

CONNECTING COMMUNITY

CITY OF RYDE • ANNUAL REPORT 2009/10





EIGHTY FIVE %

of telephone calls resolved at first point of contact

16,000

dogs and cats registered

796,716

visitors to our libraries

46.8%

of waste diverted from landfill

707,801

visitors to the Ryde Aquatic Leisure Centre

7247 m

of footpath laid

**SIXTEEN
PERCENT**

reduction of corporate
water use

105,410

people came to our
events and festivals

924 food shop
inspections

1,070
NEW CITIZENS

at our Citizenship Ceremonies

SOME OF THE THINGS WE DID

The City of Ryde is one of 152 Councils in NSW. It spends around \$101 million annually to provide more than 47 direct services and 67 other services that benefit the community. The City of Ryde manages \$2.5 billion worth of assets infrastructure including roads, bridges, halls, recreation and leisure facilities, drains, libraries and parks.

2,200

children attended the immunisation clinic for vaccinations

140

local volunteers working in bushland reserves throughout our City

EIGHTY PERCENT

of Council's vehicle fleet are four cylinder or hybrid vehicles

250

hectares mowed

1,976 HOURS

patrolling our parks

150

recycling bin stations installed in and around town centres

OVER 27,000 HOURS

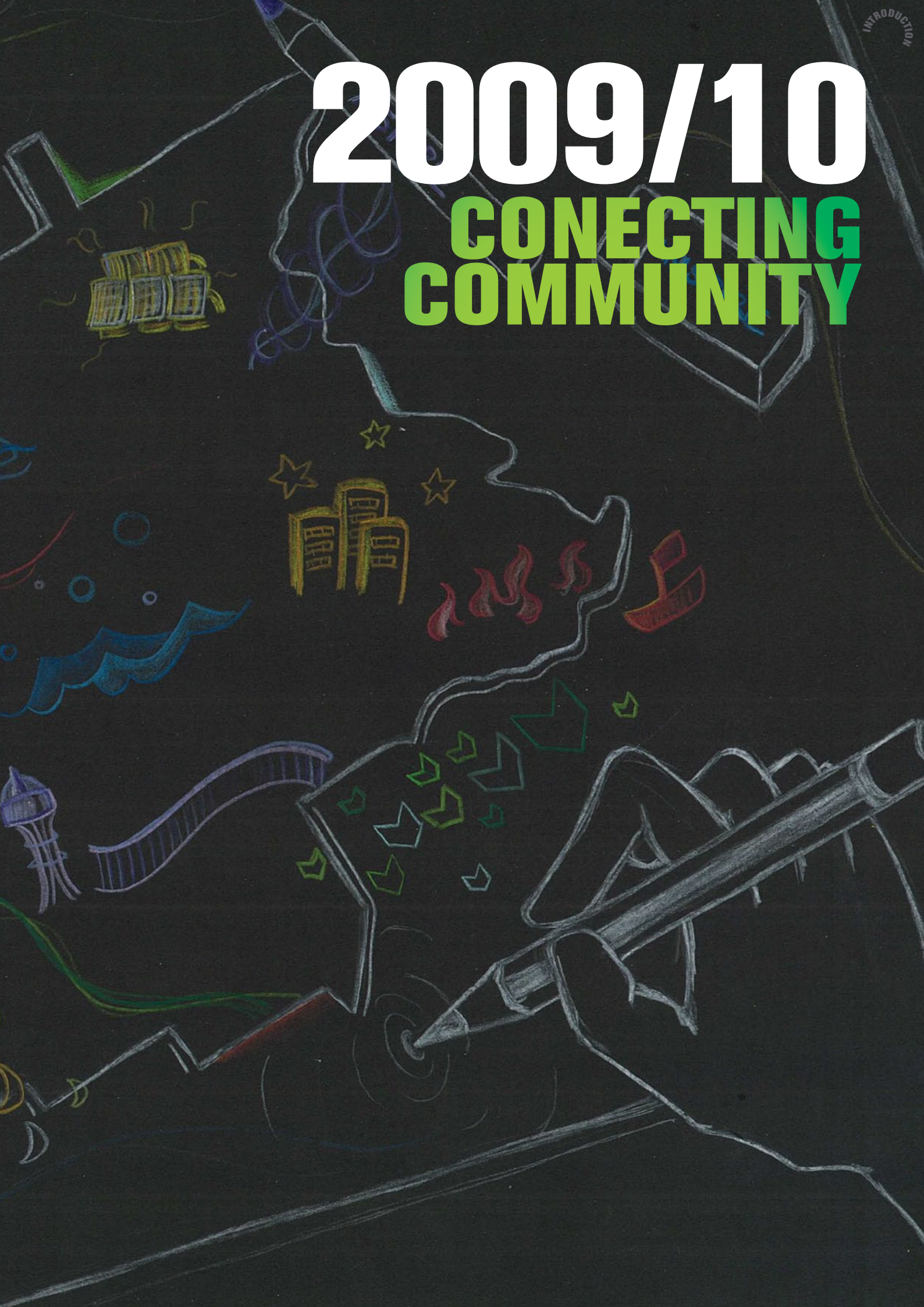
of use in our community halls



Artwork by Michael Lee,
Winner Secondary Student Artwork,
Ryde 2021 Ideas Competition

2009/10

CONNECTING COMMUNITY



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VISION

Where are we headed?

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

VALUES

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.

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.

HIGH LIGHTS

outcome areas

highlights



PEOPLE

• PAGE 58 •

The City of Ryde is committed to maintaining a socially sustainable City through community participation.

- Hosted water polo events and finals for World Masters Games at Ryde Aquatic Leisure Centre
- Adopted a Plan of Management for Morrison Bay Park
- Hosted International Women's Day breakfast at Brush Farm House
- Launched Status of Women Advisory Committee
- Wireless connections now available in our libraries at Ryde, Gladesville, North Ryde and West Ryde



ASSETS

• PAGE 66 •

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

- Commenced construction of the new West Ryde Community Centre
- Construction of an artificial wetland system and boardwalk at Buffalo Creek
- Commenced construction of the new \$6m Ryde Community and Sports Centre
- Over \$2m in new and upgrade works completed at Ryde Park, Kissing Point and Bennelong Park, North Ryde Oval, and Eastwood Park
- Over \$3.9m invested in town centre upgrades



ENVIRONMENT

• PAGE 74 •

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

- Updated our city-wide Local Environment Plan
- Implemented water saving initiatives at Ryde Aquatic Leisure Centre
- Council's Motor Vehicle Fleet is now over 80% hybrid or four cylinder
- Constructed Water Sensitive Urban Design at Shrimptons Creek
- Constructed stormwater harvesting and reuse systems at Meadowbank Park
- 16% reduction of corporate water usage across the organisation



GOVERNANCE

• PAGE 82 •

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

- Launched online services to allow customers to track progress of development applications and payment facilities for rates and debtors
- Received 3,900 responses to Ryde 2021 community strategic planning project
- Launched mobile technology for mandatory building inspections and field operations
- Awarded a Laureate Medal as an International Government Finalist in Computerworld Honours program for our records management system

challenges

- Current website is inadequate for community engagement. Measures to address this are underway for 2010/11
- Inadequate resourcing for Open Space delayed significant strategic planning projects
- Social Mapping Project did not meet the outcome and expected standard required, we are now working with other partners to develop community indicators

- Issues with contractors and third parties resulted in delays to significant projects that have now been carried over to 2010/11
- Installation of recycling bins delayed due to late supply by manufacturer

- Best Value Review of Assessment process postponed to 2010/11
- Delay with State Government agreement to consult on planning controls for Macquarie Park Corridor has prevented further development and promotion of this significant business district
- Due to Global Financial Crisis value of Development Assessment reduced from \$96.1 million to \$73.2 million

- Focus on internal controls delayed review of Standard Operating Procedures and Contract Management; this will be undertaken in 2010/11
- Increase in the number of Code of Conduct complaints
- Managing the lingering impacts of the Global Financial Crisis that has resulted in reduced development activity and declines in revenue

what's next

- Develop alternative business models for Brush Farm House
- Deliver and co-ordinate the Australian Local Government Women's Association National Conference
- Develop a Cultural Facilities Plan
- Investigate the feasibility of a 'Wave Rider' for the Ryde Aquatic Leisure Centre
- Implement the Bushland Plan of Management
- Develop and implement a new website

- Ryde Community and Sports Centre at ELS Hall Park to be completed by January 2011
- Meadowbank Netball Courts lighting upgrade to be completed by December 2010
- Review the Road Hierarchy Master Plan
- Complete the Macquarie Park Floodplain Management Plan
- Review of Asset and Finance Management to develop 10 year forward plans

- Develop the city-wide comprehensive Local Environmental Plan that supports the community outcomes in Ryde 2021 Community Strategic Plan
- Deliver Stage 1 of the 'River to River' Project that reconnects two key Sydney wildlife corridors
- Implement a Sustainable Business Water, Energy and Waste Audit
- Implement Boarding House Enforcement Project

- Finalise Ryde 2021 Community Strategic Plan which reflects the community vision for the City
- Focus on satisfaction feedback mechanisms for customer services and service requests
- Improve Council's performance measurement system
- Develop a new corporate management system to improve efficiency in customer responsiveness across the organisation
- Align our organisation to deliver on the new Ryde 2021 Community Strategic Plan

WHO WE ARE

12_{KM}

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.



Australia



Sydney, NSW



City of Ryde

What does the City of Ryde look like?

SIXTEEN

There are 16 suburbs within the City of Ryde, with a mix of residential living and successful business, retail and educational centres. There is also a wide range of natural landscapes, beautiful parks, scenic waterways and areas of historical significance.

Working and learning in the City of Ryde

Macquarie Park Corridor and town centres

Macquarie University

Ryde and Meadowbank Colleges of TAFE

Over 33,000 businesses

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

Who lives in the City of Ryde?

101,994

RESIDENTS

101,994 residents (2009 Census estimate), projected to rise to 117,000 by 2030

25 – 54 year olds make up the majority (45%) of the population

An ageing population with an increase of residents aged 55 years and older since the 2001 Census

37.7% of residents born overseas

42% speak another language. The most commonly spoken languages in 2006 was Cantonese followed by Mandarin, Italian, Korean and Armenian.

Macquarie Park:
a unique centre

66,000
JOBS/STUDENT PLACES

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 the Sydney CBD and North Sydney, with over 1,200,000m² of employment floor space.

FUTURE: When fully developed, Macquarie Park will have close to 3,000,000m² of commercial floor space, with the potential for 160,000 jobs/student places by the year 2031.

History

SEVENTEEN NINETY TWO

On 3 January 1792, eight former British marines received grants of land on the northern bank of the Parramatta River, midway between Sydney and Parramatta. The area was named Field of Mars. Two of these grants fall within the boundaries of the modern Ryde LGA. In February 1792, ten ex-convicts were granted land east of the original grants, the area referred to as Eastern Farms. Later it was known as Kissing Point, a name that originated from the way in which heavily laden boats passing up the Parramatta River bumped or 'kissed' the rocky outcrop which extends into the river at today's Kissing Point.

By 1803 most of the accessible land along the Parramatta River and overlooking ridges had been granted. Governor King recognised that many of the settlers had insufficient land for their stock and so in 1804 set aside a large area of public land for use by local inhabitants. This was the Field of Mars Common, an area of 5,050 acres which stretched across the northern section of the LGA.

The first use of the term 'Ryde' was in early 1841 when subdivisions of land in the vicinity of St Anne's Church took place. The village consisted of a scattering of houses and buildings, surrounded by farms, orchards and some large estates. The municipal district of Ryde was officially proclaimed on 12 November 1870. Many of those houses and buildings still stand today.

207
PARKS

The City of Ryde is well known for its beautiful parks and green open spaces.

There are 207 parks in our City and within those parks there are 99 playgrounds. Many of our playgrounds have been revitalised with new designs and equipment over the past four years. All our playground equipment is inspected three times per year for safety.

We also have over 60 hectares of playing fields which are used by over a million people annually for sports such as cricket, hockey, tennis, baseball, athletics, Australian Rules, both codes of rugby, soccer, Ultimate Frisbee, netball, basketball and Oz-Tag.

For boating enthusiasts there are three access points to the Parramatta River at Bowden Street Wharf and the two new launching ramps at Kissing Point and Wharf Road, West Ryde.

We have over 200 hectares of natural areas which are an important part of the City of Ryde's 'green' character. The largest is the Field of Mars Reserve which is linked to seven other parks by a series of footpaths.


Over 140 dedicated and enthusiastic volunteers maintain 21 bushcare sites throughout our City. They put in over 5,000 hours of bush regeneration work each year.

PARTNER-SHIPS

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. 

OUR STAKE-HOLDERS

Often organisations assume they know who their stakeholders are and what they want and need from them in the products and services they provide.

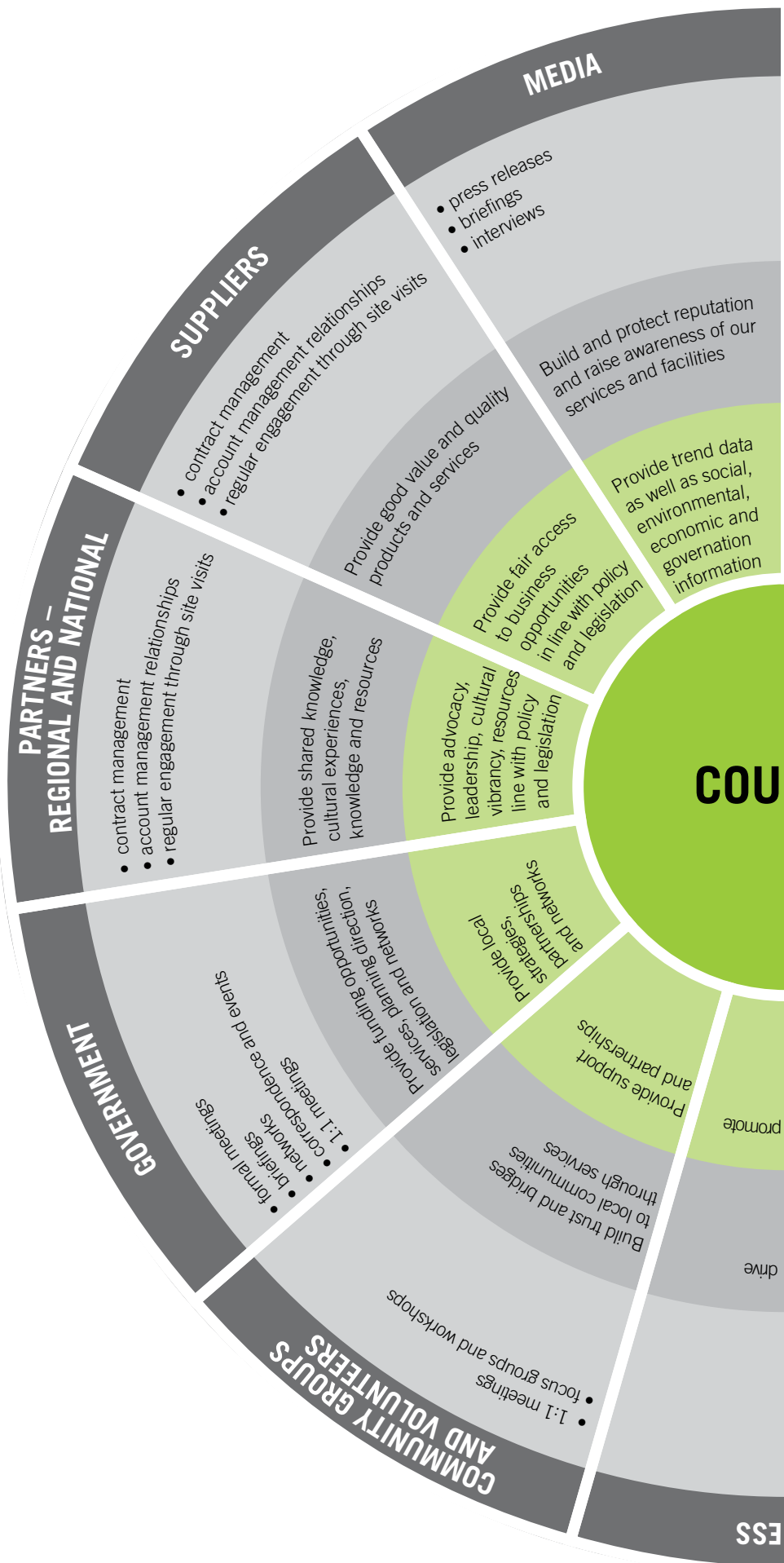
We engage with our stakeholders in three primary ways:

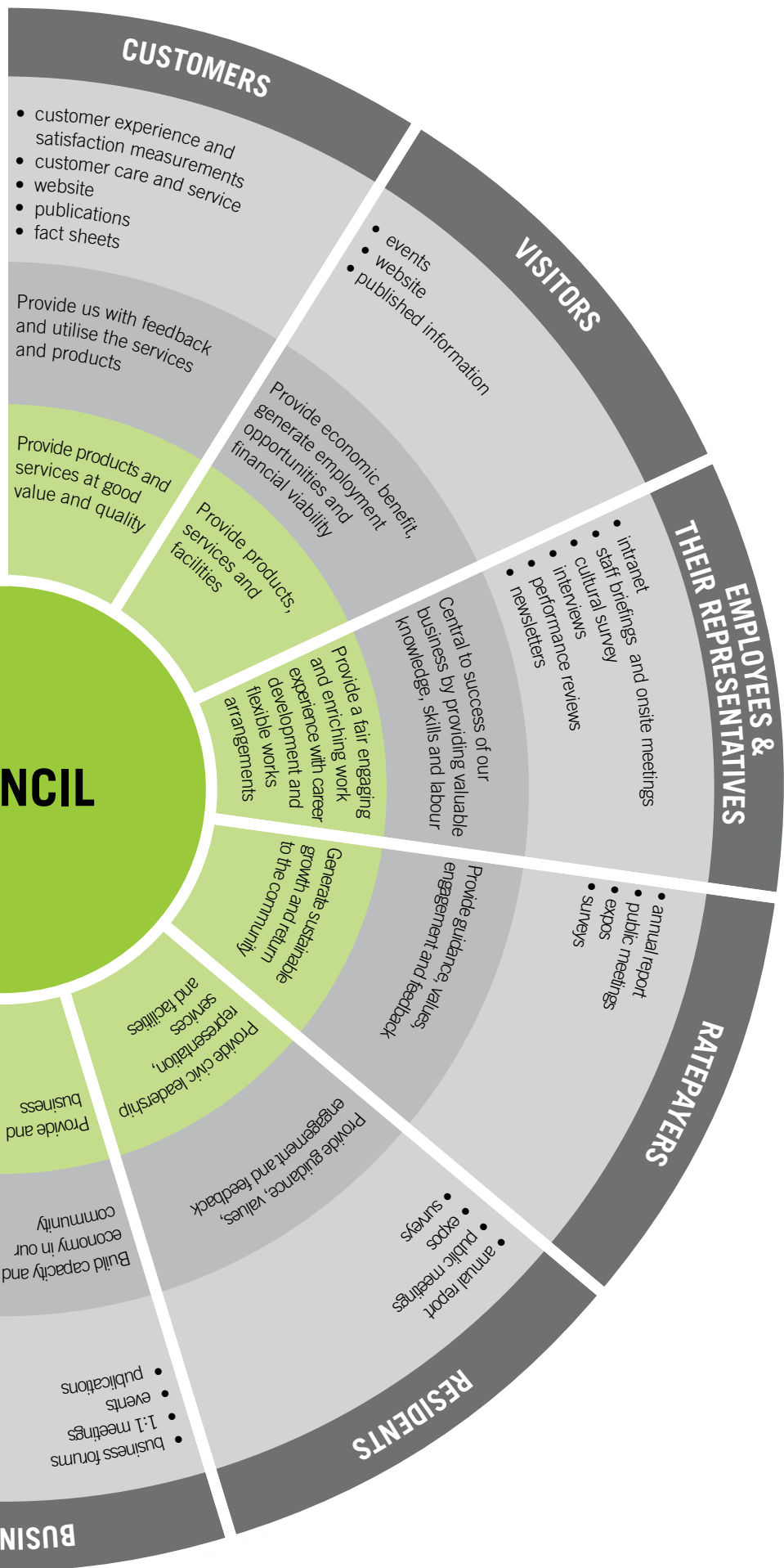
- Responding to specific requests for information and services
- Participating in multi-stakeholder relationships
- Conducting our own engagements.

At the City of Ryde we have identified who our stakeholder groups are and have considered the diverse nature of these groups.

During 2010/11 we will continue to engage with our stakeholders to understand their expectations on the issues most important to them and the best way for us to communicate.

- STAKEHOLDER GROUP
- WHY ARE WE IMPORTANT TO OUR STAKEHOLDERS
- WHY ARE OUR STAKEHOLDERS IMPORTANT TO US
- WAYS OF ENGAGING WITH OUR STAKEHOLDERS





THE WALLUMEDEGAL OR WALLUMATTAGAL WERE THE TRADITIONAL OWNERS OF THE AREA WE NOW CALL RYDE.

Their clan name derived from wallumai the snapper fish, combined with matta, a word used to describe a place, but more often a water place. They would therefore be the 'snapper people'. They were one of the clans which formed part of a large Dharug language group whose country stretched from the shores of Port Jackson to the Hawkesbury.

ABOUT THIS REPORT

Where partnerships and their related projects are reported



On our website www.ryde.nsw.gov.au



Environment Initiatives in the State of Environment Report (SOE)



To help readers, we have used symbols to highlight areas of this Annual Report where further information is available.

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 2009/10, documenting our performance against the Management Plan 2009 – 2013 and the 2009/10 Budget.

The report includes a snapshot of our performance (both highlights and challenges) and an overview of our outlook for the future, including our plans to ensure the sustainability of our organisation, our City and the community we serve.

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

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.

CITY OF RYDE

1 Devlin Street, Ryde NSW 2122

Locked Bag 2069, North Ryde NSW 1670

Telephone 9952 8222

Facsimile 9952 8070

Website www.ryde.nsw.gov.au

Email cityofryde@ryde.nsw.gov.au

SUSTAINABILITY REPORTING

The City of Ryde is improving its approach to sustainability reporting.

This 2009/10 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.

To view the SOE Report go to www.ryde.nsw.gov.au/soe. 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. Council is not yet fully compliant with the GRI, our sustainability reporting has been progressively integrated the Management Plan, service unit planning and the Annual Report.

The GRI index lists the location within the Annual Report that the indicators and disclosures are reported. Refer to page 154 for further information.

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

ABOUT THE THEME

The theme for this year's annual report relates to the many connections between people, council and our partners that provides opportunities, services and support for our community.



1 YEAR IN REVIEW

Our Performance snapshot
Message from Mayor
General Manager's Review
Managing the Money
Calendar of Events



0.81%

Debt Service Ratio
(achieving target <5%)

\$4.56m

Working Capital –
an improvement of
\$240,000

**NINETY ONE
PERCENT**

91% of capital works program
completed

81%

of projects in Management Plan
completed by June 2010

730%

of performance measures achieved (many above set targets)

SEVENTY NINE PERCENT

of customer service requests responded to within set service standards

\$2.6m
operating surplus

25

25 days to process development assessments (an improvement by 3 days from 2008/09)

4.11%

Rates Outstanding
(achieving target <5%)



CONNECTING WITH THE COMMUNITY

Engage ... discuss ... listen ... inform ...

As Mayor of the City of Ryde I am pleased to present the 2009/10 Annual Report, a detailed statement setting out the priorities of the Council.

This document includes a summary of our financial accounts, reviews of our internal operations, evaluations of our achievements, our future plans and how we continue to build a better City of Ryde for the people who live, work and visit our City.

How we are judged in the eyes of our local residents and businesses is a key measure of our success and I take heart in this report, not only for our strong financial and operational outcomes, but also in the fact that regular resident surveys and community feedback recognise those efforts.

I hope that you find this report useful in showing how we have delivered on our stated objectives by:

- keeping our Council charges as low as possible
- finding innovative and improved ways of working
- developing modern facilities for local people, including a purpose built sport and recreation centre and a new library (due to open next year)
- improving our town centres, parks and public amenities
- working closely with partners to improve the well being of residents
- investing prudently
- working together towards a better environment.

Your priorities are clear and consistent – you want value for money, high quality services, vibrant town centres, a sustainable future, opportunity to prosper and strategies that value and protect our green and open spaces.

There is no doubt that the past twelve months held many challenges as the effects of the Global Financial Crisis continued to resound throughout ours and the wider community.

While this Council was not immune to its force, despite having taken early decisive steps to set up a Financial Security Reserve to absorb much of the expected impact, we have delivered on our \$101 million budget, with minimal increases to residential rates.

One of the consequences of the Global Financial Crisis has been a decline in developer contributions – one of our main income sources. These funds pay for much of our public domain infrastructure assets (such as the new Ryde Library that will open next year). So to continue our vision to plan and build for the future we must manage our resources well, investigate new partnerships and be more entrepreneurial.

We are now at the halfway point of the current four year Council term and our commitment to the community, ever mindful that what we do touches the lives of all, continues to be shaped by your involvement.

In this respect, in 2009 we asked the entire community to articulate their vision of the future. From that engagement we started to put together the structure of Ryde 2021, our Community Strategic Plan for the next decade. Next year we will finalise the development of Ryde 2021, which will act as a framework to shape our City's development and strategies.

To realise this vision and respond to the local needs and aspirations of the community, our role as Councillors is to work with all levels of government, business and community organisations to get the best outcome.

It is a great honour, as a newly elected Mayor, to commend to you this Annual Report, on behalf of my fellow Councillors and staff, for your scrutiny.

Clr Artin Etmekdjian
Mayor – City of Ryde

GENERAL MANAGER'S REVIEW



OUR CITY'S FUTURE

During 2009/10 the City of Ryde consulted with the local community and prepared Ryde 2021, our community strategic plan.

The development of Ryde 2021 provides the blueprint on how we intend to respond to the views of the community now and into the future. It will prioritise our resources to deliver outcomes for our residents.

Our Community has told us what it values the most about our City – its great lifestyle, the village atmosphere, the many parklands, playgrounds and sportsgrounds and the green, leafy outlook.

As a newcomer to the City of Ryde in January 2010, I have been impressed by the investment and educational opportunities, especially in the northern part of the City where the smart business precinct at Macquarie Park sits next to Macquarie University.

It is for this reason that the State Government has set ambitious targets in jobs and accommodation growth for the City of Ryde.

The challenge for us is to harness opportunities for growth whilst preserving the lifestyle that you value so highly. Getting this balance right is at the heart of Ryde 2021.

OUR FINANCES

Our finances were impacted by the Global Financial Crisis, creating a significant downturn in developer contributions and a shortfall in our expected income.

This put our asset renewal and maintenance program under considerable pressure.

At year's end our net operating result (excluding the \$13.6m contribution of public domain assets from Top Ryde City shopping centre) created a positive result of \$2.6m. In 2009/10 Council decided to write off \$4m of our collateralised debt obligations (CDOs) from our reserves created for that purpose. This gave us an end of year deficit of \$4.2m. Without this extraordinary expense, our year end result left us \$1.9m better than originally budgeted.

The City of Ryde finished the year with a Debt Service Ratio of 0.85% compared to an average of 3.0% for similar Councils. The City holds \$57.8 million in reserves.

Overall, I am pleased to report that the City of Ryde is in a sound financial position and would like to thank my managers and staff for their efforts in achieving this result whilst maintaining service levels to the community.

Whilst we managed our budget prudently, we estimate that we have a shortfall investment in our assets of approximately \$78.9 million. Along with many councils in NSW this is a critical challenge for us to address, especially with a falling income stream.

The City of Ryde's average residential rate is currently the fifth lowest of comparably sized Sydney metropolitan councils. Our rates were pegged in 2009/10 to 3.5% whilst our employee costs grew by 6.5%. If we are to continue to provide the same or increased levels of service as well as maintain our assets we will need to generate increased income from our commercial activities. This will reduce our

reliance on rates income, which constitutes 62.5% of our cash revenue. This will need to be done whilst maintaining our social responsibilities to our community.

We also need to strengthen our partnerships with State and Federal governments, businesses, the not-for-profit sector and others to collectively achieve our community outcomes.

OUR ORGANISATION

Under the outcome of Progressive Leadership we have been strengthening our internal capacity to:

- Engage with our residents and customers to better understand their expectations and satisfaction with our 114 services
- Improve the integration of our systems which support our frontline service delivery
- Streamline our budgeting, performance reporting and performance management processes
- Align our long term budgeting with management of our assets
- Develop our leaders and provide staff with the right training and a safe working environment
- Focus on accountability for service delivery and empower our workforce to work collaboratively in a project management environment.

Our focus on internal governance and control, continued this year with a number of internal audits, two investigations that were referred to ICAC and six Code of Conduct investigations.

We will finalise our risk management plan in 2010/11.

SERVICE DELIVERY

Despite the tough financial times we have achieved 81% of our planned projects in the Management Plan. Over the year we responded to 23,684 customer requests of which 79% were dealt with in agreed service levels.

A number of major projects were begun in 2009/10 and will be completed in 2010/11. Highlights include:

- A new Ryde library
- A new planning and business centre
- A new community centre at West Ryde
- A new sports centre at ELS Hall Park.

During the 2009/10 year we were chosen to host the Australian Local Government Women's Association Conference and our environmental credentials were recognised with three awards.

2009/10 was a busy year and I would like to thank the Mayor and Councillors who have worked tirelessly representing the views of their communities. In particular I would like to thank those members of the City of Ryde community who have made me feel so welcome.

John Neish
General Manager – City of Ryde

OUR PERFORMANCE

MANAGING THE MONEY

Money comes in from rates on property, government grants, and sometimes from Council's own businesses and investments.

Money goes out for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, immunisation and tree removal.

There are limited options available to Council when it looks to increase its income due to the potential impacts on rates and cost of services we provide. For this reason, we have an obligation to operate more efficiently, optimise returns, engage with stakeholders and act with integrity.

The following information aims to provide a brief summary of Council's 2009/10 Financial Statements in a form that is easily understood by our community, customers, employees and other stakeholders.

Full details of Council's Financial Statements are available in Section 6 – Financial Statements from page 93 of this report.

BUDGET

To provide a sound financial position for the City of Ryde, budgets are part of a detailed planning cycle. Similar to managing a household budget, money needs to be earned, bills have to be paid and savings need to be set aside for future needs.



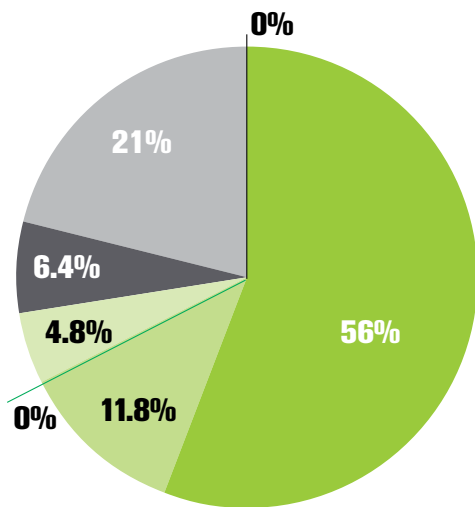
Where did our money come from? (Income Statement)

This year, Council's main source of income, other than rates, was from Capital grants and contributions of \$20.4 million or 20.3% (2008/09 \$64.3 million or 45%). This includes \$13.6 million of contributed public domain infrastructure assets associated with major developments within the City such as roads, drainage works, footpath paving and associated infrastructure, underpasses and parks upgrading.

Rates income contributed \$54.4 million or 54.1% (2008/09 \$52.2 million or 36.5%). Federal and State Government grants assist in providing facilities and services in the community. User charges and fees (such as at the Ryde Aquatic Leisure Centre and regulatory/statutory fees) are also an important source of income.

2009/10 TOTAL INCOME \$97.3 MILLION

■ Rates & Annual Charges
 ■ User Charges & Fees
 ■ Interest and Investment Income
 ■ Other Revenue
 ■ Grants & Contributions Provided For Operating Purposes
 ■ Grants & Contributions Provided For Capital Purposes
 ■ Net Gain On Disposal Of Assets



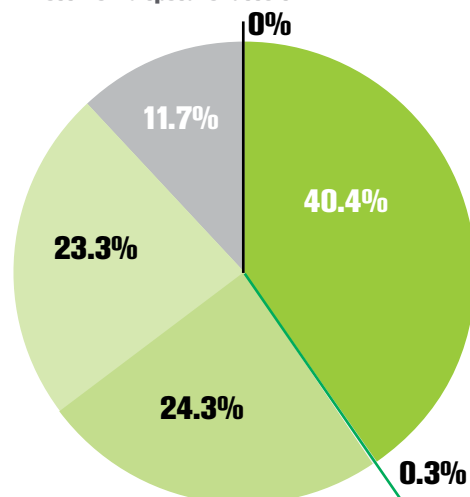
Where is the money spent? (Income Statement)

Provision of significant services and infrastructure to the community accounts for 61.6% (2008/09 62.7%) of our operating expenditure. This work is carried out by Council employees and contractors.

In planning for the future, 26.9% (2008/09 21.7%) is allocated towards replacement of assets (via depreciation) and 0.4% (2008/09 1%) to repay loan interest.

2009/10 TOTAL OPERATING EXPENSES \$81.0 MILLION

■ Employee Benefits and On Costs
 ■ Borrowing Costs
 ■ Materials & Contracts
 ■ Depreciation & Amortisation & Impairment
 ■ Other Expenses
 ■ Loss from disposal of assets

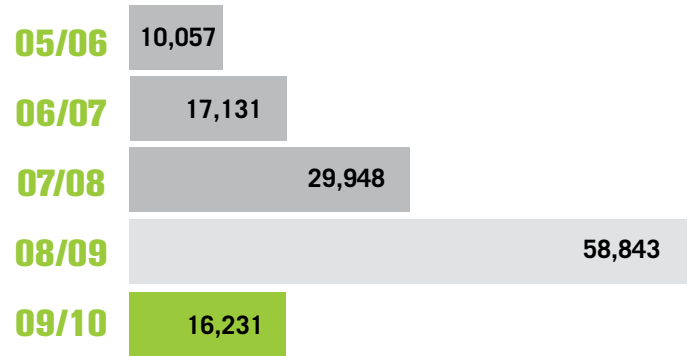


How does the performance compare to previous years? (Income Statement)

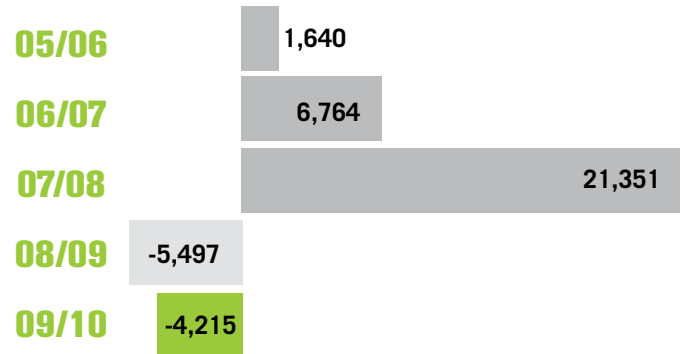
Council has achieved an operating surplus over the past five years. This indicates that the day to day costs incurred by Council are less than the total revenue received, allowing Council to pay for capital works.

Council achieved three successive operating surpluses before capital from 2005/06 to 2007/08. In 2008/09 and 2009/10, Council's operating deficit was a direct result of the continuing impact of the Global Financial Crisis that has affected superannuation funds, businesses and all levels of government, and the impact of increased depreciation under Fair Value accounting of Council's \$2.5 billion infrastructure assets.

OPERATING RESULT '000s



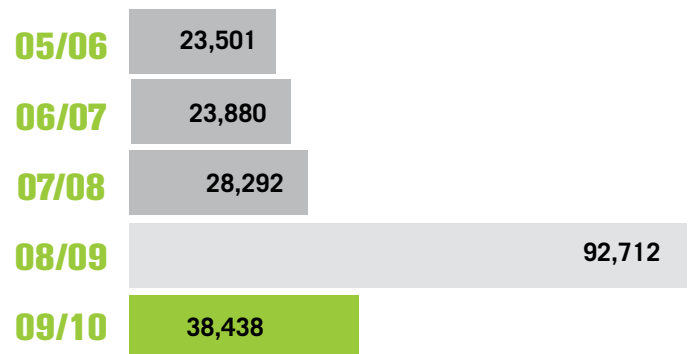
OPERATING RESULT BEFORE CAPITAL '000s



Capital Expenditure (Infrastructure, Property, Plant and Equipment)

Council has substantially increased the level of capital expenditure on its assets to ensure their long term sustainability. Council delivered \$24.8 million on capital expenditure (2008/09 \$35.4 million) and received \$13.6 million (2008/09 \$58 million) of contributed public domain infrastructure assets associated with major developments within the City.

CAPITAL EXPENDITURE '000s



OUR PERFORMANCE CONTINUED

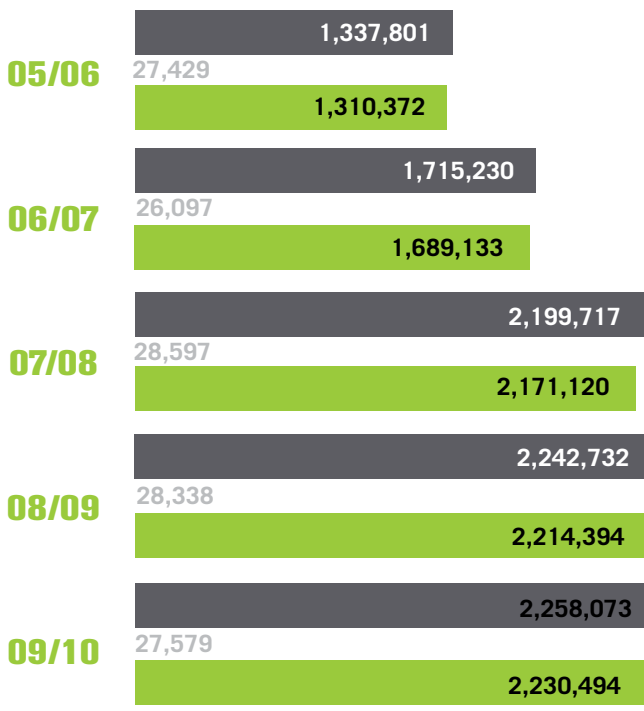
How are we going?

(Statement of Changes in Equity)

This graph compares the City of Ryde's net accumulated financial worth as at 30 June 2010 to its position over the past four years.

NET WORTH / EQUITY '000s

■ Asset ■ Liabilities ■ Equity



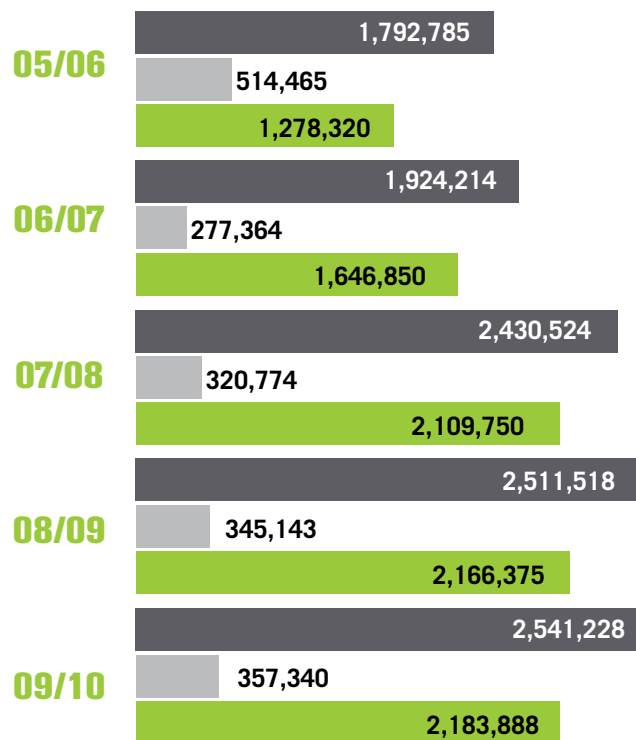
Asset Management

(Council's Assets – Infrastructure, Property, Plant and Equipment)

The City of Ryde owns and maintains over \$2.5 billion worth of infrastructure including roads, parks, buildings, stormwater drainage, bridges, footpaths, lighting, seawalls and wharves. This includes \$1.2 billion of land, excluding land under roads.

INFRASTRUCTURE, PROPERTY PLANT & EQUIPMENT

■ Gross Book Value ■ Accumulated Depreciation ■ Liability



WHAT'S AHEAD

Whilst Council is in a sound financial position as highlighted by the financial indicators, Council faces a number of challenges in the year ahead. One of the key challenges will be managing the lingering impacts of the Global Financial Crisis that has resulted in reduced development activity and declines in revenue.

The other key challenge for Council will be to continue to address maintaining and upgrading its \$1.3 billion of infrastructure.

Council's budget for 2009/10 was \$101 million. In 2010/11 the budget is \$136.5 million.

How we spend

Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special rate raised approximately \$1.1 million from its business properties, located within the Macquarie Park Corridor. These funds assist in implementing the Macquarie Park Corridor Master Plan, which has been developed with the State Government and community stakeholders in response to the changing nature of business in the Corridor, and the construction of the new Epping to Chatswood rail link.

These funds are separately accounted for and are being used to construct public domain infrastructure in the area. This will improve roads and cycleways as the area changes from a low density business park to an attractive, viable and vibrant urban centre. Revenue and expenditure is as follows:

Macquarie Park Special Rate 2009/10	budgets	actuals
Funds brought forward from 2008/09 Financial Year	\$0	\$0
Revenue 2009/10	\$1,143,500	\$1,150,693
Expenditure		
Road Services	\$738,000	\$738,000
Total Expenditure	\$738,000	\$738,000
Net Result	\$405,500	\$412,693

SURPLUS FUNDS ARE RESTRICTED FOR USE IN FUTURE YEARS, UNDER THE CONDITIONS

Stormwater Management Service Charge

The Stormwater Management service charge raised approximately \$970,000 from residential and business properties (but not including vacant land or land owned by the Crown or land held under lease for private purposes under the housing Act 2001 or the Aboriginal Housing Act 1998.)

The funds raised are separately accounted for and are used to assist in the provision of stormwater management services across the City of Ryde. Revenue and expenditure is as follows:

Stormwater Management Service Charge 2009/10	budgets	actuals
Funds brought forward from 2008/09 Financial Year	\$0	\$0
Revenue 2009/10	\$971,000	\$975,481
Expenditure		
Stormwater replacement	\$1,000,000	\$961,031
Total Expenditure	\$1,000,000	\$961,031
Net Result	-\$29,000	\$14,450

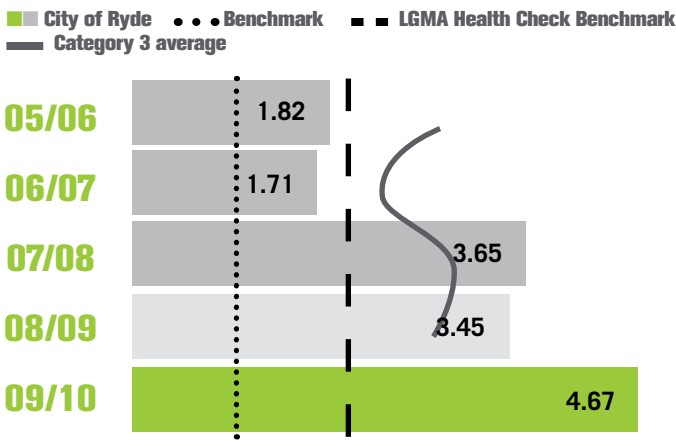
SURPLUS FUNDS ARE RESTRICTED FOR USE IN FUTURE YEARS, UNDER THE CONDITIONS FOR WHICH THEY ARE RAISED.

Performance Measures

Unrestricted Current Ratio

For every \$1 of current liabilities, Council has \$4.67 of working capital to satisfy these obligations in the short term. It is generally accepted that a ratio above 1:1 is satisfactory, meaning that the organisation has liquid assets that can meet short term liabilities as they fall due.

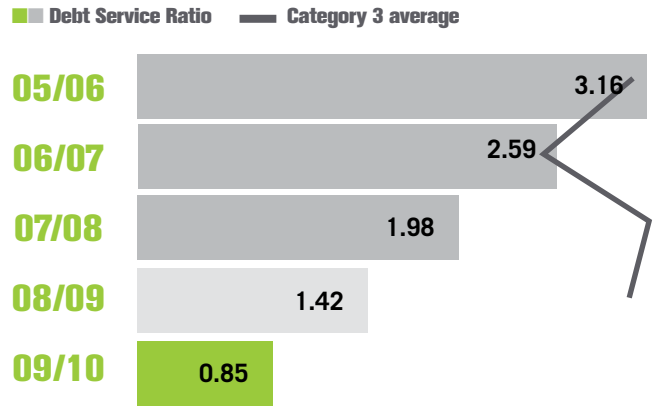
UNRESTRICTED CURRENT RATIO



Debt Service Ratio

Council's debt service ratio has been steadily decreasing over the past five years, with only 0.8% of our total revenue being committed to loan repayments for 2009/10.

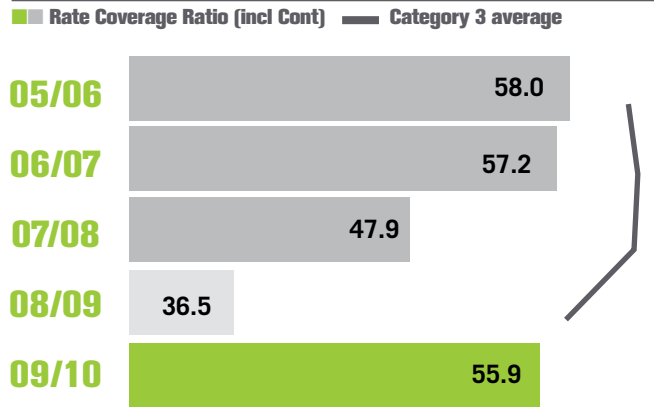
DEBT SERVICE RATIO



Rate Coverage Ratio

Council sourced 54.1% of its revenue from Rates and Annual Charges. Rate pegging limits Council's ability to generate additional rate revenue to cover rising costs and this puts further pressure on Council's ability to adequately fund services.

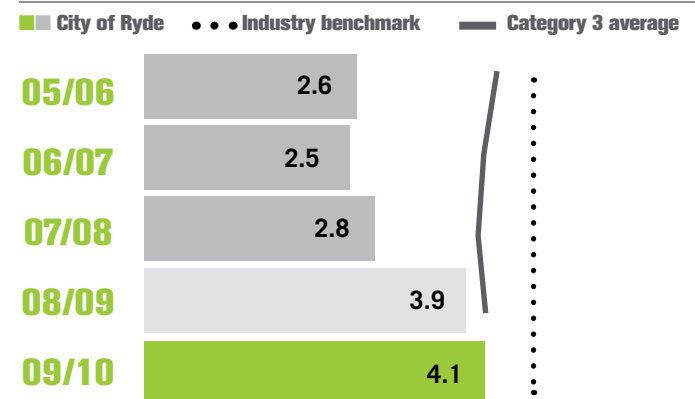
RATE COVERAGE RATIO (%)



Rates and Annual Charges Outstanding

The City of Ryde maintains a strong recovery rate of 4.1% of outstanding rates and annual charges as at June 2009, which compares favourably with the industry benchmark of 5%. This year saw an increase in the level of outstanding rates due in part to the continuing impact of the Global Financial Crisis.

RATES & ANNUAL CHARGES OUTSTANDING (%)



CALENDAR OF EVENTS

JULY 2009

'Catchment Connections' Workshops and Guided Bushwalks
Coloured Brush Group Exhibition at Brush Farm House

Winter School Holiday Activities

AUGUST

Ryde Business and Sustainability Expo

National Tree Day Community Tree Planting

'Wrap With Love' Knit-In

Community Prayer Breakfast

'Helping Learner Drivers Become Safer Drivers' Workshop

'Living Library' Sessions at City of Ryde Libraries

Local Government Week Activities

'Love My Land. Love My Country' Exhibition at Brush Farm House

SEPTEMBER

Small Business September Seminars

History Week Talks and Activities

Open Day at Brush Farm House

Bike Week Activities

Children's Festival

Over 55s Expo

Korean Seniors Expo

'The Power of Positive Parenting' Seminars

Ryde 2030 World Café

Ryde Park Celebration for the opening of the new playground and passive recreation area

'Follow Your Waste' Tour

Spring School Holiday Activities

OCTOBER

Granny Smith Festival

Alan Holroyd Retrospective at Brush Farm House

Children's Week Community Gathering

Spring Garden Competition Gala Presentation

NOVEMBER

'Read, Write, Ryde' Writers Festival

Youth Movie and Pizza Night

Child Protection Seminar

Worm Farming and Composting Workshops

'Follow Your Waste' Tour

'Ark' Exhibition at Brush Farm House

'Themes from the Natural World' Exhibition at Brush Farm House

'Living Libraries' Sessions at City of Ryde Libraries

DECEMBER

Community Christmas Celebration

Carols in the Plaza

Seniors Roadsense Workshop

Open Day at Brush Farm House

Worm Farming and Composting Workshops

Art and Craft Exhibition at Brush Farm House

JANUARY 2010

Citizen and Young Citizen of the Year Ceremony

Australia Day Celebrations

Summer School Holiday Activities

FEBRUARY

Cinema in the Park Festival

Lunar New Year Celebrations

Ryde 2030 Ideas Competition Exhibition

'Helping Learner Drivers Become Safer Drivers' Workshop

MARCH

Seniors Celebration

International Women's Day Breakfast

Clean Up Australia Day

Field of Mars Discovery Day

All the Colours of Ryde Festival

Community Information Expo

North Ryde Park Celebration for completion of upgrade works

APRIL

Youth Week Activities

Heritage Festival

Guided Bushwalks

Sports Development Workshop

'Colour Harmonies – Moments in Time' Exhibition at Brush Farm House

Autumn School Holiday Activities

MAY

Volunteer Recognition Awards

Internet Training Sessions

Youth Movie and Pizza Night

Sports Development Workshops

JUNE

Micro Biz Week Seminars

World Environment Day Activities

Ryde Sustainability Family Fun Festival

Guided Walks

Internet Training Sessions

Children's Voices for Reconciliation



Battle of the Bands 2010

CITY OF RYDE KEY STATISTICS

	2006		2001		change	
	NUMBER	%	NUMBER	%	2001 TO 2006	PROJECTED 2031

POPULATION, INCLUDING OVERSEAS VISITORS

Males	47,515	48.2	46,152	48.2	1,363	56,431
Females	51,004	51.8	49,592	51.8	1,412	61,590
Total Population	98,519	100.0	95,744	100.0	2,775	118,021
Overseas Visitors	1,755	1.8	1,500	1.6	255	N/A

POPULATION CHARACTERISTICS

Indigenous Population	268	0.3	227	0.2	41	N/A
Australian Born	53,491	55.3	56,175	59.6	-2,684	1,499
Overseas Born	36,477	37.7	33,579	35.6	2,898	N/A
Australian Citizens	77,660	80.3	79,216	84.1	-1,556	N/A
Australian Citizens Aged 18+	60,966	63.0	62,532	66.4	-1,566	N/A

AGE STRUCTURE

Infants	5,530	5.7	5,604	5.9	-74	6,535
Children	13,630	14.1	13,662	14.5	-32	14,007
Adults	63,651	65.8	61,401	65.2	2,250	73,234
Mature Adults	11,911	12.3	11,820	12.5	91	18,447
Senior Citizens	2,042	2.1	1,756	1.9	286	4,484

HOUSEHOLDS AND DWELLINGS

Owned	12,447	32.9	15,361	41.7	-2,914	N/A
Purchasing	10,403	27.5	7,432	20.2	2,971	N/A
Renting	11,883	31.4	11,468	31.2	415	N/A
Average Household Size (Persons)	2.51	N/A	2.53	N/A	-0.02	2.31
Total Dwellings	39,995	100.0	38,833	100.0	1,162	50,972

WORKERS IN RYDE

Live and Work in LGA	13,169	22.6	N/A	N/A	N/A	N/A
Live Outside but Work in LGA	45,145	77.4	N/A	N/A	N/A	N/A

TRANSPORT TO WORK

Catch Public Transport	9,726	20.9	9,749	20.9	-23	N/A
Drive	27,206	58.1	26,934	57.7	272	N/A
Bike	209	0.4	187	0.4	22	N/A
Walk	1,723	3.7	1,626	3.5	97	N/A
Other	1,058	2.3	1,312	2.8	-254	N/A

INFORMATION SOURCE: ABS STATISTICS

2 CIVIC LEADERSHIP

Councillors
How do we govern our City
Committees



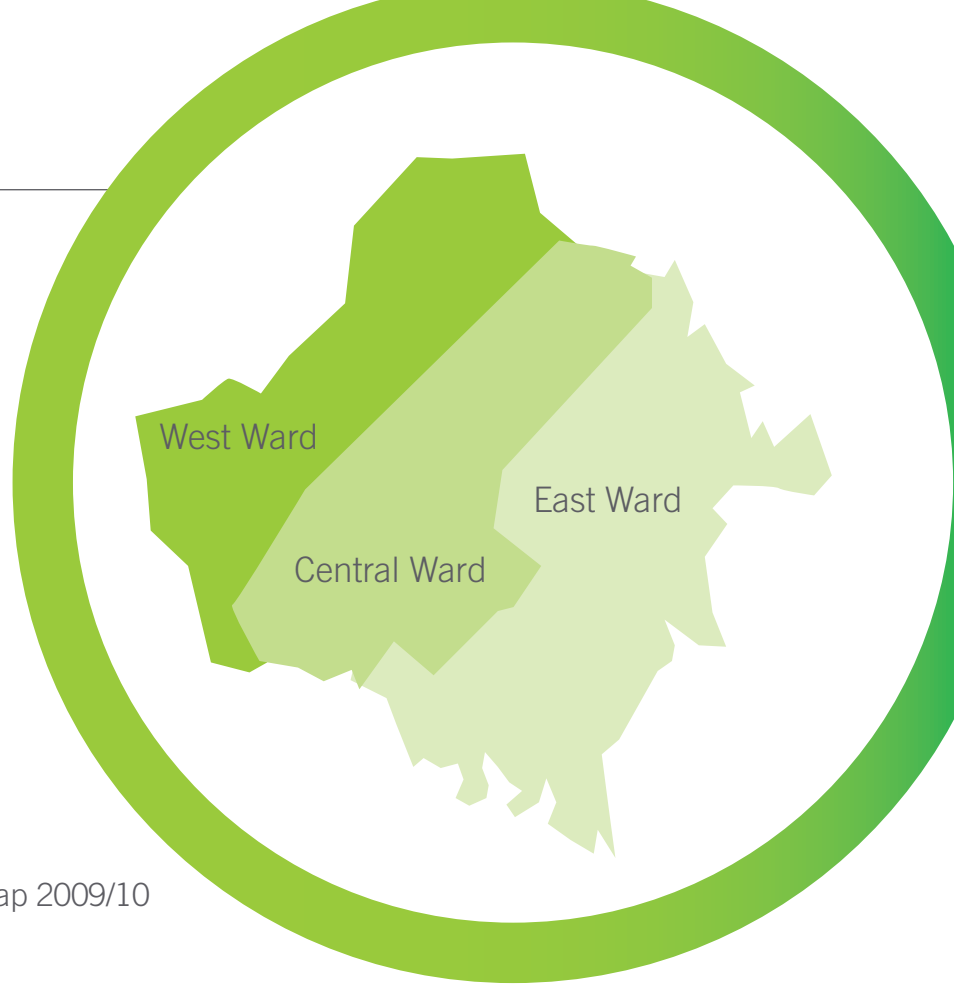
CIVIC LEADERSHIP

COUNCILLORS

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.

HOLDING ELECTIONS

Council elections are held every four years. The most recent Council elections were held in September 2008. The elections are co-ordinated and managed by the State Electoral Commission, which also provides packs containing voting documents, information on candidates and voting instructions. These packs are sent to all registered voters before an election.



Ward map 2009/10

WEST WARD



Clr Artin Etmekdjian – Mayor
Locked Bag 2069
North Ryde NSW 1670
Tel: 9952 8332
mayor@ryde.nsw.gov.au
First Elected 2008



Clr Michael Butterworth
Locked Bag 2069
North Ryde NSW 1670
mbutterworth@ryde.nsw.gov.au
First Elected 2004



Clr Justin Li
Locked Bag 2069
North Ryde NSW 1670
Tel: 0412 614 174
jli@ryde.nsw.gov.au
First Elected 2008



Clr Terry Perram
12 Clanwilliam Street
Eastwood NSW 2122
Tel: 9874 7904
tperram@ryde.nsw.gov.au
First Elected 1987

CENTRAL WARD



Clr Nicole Campbell
Locked Bag 2069
North Ryde NSW 1670
Tel: 0402 132 669
ncampbell@ryde.nsw.gov.au
First Elected 2004



Clr Bill Pickering
PO Box 460,
Gladesville NSW 1675
Tel: 0404 074 299
bpickering@ryde.nsw.gov.au
First Elected 2008



Clr Jeff Salvestro-Martin
PO Box 4104
Denistone East NSW 2112
Tel: 0413 043 423
salvestro-martin@ryde.nsw.gov.au
First Elected 2008



Clr Sarkis Yedelian OAM
PO Box 631
Gladesville NSW 2111
Tel: 0412 048 330
sarkis@yedelian.com
First Elected 2004

EAST WARD



Clr Roy Maggio
Locked Bag 2069
North Ryde NSW 1670
Tel: 0418 299 347
rmaggio@ryde.nsw.gov.au
First Elected 2008



Cr Gabrielle O'Donnell
3/3-5 Amiens Street,
Gladesville 2111
Tel: 9817 2019
godonnell@ryde.nsw.gov.au
First Elected 1999



Clr Ivan Petch – Deputy Mayor
3 Jetty Road,
Putney NSW 2112
Tel: 9809 1847
ivanp@ryde.nsw.gov.au
1977-1987 and 1995 to present



Clr Vic Tagg
Locked Bag 2069,
North Ryde NSW 1670
Tel: 0412 369 510
victor_tagg@hotmail.com
First Elected 2004

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 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.

COUNCIL MEETINGS

Regular Council and Committee meetings are held on Tuesdays at 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 and the need to maintain confidentiality, may be considered by Council in closed session. All Council and Committee meetings are carried out in accordance with Council's Code of Meeting Practice.

Council's meeting schedule, agendas and minutes, are available on the City of Ryde website www.ryde.nsw.gov.au/meetings/meetingsinfo.htm

The Mayor's role, as chair of Council and the leader of Council, is crucial in managing effective relationships within the administration and ensuring good governance.

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.

CODE OF CONDUCT

Councillors are bound by a Code of Conduct which sets a high standard for their ethical behaviour and decision making. The code states councillors' roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the code. During 2009/10 there were six Code of Conduct complaints made against Councillors and referred to the General Manager. Of these complaints one was referred to a Code of Conduct reviewer and subsequently reported to Council.

HAVING YOUR SAY

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

You can:

- vote for councillors every four years through the Local Government election for the City of Ryde
- arrange to speak at a meeting
- write to or phone elected members of the Council
- make a submission on the Council's budget and annual plan when advertised each year or on its 10 year plan published every four years
- make submissions on other major projects or notified consents that are consulted or advertised throughout the year.

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 Consultation Policy recognises that community information sharing, consultation and participation are vital for effective decision-making.

More information on community engagement is available on www.ryde.nsw.gov.au/council/consult.htm and page 54.

COUNCILLORS' FEES/EXPENSES

The Local Government Remuneration Tribunal is constituted under Chapter 9, Division 4 of the Local Government Act 1993 and sets remuneration for the Mayor and Councillors.

The Mayor and Councillors receive an annual fee established by Council and set within the approved range by the Local Government Remuneration Tribunal in July 2008.

The Mayor and Councillors also receive reimbursement of expenses relating to their roles as detailed in the approved Councillor Expenses Policy. Information relating to these expenses in 2009/10 can be found in Section 7 Statutory Information.

- The Mayor's Fee for 2009/10 was \$47,169 plus Councillor Fee of \$19,730
- The Deputy Mayor's Fee for 2009/10 was \$5,241 plus Councillor Fee of \$19,730
- Councillor's Fee for 2009/10 was \$19,730 for each Councillor.

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 2009 to 30 June 2010. The statutory meeting, including election of the Mayor, was held on 8 September 2009.

COUNCIL ADVISORY COMMITTEES

There are 19 Council Advisory Committees currently operating within the City of Ryde. They provide advice to Council on key issues. Our community committees are an important way of staying connected with the views of our local citizens. Further information on our Council Advisory Committees including information such as minutes and terms of reference can be found on Council's website at www.ryde.nsw.gov.au/council/committees.htm

A detailed list including details of the functions of the various committees can be found in the Statutory Information Section 6 of this report.

	workshops	meetings
Clr Butterworth (Mayor)	42	45
Clr Campbell #	19	23
Clr Etmekdjian	52	54
Clr Li	35	50
Clr Maggio (Deputy Mayor)	42	56
Clr O'Donnell	47	52
Clr Perram	45	47
Clr Petch	44	57
Clr Pickering	41	51
Clr Salvestro-Martin	31	44
Clr Tagg	52	53
Clr Yedelian OAM	50	55

COUNCILLOR NICOLE CAMPBELL WAS ON LEAVE OF ABSENCE.

THE COMMITTEE SET-UP

In 2009 Council reviewed its committee set-up and now has two standing committees: **Planning and Environment Committee** and **Works and Community Committee**.

These committees carry out many of Council's strategic and decision-making functions and generally meet fortnightly. All Councillors meet as a Committee of the Whole on a fortnightly basis and consider the most significant high level matters.

Membership of the standing committees is determined annually.

The Chairperson is also elected annually.



COUNCIL

COMMITTEE OF THE 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.

PLANNING AND ENVIRONMENT COMMITTEE

Chairperson: Clr Pickering
Deputy Chairperson: Clr Yedelian OAM
Members: Clr Etmekdjian, Clr Salvestro-Martin and Clr O'Donnell
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.

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.

3 CORPORATE GOVERNANCE

Who is working for us
Organisational Chart
Occupational Health and Safety
Corporate Governance Framework
Planning Framework



WHO IS WORKING FOR US

Our organisation has many skilled and professional people who are passionate about the City and its future and about delivering better value services.

The City of Ryde as an 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 Executive Team is led by the General Manager and comprises four groups:

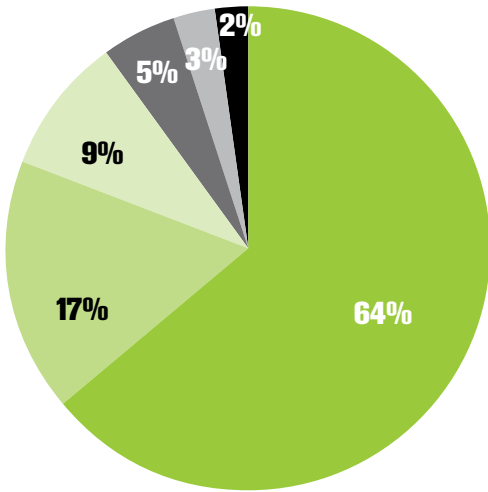
- Community Life
- Public Works
- Environment and Planning
- Corporate Services.

There are 22 service units which deliver services and projects across these four groups.

The City of Ryde has 571 employees (488 Full Time Equivalents – FTE) and also employs contractors for various works including concreting, road marking, various trades such as electrical work, plumbing and various aspects of information technology to assist in the delivery of new systems. Service delivery is also supported by assistance from volunteers and community representatives on a number of community committees and working groups.

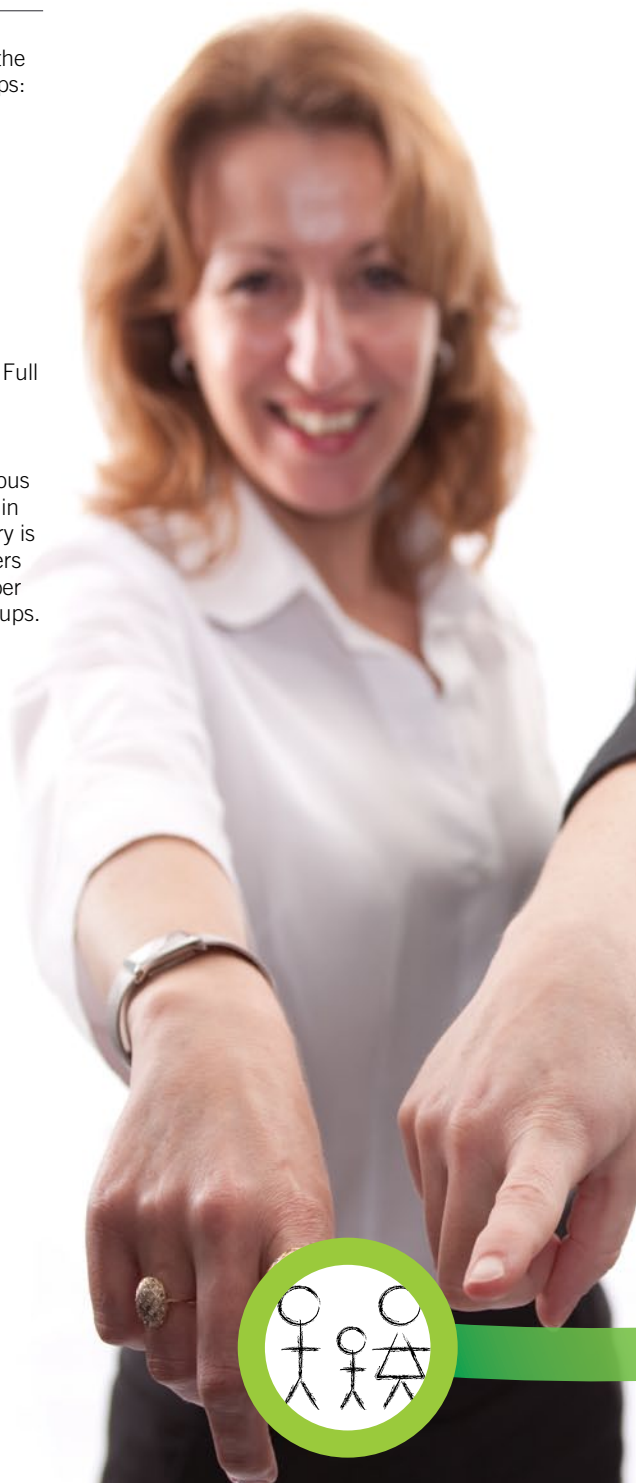
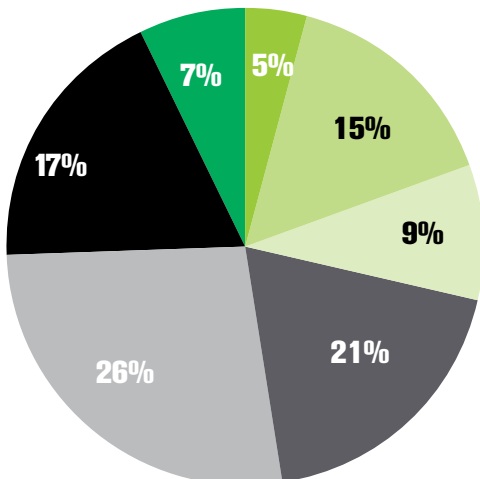
YEARS OF SERVICE % OF WORKFORCE

■ 0 – 4 YEARS ■ 5 – 9 YEARS ■ 10 – 14 YEARS
■ 15 – 19 YEARS ■ 20 – 24 YEARS ■ 25 YEARS OR MORE



AGE PROFILE % OF WORKFORCE

■ 14 – 17 ■ 18 – 24 ■ 25 – 29 ■ 30 – 40
■ 41 – 50 ■ 51 – 60 ■ 60 AND OVER



COMMUNITY LIFE

People

- Open Space
- Library Services
- Ryde Aquatic Leisure Centre
- Community & Culture
- Community Relations and Events



Community

Council

GENERAL MANAGER

Strategy, innovation
and reporting

Risk & Audit



CORPORATE SERVICE

Governance

- Finance
- Human Resources
- Information Systems
- Customer Service
- Governance



ENVIRONMENT & PLANNING

Environment

- Urban Planning
- Environment Assessment
- Health & Building
- Regulatory Services



PUBLIC WORKS

Assets

- Access
- Stormwater & Park Assets
- Waste & Fleet
- Buildings & Property Operations

EXECUTIVE LEADERSHIP

GROUP MANAGER ENVIRONMENT AND PLANNING

Dominic Johnson

Qualifications: BA (Hons), MEnvMan (Appointed: 2009)

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 underpinned by modern planning controls.

GENERAL MANAGER

John Neish

Qualifications: BAppSc (Appointed: 2010)

John's career has spanned the private, not for profit and local government sectors. He leads organisations to build constructive cultures that focus on customer service, value for money and ethical standards in governance. His experience in local government administration was gained both in Australia and the UK where, as Head of Performance in the UK Audit Commission, he analysed the causes of local government effectiveness. John understands the importance of bringing commercial acumen to local government operations whilst balancing community service obligations. He has extensive experience in building and delivering community vision in partnership with other sectors and optimising development opportunities which provide a beneficial lifestyle for local residents.

GROUP MANAGER CORPORATE SERVICES

Roy Newsome

Qualifications: Assoc. LG Admin GACID
(Appointed: 2004)

With more than 35 years experience in local government, Roy has extensive experience and knowledge of service delivery to the Council and community. This background enables him to strengthen and improve Council's governance framework through the delivery of essential corporate services including Finance, Information Systems, Human Resources, Customer Services, Governance and Legal. His current key focus areas are optimising IT systems to improve service delivery, strengthening customer service (including the opening of a new Planning and Business Centre in 2011), investigating options to increase revenue sources, and maintaining the current sound financial position.

GROUP MANAGER COMMUNITY LIFE

Simone Schwarz

Qualifications: BA (Comms) MAppSoc Res
(Appointed: 2010)

Simone's portfolio has a focus on community well-being, harmony and culture and includes a diverse range of community and library services, community relations and events, open space and recreation planning, cultural planning and the Ryde Aquatic Leisure Centre. Simone has previously worked in community services in local government, TAFE and the community sector. She is a Past President of the Local Government Community Services Association, a Visiting Associate at the Centre for Local Government at the University of Technology, Sydney and Board Member of the Local Government Managers Association.



MANAGER WORKFORCE CULTURE AND DEVELOPMENT

Beki Boulet

Qualifications: MBA (Appointed: 2010)

Beki has nine years experience in organisational development in local government and extensive international experience in strategic development in private industry, IT process solutions and continuous improvement. Her focus at the City of Ryde will be bringing about positive cultural change throughout the workforce to improve Customer Service standards and staff drive and performance. She considers cultural transformation to be integral to improving productivity and attracting and retaining the best possible talent.



GROUP MANAGER PUBLIC WORKS

Terry Dodds

Qualifications: A Dip Eng (Civil) DPM CPPD MAIPM (Appointed: 2010)

Terry has spent over 28 years participating in the delivery and maintenance of infrastructure assets for Local and State Government, as well as the private sector. Terry leads the Public Works portfolio, which delivers and maintains City of Ryde assets. Public safety, visual amenity and practical yet contemporary designs are three of the main themes that underpin decisions made by this Group.

DEVELOPING OUR PEOPLE

The City of Ryde aims to achieve its business strategy through an engaged, capable, safe and highly motivated workforce.

To achieve this we focus on having the right capability and outstanding leadership which creates an organisational climate that drives high performance.

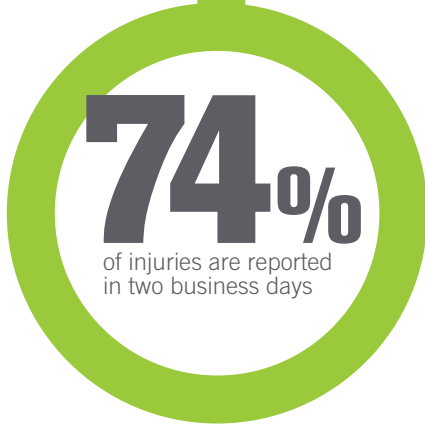
People develop and excel in an environment that celebrates the unique perspectives they bring every day to work. At the City of Ryde we recognise that an effective and integrated Human Resources Strategy is the basis for transforming our organisation. This strategy is built on attraction and retention; building the capacity of our staff; increasing their satisfaction and engagement; and ensuring our behaviours match up to our values.

We recruit and manage our workforce on the basis of competence and performance regardless of age, nationality, race, gender, religious beliefs, sexuality, physical ability or cultural background.

The challenges we face in the future to maintain our workforce include shortages in critical service areas and the changing demographics of the City of Ryde and broader Australian workforce. Our strategy will ensure we meet these challenges and that we can leverage from the diversity of skills, experience and cultures within our workforce.

WHAT'S AHEAD IN 2010/11 WE WILL:

- Develop our Workforce Plan to respond to the Ryde 2021 Community Strategic Plan
- Undertake a survey of workforce culture
- Train our staff in management skills
- Redesign our performance management process
- Streamline the human resources system
- Conduct technical skills training ranging from plant operations to information technology.



OUR ACHIEVEMENTS FOR 2009/10

Policies

Review of OHS policies, throughout the year utilising comments from the OHS Committee and key stakeholders.

Employee Consultation

Dynamic employee consultation process primarily through the OHS Committee and a new monthly newsletter, OHS Committee of Bulletin Board, the staff newsletter which informs on some of the latest OHS news in our organisation.

Annual Self-Assessment

Council received payment of \$40,000 for completion of the OHS annual self-assessment and verification audit conducted by our Workers Compensation Insurer StateCover.

Skin Cancer Check-up

Conducted voluntary skin cancer checks primarily for outdoor staff, receiving around \$3,000 from StateCover for this initiative.

Learning and Development

Continued learning and development in OHS with 378 staff participating in varied aspects of OHS training and attendance at seminars or conferences over 2,156 hours for the year.

On-time Reporting of Claims

Improved focus on early return to work of injured employees and on-time reporting of injuries to our workers compensation insurer, leading to an increased rebate from the insurer. See our case study on page 38.

LEGISLATIVE FRAMEWORK

Health and Safety at the City of Ryde is governed by OHS legislation through WorkCover NSW encompassing the OHS Act 2000 and the OHS Regulations 2001.

In addition to the OHS legislation of the WorkCover framework is the Workplace Injury Management and Workers Compensation legislation.

Specific areas of Council may also have other regulatory aspects for the health and safety of staff and the public including:

- Public Health (Swimming Pool) Regulation 2000
- Protection of the Environment Act and Regulation
- Children and Young Persons Acts.

WORKCOVER INQUIRIES

Inquiries were made by WorkCover during 2009/10 regarding a minor injury to a member of the public at the Ryde Aquatic Leisure Centre. This highlighted the need for a small light-weight gate to be altered, so it opened

in the direction of the way people walk through the gate, rather than opening against the direction people were walking. A risk management approach to identify and assess a range of potential changes that could be made to the operation of the gate was provided to the Authority. The action was completed to the satisfaction of WorkCover.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) has been in place since 1999. When employees experience work-related, personal or health problems, it is recognised there may be effects on the employee's quality of life, the general sense of well-being of other employees and possible adverse impacts on work performance.

EAP is available for employees and their immediate family members to access a free, professional and confidential counselling service to assist them identify, explore and manage issues that may impact on their lives.

CONTRACTOR MANAGEMENT

Two Contractor OHS Packs have been developed over the past couple of years, and are due to be part of common use from 2010/11. An OHS Information Pack will inform both contractor managers and Council's own project managers on Council's expectations in OHS. The Contractor General OHS Induction Pack provides background on OHS in the City of Ryde for contractor staff working directly for Council.

The packs will be part of the upcoming Contractor Management training in 2011.

HEAVY VEHICLE DRIVER TRAINING

This year refresher training was arranged for a number of drivers of heavy vehicles. The training involved theory and practical components, with one-on-one, on-road sessions.

The training has ensured that staff who drive heavy vehicles in the course of their duties at the City of Ryde, drive in a safe and responsible manner.

WORKPLACE INCIDENTS AND INJURIES

Reporting incidents in the workplace is an important part of our OHS system. Incidents include all reported hazards, near-misses and third party injuries in libraries and offices that involve members of the public, contractors and City of Ryde employees.

During 2009/10 there were 135 incidents and injuries.

CHANGES TO LEGISLATION

Training for managers and supervisors was provided to staff as outlined above.

OBJECTIVE:

The organisation's objective is to improve and maintain the standard of Occupational Health and Safety (OHS), and to ensure the on-going development and improvement of OHS systems, policies and procedures that foster a consultative approach between management and employees.

WORKERS COMPENSATION CLAIMS

For the year 2009/10 there were 55 workers compensation claims. This represents a slight increase on 2008/09, but is comparable to other years.

INCIDENT INVESTIGATION

Currently at the City of Ryde there is an incident form to report hazards, near misses, injuries to staff and third parties and property damage.

To date, this process has involved staff filling out four pages of information and then completing a risk analysis.

Working with staff our OHS Co-ordinator has transformed the forms into a card that can be easily completed by our in one simple process.

This streamlining will reduce paperwork and provide a simplified and more easily accessible process for completing incident investigations.

Our investigation process varies with the extent of or seriousness of the incident, which follows this guide:

Preliminary Investigation

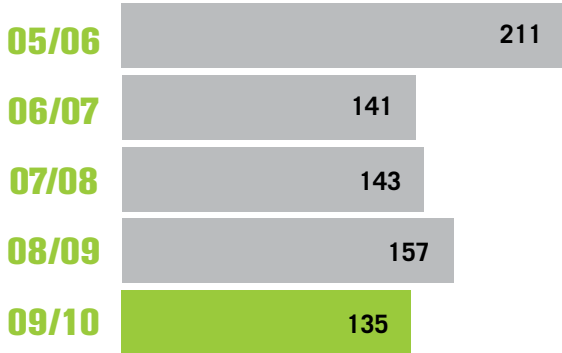
Further investigation based on seriousness of an incident may include

Business Unit Supervisors

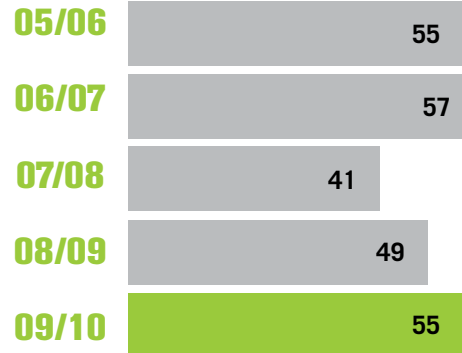
- OHS Co-ordinator
- OHS Committee Member
- Injury Management Co-ordinator
- Risk Manager

Results of further investigations are returned to the Business Unit for improvements where highlighted in the investigation report.

INCIDENT AND INJURY REPORT

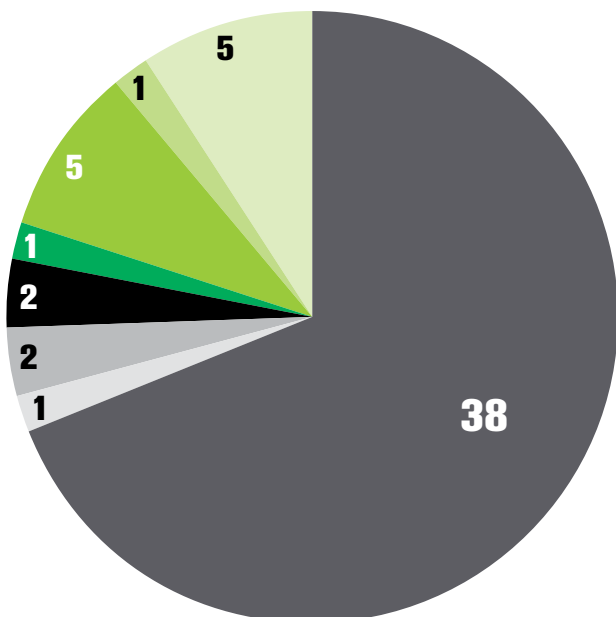


WORKERS COMPENSATION CLAIMS



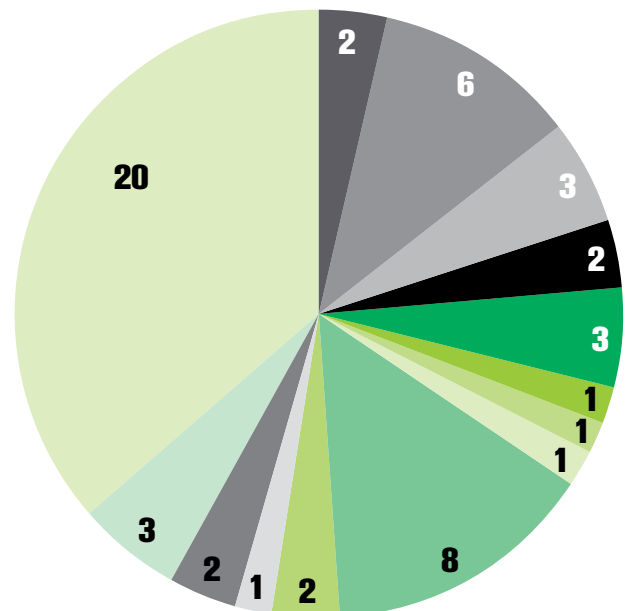
NATURE OF INJURY FOR NEW CLAIMS JULY 2009 TO JUNE 2010

- Sprains & Strains
- Contusions
- Superficial Injury
- Open Wounds
- Dislocation
- Fractures
- Mental Disorders
- Skin Lesions



MECHANISM OF INJURY FOR NEW CLAIMS JULY 2009 TO JUNE 2010

- Falls From A Height
- Falls On The Same Level
- Hitting Stationary Objects
- Hitting Moving Objects
- Being Hit By Falling Objects
- Being Hit By A Person Accidentally
- Being Hit By Moving Objects
- Assaulted By A Person Or Persons
- Muscular Stress While Lifting, Carrying
- Muscular Stress While Handling Objects
- Exposure To Non Ionising Radiation
- Workplace Bullying
- Vehicle Accident
- Other Multiple Mechanisms Of Injury



INJURY SUSTAINED, BUT WILL AND SPIRIT TO RETURN TO WORK AND LIFE NOT DENTED

John Wicks has been employed at the City of Ryde as a mechanic since 1990. He is well known for his love of Ducati motorbikes.

Not so well known is that his great great grandfather, Robert, was an alderman of Ryde, while Robert's brother, George, was the Mayor in 1876.

John sustained an injury to his shoulder in late 2008. He returned to work although he had pain in his shoulder. John continued working as a mechanic until the pain became too much for him and he needed an operation. The thought of having a major operation to his shoulder was certainly daunting for John and he would not be able to ride his favourite Ducati motorbike for up to six months.

John's other concern was for his elderly parents, who both lived at home and are both in their nineties.

To alleviate John's concerns his doctor provided information and a video about the operation on the world wide web. John was also aware that he would not be able to use his right arm at all for up to six weeks after the operation so he practised at home doing everything he could with his left arm. John was offered help at home after his operation but refused, although he was aware that he would be in pain for some time.

In late March this year John had his shoulder operation and was able to return to work in early May. He was pleased to discover that the preparation he did prior to his operation assisted his recovery. He is currently rehabilitating at work under the guidance of his co-ordinator Paul Mrljak and the Workers Compensation & Injury Management Co-ordinator, Christene Du Rietz.

He is now back on his motorbike and is expected to get a final clearance from his doctor in November this year.

John Wicks with Workers
Compensation Co-ordinator,
Christine Du Rietz



The City of Ryde, as a local government organisation, is governed by the requirements of the Local Government Act (1993) and Regulations and other relevant legislative provisions. At the City of Ryde we pride ourselves on open government, ensuring that Council decisions are dealt with in open forums (unless there are commercial reasons not to do so) and broad consultation on major initiatives before implementing them.

Council policy, strategic directions and major corporate decisions are determined by the elected Council. Day to day operations are delegated to the General Manager, as provided for in Council resolutions and in accordance with relevant legislation. Corporate performance is monitored through quarterly reports to Council and the community.

RISK MANAGEMENT

Managing risk is an important aspect of responsible governance. In 2009, Council initiated the development of its Enterprise Risk Management Plan which has involved extensive consultation and input from staff from across the organisation. This initiative has increased the awareness and profile of risk management in all aspects of Council's operations. The Draft Plan was completed in June 2010 and identifies priorities for improvement that will be included in a future Enterprise Risk Management Plan.

INTERNAL AUDIT

The work of the Internal Audit function is governed by an Internal Audit Plan which is developed by Council's Audit Committee. This Plan incorporates significant and less significant audit tasks which are identified and prioritised according to the level of assessed risk to the organisation. The plan also incorporates an allowance for unscheduled reviews and the follow up of previous audit reports. The Internal Audit Plan incorporates a combination of operational, compliance and financial audits and provides an independent review of Council's operations and complaints.

COUNCIL'S AUDIT COMMITTEE

Council has revised the composition of its Audit Committee in line with the Department of Local Government's Internal Audit Guidelines. The composition of the Committee now consists of two external independent members (one of whom is the chair) and two Councillor representatives. The Councillor representatives are the Mayor and one Councillor. It operates

under a charter which has been endorsed by Council and reviews all internal audit reports.

What's ahead

In 2010/11 the Audit Committee is establishing a detailed audit plan to underpin effective governance. This plan will focus on:

- Development assessment and approval process
- Payroll audit, contracts and contract administration procedures
- Checking compliance with Council's procurement framework the follow up of audit recommendations
- Unscheduled reviews that are of industry significance: that may arise through a request by an external agency, the General Manager or the Audit Committee.

PROCUREMENT AND CONTRACT MANAGEMENT

The City of Ryde has an established framework for the procurement of goods and services. This framework has been established to ensure that procurement is conducted in a manner that provides for the following:

- Compliance with relevant legislation and internal policy and procedures
- Fair and equitable opportunity for competition
- The promotion of openness and accountability
- The delivery of value for money to the organisation.

During the 2009/10 Council instigated approximately 45 formal procurement processes. This involved a combination of Quotation and Tender processes designed to test the market and provide value for money to the organisation, as well as allowing for open and equitable competition.

We also introduced e-tendering at the City of Ryde. This process has enhanced Council's tender administration procedures in regards to efficiency as well as probity.

What's ahead

In 2010/11 we will further improve our approach to contract management as a response to recent audits.



89,874

Calls answered
by Customer
Service Centre



85%

of telephone
calls resolved
at first point
of contact

ACCOUNTABILITY AND TRANSPARENCY

The City of Ryde takes seriously its responsibility to be open and accountable to the community. The Freedom of Information (FOI) Act (which has been superseded by the Government Information (Public Access) Act (GIPA)) and privacy policies and functions are administered to ensure that the City of Ryde fully complies with the spirit of the legislation as well as our legal requirements. At the same time we respect people's privacy by not releasing personal details where inappropriate. Refer to page 152 for reporting on FOI/GIPA and Privacy.

What's ahead

In May 2010 Council commenced a review of its accountabilities and delegations and the way it demonstrates transparency in reporting. This process will form part of our business elements component in our Outcomes Model Framework, which will be developed by November 2010.

EXTERNAL AUDIT

The External Auditors primarily provide an assurance that Council's financial statements reflect the financial position of the Council at the conclusion of the financial year. The External Auditors:

- Test a sample of Council's internal controls
- Observe processes being performed
- Make inquiries with key staff within Council
- Examine financial and accounting records, other documents, and tangible assets
- Obtain written confirmations of certain items.

PROBITY TRAINING

Throughout the 2009/10 year refresher training has been undertaken in respect of Council's procurement policies and procedures and Council has increased the number of Protected Disclosure officers to better manage protected disclosures. This process has been assisted by a recent training session provided to the Mayor, Executive Team, managers and key staff by representatives from ICAC and the NSW Ombudsman's Office.

What's ahead


Council plans to continue to review its key governance policies and procedures over the 2010/11 year and undertake appropriate refresher training in the areas of procurement, Code of Conduct and internal reporting policy.

COMPLAINTS PROCESSES

Council responds to all complaints through a system which allows for fair and detailed consideration. In 2010/11 Council will undertake a review and update of policies and procedures in this area, as well as staff training, to ensure alignment with new guidelines issued by the Department of Local Government.

DEPARTMENT OF LOCAL GOVERNMENT'S BETTER PRACTICE REVIEW

In 2009, significant work went into preparing for the Department of Local Government's Better Practice Review which assessed Council's performance across 360 set criteria such as: governance, legislation and policies, management practices, performance monitoring and ethical conduct.

Council received a good report and will continue to use the feedback on where we can improve to build on our quality management processes as part of our commitment to better practice. This will form a critical component of the Outcomes Framework development in 2010/11. The Local Government Better Practice Review report is available on our website www.ryde.nsw.gov.au/betterpractice. 

CUSTOMER SERVICE

Providing excellent customer service to our community is the City of Ryde's highest priority.

Council's Customer Service Centre provides an extensive range of services including the lodgement of all applications, requests for service, all payments and complaints.

The Centre comprises a call centre where staff receive calls from residents requesting various services and a customer service desk, for members of the community who prefer face to face services. We have achieved an 80% customer satisfaction rating from customers using the Customer Service Centre. We aim to maintain and improve this level of service.

What's ahead

In 2010/11 we will focus on developing more customer-centric performance indicators around our service accountabilities and we will monitor customer satisfaction of the services we provide. This information will be used to further improve our service delivery in the future.

As we increase our online capacity we will develop a range of online services, reducing the need for residents to transact their business with us during normal business hours. In 2010/11 the new Ryde Planning and Business Centre will be opened in the Top Ryde Shopping Centre.

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.

What's ahead

Through its organisational performance management Council will identify which services will be reviewed under its Best Value Framework. In 2010/11 those services are sporting facilities management and development assessment. Further information about our best value reviews can be found at www.ryde.nsw.gov.au/council/organisationalreview.htm 

FINANCIAL AND ASSET MANAGEMENT

The City of Ryde is responsible for the management of \$2.6 billion of infrastructure assets. In 2007 Council adopted an Asset Management Strategy and Guidelines and it is now undertaking a comprehensive program of activities to improve asset management practices.

All major assets have now been revalued to fair value. The cost of bringing public works assets up to a satisfactory standard was estimated at \$79 million at June 2009. Further information is detailed on page 101 of this report.

What's ahead

In 2010/11 we will undertake a comprehensive review of our Financial and Asset Management Strategies to determine gaps in funding, develop scenarios and assumptions to develop our 10 year forward plans and align our Asset Management with the national framework for asset management (NAMS).

These strategies will form part of Council's resourcing strategy for the Ryde 2021 Community Strategic Plan and Council's Four Year Delivery Program to be developed in 2010/11.

INTEGRATED PLANNING FRAMEWORK

Our Integrated Planning Framework demonstrates how the strategies, policies and plans are delivered through services to our customers. During 2010/11 we will review this framework to support the development of the Ryde 2021 Community Strategic Plan.

REPORTING ON OUR PROGRESS

Our legislation states that we must assess and regularly report on our progress towards implementing the actions in our Management Plan and one year Operational Plan. We believe this is just good management.

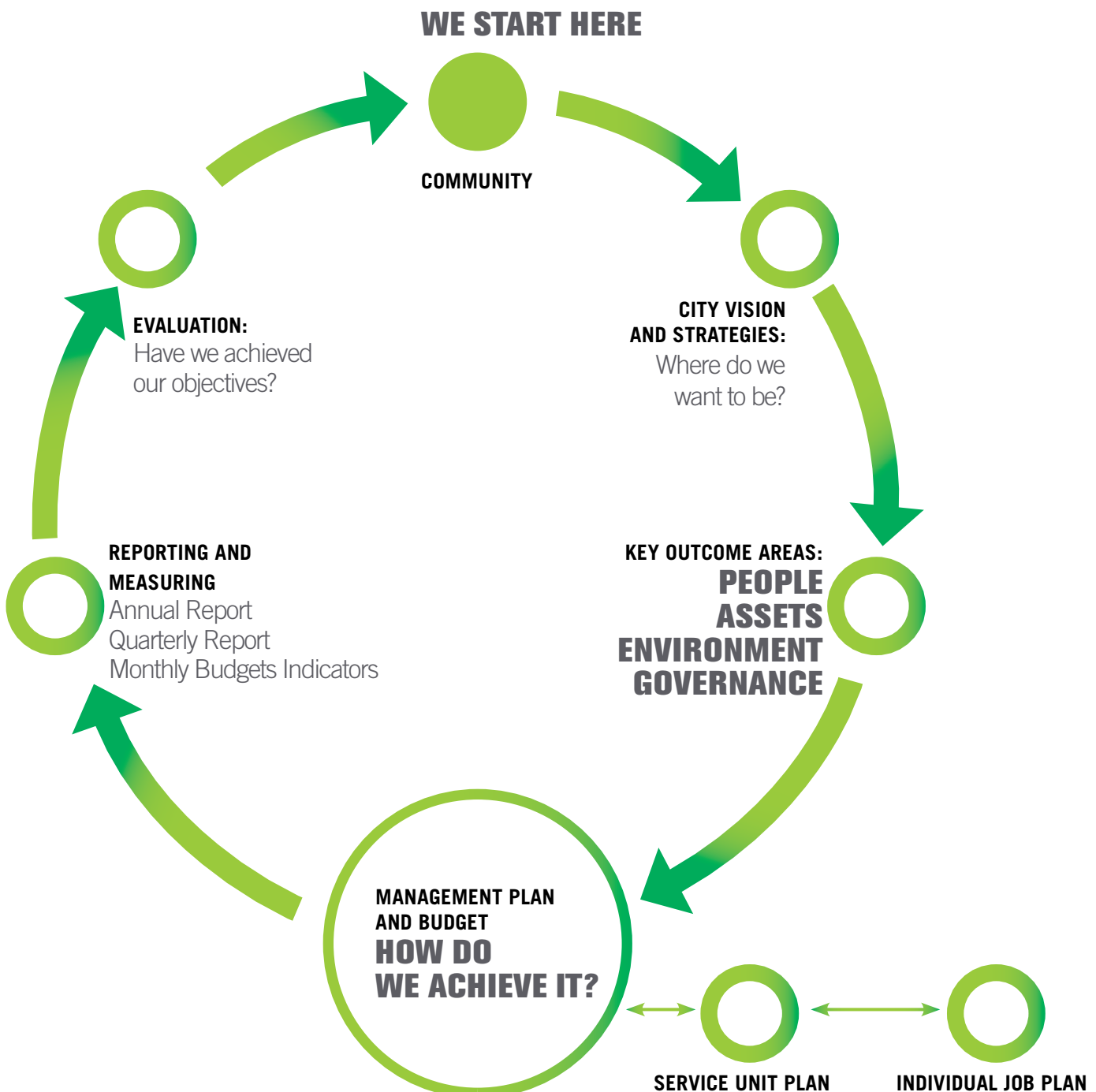
The City of Ryde's current approach primarily meets the new integrated planning and reporting framework introduced by the Division of Local Government on 1 October 2009. However we will improve on this as we develop the Ryde 2021 Community Strategic Plan and as Council continues to align its systems and processes to manage its operations.

QUARTERLY OPERATIONAL REPORT

The quarterly report to Council provides an assessment of progress against the objectives and key performance indicators identified in the Management Plan and Operational Plan. Comments are provided for all initiatives. Where performance is below planned levels, a more detailed comment is provided.

ANNUAL REPORT

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





4 SUSTAINABILITY DIRECTIONS

Developing a Community Plan
Community Engagement
Awards and recognition

88%

of Social Plan recommendations have been achieved and the remaining are in progress

The City of Ryde is diverse, progressive and expanding. The City has a population of 104,955 (2009). Our residents like living here for the vibrant town centres, village feeling, leafy suburbs, strong community groups and abundance of bushland, landscaped parks, playgrounds and sports fields.

The biggest challenges for the City are to maintain a socially just and coherent community; ensure the balance between the projected increase in population and the current low rise suburban feel; manage the increasing demand on services, especially roads and transport; manage the demand on community facilities and optimise recreational opportunities including a growing demand on our sporting facilities and passive recreation as the population grows. Our City embraces the challenge!

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.

The City of Ryde is well into the process of developing an integrated Community Strategic Plan which will include strategies to address social and community needs. This means that issues previously covered by stand alone social plans will now be integrated into a broader plan, and Council will not be producing a social plan in the future.

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.

Further information on Council's Social Justice Charter and Social Plan can be found at www.ryde.nsw.gov.au/services/commserv.htm 

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 planning for services and facilities across the organisation. This ensures a proactive approach to meeting the needs of our diverse and multicultural community.

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

The Disability Action Plan identifies practices that may hinder access for people with a disability to services, opportunities and facilities. The Plan develops strategies for improving the City of Ryde's practices to ensure accessibility.

The City of Ryde is developing an integrated Community Strategic Plan which will include strategies to address barriers to access and to proactively improve the accessibility of services, facilities and opportunities.

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.

Further detail on the direct services and projects can be found under People Outcomes from page 60.



The Photo Voice Project was held in 2009. This project documented the personal stories of a group of young people from the Macquarie Park area through photographs and text.

Taken over an eight week period, the photographs recorded poignant moments and memories that hold meaning for the group's relationships with people and place.

The Photo Voice Project was a partnership between Optus, The Salvation Army, Macquarie University, the City of Ryde and a talented and enthusiastic group of young people from Macquarie Park. For more information on activities for young people in the City of Ryde, go to www.ryde.nsw.gov.au/youth 🌱

PHOTO VOICE PROJECT





KIDS CARING FOR THEIR ENVIRONMENT

“REEN is a great way to facilitate teacher discussion and information sharing as well as provide entertaining and educational activities to help future generations better understand their natural environment”.
Nilushi, Ryde Sustainability Officer

Students from the Epping Boys High School Streamwatch Group with Council environment officers

OUR ENVIRONMENT

At a global level, we are faced with the implications of climate change, depletion of non-renewable resources and the loss of biodiversity. At a regional level, various countries have experienced acid rain, and desertification. On a national scale, Australia has had to confront issues such as dry land salinity and depletion of water resources. Locally we have to deal with pollution of the air, land and creeks and the effects of waste disposal. All of these environmental problems can be linked to governance, economic and social issues.

Within Local Government there is an overarching movement towards:

- understanding what sustainability means
- developing appropriate strategies and policies
- integrating sustainability into a 'whole company' approach
- building capacity to ensure involvement from all levels and functions of the organisation
- engaging with key stakeholders and clearly communicating the process and journey Council is taking with the community.

The principles of sustainability underpin both the value systems and actions of the City of Ryde, and we are committed to creating and maintaining an ecologically sustainable City through recognising, protecting and enhancing the City's natural areas, heritage and a culture of sustainability.

Corporate initiatives such as retrofitting water and energy saving devices, internal audits, real time leak monitoring of park irrigation and the Ryde Aquatic and Leisure Centre backwash recovery, UV disinfection and rainwater tank systems that have saved around 30,000 kL/yr of drinking water, demonstrate leadership by example. Council buildings are on track to reduce water use by 35% this year relative to 2003/04. Integrated approaches to sustainability are also illustrated by our Sustainable Procurement Policy and the acclaimed Project Sustainability Assessment Protocol.

Community workshops, events, residential advisory services, bush regeneration activities, business programs and tours on environmental themes are offered to the community on a regular basis, with complementary resources such as the online Sustainable Living Guide and Rebate Information Kits. Stakeholder specific initiatives such as the Ryde Environmental Education Network (REEN) cater to special needs.

The protection of environmental values such as clean air and healthy waterways, conserving our natural spaces and sustainable development throughout the City of Ryde, will continue to be enhanced through appropriate environmental management programs.

2,092

tonnes of CO₂ saved through Council actions

Environmental Education

The Ryde Environmental Education Network (REEN) provides local teachers with a forum for sharing ideas and resources to help integrate environmental education into their teaching programs.

It provides preschools, primary schools and high schools with environmental education programs such as Catchment Chronicles, Planet Protectors, Earth Works, the Rubbish Free Lunch Challenge, Eco Garden and other environmental presentations, events and excursions.

REEN also encourages teachers to involve their schools in environmental programs that have a local impact. For example, as part of the Streamwatch program, run by Sydney Water and the Sydney Catchment Authority, students investigate and take action on water quality and catchment and ecosystem health. Epping Boys High School has a well-established Streamwatch group, run by a committed teacher who is part of the REEN network. The City of Ryde makes use of the data collected by the students to help monitor the health of our local waterways and evaluate the success of remediation programs.

SUSTAINABLE BUSINESS INITIATIVE

The City of Ryde Business and Sustainability Expo helps local businesses increase awareness of their company and products.

Attracting around 50 businesses and 500 visitors each year, it also hosts a free lecture program, with speakers addressing topics such as marketing, State Government assistance packages, business planning and finance, and tips for managing the current tough economic climate.

Local charities and not-for-profit organisations were showcased in 2010.

The Expo is also a networking event, with a cocktail function for exhibitors to develop relationships commenced during the day in a friendly social environment.

The Ryde Business and Sustainability Expo has now been running for four years. The event has built a strong and positive reputation, with many exhibitors reporting that the Expo is the single largest source of leads for their business during the year.



2009 RYDE BUSINESS AND SUSTAINABILITY EXPO

Cox's Road shopping centre

OUR ECONOMY



The City of Ryde is a place on the move – an innovative City where people want to live, work and grow their business.

Ongoing retail investment is characterised by large scale developments at Top Ryde City and the Macquarie Shopping Centre expansion. Major public and private sector initiatives will transform the area into a vibrant centre for business and residents in the 21st century.

Within our City, the Macquarie Park Corridor – a 340ha business and transport hub that is a part of Sydney's Global Economic Corridor – is evolving into a specialist business centre and corporate powerhouse. It is set to become Australia's fourth largest urban business centre by 2031, with the workforce more than doubling in the next 25 years.

There are over 13,000 businesses operating in the City of Ryde with potential for new business growth and development in all of the town and neighbourhood centres and along major transport corridors. Over 22 per cent of the local workforce also lives in the City of Ryde.

Supporting commercial and retail businesses is critical to the economic future of the City of Ryde. Our community is acutely aware that all levels of business from local to global companies contribute to the economic future of the City.

Local centres are important, not just because they provide services and goods, but because they can act as vibrant and varied local hubs where the community can interact.

There is a need to give greater recognition to the employment needs of local disadvantaged groups and provide specific job opportunities in the City.

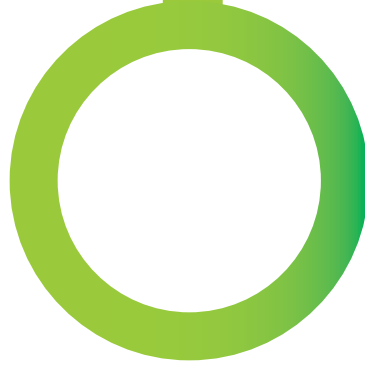
Exciting emerging industry sectors relating to 'new economy' areas are often associated with green and global business. These sectors, as well as multi-media and creative arts, are vital to the City.

Our economic future will be likely to be shaped on the following:

- increasing pressure on maintaining the liveability of our City
- the rapid development of the digital economy
- the impact of an ageing and growing population
- the need to continue to create more local jobs
- the need to diversify the economic base
- the environmental impact of business and industry
- the ability of local businesses to connect with the global economy.

An Economic Development Strategy has been prepared in close consultation with our local business community to raise the profile of the City, to identify opportunities and to encourage greater success and sustainability for our area.

Council is committed to playing an active role to achieve economic well-being and quality of life for the community and the region. There is a strong focus on economic development identified in the Ryde 2021 Community Strategic Plan and the City of Ryde's Economic Development Strategy will play an important role towards in shaping that future.



During 2009, City of Ryde residents and stakeholders helped to draft a blueprint for the City's development over the next 20 years, by sharing their vision for the future. During 2010 we commenced the development of a Community Strategic Plan that responds to that vision.

The plan recognises that the City of Ryde is not an island and that it must meet its responsibilities to accommodate growth within the Sydney region as well as responding to local needs and aspirations. We must accommodate growth whilst keeping the sense of place that residents find attractive.

Planning for 20 years proved to be unrealistic, so Council resolved to change the Community Strategic Plan to a 10-year plan, changing our focus from 'Ryde 2030' to 'Ryde 2021'.

What's ahead IN 2011

By 2011 Council will finalise the development of the plan that will be a turning point in the history of the City's development. It aims to create a socially, environmentally and economically sustainable city for the next decade by balancing the community's vision of how they want the City to look in future with the pressures created by residential and commercial growth.

As part of the development of Ryde 2021, Council will revise its City Vision and develop a set of principles to guide planning, decision-making and service and project delivery. This will be completed by 2011.

Council will develop programs to support the delivery of the Ryde 2021 Community Strategic Plan across the relevant sectors and across our organisation.

We will report transparently on our progress against the aspirations of the community plan at the end of each term of Council.



Drawing by Jierlyn Gregg,
student in Year 5, entrant in
Ryde 2021 Ideas Competition



CONSULTATION & COMMUNITY PRIORITIES

Council has undertaken extensive community consultation over the past 12 months, through a variety of actions such as customer surveys, feedback forms, workshops, world cafés, online surveys and public exhibitions of the many services, programs and projects that Council delivers.

During 2009 Council held a major visioning process for the Ryde 2021 Community Strategic Plan. More than 1,300 individuals provided feedback which included over 3,900 comments about their hopes and concerns for the future of their local area.

300

Children participated in future planning at the Children's Conference

65

entries in an Ideas Competition

OVER 130

people attended Ryde 2021 workshops including residents, community groups, businesses, not-for-profit organisations and some government agencies

IN 2009/10 WE ASKED YOU ABOUT:

- Local Environment Plan
- Skate Parks
- Draft Management Plan 2010 – 2014
- Parking in the Macquarie Park Corridor
- Yamble Reserve Plan of Management
- Ryde Riverside Reserve Plan of Management
- Meadowbank Park Masterplan
- Urban Tree Management Strategy
- Revised Outdoor Dining Policy
- Leash-free dog area at Meadowbank Park
- Lighting for netball courts at Meadowbank Park
- Plan of Management for Putney Park
- Community Facilities Plan 2030
- Community Facilities Licensing Policy

**MORE
WALKING
TRACKS AND
FOOTPATHS**

**BIGGER
LIBRARIES
WITH STUDY
PLACES AND
CAFÉ**

**NO OVER
DEVELOPMENT**

**A VIBRANT
COMMUNITY
MADE UP OF ALL
AGES, FAMILY
COMBINATIONS
AND CULTURAL
BACKGROUNDS**



**WHAT THE COMMUNITY TOLD
US' RYDE 2021 COMMUNITY
STRATEGIC PLAN**

**I LOVE THE
PARKS AND
GREEN AREAS.
CYCLE PATHS
ARE GREAT**

**I WANT
RYDE TO BE A
PROGRESSIVE
CITY**

**MORE
PLACES
FOR YOUNG
PEOPLE TO
HANG OUT**

**LESS
TRAFFIC
CONGESTION**

**TO BE ABLE
TO RIDE SAFELY
AND EASILY
THROUGHOUT
RYDE**

**COMMUNITY
THAT VALUES
ITS DIVERSITY**

**CARING
FOR OUR
ENVIRONMENT**

**MORE
LOCAL JOBS**

**BETTER
PUBLIC
TRANSPORT**



AWARDS AND RECOGNITION



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.



CLAIRE MOODY AND CAROLINE YI XU WITH AUSTRALIA DAY AMBASSADOR NICK GLEESON

COUNCIL AND STAFF RECEIVED THE FOLLOWING AWARDS AND COMMENDATIONS IN 2009/10

award	association	
Silver Award	Australasian Reporting Awards	2008/09 Annual Report
Laureate Medal as an International Government Finalist	Computerworld Honours program	Records management system
Runner Up Overall Sustainable Council	Keep Australia Beautiful, NSW Sustainable Cities	Working for a Sustainable City Program
Highly Commended – RH Dougherty Award	Local Government and Shires Association	New Residents Kit
Excellence Award – 20 years service	Australian National Parking Steering Group	Staff Member Leon Marskell
Sustainability Award	NSW Local Government Managers Association	'Our Waters' multi-disciplinary water management initiative
SPLASH! Environmental Awards	Swimming Pool, Spa and Aquatics Industries	Ryde Aquatic Leisure Centre, for its water saving initiatives that have resulted in a reduction of water consumption by more than 60% compared to six years ago

COMMUNITY AWARDS

Australia Day Honours

Congratulations to two local residents who received Order of Australia honours in recognition of their achievements and service. The recipients were:

- George Brennan, OAM, of Gladesville, for service to youth through the Scouting movement
- Donald Gillies, AM, of Marsfield, for service to marine engineering and naval architecture

Citizen and Young Citizen of the Year

The City of Ryde Citizen of the Year and Young Citizen of the Year 2010 were announced at a special citizenship ceremony on Australia Day.

Citizen of the Year: Caroline Yi Xu

Caroline is an active community leader committed to promoting greater understanding and harmony between the Australian, Chinese and other communities in Ryde.

Young Citizen of the Year: Claire Moody

Claire is a mature and articulate 17 year old, a seasoned guest speaker and role model and a member of the Ryde Youth Council.

This year, Claire was sponsored by Rotary to attend the National Youth Science Forum in Perth.

Volunteer of the Year: Miss Cynthia Dummer

Cynthia began volunteering for North Ryde Community Aid in 1987 after retiring from a 40-year career in retail. Although she did not drive, Cynthia became involved in the Visiting Program taking her special brand of care, commitment and friendship to those in need. She is estimated to have made over 700 client visits.

Cynthia says that it is good to give something back to the community while your health allows you to do so.

Young Volunteer of the Year: Alice Fielding-Smith

Alice is a 17-year-old student at Riverside High and Girl Guide Junior Leader. She gives her time willingly to many community events such as citizenship ceremonies and Anzac Day and volunteers for Meals on Wheels, Gladesville Community Aid and St Charles 'Lifeteen' Mass.

Alice was awarded the Defence Department's 'Long Tan Award' for leadership in 2008.

Group Volunteer of the Year: Easy Care Gardening Inc

Easy Care Gardening is a community-based, not for profit group that has been providing a subsidised gardening service to the frail aged and people with a disability living on a pension in the City of Ryde since December 2003.

Teams of volunteers weed, mulch, prune and make gardens 'easy care', safe and tidy, so that clients of the service are able to retain their independence and remain living in their own homes.

5 KEY OUTCOME AREAS

Principal Activities –
Our Performance 2009/10
People
Assets
Environment
Governance



KEY OUTCOME AREAS

Council understands the importance of considering the social, environmental and economic factors which together build quality of life for a community. Civic leadership and a supporting corporate strategy ensure that it is delivered in an open and accountable way.

Council's four key outcome areas represent these interconnections and the importance of a whole of community approach to what we do. The key outcome areas are drawn from an understanding of Council's purpose and from the key themes from the current vision. This vision will be updated with the Ryde 2021 Community Strategic Plan.

HOW DID WE PERFORM IN 2009/10?

Our services and programs are identified and planned in the annual operational plan contained within the 2009 – 2013 Management Plan. Performance is assessed on a regular basis and the actual achieved results are reported quarterly against planned performance targets.

OVERALL PERFORMANCE SUMMARY

The 2009/10 Operational Plan achieved an overall performance result of 81% against our target of 90%.

Due to change in program direction and priorities, 24 projects have been deferred for completion in 2010/11. Thirteen of these are large scale operating projects that span over two years. Overall only 9% of the total projects scheduled for completion in 2009/10 after program review did not meet their project milestones. Of Council's 108 performance measures, 74% were met with measures achieving or exceeding targets set.

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.

MEASURING OUR PROGRESS





The following information addresses the key strategic activities Council planned for completion in 2009/10 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 2009 – 2013 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.

KEY PERFORMANCE MEASURES

-  **Complete:** project is finished
-  **Commenced:** project is under way
-  **Not Completed:** project timeline not met or deferred to 2010/11
-  **Deleted:** project cancelled



PEOPLE

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



OVERALL PERFORMANCE OF PROJECTS AND ACTIONS IN 2009 – 2013 MANAGEMENT PLAN

PEOPLE

ASSETS

ENVIRONMENT

GOVERNANCE

OFFICE OF GENERAL MANAGER

TOTAL



ASSETS

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



ENVIRONMENT

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



GOVERNANCE

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



The Parramatta River at Kissing Point

total number of projects/ programs 2009/10	not programmed to commence ¹	completed	to be completed in 2010/11 ²	total projects completed 2009/10	% achieved
35	2	25	8	25	76%
22	0	19	3	19	86%
33	1	29	3	29	91%
28	1	21	6	21	78%
14	1	9	4	9	69%
132	5	103	24	103	81%

1. These projects have not proceeded for the year due to financial constraints or program cancellation.

2. These projects have been carried forward to 2010/11.

There were 35 actions identified in the 2009 – 2013 Management Plan for People Outcomes. The overall result was 76% completed.



76%

PEOPLE

OUR COMMITMENT

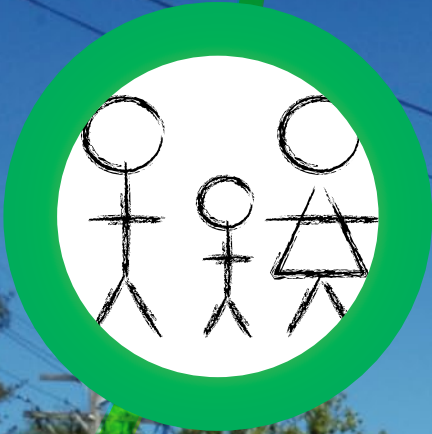
The City of Ryde is committed to maintaining a socially sustainable City through community participation in our products and services.

OBJECTIVES

- 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

Services provided under this key outcome area:

- Community, family and library services
- Immunisation and community health
- Community events and public relations
- Community facilities
- Community development
- Arts and culture
- Parks and recreation
- Natural areas management
- Community engagement



Lunar New Year Celebrations

WHAT WE DID IN 2009/10

PAINT RYDE READ

Paint Ryde Read is a community capacity building strategy. It was developed by a steering committee, comprising Council, child and family service providers and community service providers in the Ryde LGA. Its aim is to encourage many sectors of the community to support the development of early literacy skills from birth, so local children will be ready for reading and writing at school.

Literacy is a key to life's success. Research shows that foundational skills learned between the ages of 0 and 5 years are critical for developing literacy skills at school.

On 25 March 2010, 50 people were brought together for a conference to hear how the project was implemented in Parkes and other regions and to start setting some key directions for Paint Ryde Read.

COMMUNITY FACILITIES PLAN AND LICENSING POLICY

In 2009 Council adopted a strategic framework for the future of community facilities. This framework will underpin Council's approach to future development of community facilities. Council also developed a policy to guide the management of licences for these buildings which is currently in draft form, pending finalisation of a pricing framework for community facilities. Extensive engagement was undertaken to develop these documents and to establish best practice standards.

VOLUNTEERS

A total of 229 enquiries were received in the 2009/10 financial year and 169 potential volunteers were referred to Home and Community Care service providers in the City of Ryde and Hunters Hill areas. The volunteer referral agency recognises the valuable contribution made by volunteers by organising events such as a Volunteer Thank-you Afternoon Tea and the annual Volunteer Recognition Awards. The Volunteer Information Booklet was translated into Mandarin, Korean, Armenian and Arabic and Council's focus for 2009/10 was engagement of our Chinese speaking community in volunteer activities. 80% of volunteers referred in this period were from CALD backgrounds, the majority of whom were Chinese speakers.

LANGUAGE AID PROGRAM

Council has a policy to provide language aid to the community through its bi-lingual staff, who receive special training to deliver this service. In 2009/10, 827 instances of language aid were provided in our libraries.

COMMUNITY INFORMATION EXPO

The City of Ryde, in collaboration with the Multicultural Network, held the annual Community Information Expo in celebration of Harmony Day at Eastwood Plaza on Thursday 18 March. The event was a great success with approximately 40 service providers and 1,500 people attending the Expo (more than double the number of people attending the previous year). The community received a wide variety of useful community service information and evaluations showed that nearly all people found the Expo useful. Service providers benefited greatly from the opportunities to reach new clients from culturally and linguistically diverse backgrounds and to network with each other.

HARMONY FESTIVAL

The 'All the Colours of Ryde' Festival was held in Harmony Week. This festival, which involves food, children's activities and local community groups and showcases the City of Ryde's cultural diversity, continues to expand every year.

ANNUAL COMMUNITY GRANTS PROGRAM

Council funds a number of projects which meet the needs of and improve access and participation for children, culturally and linguistically diverse communities and people with disabilities. In 2009 Council provided \$100,000 in community grants which included 16 CALD focused projects, 13 children focused projects and 11 projects focusing on the needs of people with a disability.

MORRISON BAY PARK PLAN OF MANAGEMENT

During 2009/10 a Plan of Management was developed for Morrison Bay Park to provide a strategic and sustainable framework that will conserve the park's natural, cultural and Indigenous resources and promote public recreation, leisure, sport and tourism.

PARKS ON TRACK FOR PEOPLE 2025

During 2009/10 the final components of the Ryde Park Masterplan were completed. Over four years this park has undergone an extensive revitalisation program, which has transformed it into an oasis in Ryde Town Centre where the community can gather and meet as well as participate in active and passive recreational activities for all ages. The program of change has included:

- Rotunda building upgrades
- Creation of an ornamental garden around the rotunda
- Conversion of an old hockey field into a passive recreation area
- New bocce court
- Construction of a new playground
- Construction of a new basketball court
- Construction of a new café
- Construction of a new maintenance building
- Construction of a new water feature
- Installation of park signage
- Removal of vehicular access through the park so that the focus is on pedestrian movement.

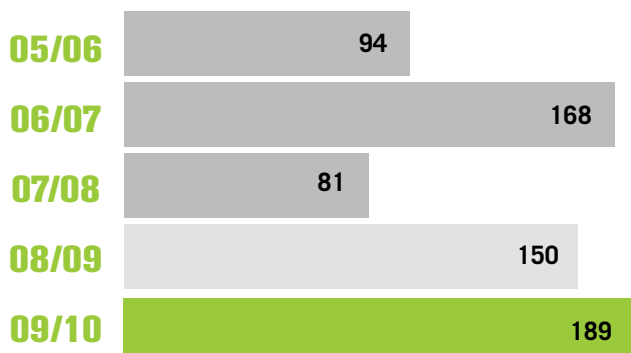
WALKING SCHOOL BUS

'Go Active 2 School' is a program that encourages primary school students and their families to participate in safe, physically active travel to and from school.

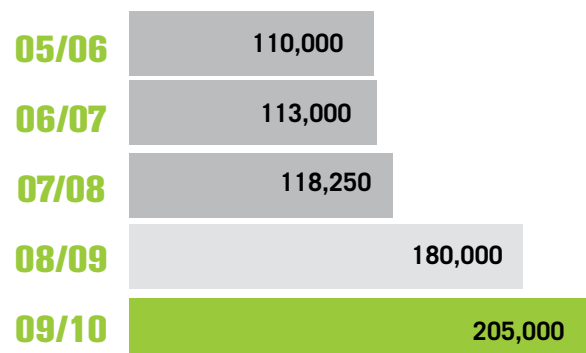
Students are provided with a resource kit that has been developed by NSW Health Promotion and the City of Ryde. The kit contains a Travel Access Guide (TAG), a water bottle, vest, pedometer and information about leading a healthy, active lifestyle.

The TAG contains information about safe walking routes to and from school and details about public transport, as well as information specific to the school and local shopping precincts. A number of TAGS have been translated into community languages to support our large multicultural community.

NUMBER OF VOLUNTEER REFERRALS



TOTAL \$ VALUE OF COMMUNITY GRANTS





Go Active 2 School

NUMBER OF CHILDREN ATTENDING STORYTIME

05/06	17,059
06/07	17,572
07/08	10,395
08/09	13,299
09/10	11,393

NUMBER OF VISITORS TO THE RYDE AQUATIC LEISURE CENTRE

05/06	759,161
06/07	762,363
07/08	805,438
08/09	762,876
09/10	707,801

HOURS OF COMPUTER USE AT OUR LIBRARIES

05/06	33,417
06/07	41,018
07/08	46,685
08/09	51,851
09/10	51,046





% OF CUSTOMER SATISFACTION BY PARK USERS

05/06	N/A
06/07	72%
07/08	75%
08/09	79%
09/10	81%

SOCIAL ACTIONS

The following tables in each outcome report against our 2009 - 2013 Management Plan, which is framed around various strategic objectives and the key strategic activities that are undertaken to achieve the City Vision.

KEY PERFORMANCE MEASURES

-  **Complete:** project is finished
-  **Commenced:** project is under way
-  **Not Completed:** project timeline not met or deferred to 2010/11
-  **Deleted:** project cancelled

our deliverables	result
OPEN SPACE	
Complete Plan of Management for Putney Park	
Complete Plan of Management for Yamble Park	
Develop an integrated open space strategy	
Develop bushland walking tracks strategy	
Develop a newsletter for sporting organisations	
Implement actions from the best value service review	
Develop urban tree management policy	
Comment: Many of these projects were delayed to concentrate on Dogs-off-Leash and Skate Park projects	
LIBRARIES	
Monitor developments in library technology to ensure Ryde Library Services utilises best value technology to provide quality service	
Build skill levels of staff by targeted training and skills sharing	
Strengthen commitment of City of Ryde and Hunters Hill Councils to the joint library service	
Assist in planning, design and preparation work for the new Ryde Library with relevant Council staff and external contractors	
Co-ordinate selection, ordering, cataloguing, processing and delivery of new stock for Ryde Library before opening	
Plan and deliver latest technology expected by users of new Ryde Library	
Increase percentage of library membership among City of Ryde residents	
Investigate how we can include new social networking technologies	
Comment: This project will be reviewed in 2010/11	

our deliverables

result

RYDE AQUATIC LEISURE CENTRE

Reduce reliance on mains water for use in pools through recycling and rainwater harvesting



Maintain pool water quality to meet NSW health bacteriological criteria



Achieve an operating surplus of \$500,000

Comment: Operating Surplus lower than expected due to impact of Global Financial Crisis



COMMUNITY AND CULTURE

Review of Council's community grants process



Develop Integrated Social Plan



Implementation of the Arts Development Framework:

- Create greater access to the arts
- Introduce Ryde Telling Stories program



Investigate development of creative industries partnerships for a vital City



Arts and cultural initiatives implemented as per the Brush Farm House business plan



Campaign developed and implemented to inform service network of the Social Plan findings



Hold two broad based interagency meetings to improve networking and encourage partnerships within service network



Instigate events to enhance community development and to celebrate cultural diversity



Develop processes to address identified gaps for each target group (as per Social Plan research)



COMMUNITY RELATIONS AND EVENTS

Plan and deliver a range of community events



Promote and distribute an annual calendar of Council events



Develop a new website – planned to go live first quarter 2011



Implement Community Facilities Operational Review actions









Complete Best Value Review of Community Relations and Events service delivery

Comment: Program was changed to focus on specific areas of delivery. This service review will be included in the new program being developed in 2010/11.



STRATEGIC MEASURES

Note: Operational indicators are reported through our quarterly reports. These are available on our website at: www.ryde.nsw.gov.au/pastmanagementplans 

KPI/measure	2008/09 result	2009/10 target	actual	result
% of Priority One actions completed as outlined in Parks on Track for People 2025 Plan	80%	80%	70%	 Delay due to project schedule change
Number of City of Ryde residents who are library members	40,178	40,000	47,615	
% of customers satisfied with Vacation Care program	98%	93%	84%	 Challenge with venue availability
% of customers satisfied with Home Modification and Maintenance service	99%	90%	98%	
% of City of Ryde children immunised 0 – 5 years old	91%	93%	91.17%	 Total number of 2,908 children immunised
Number of people participating in key events, festivals and programs conducted by the City of Ryde	93,945	100,000	105,410	



Children drumming at 'All the Colours of Ryde' festival



Gladesville Skate Park

SKATEPARK CONSULTATION

The City of Ryde has been considering the provision of skate facilities within the City of Ryde since 1985 and following the recent and successful partnership with Hunters Hill Council to construct the Gladesville Skate Park, Council has been investigating other opportunities to provide more skate facilities across the City.

We needed to canvass community opinion on the provision of skate facilities across the City. The consultation also sought community opinion on skate facilities at five key locations across the City.

The consultation was conducted by Community Life staff between March and May 2010 and it was designed to ensure that wide-ranging community engagement took place on the provision of skate facilities across the City of Ryde, taking into account as many views as possible, while focusing on the five specific options as resolved by Council. Over 500 responses were received and 80% of respondents supported the development of skate facilities in our City.

WHAT WE WILL DO IN 2010/11

SPORTS AND RECREATION

Investigate operating models for new Ryde Community and Sports Centre.

ARTS AND CULTURE

Develop alternative business models for Brush Farm House.

Develop a Cultural Facilities Plan.

ENVIRONMENT

Implement the Bushland Plan of Management undertaking regeneration of 20 identified sites.

TREES AND TREE MANAGEMENT

Review current tree management processes and procedures to comply with the requirements of the LEP/DCP 2008.

LEISURE

Investigate the feasibility of a 'Wave Rider' for the Ryde Aquatic Leisure Centre.

WHAT WERE THE CHALLENGES?

The Ryde Aquatic Leisure Centre

There has been a reduction in the number of visitors, participants in the Learn to Swim program and the birthday party program. This could be seen as a result of financial strain being experienced by members of the community following the Global Financial Crisis. The use of mains water for the pool was very high due to the minimal rain received during that period.

Service Mapping and Gap Analysis Project

Council undertook a project to map the community service network and to identify gaps in service provision, both current and into the future. The outcome of this project did not meet the expected standard and the level of information derived was not adequate to assist in service planning. Council is working to develop an evidence based document that will identify priority areas for service planning both for internal Council departments and for the service network in the City of Ryde.

MARKETING AND COMMUNICATIONS

Redesign the City of Ryde website to improve content and user friendliness.

Develop a corporate brand strategy for the City of Ryde.

LIBRARIES

Develop a Library Technology Plan that outlines the potential for emerging technologies.

Finalise relocation plan for Ryde Library ensuring new stock and IT requirements are in place for fitout.

COMMUNITY FACILITIES

Develop the Community Facilities Plan to identify specific types of facilities for different locations including indicative costings for inclusion in the 10 year financial plan.

SPORTS AND RECREATION

Complete a 'Best Value Review' of sporting policies and procedures and maintenance arrangements for all community sporting facilities to ensure equitable/affordable access for users of sporting facilities.



86%

There were 22 actions identified in the 2009 – 2013 Management Plan for Asset Outcomes. The overall result was 86% completed.

ASSETS

OUR COMMITMENT

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

OBJECTIVES

- 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

Services provided under this key outcome area:


- Roads, footpaths and cycleways
- Transport planning, parking and traffic facilities
- Stormwater drainage
- Parks infrastructure
- Buildings and property management
- Waste management
- Trades and fleet management
- Asset management
- Maintenance programs



Ryde Park Playground


WHAT WE DID IN 2009/10

WATER SENSITIVE URBAN DESIGN (WSUD) SYSTEMS AND INTERPRETIVE SIGNS

Stormwater treatment systems have been built by the City of Ryde at Gladesville, Looking Glass Bay, Meadowbank shops and Meadowbank Park. These include constructed wetlands adjacent to the Field of Mars Wildlife Reserve, tree pits and rain gardens around Meadowbank railway station and a 190m² bio-retention basin that reduces stormwater pollutants from entering Looking Glass Bay. See case study on page 73 for more information. 



WATCH YOUR WASTE

City of Ryde residents and businesses are champion waste minimisers.

Since 2005/06 we have more than doubled the amount of recycling from 10,006 tonnes per annum (or 24% of our waste stream) to an impressive 20,789.31 tonnes (or 46.8% of our waste stream) in 2009/10. 

CLOTHES RECYCLING PROGRAM

The City of Ryde has teamed up with The Smith Family (TSF) to encourage recycling of clothing by residents. The new green clothing bins feature both Council and TSF signage. They were initially installed at 20 locations around the City, chosen for ease of access and convenience to the public.


The clothes recycling program commenced in May 2010. Around 2,000kg of clothing is being collected for recycling each week. Much of this clothing would otherwise have ended up in landfill. The program was recently expanded to 30 bins across the City and it is envisaged that bin numbers may be increased further to meet demand. The City of Ryde – TSF partnership allows for Council input into the number and location of bins across the City. The clothing bin program has multiple benefits including helping those in need, reducing waste management costs and diverting re-usable materials from landfill.  

PLACES FOR PLAY

In 2009/10 new playgrounds were constructed in five local parks:

- Anderson Park, Meadowbank
- Bell Park, West Ryde
- Heatly Reserve, East Ryde
- North Ryde Park, North Ryde
- Dunbar Park, Marsfield.

Old equipment was replaced and the new play spaces were designed to reflect local themes and to encourage more imaginative play.

At Dunbar Park, a new 'liberty swing' for children who use wheelchairs was installed with funding assistance from Minimbah Challenge, a local special needs centre located near the park, and a grant from the NSW Community Building Partnership program. 

A further seven playground upgrades are planned for 2010/11 as part of the Parks on Track for People 2025 program.

TOWN CENTRE UPGRADES

A total of \$ 1.3m was spent on major public domain upgrades for Gladesville, Eastwood, Macquarie Park and Meadowbank. These upgrades now provide an improved shopping experience and have revitalised these precincts.

Works included:

- undergrounding of powerlines
- installation of multi-function poles
- high quality paving (granite)
- improved street furniture
- soft landscaping
- waste and recycling stations
- provision for footpath dining opportunities.

See information on Meadowbank Town Centre on page 75.

TIPPED FOR PLAYING

The playing field rehabilitation program progressed in 2009/10 with the levelling of playing fields on old tip sites at Magdala and Morrison Bay Parks including a wicket upgrade at Morrison Bay Park.

As tips age, they subside at uneven rates, making the fields unplayable. This program includes levelling, returfing and, where necessary, drainage and irrigation. The program was initiated in 2007 and some eight fields have been improved under this program.


PARKS ON TRACK FOR PEOPLE 2025

Many of our beautiful open spaces have been going through a revitalisation program over the past few years.

Kissing Point Park and the adjacent Bennelong Park upgrade works were officially opened in November 2009. A new foreshore pathway and boardwalk runs through Kissing Point and Bennelong Parks. This pathway winds along the foreshore behind the mangroves and leads into open areas with views over the Parramatta River. Viewing areas with seating have been provided to take advantage of the best views over the Parramatta River. Other works included:

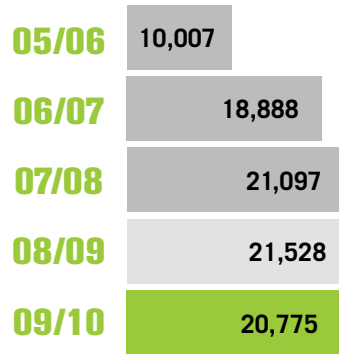
- construction of a car park
- construction of a new sandstone paving feature area with seating to take advantage of the expansive views
- construction of new playgrounds with landscaped surrounds in both parks. The landscaping at the Kissing Point Park playground incorporates a river theme. Other features of the new Kissing Point Park playground include picnic shelters, a children's bike path, sand play spaces and new play equipment.

GREEN FLEET

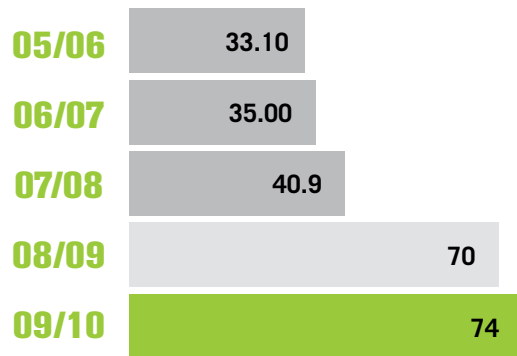
Council's fleet has a strong emphasis on reducing its environmental impacts. Our new policy is to achieve a fleet that is made up of mostly hybrid or four cylinder cars. The goal is to reach a target of 5% reduction in total CO₂ emissions gallons/km. 

46.8% of collected waste diverted from going to landfill

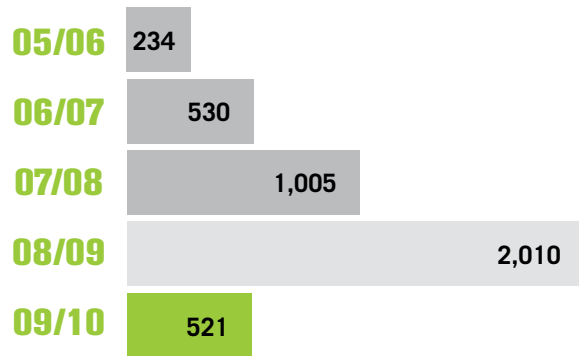
TONNES OF RECYCLABLES COLLECTED



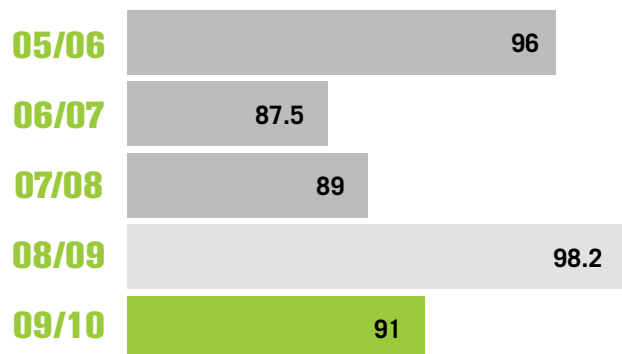
% OF COUNCIL'S VEHICLE FLEET FOUR CYLINDER OR HYBRID VEHICLES



NUMBER OF STREET AND BOULEVARDE TREES PLANTED



% OF CAPITAL WORKS COMPLETED



Welcome to the Looking Glass Bay Rain-Garden

What is a Rain-garden?

A rain garden or 'bio-retention system', such as the one you can see here, is a giant water filter. It captures water that flows from a particular water catchment, through drainage materials to remove pollutants such as sediment wastes, phosphorus and nitrogen before it reaches the creek. The structure is underground and not visible. A rain garden is essentially a basin of land that collects water from roadside rainfall or 'stormwater' run-off and drains it through the filtration layers, to be released, before release to the nearby creek. For more details on how this system works can be found on the sign near the fence.



What is a Water Catchment?

You live in a water catchment. So, what is it? A water catchment is an area of land that drains to a particular waterbody such as a river or lake. The boundaries of a catchment are often the higher elevations or ridges on any landscape. Any water falling on or moving through any area of land is in a catchment. The main water course where that rainfall, creek, or groundwater flows to, defines the catchment for that area.

Interpretive signage at the Looking Glass Bay Rain Garden

RAIN GARDENS

Monitoring of the City of Ryde's waterways has shown that all our creeks are moderately polluted. Construction of rain gardens is part of a program of Water Sensitive Urban Design (WSUD) that will help reduce the impact of urbanisation on creek health both within our local area and in the greater catchment.

The rain garden, or 'bio-retention system', promotes stormwater filtration. On rainy days, water is allowed to pond temporarily before slowly filtering through a layer of vegetation, followed by several layers of soil filtration. The cleansed water is then discharged into the creek.

Previously, untreated stormwater drained freely into the creek, significantly reducing the health of this major waterway.

Rain gardens were constructed at Tyrell Park, Looking Glass Bay and Meadowbank Park this year and a number of education programs were run with students and teachers at local schools, who also helped in the design of innovative interpretive signs to help educate residents about the concept of a water catchment, the WSUD systems and stormwater pollution.

ASSET ACTIONS







2009/10 Commitments	result
ACCESS	
Implement 70% of agreed recommendations of the Access Best Value Service Review	
Develop Council's Public Domain Standard Specifications and Drawings document	
Facilitate seven Traffic Committee and Bicycle Advisory Committee meetings to communicate with and inform the community	
Review service standards for maintenance of Access assets	
Finalise planned maintenance program within the asset management software (Technology One)	
STORMWATER AND PARKS ASSETS (PREVIOUSLY CATCHMENTS AND ASSETS)	
Complete construction of the Shrimptons Creek bio-retention system at Santa Rosa Park	
Complete construction of the Meadowbank Park stormwater harvesting and reuse systems	
Develop stormwater and floodplain management information for website	
Complete the Macquarie Park Floodplain Risk Management Study and Plan	
Finalise planned maintenance program within the asset management software (Technology One)	
WASTE AND FLEET	
Increase public awareness of waste minimisation and recycling	
Expand public place recycling with new stainless steel public waste recycling stations implemented in all town centres	
Review Council's waste strategy	
Investigate alternate waste technologies	
Review and upgrade waste and recycling information on website	
Conduct internal audits in three areas of operations: Domestic Waste, Commercial Waste and Plant Hire	
Complete Best Value Review for Waste Services and Fleet Management	

2009/10 Commitments	result
BUILDINGS AND PROPERTY	
Establish and document processes and procedures for all activities undertaken by the unit	
Establish clear strategic direction on the optimal use of Council's real property	
Embrace a project management culture and adopt City of Ryde project methodology on all projects	
Finalise planned maintenance program within the asset management software (Technology One)	
OPERATIONS	
Implement 70% of recommendations from the Best Value Review (January 2009) for operations	
Undertake works within budget and in accordance with Service Level Agreements and project brief	
Capital works projects delivered in accordance with City of Ryde project management methodology (PMCoR), including community consultation, standard specifications and contract documents as required	

KEY PERFORMANCE MEASURES

- Complete:** project is finished
- Commenced:** project is under way
- Not Completed:** project timeline not met or deferred to 2010/11
- Deleted:** project cancelled

STRATEGIC MEASURES

KPI/ measure	2008/09 result	2009/10 target	actual	result
% of works completed by value	98.2%	90%	89%	 projects to be completed in 2010/11
Funding of Capital Expenditure (minimum of \$20 million per year)	\$93m	\$20m	\$38.4m	
Gross pollutants removed from gross pollutant traps (tonnes per annum)	229t	250t	219t	
Number of m ² road rehabilitated or replaced	83,062	60,000	60,204	
Re-use of Council construction and demolition waste (tonnes per annum) Comment: the amount of capital works undertaken in 2009/10 reduced the amount of material reused.	13,300	18,000t	8,601t	
Attain budgeted rental for all continuing occupancies of council properties	N/A	100% \$1,167,155	98% \$1,390,017	



BUFFALO CREEK BOARDWALK

Bushwalkers, ecologists, students and people with restricted mobility, including wheelchair users, can now experience the unique natural areas and bushland in the Field of Mars Reserve following the opening of a new equal-access elevated boardwalk. The new Buffalo Creek Boardwalk near the Environmental Education Centre was jointly funded by the City of Ryde (\$600,000) and the Australian Government's Regional and Local Community Infrastructure Program (\$381,000). It was developed in consultation with several local volunteer groups.


The Buffalo Creek Boardwalk Track project has delivered:

- an equal access elevated boardwalk replacing approximately one kilometre of the Canon Walk within the Field of Mars
- improved access to natural trails and bushland in Burrows Park and Laurel Park
- new interpretive and directional signage
- additional picnic and rest areas along the Buffalo Creek Trail within the Field of Mars Reserve, Burrows Park and Laurel Park.

The Field of Mars Reserve is the largest remnant bushland reserve under the care, control and management of the City of Ryde.

The Reserve provides the base of an important bushland 'green' corridor to the east through the City of Ryde.

Adjoining bushland reserves along Buffalo Creek and Strangers Creek extend through to Ryde Park providing a linkage between areas of mature natural vegetation.

The City of Ryde is known for its urban bushland and parks. The new Buffalo Creek Boardwalk makes an area that was once 'off the beaten track' easily accessible to everyone. 

WHAT WERE THE CHALLENGES?

Issues with contractors and third parties resulted in delays to significant projects that have now been carried over to 2010/11.

Review of Council's Waste Strategy did not meet its project timeline but work has commenced on the review and it will be finished in 2010/11.

Installation of recycling bins has been delayed due to late supply by the manufacturer but this is expected to be completed in 2010/11.

PARKS

Review service level agreements for the delivery of Stormwater and Parks Assets programs.

ROADS

Review the Road Hierarchy Master Plan and review service level agreements for the delivery of cycleways, footpaths, roads, bridges and seawall programs.

WASTE

Review Council's waste strategy including investigation of alternate waste technologies.

SPORTS AND RECREATION

Construction of Ryde Community and Sports Centre at ELS Hall Park.

COMMUNITY FACILITIES

Construction of a 3,500m² Community Centre at Anthony Road, West Ryde.

WHAT WE WILL DO IN 2010/11

FLEET

Develop a service level agreement for Fleet and Mechanical Workshop including internal customer service guarantee.

Undertake a biodiesel trial on selected Council trucks and plant to determine if it is beneficial to extend over the whole heavy vehicle fleet.

BUILDINGS AND PROPERTY

Develop and establish a facilities management program of all assets to ensure risk, compliance and statutory items are addressed in a timely manner.

Develop a future co-location plan to provide for Council's civic and operational functions in the mid to long term.

ECONOMIC DEVELOPMENT

Complete Stage 1 and Stage 2 of options phases of Civic Precinct Project.

CATCHMENT MANAGEMENT

Complete the Macquarie Park Floodplain Management Plan and undertake a review of the Catchment Management Strategy.

TOWN CENTRES

Finalise Council's Public Domain Standard Technical Specifications and Drawings Document to guide town centre renewal program.

OPERATIONAL MAINTENANCE

Deliver the yearly maintenance program for Access, Catchments, Parks and Buildings within budget and in accordance with service level agreements.

Deliver on Capital Works projects as outlined in the 2010/11 program (with 90% completion, 100% commencement and 100% compliance).

MEADOWBANK TOWN CENTRE UPGRADE


The outdoor dining area at Meadowbank is popular with students, residents and businesses.

A rejuvenating upgrade of the Meadowbank Town Centre has given this busy commuter gateway a fresh modern look.

Costing \$1.9 million, the works along Railway Parade and Constitution Road near the Meadowbank TAFE and the railway station include:

- undergrounding of overhead power lines, provision of new multifunction power poles and new street lighting
- new granite paving in Constitution Road and Railway Parade to give the area a modern city look
- construction of a small car park for the commercial area in Constitution Road
- new outdoor dining areas in front of the food shops in Constitution Road
- streetscape enhancement with tree planting and landscaping with Water Sensitive Urban Design providing environmental benefits
- new street furniture.

The upgrade, which is part of the City of Ryde's vision for the rejuvenation of various town centres throughout our City, is the result of a partnership with two major stakeholders:

- Meadowbank TAFE, who gave part of their land at no cost to Council
- RailCorp, who allowed the public domain works to link up with the railway corridor that lies within the Ryde Local Government Area. 





91%

There were 33 actions identified in the 2009 – 2013 Management Plan for Environment Outcomes. The overall result was 91% completed.

ENVIRONMENT

OUR COMMITMENT

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

OBJECTIVES

- 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

Services provided under this key outcome area:

- Urban design and town planning
- Economic development
- Heritage
- Regulatory services
- Development assessment
- Environmental health
- Environment management



Community participating in National Tree Day

WHAT WE DID IN 2009/10

PLANNING FOR THE FUTURE

Our local strategy development was a primary focus for 2009/10 with studies completed on:

- Centres and corridors
- Housing
- Employment
- Parks (Open Space)
- Community and culture
- Environment
- Transport

The purpose of the local strategy is to ensure we have a clear understanding of the issues we need to address in the development of the comprehensive local environmental plan (DLEP 2011).

SUSTAINABLE TRANSPORT IN THE FUTURE

Preliminary investigations also took place in 2009/10 to start planning for future transition to electric cars and the infrastructure and facilities needed to promote and encourage sustainable mobility. Further discussion on this will occur next year as the global transition to sustainable transport gains traction.

From a planning perspective, the City is responding to sustainable transport options and ways of improving traffic congestion by looking at ways of integrating sustainable transport principles into land use development. This is being considered through the Transport Study for inclusion into the comprehensive Local Environment Plan. This study is underway and is due for completion early next year. 🚗

TRANSPORT IMPACTS ON OUR CITY

From a regional perspective, the City of Ryde made submissions on the NSW State Government 'Metropolitan Transport Plan – Connecting the City of Cities'. The City of Ryde strongly supported the reinstatement of the North West Rail Link and the importance of completing the Epping to Parramatta Rail Link,

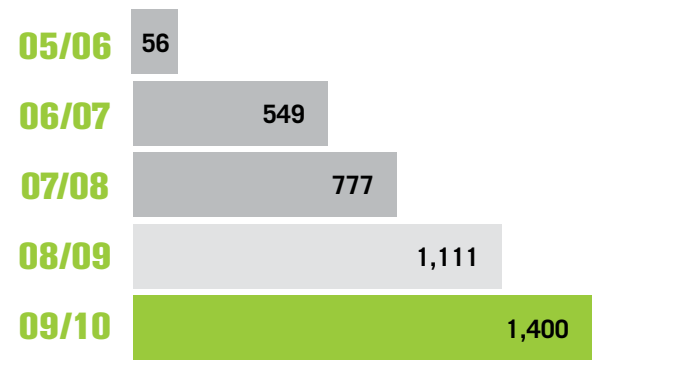
which are both seen as critical to connecting the job growth areas of western Sydney and the northern suburbs. For North Ryde this was particularly pertinent for the Macquarie Park corridor and Macquarie University, with revised analysis suggesting an additional 160,000 workers and students will need to travel there by 2030.

The environmental implications of the proposed M2 upgrade were also considered by the City of Ryde in 2009/10 and submissions were made on traffic impacts through Macquarie Park, improving east bound access to the M2 from Macquarie Park and improving temporary bicycle routes during the construction period.

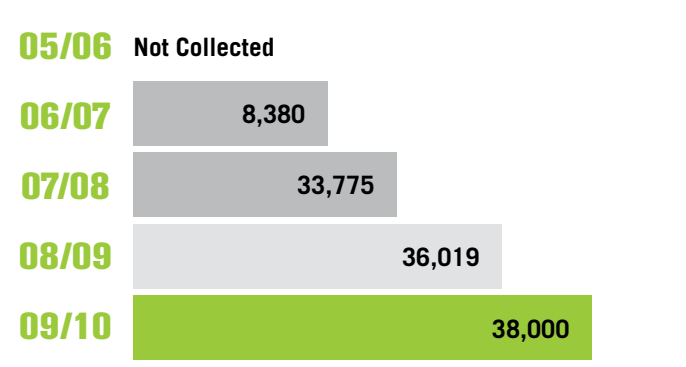
BUSINESS DISCUSSES TRANSPORT

In 2009/10 the Macquarie Park Forum Transport Working Group was formed to investigate the establishment of a Transport Management Association and a set of co-ordinated workplace travel arrangements that can be applied across the corridor to help improve traffic movements, better integrate active and public transport and guide the desired 40/60 car and public transport split at Macquarie Park by the year 2030.

TONNES OF CORPORATE GREENHOUSE GAS SAVINGS (EC02)

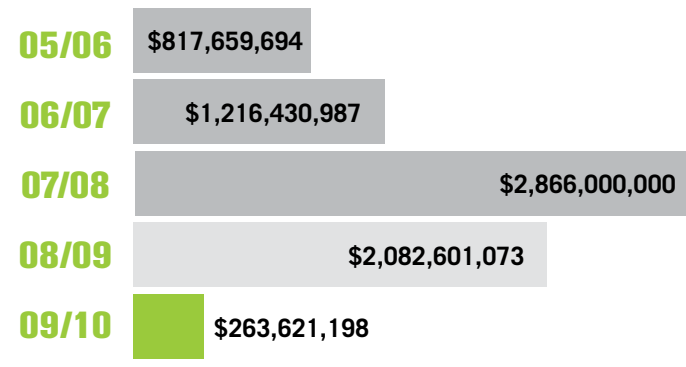


TONNES OF COMMUNITY GREENHOUSE GAS SAVINGS (EC02)



Note: Based on energy GHG supply co-efficient change and fridge buyback scheme, figures obtained by EA and Energy Australia.

TOTAL DEVELOPMENT VALUE OF APPROVED DEVELOPMENT APPLICATIONS (MILLIONS)





Testing for macroinvertebrates

NUMBER OF FOOD PREMISES INSPECTED

05/06	740
06/07	809
07/08	1,120
08/09	839
09/10	959

NUMBER OF DEVELOPMENT ASSESSMENT DAYS (MEDIAN)

05/06	38
06/07	35
07/08	23
08/09	27
09/10	34.3

NUMBER OF DEVELOPMENT APPLICATIONS DETERMINED

05/06	1,194
06/07	1,254
07/08	1,214
08/09	1,021
09/10	865

NUMBER OF DEVELOPMENT APPLICATIONS RECEIVED

05/06	30,123
06/07	23,019
07/08	25,214
08/09	23,407
09/10	24,314

TOP RYDER COMMUNITY BUS SERVICE

A successful expansion of this bus service occurred during 2009/10 with inclusion of Eastwood Station and Shepherds Bay Shopping precinct.

The service connects five of the six key centres in the City of Ryde. Over 44,657 passengers used the service during the year, up a remarkable 288% from last year. Passenger numbers continue to rise and overall, 60,126 passengers have used the Top Ryder service since it began in July 2008.

ANNUAL SMALL BUSINESS SEMINARS

A series of free seminars for small business was held in September 2009. This annual event highlights the important role that small business plays in the social and economic fabric of the region. Seminars were conducted on raising capital and accelerating growth in a declining economy, doing business with Foxtel and opportunity upturn in an economic downturn. The seminars were presented by the City of Ryde in partnership with the Ryde Business Forum.

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC) AND NETWORKS

This committee was established in late 2009 and its membership is sourced from the Chambers of Commerce, the business community, the educational establishments and the Northern Sydney Regional Organisation of Councils. The first meeting of EDAC was held in March 2010.

In December 2009 the establishment of a group of Economic Development staff from Councils in the region met for the first time. The group discussed regional approaches, data gathering and joint projects to achieve economic development outcomes within the region.

SUSTAINABLE BUSINESSES IN RYDE

The City of Ryde, in collaboration with Sydney Water and the Department of Environment, Climate Change and Water (DECCW), is helping local businesses target water and energy efficiency and waste management.

The 'Sustainable Businesses in Ryde' initiative offers businesses an assessment of their water use, energy use and waste generation to help improve resource efficiency and cut costs.


By 2012 the 'Sustainable Businesses in Ryde' project aims to reduce business water use by 15%, energy use by 10%, and increase recycling of commercial and industrial waste to 57%.  

SUSTAINABLE CITY AWARD

The City of Ryde was the runner up for the top accolade of Overall Sustainable Council with its 'Working For A Sustainable City' initiative.

NSW Sustainable Cities is the leading environmental and community awards program for NSW urban communities.

This prestigious program recognises outstanding environmental initiatives implemented by local government authorities, schools, businesses and community groups, whilst raising awareness of environmental issues affecting metropolitan NSW.


Through a range of programs and strategies, we are working in partnership with community groups to deliver sustainable and biodiversity outcomes. 

TOO MUCH WASTE

The current volume of waste disposed to landfill is of some concern for our whole community. It leads to increased long term costs in management and potentially greater long term environmental impacts. A well resourced and well planned approach to resource recovery, reprocessing and reuse can lead to a range of significant overall benefits, environmentally, socially and financially.

Council will continue to focus on our waste management and education programs and will review our Waste Management Strategy in 2010/11.

WASTE TO ART

In 2009 local students were asked to get creative converting recyclable waste and packaging into works of art. The theme for the competition was 'The Environmental Superhero', celebrating the heroes who help us care for nature and our local built environment. 

ASSESSMENT CASE STUDY

Local resident Janine Lagato recently lodged two development applications with the City of Ryde.

The first was for demolition of an old house and construction of a new one. Subsequently she lodged a further application to add a swimming pool to the new house.

Ms Lagato later wrote to the Council to commend the staff who assisted her through the process. She found them extremely helpful on both occasions. They made every effort to move the applications through quickly, knew the regulations thoroughly and gave sound, professional advice.

The result was that Ms Lagato's Development Applications were processed much faster than she had expected. She was delighted to find the process was neither difficult nor lengthy and commended the City of Ryde for its professionalism and efficiency.







Lagato Family with Council Development Assessment officers

ENVIRONMENT ACTIONS

2009/10 Commitments	result	2009/10 Commitments	result
URBAN PLANNING		ASSESSMENT	
Develop a housing strategy to guide the preparation of the Local Strategy		Streamline development assessment process to achieve faster turnaround time	
Develop a centres and corridors strategy to guide the preparation of the Local Strategy		Investigate Business Unit model for private certification to improve resource efficiencies	
Implement five priority actions within the Economic Development Strategy		Comment: this will be included in the revised scope for the best value review	
Implement a program to promote the services and products of the Building and Development Advisory Service		Delivery of online tracking of Development Applications	
Develop and implement a place management program for town centres, with a particular focus on Macquarie Park and Eastwood		Undertake a Best Value Service Review for Assessment Unit	
Implement the recommendations of the Best Value Review for Urban Planning unit		Comment: Review will be undertaken in 2010/11 due to change in scope	
ENVIRONMENT		ENVIRONMENTAL HEALTH AND BUILDING	
Implement 50% of medium priority actions of Greenhouse Gas Reduction Action Plan 2007 – 2010		Implement mobile technology for mandatory building inspections	
Implement actions relating to sustainable transport for Cities for Climate Protection program		Document and refine standard procedures for inspections and audits	
Implement Year 6 of Water Quality Monitoring Strategy to program and facilitate improvement measures and enforcement strategies		Develop a business and marketing plan for Certification Services identifying target market and customers	
Implement findings from 2006, 2007 and 2008 Biodiversity Reports, facilitate conservation measures and manage interactive database		Complete Local Orders Policy	
Implement measures to achieve Five Stars of Sydney Water's 'Every Drop Counts' program		Accreditation of council officers – Building Professional Board Accreditation* <small>*Subject to legislative requirements</small>	
Implement Year 2 and part of Year 3 set milestones of grant-funded Catchment Connections project with partner Councils and produce progress report		Develop information and education program for Environmental Health and Building Services	
Co-ordinate Ryde Environmental Education Network, involving 15 City of Ryde schools, to program and produce quarterly newsletters		REGULATORY SERVICES	
Develop SME Business Sustainability Strategy and Implementation Plan – 50 SMEs engaged		Participate in all SPOT education programs in four primary schools within the City of Ryde	
Implement annual Mosquito Control and Education Program		Comment: program was suspended by NSW State Government. Council is investigating an alternative program.	
Complete Ryde State of Environment Report 2008/09 and community summary newsletter		Monitor Regulatory Services enforcement programs against City of Ryde Enforcement Policy	
Maintain fast and efficient delivery of 'Top Ryder' Community Bus Service and explore opportunities for expansion/improvement		Implement Compliance Enforcement Program for Sediment and Pollution Control	
Deliver Stage 2 of the Darvall Park Noxious Weed Community Education Project targeting private properties surrounding Darvall Park, including Outlook and Miriam Parks		Review parks Enforcement and Compliance Program	

KEY PERFORMANCE MEASURES

-  **Complete:** project is finished
-  **Commenced:** project is under way
-  **Not Completed:** project timeline not met or deferred to 2010/11
-  **Deleted:** project cancelled

STRATEGIC MEASURES

KPI/Measure	2008/09 result	2009/10 target	actual	result
Number of pre-lodgement meetings held per quarter	20	23	23	👍
% medium priority actions completed from Greenhouse Gas Reduction Action Plan 2007 – 2010	50%	50%	61%	👍
% reduction of corporate water use across organisation below 2003/04 base year	27%	15%	16%	👍
Progression through CCP Milestones	M5	CCP Plus	achieved CCP Plus	👍
Progression to 5 Stars of Sydney Water's 'Every Drop Counts' program	4 stars	5 stars	4 stars	1% short of achieving 5 star. Due December 2010
Number of schools actively participating in Ryde Environmental Education Network (aggregated per quarter)	N/A	15	17	👍
Local Development Application turnaround time (average days)	36	50	47	👎
Increase identification/ registration of Companion animals	1,398	1,410	1,484	👍



RYDE SUSTAINABILITY FAMILY FUN FESTIVAL

The Ryde Sustainability Family Fun Festival was a partnership initiative with Eden Gardens and Garden Centre.

The theme of this event, which marked World Environment Day 2010, was 'Water. Habitat. Life.'

A wide variety of activities was offered including:

- workshops and talks on issues relating to the Parramatta and Lane Cove rivers, solar passive design, rebates, rainwater tanks and chemical free cleaning
- children's entertainment and animal shows
- guided walks in the adjacent Lane Cove National Park
- an organic barbecue.

There was also a free expo for local environmental groups to showcase their activities.

The event was audited and all related carbon emissions were offset. Provision of recycling and composting bins minimised the amount of waste sent to landfill and water recycling further reduced the environmental impact of the event. 🌱



WHAT WERE THE CHALLENGES?

Best Value Review of Assessment process postponed to 2010/11 to include a change in the scope of activities to be reviewed.

Delay with State Government agreement on planning controls for Macquarie Park Corridor has prevented further development and promotion of this significant business district.

Due to Global Financial Crisis the expected value of Section 94 developer contributions in the City was not achieved. This income is used for public and community benefit and will impact on the capital works program in the future.

DEVELOPMENT ASSESSMENT

Undertake a Best Value Review of Development Assessment process to enable faster assessment turnaround.

DEVELOPMENT COMPLIANCE

Implement Boarding House Enforcement Project to reduce the number of unauthorised boarding houses.

Implement the brothel investigation project to ensure compliance with development control plans.

WHAT WE WILL DO IN 2010/11

CATCHMENT MANAGEMENT

Complete final year community engagement actions of Catchment Connections Project.

CLIMATE CHANGE

Renew the Ryde Greenhouse Gas Mitigation Plan to meet or exceed local mitigation targets and develop adaptation strategies to manage the local risks and impacts of climate change.

WATER AND ENERGY CONSERVATION

Implement a Sustainable Business Water, Energy and Waste Audit Project with local Small and Medium Enterprises.

Complete Ryde Energy Saving Action Plan for the Ryde Aquatic Leisure Centre.

Improve our monitoring and control systems to reduce water consumption by 15% below 2003/04 baseline year.

STRATEGIC PLANNING

Develop the city-wide land use planning strategy to support the development of the comprehensive Local Environmental Plan (DLEP 2011).

Review key sections of Development Control Plan 2010 including sections on parking controls and dwelling houses.

BIODIVERSITY

Deliver Stage 1 of DECCW Grant Funded 'River to River – Reconnecting two key Sydney wildlife corridors' project with partners SMCMA and Hunters Hill Council.

ECONOMIC DEVELOPMENT

Implement priority actions within the Economic Development Strategy to support local businesses and assist in creating a strong local economy.

Deliver and co-ordinate the Australian Local Government Women's Association National Conference.



There were 42 actions identified in the 2009 – 2013 Management Plan for Governance Outcomes. The overall result was 75% completed.

GOVERNANCE

OUR COMMITMENT

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

OBJECTIVES

- 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

Services provided under this key outcome area:

Council provides a diverse range of ongoing programs and activities to support the Governance Outcomes primarily through the Corporate Services group and Office of General Manager. These include:

- Council meetings and agendas
- Customer service
- Corporate governance
- Strategic and corporate planning
- Corporate management
- Human resources
- Financial management
- Occupational Health and Safety
- Internal audit
- Business systems
- Risk management
- Legal services
- Information management (including records and land information GIS)




City of Ryde

600
CREW
235
Tare 5859
GVM 11000

FRR

Maintenance crew who completed a defensive driving course for heavy vehicles

WHAT WE DID IN 2009/10

AWARD WINNING REPORT

The Annual Report 2008/09 received a silver award from the Australasian Reporting Awards. In the Local Government Division there were 42 entries and 10 of these received a silver award, only three received gold. The feedback received commended the City of Ryde for a high quality report that demonstrates Council's commitment to transparency and accountability to the community.

LOCAL GOVERNMENT MANAGERS ASSOCIATION CHALLENGE

The Local Government Managers Australia (LGMA) Management Challenge provides an opportunity for Council teams from Australia and New Zealand to meet for one day each year to compete and demonstrate their ability to address a wide range of management issues, in scenarios not too distant from reality.

The City of Ryde entered an all woman team in the Year of Women in Local Government. The team members were: Alison Pride, Erin Hinton, Persis Koo, Anita Gordon, Elizabeth Blazevska and Angela Steinke.

The team mentor was Simone Schwarz. The team performed extremely well and gained personally and professionally from the Challenge by learning from others, sharing knowledge and experience and continuing the work they started at the Challenge in the City of Ryde Women's Empowerment Working Group. All agreed that it was a great experience and recommended entering another City of Ryde team next year.

MAPPING OUR CITY

Staff who survey and design, asset engineers, park assets and tree management officers as well as staff in charge of bushcare and co-ordinating Council management of natural areas, are now equipped and trained in the use of the latest GPS technology to enhance service delivery.

PROTECTED DISCLOSURE

In 2009/10 training was held to initiate new Protected Disclosure Officers, giving staff more options and making it easier to find the right person to talk to about a protected disclosure. This is an important role that demonstrates our commitment to upholding the highest ethics.

DLG BETTER PRACTICE REVIEW

The City of Ryde received an excellent report card from the Department of Local Government (DLG) Better Practice Review of Council's business procedures in 2009. The review demonstrates that the City of Ryde is a well run, accountable, ethical organisation with a high standard of management and procedural frameworks.

It was a very encouraging report card and confirms to our community the integrity of their Council and its staff.

The report included highlights of our strengths and 15 recommendations to improve performance, several of which have already been implemented.

www.ryde.nsw.gov.au/betterpractice 

LEARNING AND DEVELOPMENT

Key learning and development activities in 2009/10 included:

- conducting Cultural Intelligence and Access (Disability) Awareness Workshops for management and frontline staff
- conducting a Child Protection and Appropriate Behaviours workshop for Ryde Aquatic Centre Leisure Centre staff
- conducting Better Management of Protected Disclosures training for senior management
- Conducting training in Microsoft Office software applications
- ongoing training for new and existing staff in corporate applications and systems.

We continue to provide Operations staff with the opportunity to undertake the Certificate III and IV (Operational Works) Parks and Gardens and Civil Construction.

OHS training was provided to key staff. This is not only a legislative requirement, it is critical in developing and maintaining a safe workplace and reducing the risk of injury.

Other training included:

- 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
- Powerline risk management.

DEVELOPING LEADERSHIP AND CAPACITY BUILDING

The City of Ryde has taken advantage of substantial government funding being offered through the Productivity Placement Program (PPP), which aims to develop management skills in the Australian public sector. In June 2010 leadership development programs commenced with 30 managers undertaking the Diploma of Management course and 15 staff undertaking the Diploma of Project Management (in line with our PMCoR System). The City of Ryde will continue to deliver these programs in late 2010/early 2011.

GOING ONLINE

In 2009/10 we increased accessibility to our services with new online payment facilities and Development Application tracking. Customers now have 24/7 access to these services.

Google mapping provides a weekly snapshot of DAs received by Council as well as a comprehensive view of DA activities.

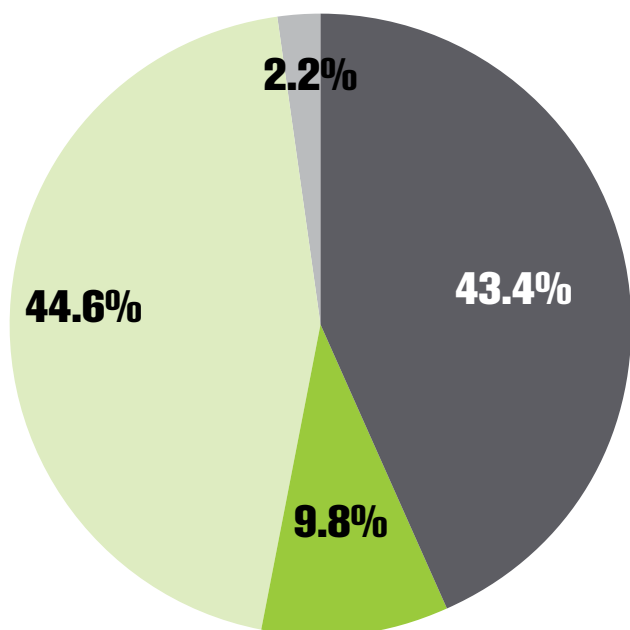
INTERNAL REVIEW

In the early part of 2010 we commenced the review of our internal systems, processes and plans to prepare our organisation's response to the Ryde 2021 Community Strategic Plan.

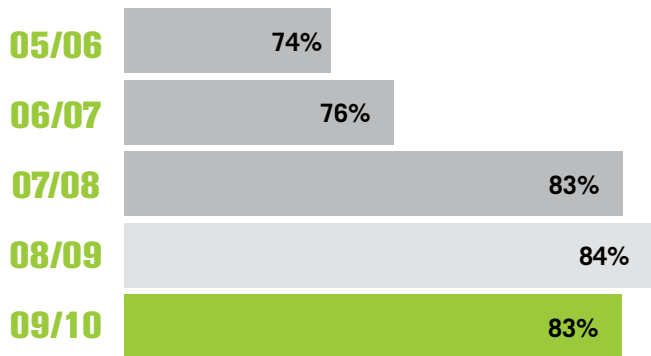
This review will ensure there is a clear line of sight for each staff member in the work they do day to day to delivering on the long term aspirations identified by the community. In 2010/11 we will finalise this review and develop an Outcomes Framework to support these changes.

GRAPH 12: LEARNING AND DEVELOPMENT

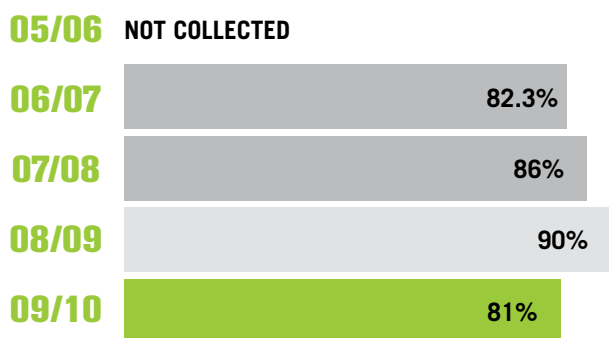
■ Training Expenses ■ Conference Expenses
■ Training - Labour ■ Study Assistance



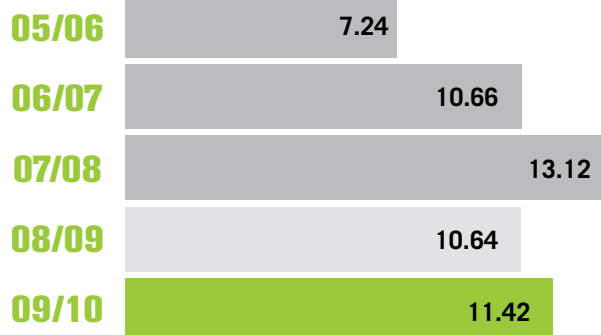
% OF TELEPHONE CALLS RESOLVED AT FIRST POINT OF CONTACT (CUSTOMER CONTACT CENTRE)



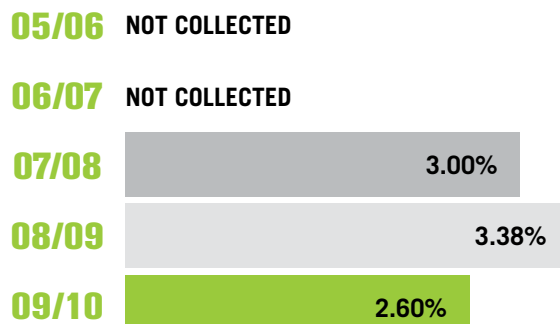
% OF ACTIONS COMPLETED IN THE MANAGEMENT PLAN

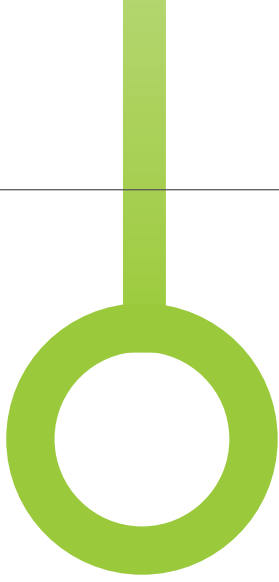


STAFF TURNOVER NUMBERS



% OF TOTAL STAFF SALARY AND WAGES ON TRAINING AND DEVELOPMENT





CITY OF RYDE A FINALIST AT INTERNATIONAL IT AWARD

An innovative information case management system that has cut paper usage and is streamlining the way data is captured by the City of Ryde was selected from 17,000 submissions as a finalist in a prestigious international IT awards program.

The City of Ryde was awarded the Laureate Medal at the Computerworld Information Technology Awards in Washington DC for the 'eTrim Enterprise-wide Information Management Solution' case study.

eTrim was developed internally using HP TRIM, an electronic document and records management application. It has led to a system that provides staff with an integrated digital view of all Council's records which means people no longer have to wade through paper files to access information. It has also resulted in an 80% paperless environment. 🌱



CLEAN UP AUSTRALIA DAY

Every year, as part of the Clean Up Australia Day campaign, the City of Ryde participates in cleaning up our corner of the world. The theme for Clean Up Australia Day this year was 'Just One'. If every Australian collected just one piece of rubbish, that's 20 million pieces of rubbish.

Staff this year focused on the Melrose Park Foreshore and collected 15 bags of rubbish including items such as plastic bottles, boat buoys, polystyrene boxes, tyres and drums. This contributed to nearly 3 tonnes of waste collected by Community Groups, Schools and Businesses in Ryde area. 🌱

GOVERNANCE ACTIONS

2009/10 Commitments	result	2009/10 Commitments	result
FINANCE		GOVERNANCE	
Preparation of Finance Development section of Management Plan 2010 – 2014	👍	Implement use of the electronic business paper system throughout the organisation	👍
Review Council's 20-year Long Term Financial Strategy (LTFS) to support 2010 – 2014 Budget/Management Plan	👍	Enhance response of Councillor requests through Councillor Help Desk system using web technologies	👍
Review, identify and optimise returns on Council's Investment Portfolio to achieve returns that meet/exceed 90 day bank bill index	👍	Review/monitor current status of all requests	👍
Annual rates notices levied within three weeks of commencement of financial year	👍	Review and upgrade CRM system to improve reporting of Councillor requests	👍
Implementation of Best Value Review key recommendations	👍	Regularly review and enhance the Councillor e-Portal	👍
INFORMATION MANAGEMENT		Review Governance Framework and implement new policies, taking into account the DLG Promoting Better Practice Review	👍
Implement online payment service on City of Ryde website for ratepayers and debtors	👍	Complete Best Value Review for Governance Service Unit	✘
Implement eBusiness on City of Ryde website for online planning certificates and tracking progress of Development Applications	👍	Comment: preliminary work completed. Evaluation of Best Value Program in 2010/11 will consider timeline for this project	
Introduction of wireless technology for City of Ryde field operations	👍	STRATEGY AND PROJECTS	
Upgrade TRIM to version 6R3 Comment: To be completed in 2010/11	👎	Preparation and co-ordination of Quarterly Reporting for all service units	👍
Implementation of virtual server management	👍	Co-ordination of Best Value Review program, reporting and implementation	👎
Update City of Ryde intranet for consultation and communication	👎	Ryde 2030 Community Strategic Plan: • preparation of four year delivery program • preparation of key performance measures and annual reporting format	👎
Introduction of IT Disaster Recovery Plan	👍	Co-ordination of service unit planning process across 21 service units	👍
Consolidation of information systems policies, standards and procedures	👍	Management Plan adopted by Council by June 2010	👍
Upgrading of geo-spatial Ryde master map aerial photography	👍	Preparation and co-ordination of the 2008/09 Annual Report	👍
HUMAN RESOURCES		Reviewing Standard Operating Procedures for: • tendering and contracts • conditions of development consent Comment: to be completed in 2010/11	👎
Develop a new Human Resources Strategy	👎	Prepare Civic Centre Redevelopment project plan and appointment of Development Director	👍
Implement additional components of human resource software program for all units across the organisation. Comment: To be completed as part of systems review 2010/11	👎	Develop the Macquarie University Partnership Comment: To be included in Ryde 2021 Project	👎
Implement Best Value Review recommendations in 2009/10	👍	Develop Social Impact Assessment Guidelines Comment: project to reviewed in 2010/11	✘
Identify and document key payroll activities and train core backup staff in delivery of these activities Comment: to be completed in 2010/11	👎	RISK AND AUDIT	
CUSTOMER SERVICE		Completion of the Enterprise Risk Management (ERM) Strategy throughout Council. This project will provide a platform for the identification, evaluation and reporting of risks.	👍
Develop and implement organisational service standards for all customer interactions	👍	Increasing organisational awareness of risk management, further embedding risk management methodology/culture in the City of Ryde	👍
Actively contribute to the design and implementation of the new Customer Service Centre	👍	Complete 2009/10 Internal Audit plan	👍
Introduce additional online services	👍	Automation of the formal procurement process within the City of Ryde	👍
Customer Service Centre to become the central processing area for all customer interactions			

STRATEGIC MEASURES

KPI/ measure	2008/09 result	2009/10 target	actual	result
Information system performance is available 90% of business hours	90%	90%	95%	👍
Annual leave accrual per employee to be below 40 days	90%	100%	93.27%	👎
All applications, certificates and payments processed on day of receipt	100%	100%	100%	👍
All customer requests actioned within a maximum of 10 working days	85%	90%	90%	👍
Completion of the Audit Plan	N/A	70%	75%	👍
Completion and adoption of Enterprise Risk Management Strategy by 30 June 2010	N/A	100%	80% complete	👉
Compliance with procurement legislative requirements and sound governance practice	100%	100%	100%	👍 improved focus on this indicator in 2010/11

KEY PERFORMANCE MEASURES

- 👍 **Complete:** project is finished
- 👉 **Commenced:** project is under way
- 👎 **Not Completed:** project timeline not met or deferred to 2010/11
- ✖ **Deleted:** project cancelled

WHAT WERE THE CHALLENGES?

Focus on internal controls delayed review of Standard Operating Procedures and Contract Management. This will be undertaken in 2010/11.

Increase in number of Code of Conduct complaints.

Managing the lingering impact of the Global Financial Crisis that has resulted in reduced development activity and declines in revenue.

FINANCIAL MANAGEMENT

Undertake a review of Council's Investment Policy, in line with the new guidelines issued by the Department of Local Government.

HUMAN RESOURCES

Undertake a Staff Culture Survey.

Implement corporate wide approach to training that includes refresher training, mentoring program and a women's development program.

Develop a leadership training plan for all managers/supervisors. Plan to include Managing for Performance, Project Management, Budget Management and Contract/Procurement.

WHAT WE WILL DO IN 2010/11

GOVERNANCE

Develop and implement the Workforce Plan and Long Term Financial Plan to support the Community Strategic Plan.

STRATEGIC PLANNING

Develop the Ryde 2021 Community Strategic Plan to develop a strategic vision for the City that reflects the community's hopes and concerns for the future. This plan will be completed by June 2011.

Develop a four year delivery program that reflects the outcomes of the Ryde 2021 Community Strategic Plan with appropriate internal and external consultation.

Review Best Value Framework methodology and train Service Unit Managers undertaking a Best Value Review and identify the 2011/12 program in consultation with the audit plan.

CUSTOMER SERVICE

Review current customer service delivery and develop a new Customer Service Strategy, charter, policies, accountabilities, procedures and report types for improvement in Council's customer contact.

Develop and implement customer satisfaction feedback mechanisms focused on customer services and service requests.

INTERNAL AUDIT

Deliver the Internal Audit plan and report to Audit Committee.

RISK MANAGEMENT

Implement the Enterprise Risk Management strategy including 50% rollout throughout the organisation.

INFORMATION MANAGEMENT

Provide an expanded eBusiness capability to enable internal and external customers to conduct business with Council and access information electronically.

PROCUREMENT

Review Council's existing procurement framework and establish new procedural documents and processes.

ORGANISATIONAL DEVELOPMENT

Develop and adopt an Outcomes Framework across the organisation that aligns to Ryde 2021 Community Strategic Plan.

Develop Corporate Business Model to drive business strategy and Corporate Management Reporting System.

Develop Strategic and Corporate Key Performance Indicators across the organisation aligned to the Ryde 2021 Community Strategic Plan Outcomes.

CFO'S REPORT 2009/10

The City of Ryde's financial result for 2010 of an operating surplus of \$16.2 million reflects Council's continuing strong financial performance. This result represents a decrease of \$42.2 million from the previous year, due to the decrease in contributed assets.

Council's operating result before capital was a \$4.2 million deficit with the main reasons for this year's deficit being:

Depreciation increase	\$0.4 million
Impairment of investments	\$4.0 million
Total	\$4.4 million

Council owns and maintains over \$1.3 billion worth of infrastructure and \$1.2 billion worth of land, and has re-valued its assets to Fair Value. This is the second 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 \$0.4 million.

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 one of the keys to Council's long term financial sustainability.

Council received \$13.6 million of contributed public domain infrastructure assets associated with major developments within the City.

Working capital of \$4.5 million, covers day to day operations and provides a buffer for unforeseen expenditures.

Council receives approximately 54.1% of its revenue from rates and annual charges and has consistently achieved an excellent recovery rate with only 4.1% 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 4.67 :1.

Council's level of internal reserves (funds put aside for specific projects) is \$49.0 million.

Whilst the Council's financial indicators as attested to by its auditors Hill Rogers 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.

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

The City of Ryde has \$1.3 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 2008/09).

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

Council is continuing its proactive approach to Asset Management to ensure the community's assets are maintained and will be incorporating this into how it addresses the Community Strategic Plan, Ryde 2021.

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

\$16.2m

KEY FEATURES OF THE 2009/10 RESULT ARE:

Council delivered \$24.8 million on capital expenditure, with major projects including:

Access	\$9.7 million
Parks	\$4.0 million
Stormwater & Parks Assets	\$3.7 million
Buildings & Property	\$3.6 million
Waste & Fleet	\$2.7 million
Technology Systems	\$0.5 million
Libraries	\$0.4 million
Ryde Aquatic Leisure Centre	\$0.2 million

Key Performance Indicators	2009/10	2008/09	2007/08	2006/07	2005/06
Unrestricted Current Ratio	4.67:1	3.45:1	3.65:1	1.71:1	1.82:1
Debt Service Ratio	0.8%	1.42%	1.98%	2.59%	3.16%
Rate Coverage Ratio	54.1%	36.47	47.90%	57.20%	58.00%
Rates and Annual Charges Outstanding	4.1%	3.94%	2.82%	2.49%	2.59%