Farm Historical Society to conduct open days at Brush Farm House
- Development of a Volunteer Training Manual
- Support of the Ryde Arts Society exhibition.

- Youth Film Nights: A trial program of free film nights commenced in June 2009 and will be useful to assess the enthusiasm of young people, particularly those from culturally and linguistically diverse (CALD) backgrounds, to participate in further youth programs in Eastwood.
- Check It! Youth Health and Wellbeing Forum: During National Youth Week 2009, the City of Ryde, in partnership with Northern Sydney Central Coast Area Health Service and the Ryde Community Drug Action Team, ran 'Check It', a health and wellbeing forum for young people. The forum was designed for Year 10 students (16 years of age) and included performances, guest speakers and an expo with a positive focus on drug and alcohol concerns, nutrition and body image, healthy lifestyle, self image and relationships. Over 120 young people from four local high schools attended this forum.

### Road and Community Safety Initiatives

To highlight road safety messages to the community Council delivered the following six programs in 2008/2009:

- Helping Learner Drivers Become Safer Drivers
- Pedestrian Safety Campaign
- Slow Down in My Street
- Seniors Road Safety Program
- Occupant Restraints
- Go Active 2 School (GA2S).

### Health Initiatives

As a member of the North Shore Ryde Health Service Community Participation Committee, Council works with the Health Promotion Unit on various initiatives and continues to accommodate the State Government's five Early Childhood Health Services in Council community buildings.

The City of Ryde's bi-monthly Immunisation Clinic vaccinates up to 200 infants 0 - 4 years of age every month against various childhood diseases. Over 2,200 children attended the Immunisation Clinic for vaccinations in the year ending 30 June 2009. A recent survey indicated that the Clinic has a 98% customer satisfaction rating.

### Ryde Aquatic Leisure Centre (RALC)

Over 760,000 people visited this world-class swimming and sporting facility this year. There were 10,947 enrolments in our award-winning Learn to Swim program and more than 35 schools held swimming carnivals at the RALC. In addition, 10 local schools ran swimming programs at the RALC and six swim clubs regularly use the Centre for squad training.

A Rainwater Harvesting system was installed for use as top-up water for the pools, which will save up to 20,000 litres of water per day.

### Volunteers

A total of 200 enquiries were received in the 2008/2009 financial year and 150 potential volunteers were referred to Home and Community Care service providers in the Ryde Hunters Hill areas. The volunteer referral agency supports the recognition of the valuable contribution made by volunteers by organising events such as a Volunteer Thank-you Afternoon Tea and Volunteer Recognition Awards. Council has recently reviewed the Ryde Hunters Hill Volunteer Service and the focus for 2009/2010 will be on engaging the Chinese-speaking community.

The City of Ryde supports its bushcare program through the management, supervision and training of bushcare volunteers. In 2008/2009 Council provided several short training courses through Ryde TAFE to further the skills of these volunteers. These short courses have received strong support and interest and are programmed to continue.

### Bushcare Volunteers

| Volunteers | Volunteer Hours | Value of hours (in dollars, @\$25 per hour) |
|------------|-----------------|---|
| 574        | 4,730           | \$118,250                                   |

### Children's Conference

The annual Children's Conference is held in partnership with local primary schools, Macquarie University and the Department of Education and Training. This year's theme was 'What The... Think, Help and Encourage'.

Students from Emporia, Kansas, USA were electronically linked up with the 300 local primary school children who participated.

The Children's Conference celebrates the right of children to have their opinions and be heard. It is also a time for them to demonstrate their talents, skills and abilities through school presentations. Information received from the children this year was also incorporated into the Ryde 2030 Community Strategic Planning process.

A key component of the delivery of the Children's Conference Project is the training of young people from local high schools as facilitators to work with the primary school aged participants for the afternoon discussion sessions. The group sessions are managed entirely by the youth facilitators.


### Linkage Project, Shrimptons Creek

The linking of pedestrian safety, youth issues, park/place management and urban design issues at Shrimptons Creek created an opportunity for a collaborative approach to addressing a variety of issues in the area. Working with Macquarie University through the Linkage Projects Seeding Grants, funding was provided for the 'Safety and Inclusion in Macquarie Park: Place sharing between international students and marginalised youth' project.

This project aims to foster a more inclusive and safer environment, develop strategies that will allow these groups to participate in deciding how to make Macquarie Park a more inclusive and vibrant place for all residents and to develop activities to break down barriers and challenge negative perceptions about Shrimptons Creek and other streets and areas in the vicinity.

This initiative is a collaboration between various teams within Council, the University and the Salvation Army.

### Party Your Way Website

This project aims to raise public awareness of safe partying by talking directly to young people and parents. The concept was to develop a sustainable resource that could link people to existing information already available to the wider community. The website is a joint initiative between the Roads and Traffic Authority (RTA), the City of Ryde and Ryde Community Drug Action Team (CDAT), under the Ryde Safe Communities Steering Committee. Visit the website at [www.partyourway.com.au](http://www.partyourway.com.au). 

### Community Sew-In






To celebrate International Women's Day the City of Ryde organised a Community Sew-In to support Kenya Aid's SHARE Project. The SHARE Project provides young women currently enrolled in primary or secondary school in rural communities with access to environmentally responsible, economically sustainable and culturally sensitive reusable fabric sanitary pads.

The 180 pads made at the event will help to reduce the number of girls dropping out of school due to lack of sanitary items.

## REPORTING AGAINST OUR MANAGEMENT PLAN STRATEGIC OBJECTIVES

This table reports against our Management Plan, which is framed around various strategic objectives, and the key strategic activities that are undertaken to achieve the City Vision.

### Key to reading our performance

 In Progress: project is still under way  Complete: project is finished  Not Completed: project either deferred or will be completed in 2009/10  Good Result  Target not achieved

### The following table presents a summary of actions under the Social Key Outcome Areas

| 2008/2009 Commitments   | Measure  | Result   |
|---|--|--|
| Complete a Plan of Management for Shrimptons Creek  | Completion of draft for Council  |   |
| Develop an Integrated Open Space Strategy, Playspace Strategy and Urban Tree Management Strategy              | Strategies adopted   |  Carried over to 2009/2010)                   |
| Complete a Plan of Management for Ryde Riverside Reserve  | Plan completed   |   |
| Complete a Plan of Management for Morrison Bay Reserve  | Plan completed   |   |
| Plan and design new library to be included in CoR Centre within the Top Ryde City shopping centre development | Advanced planning and design completed   |  Will open 2010                               |
| Promote and deliver library services  | Increase membership of residents, visits to libraries, use of PCs (and dependent services) |   |
| Amend the model for delivery of home library service  | Increased weekly deliveries scheduled.   |   |
| Implement procurement model for library materials   | EOI/tender issued. Suppliers selected. Service profiles refined and confirmed              |  Carried over to 2009/2010)                 |
| Refine and redevelop library marketing strategies/plan  | Library marketing strategies developed   |  Carried over to 2009/2010)                 |
| Increase enrolments in Swim School at Ryde Aquatic Leisure Centre   | Target of 12,000 enrolments  |  Down by 7.8% compared to last year         |
| Maintain total annual attendance numbers at Ryde Aquatic Leisure Centre                                       | Target of 780,000 number of visits   |  Down by 5.3% compared to last year         |
| Average of eight parties each week at Ryde Aquatic Leisure Centre   | 8 parties each week  |  Down to 6 per week compared to 8 last year |
| Reduce reliance on mains water for use in pools through recycling and rainwater harvesting                    | Kilolitres used for pool top-up water  |  System completed by June 09                |
| Maintain pool water quality to meet NSW Health bacteriological criteria                                       | No reports of poor water quality   |   |
| Implement Social Plan recommendations   | Support local agencies to implement programs which address social isolation                |   |
| Implement Disability and Discrimination Action Plan recommendations   | Develop a Disability and Discrimination Action Plan 2008 - 2013                            |   |
| Develop Social Impact Assessment Criteria for inclusion in the development assessment process                 | Criteria developed and included in assessment process                                      |   |
| Develop a cultural policy/plan for the City of Ryde   | Draft plan developed   |  Finalise in 2009/2010                      |
| Road and Community safety initiatives   | Six programs delivered   |   |
| Arts Development Framework and Action Plan  | Explore opportunities to develop facilities that increase access to the arts               |   |

| 2008/2009 Commitments   | Measure   | Result                      |
|---|---|-----------------------------|
| Review Community Grants process to ensure best value for CoR residents  | Policy developed and endorsed   | X Carried over to 2009/2010 |
| Review Home Modification and Maintenance Service  | Developed a Strategic Plan to implement efficiencies                          | ✓                           |
| Development of youth leisure and recreation programs during school holidays for CoR residents                         | Report adopted by Council to be implemented by 2010                           | ✓                           |
| Plan and deliver a range of community events  | A diverse range of events produced and delivered within budget                | ✓                           |
| Promote and distribute an annual calendar of Council events   | Distributed via Ryde City View, website, libraries, customer service and RALC | ✓                           |
| Develop a program for the expansion of community events at key parks and town centres                                 | Report prepared for Council consideration                                     | X Carried over to 2009/2010 |
| Cultural Grants program – guidelines reviewed to provide more focus on City of Ryde residents                         | Review guidelines for Cultural Grants   | ✓                           |
| Implement Community Facilities Operational Review and develop implementation plan for medium and long term objectives | Occupancy rates to be minimum 50%. Implementation plan developed              | ✓                           |
| Develop Corporate Communications Plan   | Plan adopted  | X Carried over to 2009/10   |

| Indicators  | 2004/2005 Result | 2005/2006 Result | 2006/2007 Result | 2007/2008 Result | 2008/2009 Result |   |
|---|------------------|------------------|------------------|------------------|------------------|---|
| Park user maintenance satisfaction rating                             | Not measured     | Not measured     | 72%              | 75%              | 79%              | 😊 |
| Customer satisfaction with Home Modification and Maintenance Services | 83%              | 85%              | 90%              | 97%              | 99%              | 😊 |
| Customer satisfaction with Vacation Care                              | 70%              | 70%              | 90%              | 93%              | 98%              | 😊 |
| Number of children immunised  | 2,443            | 2,216            | 2,196            | 2,208            | 2,212            | 😊 |
| Number of residents who are library members                           | Not measured     | Not measured     | 34,369           | 38,538           | 40,178           | 😊 |
| Number of visitors to Ryde Aquatic Leisure Centre                     | 685,158          | 759,161          | 762,363          | 805,438          | 762,876          | 😞 |
| Number of attendees at festivals and key events                       | Not measured     | 85,000           | 90,000           | 100,650          | 93,945           | 😞 |





# assets

THERE WERE 25 ACTIONS IDENTIFIED IN THE 2008 - 2012 MANAGEMENT PLAN GROUPED UNDER ASSET OUTCOMES. THE OVERALL RESULT WAS 92% COMPLETED.

- Catchments and assets
- Access
- Roads, drains and parks maintenance
- Street cleaning
- Traffic management
- Fleet maintenance
- Graffiti control
- Property and building
- Waste collection and recycling

## CITY VISION ASSETS

**The City of Ryde is committed to the delivery and maintenance of high quality public infrastructure and facilities.**

**A1 Well designed streets and paths where motorists, cyclists and pedestrians feel safe**

**A2 Well designed places and spaces that minimise personal harm and where people interact with each other**

**A3 A high standard of visual appearance for our infrastructure, built environment and public areas**

### CHALLENGES

The global financial crisis has seen a drop in Section 94 income to Council. This has resulted in a reduction in capital and infrastructure replacement work in the near future. In 2008/2009 the value of asset renewal was greater than the depreciated amount. It will be a challenge for the Council to maintain this trend in the near future.

### NEXT STEPS

Council has developed Asset Management Plans and sub-plans for roads, buildings, parks assets, plant and fleet, and stormwater drainage assets. These sub-plans will feed into the review of Council's long term financial strategy.

The City of Ryde has \$2.5 billion in assets. As a result Council has an ambitious capital works program and completed \$34 million of capital works projects in 2008/2009 (compared to \$15.9 million in 2004/2005). In addition to the \$4 million road replacement and improvement program there were a number of key highlights:

#### Parks

\$4.7 million was allocated for upgrades in Ryde Park, North Ryde Park, Kissing Point Park and Bennelong Park. Works were identified in the 'Parks on Track for People 2025' strategy and included improved fencing, playground upgrades and creation of passive recreation spaces. Work began on the \$1.7 million upgrade of Eastwood Park and included upgrading the upper oval and footpaths, new passive areas, playgrounds, and a learn-to-ride bicycle track.

With over \$6 million spent on Ryde Park in the last three years, stage three of the Ryde Park upgrade was completed this year. This included work on the main oval, passive recreation area including barbecue and picnic facilities, a multi-use ball court, kids bike path, playground and bocce court.

#### Public Toilet Upgrades

A Community Satisfaction Survey indicated the importance of high standards of public conveniences in the City of Ryde. As a result, eight public toilets were upgraded to include automatic time locks, floor and wall tiling, vandal-proof fixtures and fittings, waste managed taps, water wise flushing systems and improved ventilation. This is a part of an ongoing program to improve all Council-owned public toilets and facilities.

#### Stormwater

Stormwater initiatives totalling \$3.5 million were undertaken in 2008/2009, including:

- Ryde Park stormwater harvesting scheme, capturing and treating stormwater to use as irrigation and reduce demand on potable water. This installation has saved approximately 7 million litres of fresh water per year. A similar upgrade is underway at Meadowbank Park following extensive community consultation and tendering in 2008/2009.
- Construction of a cascading wetland with boardwalk in Gladesville
- Installation of four gross pollutant traps and two stormwater quality improvement devices
- Planning work for the rehabilitation of Shrimptons Creek at Santa Rosa Park
- Two water sensitive rain gardens were established in Meadowbank.

#### Cycleways

Council constructed over 5km of new cycleways, with line marking and sign posting for a further 8km of road cycle network.

As part of this program, a significant portion of the Ryde Riverwalk between Wharf Road, Ermington and Kissing Point Park, Putney was reconstructed.

Interpretive signage, solar lighting, and cycle shelters have also been installed at key locations to provide comfort, guidance and information for cyclists and pedestrians.

A major 'squeeze point' on the Shrimptons Creek cycleway – a major north-south cycle route servicing the Macquarie Park precinct – has recently been upgraded to facilitate two-way movement for cyclists and pedestrians simultaneously.

#### Ryde Community and Sports Centre at ELS Hall Park

Development of this Centre is currently underway, a project worth \$6 million. The new centre will include two indoor multi-purpose courts (for basketball, netball, volleyball and badminton), a meeting room and kitchenette, kiosk, change rooms for internal and external sports, public toilet facilities and spectator seating. The design promotes energy efficient use of water and light and includes a 50,000 litre water harvesting tank.

This facility is planned for completion in early 2011.

#### Asset Management

The City of Ryde owns and maintains over \$2.5 billion worth of infrastructure. In order to manage and prioritise repairs, renewal or construction of this infrastructure, Council has undertaken a comprehensive assessment of all assets and has also completed Asset Management Plans for all infrastructure assets.

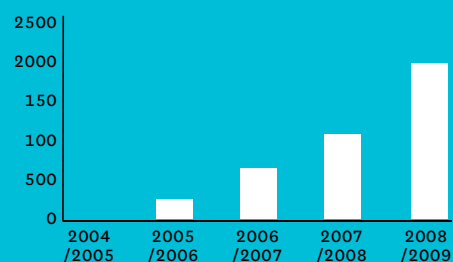
Significant planning activities have been undertaken in the past year in readiness for the implementation of new asset management systems in 2009/2010.

Council has recently developed an Asset Management Plan to provide key information in managing individual asset groups, including a 20-year financial plan. As well as the Corporate Plan, sub-plans have been developed for:

- Access assets
- Building assets
- Park assets
- Stormwater assets
- Plant and fleet assets.

The City of Ryde was also a leader in the development of the NSROC Asset Management Plan Guidelines.

NO. OF STREET AND BOULEVARDE TREES PLANTED



#### Town Centre Upgrades

Over \$4 million was allocated to the upgrade of Eastwood Town Centre, Gladesville Town Centre, Macquarie Park, Midway Shopping Centre and the Meadowbank public domain. Upgrades have included installation of public art, more appropriate waste disposal centres, paving, plantings and public seating. These inclusions aim to regenerate areas and create vibrant public spaces.





### **Ryde Riverwalk and Ryde Wharf Reserve**

A section of the Ryde Riverwalk was completed and officially opened this year. This section includes the new Ryde Wharf Reserve and the John Whitton Bridget link. The 10km Ryde Riverwalk skirts the Parramatta River and provides the community with a viable commuter pathway and a major recreational resource, showcasing the foreshore and its historical and cultural significance to the area.



The renovated Argyle Hall

## Community Halls, Childcare and Facilities Upgrades

With over 60 facilities being utilised by the community, Council undertook a recent program of upgrades to its community halls, libraries and heritage buildings. These upgrades included floor coverings, painting, lighting, installation of multimedia systems, signage, access ramps and widening of doors, swipe card access controls, automatic entry doors, fencing and driveways. These improvements aimed to bring Council's community buildings up to the Australian Building Standards and increase accessibility and use by the community.

## REPORTING AGAINST OUR MANAGEMENT PLAN STRATEGIC OBJECTIVES

This table reports against our Management Plan, which is framed around various strategic objectives, and the key strategic activities that are undertaken to achieve the City Vision.

### Key to reading our performance

🔄 In Progress: project is still under way ✓ Complete: project is finished ✗ Not Completed: project either deferred or will be completed in 2009/10 😊 Good Result 😞 Target not achieved

### The following table presents a summary of actions under the Asset Key Outcome Areas

| 2008/2009 Commitments   | Measure  | Result                      |
|---|--|-----------------------------|
| Review Access, Stormwater Drainage, Park, Fleet and Building Asset Management System and transfer data to new asset software  | Data transferred to new asset software by 30 September 2008  | ✓                           |
| Develop an Access, Stormwater Drainage, Park, Fleet and Building Asset Management Plan  | Asset Management Plan developed by 31 December 2008  | ✓                           |
| Facilitate Traffic Committee meetings to communicate with and inform the community  | Facilitate seven Traffic Committee meetings in 2008/2009   | ✓ 8 meetings held           |
| Establish a priority based rehabilitation program for degraded creek areas  | City of Ryde Creek Rehabilitation Plan   | ✓                           |
| Implement a stormwater harvesting and reuse system for Meadowbank Park  | Meadowbank Park Stormwater Harvesting and Reuse Scheme   | ✓                           |
| Complete the Macquarie Park Floodplain Risk Management Study and Plan   | Macquarie Park Floodplain Risk Management Plan   | 🔄 Continuing into 2009/2010 |
| Collection and disposal of waste within the City of Ryde  | Delivery of quality services. Rollout of annual public awareness waste education plan and public bin recycling program | ✓                           |
| Provision of plant and fleet management and maintenance   | Service provided as per customer requirements  | ✓                           |
| Project manage and design the new Customer Service Centre and Library (CoR Centre)  | Planning team to be established by September 2008 and design finalised by March 2009                                   | ✓                           |
| Review property management procedures (leasing/licensing)   | Records reviewed by 31 December 2008   | ✓                           |
| Establish facilities management program for all assets  | Compliance program established and implemented by 31 December 2008   | ✓                           |
| Complete all maintenance programs in the areas of Access, Catchments and Parks within budget and in accordance with Service Level Agreements                        | 90% of all maintenance matters attended to   | ✓                           |
| Commence all capital works projects and target percentage completed by value each year  | 100% compliance  | ✓                           |
| Capital works projects delivered in accordance with PMCOR methodology, including community consultation, standard specifications and contract documents as required | 100% compliance  | ✓                           |

| Indicators   | 2004/2005 Result | 2005/2006 Result | 2006/2007 Result | 2007/2008 Result | 2008/2009 Result |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| Asset depreciation fully funded by 2020                                |                  | 75%              | 75%              | 80%              | 94.55%           | 😊 |
| Completion of Capital Works Program                                    | 90%              | 96%              | 87.5%            | 89%              | 98.2%            | 😊 |
| Funding of Capital Expenditure minimum of \$20M per year               | \$16M            | \$24M            | \$24M            | \$28M            | \$93M            | 😊 |
| Length of drains maintained (metres)                                   | Not recorded     | Not recorded     | Not recorded     | 1,007            | 1,017            | 😊 |
| Gross pollutants removed from gross pollutant traps (tonnes per annum) | 62               | 63.42            | 116              | 213              | 229              | 😊 |
| % of Council's vehicle fleet to be 4 cylinder/hybrid vehicles          | Not measured     | 33%              | 35%              | 40.9%            | 70%              | 😊 |
| % of tonnes of waste stream to landfill                                | 44%              | 50%              | 50%              | 54%              | 54%              | 😊 |
| Re-use of Council construction and demolition waste (tonnes per annum) | Not measured     | 14,557           | 10,393           | 18,716           | 13,300           | 😞 |



THERE WERE 34 ACTIONS IDENTIFIED IN THE 2008 - 2012 MANAGEMENT PLAN GROUPED UNDER ENVIRONMENT OUTCOMES. THE OVERALL RESULT WAS 89% COMPLETED.

# environment

- Natural and built environment
- Strategic planning
- Land use (assessment) planning
- Economic development
- Macquarie Park
- Building control
- Animal management
- Parking management
- Health assessment

## CITY VISION ENVIRONMENT

**The City of Ryde is committed to maintaining an ecologically sustainable City through the management of our City's natural and physical environment.**

**E1 Clean air through better integrated transport systems**

**E2 Clean water through control of pollution entering our waterways and through protection of these waterways**

**E3 Preserved natural ecological systems and areas**

**E4 Strong links to the past through protection, conservation and interpretation of our heritage**

**E5 A leafy City through parks, gardens, trees and the built environment**

**E6 Sustainable practices in buildings, waste management, transport, energy systems and water use**

### CHALLENGES

The City of Ryde, like the rest of Sydney, has been under substantial and continual pressure to accommodate a rapidly growing population. The most pressing growth pressure is expressed in the State's Metropolitan Strategy. The targets in this land use policy challenge the region's historical growth patterns and values. The strategy, announced by the State Government in 2004, has set growth targets for all of Sydney and has divided these targets into regions. The proposed growth target for the NSROC region, of which the City of Ryde is part, is 56,000 households. For the City of Ryde this equates to about 12,000 dwellings and employment capacity for a further 21,000 people by 2030.

Further challenges will include:

- Completing a comprehensive LEP and local strategies
- Adapting to climate change
- Providing for sustainable transport
- Adapting to planning reforms
- Meeting demands for urban growth
- Maintaining urban infrastructure
- Protecting and enhancing natural assets
- Managing intensification of private vehicle use and parking.

### NEXT STEPS

- Completing studies as part of Local Strategy
- Best Value Review of Assessment process
- Introduction of building sustainability targets and water sensitive urban design
- Setting new environmental and carbon emissions targets
- Roll-out of ePlanning and simpler, more sophisticated development controls
- Greater enforcement role in construction and post-construction processes.

**Bush Regeneration**

The City of Ryde's Bush Regeneration Program manages 25 sites covering an area of around 32 hectares. This year the program was again supported by our fantastic network of 125 volunteers who provided over 6,200 hours of volunteer time for works including the removal of noxious and environmental weeds and revegetation. Over 1,200 trees were planted and large numbers of understory plants sewn.

**Development**

Council determined 1,021 development applications in 2008/2009, with a total value of approximately \$835 million. Council also showed continual improvement throughout the year in median assessment time, which is currently 42.9 days.

**Top Ryde City shopping centre**

Redevelopment of the old Top Ryde shopping centre will provide the City of Ryde with a new 119,000m<sup>2</sup> retail, commercial and residential space which will be known as Top Ryde City. Council has worked closely with the developers to gain community benefit through this \$1.2 billion redevelopment.

A Public Private Partnership (PPP) was established and a stratum lot of Council land was made available to create access ramps and underpasses to the shopping centre. The ramps and two new fully accessible pedestrian bridges are part of an integrated traffic solution to improve pedestrian safety and traffic flow through Ryde town centre. This substratum infrastructure is owned by Council and leased to the private partner for 99 years.

Other public benefits provided by the Partnership include:

- A new 2000m<sup>2</sup> library
- The relocation and redesign of the Ryde Cenotaph
- Installation of public art in Ryde Park
- Council use of a 23,000m<sup>2</sup> public plaza within the new development
- Accommodation for Council offices and Ryde Library
- New public domain works in streets surrounding the development.

Council will receive over \$100 million in cash and assets through this partnership. This PPP is the subject of a Newcastle University research project and will be presented as a case study in best practice model partnership.

**Planning Policies**

In 2008/2009 Council has undertaken extensive planning work to deliver the following:

- Adoption of Draft Ryde Local Environmental Plan 2008
- Adoption of Draft Ryde Local Environmental Plan 2008 Gladesville Town Centre and Victoria Road Corridor
- Adoption of City of Ryde Draft Development Control Plan 2008.

**Building Compliance**

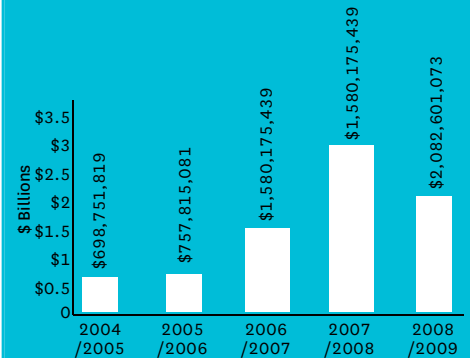
A focus on proactive compliance has resulted in a dramatic reduction in the number of Outstanding Notices and Orders. The figure has dropped from 300 in March 2008 to currently less than 60. In addition, a campaign on illegal boarding houses, particularly in areas surrounding Macquarie University, is underway.

**Environmental Fleet**

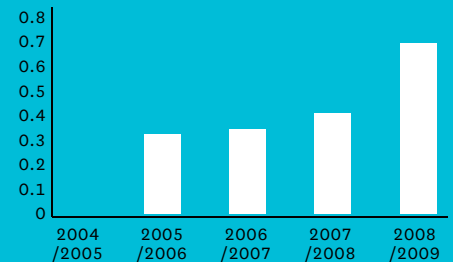
Council has a commitment to increasing the percentage of 4-cylinder and hybrid vehicles in its passenger fleet to support its Environment strategies. In 2008/2009 Council achieved 70% uptake. Council has also worked with the Roads and Traffic Authority to retrofit five trucks with diesel technology which is designed to control exhaust and associated complex gases, all of which are of considerable health concern.



TOTAL DA APPROVAL  
2004/2005 - 2008/2009



% OF COUNCIL'S VEHICLE FLEET FOUR CYLINDER OR HYBRID VEHICLES



## Catchment Connections

This three-year project aims to reconnect communities with their creeks and tributaries across the Ryde LGA. A series of workshops was held in which participants learned about issues that impact their local creek and solutions they can use in their own homes to improve catchment health. A popular series of guided bushwalks helped familiarise the community with their local creeks.

An educational mural painted by local schools was installed at Eastwood. The mural depicts the creek flowing through a polluted urban environment, then a healthy natural environment. Highlighted are solutions for dealing with various pollutants along the way.



## Waste

There were a number of waste initiatives undertaken in 2008/2009. Highlights include:

- Combined waste and recycling stations in public spaces  
There were issues in Eastwood town centre with illegal dumping of rubbish and the existing bins not having enough capacity. Council rolled out 30 combined waste and recycling stations accompanied by a comprehensive waste education program which included signage, promotion through networks and a translated brochure. These combination bins allow shoppers to dispose of their waste in an environmentally friendly manner. The program has been very successful and there have been very few contamination issues.
- 'Follow Your Waste' Resident Tours  
These tours take residents to the WSN Materials Recycling Facility at Chullora where they can see the materials from the yellow-lid residential recycling bins being sorted. The tour then travels to the Eastern Creek Bioreactor Landfill where the City's general garbage is disposed of. Community groups and school groups participated in separate tours.

For details of the many other waste initiatives undertaken this year go to page 15 of this report.



Buffalo Creek Trail



### Natural Areas Works

Over \$1 million of works were undertaken on the Ryde Riverwalk, Shrimptons Creek Trail and Buffalo Creek Trail. Stage 1 of the Buffalo Creek Trail was completed with the installation of a concrete footpath and boardwalk running through Burrows Park. This allows the community to follow part of the creek line and walk through the forest. Bio-diversity surveys of 54 bushland reserves across the LGA were also undertaken, identifying threatened flora and fauna species to utilise in the various Plans of Management being developed.



### CASE STUDY

#### Water Sensitive Design

The City of Ryde is updating its water sensitive urban design policy and standards and is facilitating initiatives throughout the local government area.

An innovative bio-retention 'rain garden' system has been installed in Meadowbank Park and uses vegetation and soil to treat stormwater runoff by filtering out nutrients and pollutants before the water is released into the Parramatta River.

The system measures approximately 30m long and 10m wide, and has been densely planted with native plants. It will form a natural barrier between the dog walking area, the hockey field and the park fence line.

The rain garden will also be used as a community demonstration and education site and is another example of how the City of Ryde continues to work towards improving sustainability of our natural water cycle.

Two more bio-retention system projects are proposed for next year.

## REPORTING AGAINST OUR MANAGEMENT PLAN STRATEGIC OBJECTIVES

This table reports against our Management Plan, which is framed around various strategic objectives, and the key strategic activities that are undertaken to achieve the City Vision.

### Key to reading our performance

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The following table presents a summary of actions under the Environment Key Outcome Areas.

| 2008/2009 Commitments   | Measure  | Result  |
|---|--|---|
| Develop a Housing Strategy to guide the preparation of the Local Strategy   | Housing Strategy developed   | 🔄 Program revised to complete draft study in early 2010                         |
| Develop a Centres and Corridors Strategy to guide the preparation of the Local Strategy   | Centres and Corridors Strategy developed   | 🔄 Program revised to complete draft study in early 2010                         |
| Preparation of a Local Strategy developed through a number of individual strategies to guide the preparation of the Comprehensive LEP               | Local Strategy developed   | ✓   |
| Continue the development of planning programs and controls within Macquarie Park Corridor   | LEP/DCP amendments completed and implemented   | ✓   |
| Implement priority actions within the Economic Development Strategy   | Five actions implemented   | ✓   |
| Program to promote the services and products of the Building and Development Advisory Service   | Marketing and education program developed and implemented  | ✓   |
| Implementation of 100% of high priority corporate and community actions listed in the Ryde Greenhouse Gas Reduction Action Plan                     | 100% of high priority actions completed. Audit and Footprint report for eCO <sub>2</sub> t completed | ✓ 🔄   |
| Implementation of all measures to achieve Milestone 5 of Cities for Climate Protection (CCP) Program  | Inventory analysis and verification completed  | ✓ 🔄   |
| Facilitate implementation of all measures to achieve and maintain 4 Stars in Sydney Water's Every Drop Counts Water Saving Program                  | Independent diagnostic assessment passed   | ✓ 🔄   |
| Implement fourth year of the City of Ryde's adopted Water Quality Monitoring Strategy during Spring and Autumn                                      | Report completed and quarterly meetings held   | ✓ 🔄   |
| Complete City of Ryde specific Water Sensitive Design Guidelines and case studies with model design details for six key centres in the City of Ryde | Guidelines completed, measures incorporated in precinct renewal program                              | ✓ 🔄   |
| Implement Year 2 milestones of Catchment Connections targeting Terrys Creek, Mars Creek, Shrimptons Creek and Buffalo Creek catchments              | Year 1 and 2 milestones completed and audit report produced.   | ✓ 🔄   |
| Undertake Darvall Park Noxious Weed Education Project for private properties surrounding Darvall Park, including Outlook Park and Miriam Park       | 390 Properties contacted and 240 inspections completed. Annual report produced                       | ✓ 🔄   |
| Carry out biodiversity flora and fauna surveying of local area bushland reserves/parks in 11 catchment reserves during Spring and Autumn            | Surveying completed, reports produced user-friendly database developed                               | ✓ 🔄   |
| Implement Mosquito Control Education Program  | Breeding sites identified in Ryde LGA, report completed  | ✓ 🔄   |
| Complete the 2008 State of the Environment Report   | Reports completed and submitted to DLG by due dates  | ✓ 🔄   |
| Complete Pedestrian Access and Mobility Plan (PAMP) for West Ryde and facilitate implementation   | PAMP completed   | ✓ 🔄   |
| Complete City Wide Public Transport Accessibility Level Analysis to inform local planning considerations  | Accessibility levels by RTA PTAL index   | ✓   |
| Complete Transport Access Guides (TAGs) for key centres of the City of Ryde   | Six TAGs completed   | ✓ Currently Integrated Transport & Land Use Strategy informs planning decisions |
| Commence Top Ryder Community Bus Service targeting high needs users between West Ryde and Gladesville Shopping Villages via Top Ryde                | Service commences, review undertaken - service expanded  | ✓   |



### Top Ryder 🔄 🔄

In conjunction with Defined Developments (the developer of Top Ryde City shopping centre) Council established the Top Ryder, a free community bus service. Two fully accessible buses run Monday – Saturday during off peak hours between West Ryde, Shepherds Bay, Meadowbank Station, Gladesville, Ryde and Eastwood. Over 26,000 passengers have used this service, which is a key component of our Integrated Transport and Land Use Strategy, aiming to ensure that the six major town centres in our LGA are linked by easily accessible public transport.



### Sustainable Living Guide 🔄 🔄

The Sustainable Living Guide was developed in conjunction with The Natural Strategies Group. This online community guide is designed to help residents take action to live more sustainably at home and in the community. The Guide is packed with information about how small, easy changes can have positive impacts on the environment, health and wellbeing and the family budget.

There are many actions that have been taken by Council that are green sustainable initiatives. Go to page 15 of this report and Council's website [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au) to find out more. ✓



## CASE STUDY

### Pedestrian Mobility Access and Transport Access Guides

As part of its Integrated Transport and Land Use Strategy, the City of Ryde has developed a citywide Transport Access Guide (TAG) and centre-based TAGs for the Eastwood Shopping Centre, Macquarie Shopping Centre and Gladesville Shopping Centre.

The TAGs provide transport and travel information, including recreational walking and cycling routes, as well as information about surrounding services and businesses.

TAGs have the potential to reduce car travel and associated greenhouse gas emissions and traffic congestion while encouraging healthy activity.

The Integrated Transport and Land Use Strategy has also seen the development of Pedestrian Mobility Access Plans (PAMPs) for key City of Ryde Centres. The PAMPs identify walking routes to local attractions, access to public transport, safe walking environments and pedestrian accident areas, vehicle speeds and road crossings. The PAMPs inform the Council's future capital works budgets.

| 2008/2009 Commitments  | Measure  | Result                      |
|--|--|-----------------------------|
| Investigate and pursue opportunities for energy performance contract for a minimum 140kw cogeneration plant at the Ryde Aquatic Leisure Centre | Detailed feasibility report completed, design documentation completed  | ✓                           |
| Manage planning reforms (by State Government) to support good planning and environmental outcomes for City of Ryde                             | Council, General Manager and staff updated. Process restructuring and change management undertaken as required | ✓                           |
| Finalisation of a comprehensive Development Assessment Manual  | Manual accessible to all staff and community   | ✗ Carried over to 2009/2010 |
| Delivery of online tracking and DA lodgement process   | Customer able to follow applications online  | ✗ Carried over to 2009/2010 |
| Develop a business and marketing plan for Certification Services identifying target market and customers                                       | Business and marketing plan agreed by Council  | ✓                           |
| Implement mobile technology for inspection services  | PDAs used for selected inspection types  | ✓                           |
| Further refinement of enforcement process  | Prepared and adopted by Council  | ✓                           |
| SPOT School Education  | Participate in all SPOT Education Programs in four primary schools within the City of Ryde                     | ✓                           |
| Companion Animal Microchipping Program   | Companion Animal Microchipping Open Day  | ✓                           |
| Monitor Regulatory Services enforcement programs against Council's Enforcement Policy  | Completion of procedure review   | ✗ Carried over to 2009/2010 |
| Sediment and Pollution Control Program   | Implement Compliance Enforcement Program   | ✓                           |
| Parks Enforcement and Compliance Program   | Program commenced  | ✓                           |

| Indicators   | 2004/2005 Result | 2005/2006 Result | 2006/2007 Result | 2007/2008 Result | 2008/2009 Result |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| Food safety audits number  | 566              | 710              | 740              | 809              | 1120             | 😊 |
| Value of approved development in Town Centres and Macquarie Park | \$700M           | \$758M           | \$1.58BM         | \$3.0M           | \$2.0M           | 😞 |
| Local Development Application turnaround time (median days)      | 44               | 38               | 35               | 23               | 27               | 😞 |
| Local Development Application turnaround time (average days)     | 69               | 58               | 43               | 35               | 36               | 😞 |
| *No of DAs Received and Determined (quarterly)                   | Not measured     | 323R<br>286D     | 312R<br>366D     | 300R<br>258D     | 255R<br>248D     | 😊 |
| Increase identification/ registration rate of companion animals  | -                | -                | 3,829            | 5,692            | 14,147           | 😊 |

\*R = received, D = determined





# governance

THERE WERE 42 ACTIONS IDENTIFIED IN THE 2008 - 2012 MANAGEMENT PLAN GROUPED UNDER ASSETS OUTCOMES. THE OVERALL RESULT WAS 86% COMPLETED.

- Civic leadership
- Financial management
- Customer service
- Information systems
- Human resource management
- Risk and audit

## CITY VISION GOVERNANCE

**The City of Ryde is committed to effective decision making processes that ensure transparency and the involvement of its community.**

**G1 Improved awareness and understanding of Council's decisions by the community**

**G2 Members of the community are engaged in democratic decision making**

**G3 Review of best practice approaches on Governance to enhance the delivery of services to the community**

**G4 A safe working environment with skilled staff who are committed to the organisation's vision and values**

**G5 Compliance with all legislative requirements and statutory obligations**

**G6 An efficient and effective regulatory environment**

### CHALLENGES

- Maintaining existing standards of services and facilities, whilst maintaining sound financial position
- Identifying additional funding sources to meet shortfall in maintaining infrastructure at 'satisfactory' condition
- Continue to improve transparency of Council's operations and financial performance
- Ensure all stakeholders/members of the community are appropriately engaged on critical projects/issues
- Continue to optimise technology in providing 'value added' services.

### NEXT STEPS

- Implementation of Council's 'Your City Your Voice' Engagement Policy and Framework across all programs
- Updating Council's Long Term Financial Strategy and Resourcing Plan to develop the Four Year Delivery Program and align with the community vision in the Ryde 2030 Community Plan
- Introduction of Development Application Tracking online together with other e-business initiatives
- Commence testing of Council's Business Continuity Plan
- Development and adoption of Council's Enterprise Risk Management Strategy.

### **Council's Response to the Global Financial Crisis**

To maintain Council's financial position in response to the global financial crisis, a number of strategies were developed in 2008/2009. Details of this are contained in the Chief Financial Officer's report on page 14.

### **Technology Overhaul**

Council embarked on a substantial program of technological improvements, including:

- Replacement of the Private Automated Branch Exchange (PABX)
- Provision of Voiceover Internet Protocol (VoIP) for operations
- Mobile technology to support field operations
- Implementation of the new Technology One system (integrating finance, rates, property, works and assets)
- Implementation of a new Customer Request Management System
- Development and implementation of a new business paper system
- InfoMaster installed and testing underway to make available online tracking of Development Applications for customers
- Use of electronic tablets by Environmental Health Officers in the field
- Assist with technical support for website redesign project.

Through better technology and systems, Council has improved its effectiveness in customer service delivery. We will continue to improve our processes and increase productivity in 2010.

### **Councillor Systems**

Council established a range of improved systems to support Councillors in their role, including:

- Councillor Induction Program for all Councillors in 2008, following the Local Government election
- Establishment of the Councillor Help Desk system to log and track all requests received directly from Councillors
- Establishment of electronic Council business papers to simplify the process of reports and the collation of agendas for Council meetings
- Development of Councillor e-portal to allow Councillor access to Council's network from any location
- Upgrade of Council meeting systems including upgrade of the sound system, recording of all Council meetings (currently on trial), installation of laptops for all Councillors to provide access to the e-portal and a new voting facility.

### **'Your City, Your Voice' model of engagement**

Council adopted a policy and framework to engage the community in its business. These documents provide a base level for staff to work towards to improve the processes, reporting, outcomes, involvement and understanding by the community of Council decisions and processes. An engagement committee is also being established to provide ongoing support to Council staff and to review the effectiveness of the engagement model.

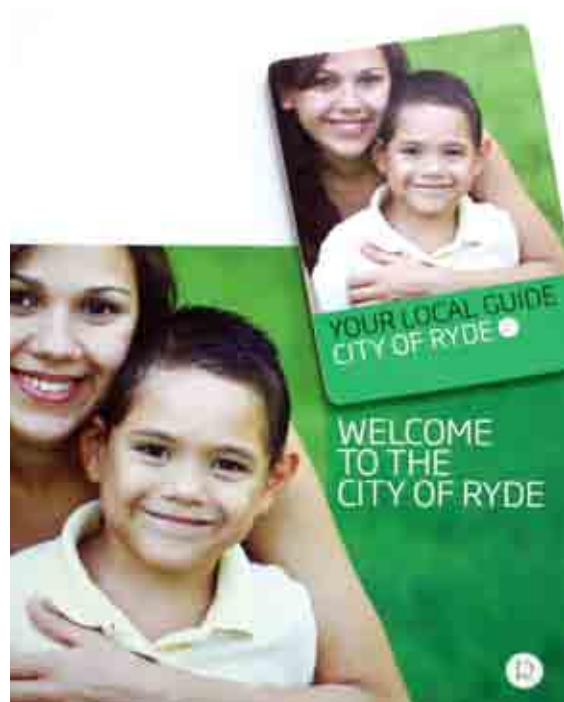
### **Good Neighbour Pamphlet**

As a result of community feedback, Council developed a Good Neighbour Pamphlet which highlights practical tips for being a good neighbour. It also highlights how important neighbours are to many of the more isolated people within our community and the value of volunteering. This pamphlet was distributed to 40,000 ratepayers with their rates notices and will also be available online and from Council offices.

### **Resident Guide and Destination Map**

Council undertook a major revision of the Resident Guide and also created a new z-card destination map, highlighting key destinations and walking/cycling paths. This information answers the most frequently asked questions from the community and is provided to new residents through Council offices and events and through real estate agents. The Resident Guide includes the following information:

- About Ryde
- Essential Services
- Lifestyle and Recreation
- Support Services
- Our Environment
- How Council Works.



Residential Guide and Destination Map

### Human Resource Initiatives

A range of initiatives have occurred within the Human Resources (HR) area across Council. Highlights include:

- Development and documentation of all HR Services processes, procedures and templates
- Review and redevelopment of all HR policies
- Introduction of 18 weeks paid maternity leave and two weeks paid paternity leave
- Transition of HR from paper-based environment to electronic 'eHR' environment
- Creation of a new Employee Handbook and holding formal Induction Days for new staff
- Reduction of outstanding workers compensation claims by 50%
- Achieved the maximum OH&S rebate of \$40,000 from our insurer, StateCover, as a result of an OH&S audit.

### Risk and Audit

A range of risk and audit initiatives were undertaken in 2008/2009, including the following:

- Business Continuity Plans were developed for all service units and the organisation
- Enterprise Risk Management program commenced, with Council identifying and evaluating C dent members and two Councillors to oversee the internal audit plan and to oversee the work of the internal auditor
- Other initiatives included moving the audit and risk function under the General Manager to strengthen the governance framework; development of self assessment and internal control checklists; development of sample compliance self assessment checklists; development of an internal audit manual and a risk and audit intranet site.

### Development of Procurement Framework

In 2008/2009 new templates and procedures were developed and a preferred providers list was created through an EOI process for 26 different categories. Guidelines for staff to use this system were also developed.



One of our friendly customer service staff

## REPORTING AGAINST OUR MANAGEMENT PLAN STRATEGIC OBJECTIVES

This table reports against our Management Plan, which is framed around various strategic objectives, and the key strategic activities that are undertaken to achieve the City Vision.

### Key to reading our performance

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### The following table presents a summary of actions under the Governance Key Outcome Areas

| 2008/2009 Commitments   | Measure  | Result   |
|---|--|--|
| Community Facilities Plan 2030  | Plan completed   | ✓  |
| Operational review of Community Facilities  | Review completed   | ✓  |
| Best Value Review Program and Implementation  | Four reviews conducted. Annual report provided to Council  | 🔄 continuing into 2009/2010  |
| Community Strategic Plan – Ryde 2030  | Design process for development of strategic plan. Develop communications strategy for corporate strategic planning and reporting | ✓  |
| Engagement Policy, Framework and Toolbox  | Policy and Framework adopted by Council. Implementation Report   | ✓  |
| City of Ryde 2009 – 2013 Management Plan  | Final plan approved by Council in June 2009  | ✓  |
| Service Unit Plans  | Actions developed for Management Plan 2009/2010  | ✓  |
| Quarterly Reporting and Presentations   | Reports and presentations within two months following end of quarter   | ✓  |
| 2007/2008 Annual Report   | Report completed by 30 November 2008   | ✓  |
| Corporate Reporting Review  | Implement recommendations from the Corporate Reporting Review  | ✓  |
| Community Satisfaction Survey 2008  | Survey conducted, results on page 44 of this report  | ✓  |
| Prepare, co-ordinate and support organisation in the preparation of financial plans for Management Plan 2009 – 2012 process | Management Plan adopted within timeframe   | ✓  |
| Review Council's 20-year Long Term Financial Strategy (LTFS) to support 2009 – 2012 Budget/ Management Plan                 | Review of LTFS undertaken and report to Council  | ✓  |
| Review, identify and optimise returns on Council's Investment Portfolio   | Investment returns +40 basis points above BBSW   | 😞 0.45% below benchmark. The global financial crisis continued to impact on returns in 2008/2009 |
| Implement new financial corporate computer system including new chart of accounts and providing training to staff           | Successful implementation of new corporate finance and accounting software   | ✓  |
| Replacement of the Council's financial, rates/ property and introduction of a works and assets integrated software solution | 80% functional fit and within budget and timeframe   | ✓  |
| Manage the upgrading and support of the Customer Request Management System across Council                                   | Technical upgrading completed and within timeframe   | ✓ 100% achieved  |

89,343 CALLS WERE ANSWERED BY THE CALL CENTRE WITH 84% BEING RESOLVED AT FIRST POINT OF CONTACT

OVER 71,090 DOCUMENTS INCLUDING EMAILS AND FAXES WERE REGISTERED INTO COUNCIL'S ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

| 2008/ 2009 Commitments  | Measure  | Result  |
|---|--|---|
| Install Electronic Business Paper system to improve management of Council reports   | Technical installation within timeframe  | ✓ 100% achieved   |
| Replacement of the Council's telephone system and introduction of an integrated Voiceover Internet Protocol (VoIP) technology | Technical upgrading within timeframe   | ✓ 100% achieved   |
| Implementation of public and operational policies, user procedures and standards for best practice IT operations              | Implemented and available on intranet for staff  | ✓ 100% achieved   |
| Upgrade eTRIM system  | Technical upgrading within timeframe   | ✓   |
| Implementation of an operational IT Disaster Recovery Site and Plan   | 100% operational effectiveness – recovery site and plan established                    | ⊕ Disaster Recovery Plans due for completion in late 2009 |
| Assist with technical redevelopment of the City of Ryde website to include eBusiness, eTrim, Councillor and staff portals     | 90% operational effectiveness within timeframe   | ⊕ Councillor Portal completed. Ongoing 2009/10            |
| Develop and implement a training program on technology improvements   | 80% operational effectiveness and training delivered to 10 Information System staff    | ✓   |
| Improve operations function of electronic document management model for Records Management Services                           | 100% operational effectiveness   | ✓   |
| Implementation of Microsoft network management support tools  | 100% operational effectiveness   | ✓   |
| Develop and implement an IT asset and configuration register  | 100% operational effectiveness   | ✓   |
| Cross Organisational Training and Development Calendar  | Calendar developed and finalised by December 2008                                      | ✓   |
| Provide adequate Human Resources support systems through technology enhancement   | Implementation of CHRIS Kiosk  | ✗ Project deferred  |
| Set a clear policy on the use of volunteers and community groups  | Sign off and launch of new Volunteer Policy  | ✓   |
| Continue to maintain an up-to-date demographic profile of the City of Ryde staff  | Staff Demographic Profile updated and information used for reporting                   | ✓   |
| Implementation of contractor OH&S Induction   | Induction signed off by Executive Team and in place                                    | ✗ Carried over to 2009/2010                               |
| Customer Service Centre to become the central processing area for all customer interactions                                   | Customer satisfaction both internally and externally and improved response times       | ✗ Carried over to 2009/2010                               |
| Introduce additional online services  | Customer satisfaction and higher internet usage  | ✗ Carried over to 2009/2010                               |
| Install new call centre technology  | Call centre KPIs developed and improved staff scheduling to meet customer demands      | ✓   |
| Develop and implement organisational service standards for all customer interactions  | Service standards adopted for customer satisfaction and improved response times        | ✓   |
| Provide a comprehensive Councillor Induction Program for the new Council  | Production of a Councillor Induction package and training of newly-elected Councillors | ✓   |
| Implement the electronic business paper system throughout the organisation, including training of all staff                   | Produce electronic weekly business papers for Council and Standing Committee Meetings  | ⊕ 50% of staff trained                                    |

| 2008/2009 Commitments  | Measure  | Result |
|--|--|--------|
| Review Council's Governance Framework and implement new policies, taking into account the DLG Promoting Better Practice Review | New policies implemented, review of policies conducted and policy register maintained  | ✓      |
| Complete the 2008/2009 Internal Audit Plan and develop planning for 2009/2010  | Progress against plan timetable  | ✓      |
| Implement Fraud Prevention Strategy and promulgate throughout Council. Conduct Fraud assessment                                | Establish Fraud Prevention section on Intranet<br>Promote awareness through internal audit program<br>Conduct staff awareness training | ✓      |
| Implement an integrated Risk Management Strategy across the organisation   | Production of Risk Management Strategy, online risk recording and assessment tools   | ✓      |
| Implement a co-ordinated Business Continuity Plan for the organisation   | Production and implementation of plan commenced  | ✓      |
| Development of the procurement framework to account for new systems (including online requisitioning)                          | Update of policies, procedures and templates   | ✓      |

| Indicators   | 2004/2005 Result | 2005/2006 Result | 2006/2007 Result | 2007/2008 Result | 2008/2009 Result |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| % of telephone calls resolved at first point of contact                      | 73%              | 74%              | 76%              | 83%              | 84%              | 😊 |
| % level of customer service satisfaction                                     | 73%              | 75%              | 75%              | 83%              | 85%              | 😊 |
| % of total staff salary and wages on Training and Development                | -                | -                | -                | 3.0%             | 3.38%            | 😊 |
| Staff turnover as % of total staff   | 16.93%           | 9.89%            | 13.26%           | 13.12%           | 10.64%           | 😊 |
| % compliance to all statutory requirements of Department of Local Government | 100%             | 100%             | 100%             | 100%             | 100%             | 😊 |