



# LOOKING AHEAD

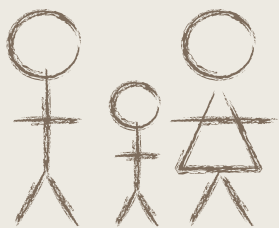
CITY OF RYDE / ANNUAL REPORT 2010/11



# HIGHLIGHTS

## OUTCOME AREA

## HIGHLIGHTS



### PEOPLE

• PAGE 66 •

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

- Opening the new Ryde Library. See page 68 for more information.
- Constructing the West Ryde Community facility
- Launching a crime prevention plan
- Establishing a graffiti-free zone
- Immunising thousands of children
- Encouraging volunteers
- Increasing the number of dog off-leash areas
- Supporting Go Active 2 School
- Developing our new Website.



### ASSETS

• PAGE 80 •

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

- Completing the City of Ryde Business and Planning Centre. Find out more about it on page 102.
- Winning awards for 'Working towards a Sustainable City' and at the Stormwater Industry Association's Young Professional of the Year awards.
- Constructing the Ryde Community Sports Centre. See page 85 for more information.
- Monitoring and improving water quality in our waterways
- Rehabilitating Strangers Creek
- Hosting the One Drop Festival
- Extending our cycleways
- Undertaking a flood study of the Parramatta River.



### ENVIRONMENT

• PAGE 90 •

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

- Consolidating the Top Ryde Community Bus Service
- Planning our response to climate change
- Minimising our use of non-renewable resources
- Enhancing local biodiversity corridors
- Engaging with local youth through schools and the Waste to Art Competition
- Winning sustainability awards. See page 92 for more information
- Inspecting food premises to ensure our community eats out safely.

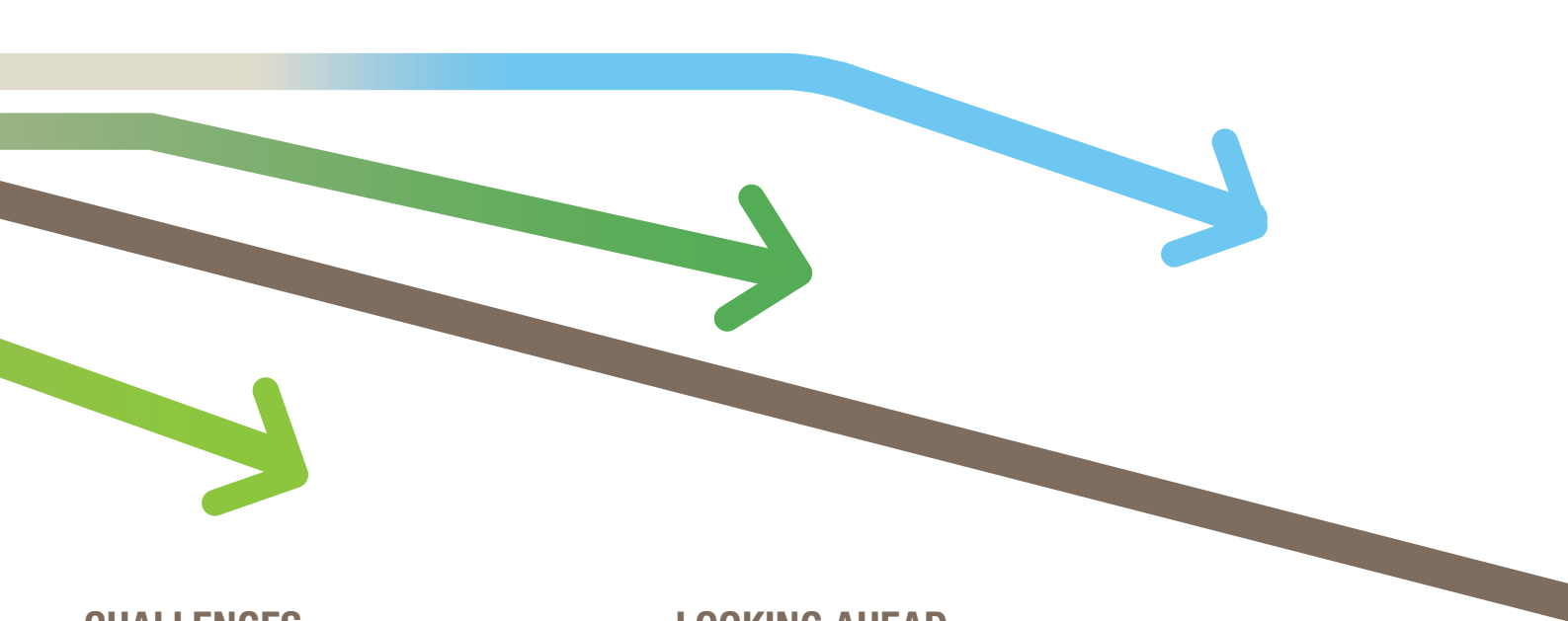


### GOVERNANCE

• PAGE 100 •

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

- Evolving to the City of Ryde 2021 Community Strategic Plan
- Increasing our focus on customer service
- Launching the Ryde Planning and Business Centre
- Working with the community to improve safety for all. See page 103 for more information.
- Producing an award-winning report.
- Implementing systems to improve transparency.
- Reviewing our Procurement framework
- Conducting 'Have your Say Day' staff cultural survey
- Planning for redevelopment of the Civic Precinct.



## CHALLENGES

- Long-term library planning amidst changing technology and community needs. See page 77 for more information.
- Falling attendance at the Ryde Aquatic Leisure Centre due to the GFC, the impact of health issues like Swine Flu and the age of the Centre.
- Increasing and competing demands for use of sportsgrounds and open spaces.

- Not always meeting our targets
- Needing to upskill staff to undertake a broader range of projects and programs in reduced budget environment
- Needing to allocate resources to complete our local road audit inspections to ensure public roads are well maintained
- Cutting through our asset maintenance backlog.

- Providing sustainable local solutions to climate change and achieving local environmental improvements has been difficult in a changing political landscape
- Local government has a key role in creating and delivering local solutions to address Greenhouse Gas emissions, but this relies on clear state and federal policy reforms.

- Finding new ways to engage with our customers and our community
- Improving our complaints management process
- Increasing levels of community participation and engagement in decision-making processes
- Occupying the aged Civic Centre building is resulting in lost productivity and system shutdowns due to ageing infrastructure.

## LOOKING AHEAD

- Assessing the feasibility of establishing a local market
- Developing guidelines for public art
- Protecting and managing urban and street trees
- Renewing community buildings
- Working with Macquarie University to engage young people living in Macquarie Park
- Establishing community gardens and nurseries
- Becoming an accredited White Ribbon Community, demonstrating leadership in creating a city free from violence against women
- Installing floodlighting at sportsfields
- Increasing opportunities for our residents to participate in fitness initiatives.

- Handing over West Ryde Community Centre
- Constructing the Yamble Reserve All Abilities Playground
- Extending our cycleways network
- Constructing and repairing footpaths
- Repairing roads and kerbs for driver amenity and safety
- Repairing bridges, culverts and footbridges as part of an ongoing program
- Installing traffic calming devices.

- Restoring and enhancing local habitat and urban bushland connectivity
- Engaging with local businesses to improve sustainability, reduce water and energy usage and improve recycling rates
- Improving water quality
- Improving stormwater management to reduce the impact of flooding
- Refurbishing seawalls and retaining walls
- Enhancing parks and open spaces to improve biodiversity levels and appearance
- Optimising waste management at the Porter's Creek Depot recycling
- Continuous improvement of public safety and standards of living.

- Achieving business and organisational change to improve corporate capacity to deliver customer service and drive improvement
- Strengthening our community engagement framework
- Improving our Best Value Review methodology to ensure all processes are mapped and efficiencies identified
- Developing a plan for the Civic Precinct development to provide space for civic and community use
- Commencing customer satisfaction surveys
- Implementing an effective complaints management process
- Providing additional services and business transactions online for the convenience of our customers
- Implementing compliance management software to build confidence in our compliance status
- Enhancing services and information available to our community online.

**\$101  
MILLION**

spent each year on delivering  
services to our community

**85%**

satisfaction with Ryde Business  
and Planning Centre

**670,804** visitors to the  
Aquatic Centre

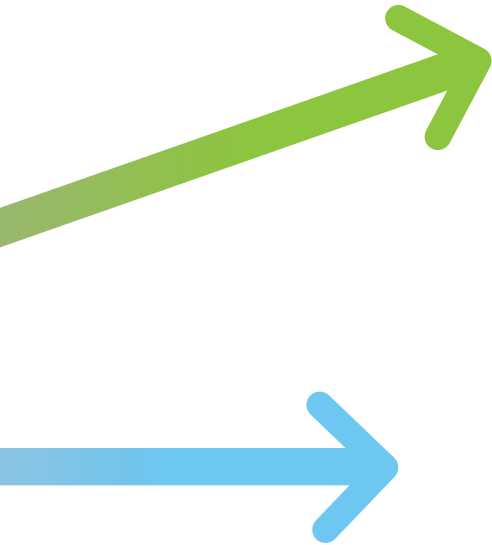
**\$136  
MILLION**  
annual budget

**63,238  
CUSTOMER  
REQUESTS**

**EIGHTY THREE %**  
projects completed or on track

**44,657**  
passengers using Top Ryder  
community bus service

**207** PARKS



## SOME OF THE THINGS WE DO

We manage 51 services, \$2.5 billion of assets and an annual budget in excess of \$136 million, with an additional \$43.3 million contributed assets gained from development agreements. We spend around \$101 million annually on services that benefit our community.

We encompass 40 square kilometres, including waterways and parklands. Within this sits the Macquarie Park Corridor, our specialist Macquarie Park Centre, Macquarie University, and Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 13,000 businesses, five public libraries, 24 primary schools, five high schools and the Ryde and Macquarie Park Hospitals.

**23,000**  
community members  
attended an event at all  
libraries in 2010/11

**2000**  
children  
immunised

**646 DEVELOPMENT**  
applications worth  
\$310,520,333 approved

**\$2.5 BILLION**  
in assets

**108,700**  
attendees at City of Ryde events



**2011  
ANNUAL  
REPORT**

**1.**

**YEAR IN REVIEW**

- Mayor's Message **18**
- General Manager's Review **19**
- Managing the Money **22**
- Calendar of Events **26**

**2.**

**CIVIC  
LEADERSHIP**

- Councillors **30**
- How We Govern Our City **31**
- Committees **32**

**3.**

**CORPORATE  
GOVERNANCE**

- Who is Working for Us **34**
- Organisational Structure **34**
- Executive Leadership **36**
- Developing our People **38**
- Equal Employment Opportunity **40**
- Occupational Health and Safety **41**
- Corporate Governance Framework **45**
- Planning Framework **48**

# CONTENTS



## 4.

### **SUSTAINABILITY DIRECTIONS**

- Supporting our Community **51**
- Managing our Environment **52**
- Managing our Economy **54**
- Our Sustainability Initiatives **56**
- Consultation and Community Priorities **58**
- Awards and Recognition **60**

## 5.

### **KEY OUTCOME AREAS**

- Principal Activities – Our Performance 2010/11 **64**
- People **66**
- Assets **80**
- Environment **90**
- Governance **100**
- Chief Financial Officer's Report **112**

## 6.

### **FINANCIALS**

- General Purpose Financial Statements **114**
- Special Purpose Financial Statements **167**
- Special Schedules **174**

## 7.

### **STATUTORY INFORMATION**

- Local Government Reporting **184**
- Global Reporting Initiative Index **194**
- Glossary **198**
- Index **199**

A woman with long brown hair, wearing a grey patterned dress with black trim, is smiling and holding a small green plant in a black pot. The background is white with grey and brown graphic lines.

**2011  
LOOKING  
AHEAD**

A large, thick brown arrow pointing from the left towards the text.

# OUR COMMITMENT

## How will we achieve this?

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





# VISION

## Where are we headed?

We will be an innovative leader in environmental, economic and social sustainability.



# MISSION

## What benefits will we bring to our community?

We will work with our community to provide essential services and to ensure Ryde is a vibrant place to live.



# VALUES

**Professionalism** We deliver effective services to our 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.



## LOOKING AHEAD NEW VISION:

Refer to page 110 and 111

**40 sq km**  
of land area

**We are committed to delivering exemplary services for all our community**, so they can continue to enjoy all the benefits of living in our city, including our enviable location, our abundant green outdoor spaces, our thriving town centres and our diverse local neighbourhoods – offering a welcoming sense of place for all.

**29**  
Neighbourhood centres

## WHAT IS OUR CITY'S HISTORY?

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, on land traditionally belonging to the Wallumedegal clan of the Dharug people.

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.

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.

## WHO LIVES HERE?

- 102,850 residents (2010 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 2001
- 37.7% of residents are born overseas
- 42% speak another language. The most commonly spoken languages in 2006 were Cantonese followed by Mandarin, Italian, Korean and Armenian.

## WHAT DOES OUR CITY LOOK LIKE?

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.

We actively encourage our residents to celebrate their differences, look out for their neighbours, take advantage of all on offer on their doorstep, and we work to ensure the City of Ryde is a vibrant, inviting and welcoming place for all to enjoy.

## WHERE DO WE WORK AND LEARN?

- Macquarie Park Corridor and town centres
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- Over 13,000 businesses
- Five public libraries, including a home library lending service
- 24 primary schools
- Five high schools
- Ryde and Macquarie Hospitals

# FIVE Town centres

Traditional owners are the **WALLUMEDEGAL** clan of the Dharug people

Located **12km** northwest of the Sydney CBD

**102,850** residents

**80,000** strong workforce

## WHERE ARE WE?

Our City 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

## MACQUARIE PARK, PART OF NSW'S GLOBAL ECONOMIC CORRIDOR

Our support for economic development contributes significantly to the State's 'Global Economic Corridor' with Macquarie Park the most important employment centre in the our City. 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 1,200,000m<sup>2</sup> of employment floor space.

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

## WHERE DO WE PLAY?

Our City is well known for its beautiful parks and green open spaces. We have 207 parks 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.

We also have over 60 hectares of playing fields which are used by over a million people annually, while for boating enthusiasts there are three access points to the Parramatta River at Bowden Street Wharf and two new launching ramps at Kissing Point and Wharf Road, West Ryde.


We also have over 200 hectares of natural areas that are an important part of the 'green' character our residents value so highly. The largest is the Field of Mars Reserve, which is linked to seven other parks by a series of footpaths. Almost 150 dedicated and enthusiastic volunteers maintain 21 bushcare sites throughout our City. They put in over 5,000 hours of bush regeneration work each year.

# OUR PARTNERSHIPS

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

We are 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.

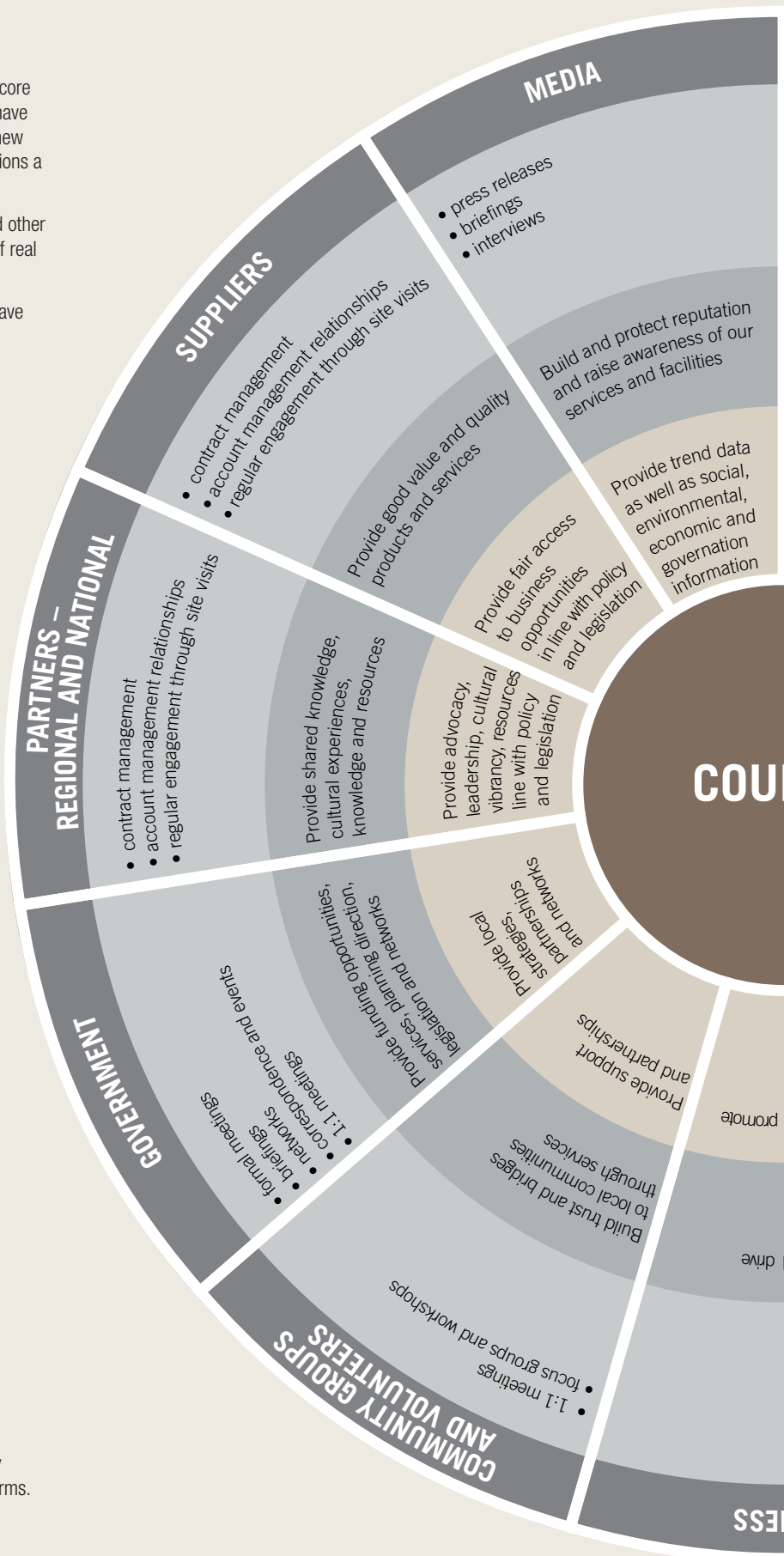
Look out for the logo. 

# OUR STAKEHOLDERS

We engage with our stakeholders in three primary ways:

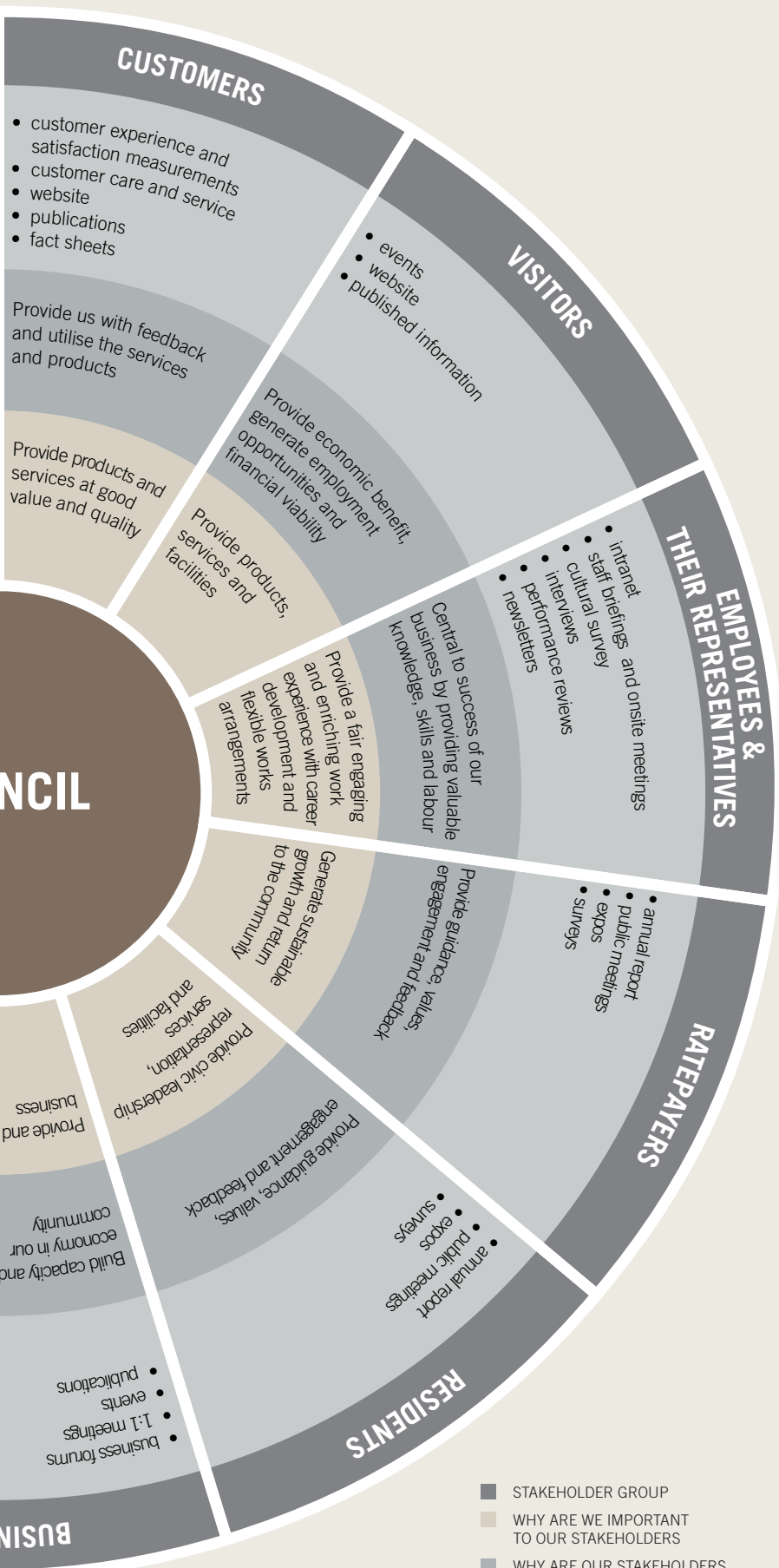
- Responding to specific requests for information and services
- Participating in multi-stakeholder relationships
- Conducting our own engagements.

We have identified our stakeholder groups and consider the diverse nature of these groups as our relationships develop and grow over time.



# LOOKING AHEAD

During 2011/12 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. A partnership with Macquarie University will investigate and forge new opportunities for community consultation using social media and other emerging platforms.



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

## THE WALLUMEDAGAL 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 were, therefore, the 'snapper people', and were one of the clans that formed part of a large dharug language group whose country stretched from the shores of Port Jackson to the Hawkesbury.

## > ABOUT THIS REPORT

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

### Our partnerships



### On our website



### Our environment



# SUSTAINABILITY REPORTING

The City of Ryde has improved its approach to sustainability reporting.

This 2010/11 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](http://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 and our sustainability reporting has been progressively integrated into our Management Plan, Business Unit planning and our Annual Report.

The GRI index lists the location within the Annual Report that the indicators and disclosures are reported. Refer to page 194 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.

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

This Annual Report focuses on our financial and operational performance in 2010/11, documenting our performance against the Management Plan 2010 – 2014 and the 2010/11 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 achieving the vision and what to expect looking ahead.

## ACKNOWLEDGEMENT

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

## CITY OF RYDE

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## ABOUT THIS THEME

The theme of this year's Annual Report 'Looking Ahead' relates to our transition to our vision of the City of Ryde the place to be for Lifestyle and opportunity @ your doorstep. This long-term strategy aims to ensure that the City of Ryde lives up to the aspirations of our community, while meeting the challenges of the future. In doing so, our city will be recognised by our residents, visitors, students and investors as the place to be, where opportunities and lifestyle are available close to where people live, work and play.



# 1.

## YEAR IN REVIEW

Mayor's Message  
General Manager's Review  
Managing the Money  
Calendar of Events



**\$15.99**  
**MILLION**  
operating surplus

**\$100.1m**  
total income for 2010/11





**\$8.34 MILLION**  
contributed assets received by Council



**\$1.32 MILLION**  
spent on parks

**\$84.1 MILLION**  
total operating expenses



**\$1.24 BILLION**  
worth of land owned by Council



**56.29%**  
of our revenue received from rates and annual charges

**\$1.44 MILLION**  
spent on stormwater and parks assets

## > MAYOR'S MESSAGE



## A MESSAGE FROM THE MAYOR

As Mayor of the City of Ryde, I am delighted to present the 2010/11 Annual Report, reviewing the last 12 months and outlining our new vision for the City of Ryde as the place to be for lifestyle and opportunity @ your doorstep.

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.

We are proud to be working for a diverse and vibrant community that celebrates and embraces the many different aspects of the rich and rewarding lifestyle the City of Ryde offers.

We are committed to delivering exemplary services for all our community, so they can continue to enjoy all the benefits of living in our City, including our enviable location, our abundant green outdoor spaces, our thriving town centres and our diverse local neighbourhoods – offering a welcoming sense of place for all.

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

- keeping our council charges low as possible
- finding innovative and improved ways of working
- developing modern facilities for local people
- improving our town centres, parks and public amenities
- working closely on the wellbeing of our residents
- investing prudently
- working together towards a better environment
- listening to our community, and
- aligning our services to respond to community needs, concerns and expectations.

We have long been synonymous with strong economic performance, with strong links to our business community through the Ryde Business Forum and local chambers, and with Macquarie Park, the jewel in our crown. We continue to carefully plan for the future to ensure local jobs and innovation flourish, and to fulfil our vision for our community to be able to work close to their homes; which feeds into our commitment to embracing sustainable living.

Community involvement and engagement is at the heart of good governance and we ensure that our strategic direction meets the aspirations of our local community - ultimately offering lifestyle and opportunity at their doorstep.

We continue to develop a leadership culture focussed on our new vision and mission, and we are committed to; working with our community and partners to provide strategic leadership, effective projects and quality customer services.

It is a great honour to hand over to you this Annual Report on behalf of my fellow Councillors and staff for your exploration, in the hope that it will provide you with a greater understanding and appreciation of the exemplary services provided by the City of Ryde.

**Cllr Artin Etmekdjian**  
**Mayor – City of Ryde**

## > GENERAL MANAGER'S REVIEW



### A MESSAGE FROM THE GENERAL MANAGER

*Looking Ahead* is our theme for this year. During 2010/11 we completed our City of Ryde 2021 Community Strategic Plan which outlines how Council will deliver the aspirations of our community in all that we do into the future.

This annual report is the last presented in our old format and looks at the year in review when we began to realign our organisation to focus on our new vision for the City of Ryde - *The place to be for Lifestyle and Opportunity @ your Doorstep*.

---

#### LOOKING AHEAD - OUR CITY'S FUTURE

The strategic plan (completed this year) is our community's plan which collates and articulates your hopes and concerns and brings these sentiments together into seven key outcomes for the City.

You told us that you wish to maintain the many aspects of the Ryde lifestyle, while acknowledging it will continue to grow as part of Sydney's expansion. Our strategy is to get the balance right between catering for growth around our major centres, while maintaining the village atmosphere, the many parklands, playgrounds and sportsgrounds and the green, leafy outlook of our suburbs. Getting this balance right is at the heart of Ryde 2021.

Ryde's destiny is not just in our hands. To bring about our new vision we aim to collaborate with a range of partners. This year we knocked on many doors to start this process.

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#### SERVICE DELIVERY

We are proud to be the fifth lowest residential rating Council in metropolitan Sydney. We aim to provide value for money services to our residents. Although we are still developing clear measures of customer satisfaction and clear unit cost structures for each of our 51 service areas, we are focussed on it as we look ahead. Providing the best value possible is a key element to our service delivery.

Being a city of opportunity, we are expecting strong growth in the coming years. Local and external investors want to see Council respond to their development applications effectively and efficiently. For this reason in 2010/11 we completed a top to bottom review of our development assessment service. The review indicated that while our processing times and costs are competitive against the majority of benchmarked Councils, we still have room for improvement. We look forward to implementing the findings of this review to provide the best possible development assessment services.

Demonstrating our commitment to this, we opened the Ryde Business and Planning Centre as a 'one stop shop' for lodging development applications. Since its opening in May 2010, visitor satisfaction has remained at 85% with maximum waiting times reducing from one hour to five minutes.

Looking ahead, we need to continue to improve our project management approach. In 2010/11 we achieved 89% of our planned capital projects. In the past, our ability to manage our projects has varied across the organisation. To help improve this, we have established a project management office, improved our project methodologies and have supported 12 staff to complete a Diploma of Project Management.

Some highlights of our capital project delivery included the completion of:-

- Town centre upgrades
- The state-of-the-art Top Ryde library
- The Ryde Planning and Business Centre
- Practical completion of the Ryde Community Sports Hall

As we look ahead the West Ryde Community Centre and Michael Lardelli Park will be completed in 2011/12.

Delivering these projects on top of our normal environmental and roads projects is a credit to our project management staff who produced these results.

## > GENERAL MANAGER'S REVIEW (CONTINUED)

As we continue to improve our services, our community is responding. As a result of our Ryde Library opening, we increased the number of visits against the same period last year by 38,487 visitors. The library sets a new direction for public libraries of the future as a place for meeting as well as learning and quiet enjoyment.

Customer satisfaction with our Customer Service centre is 83%, which is 3% above target. Over the year we met our target of 90% of our customer requests responded to within agreed service levels of ten working days. We fell short of our target to respond to inward correspondence within ten working days. Eighty-three (83) percent of our correspondence met this timeframe against our target of 90%.

This year we made changes to our customer service approach so that we can better serve our customers in the future. We appointed a complaints coordinator to further improve our management of customer complaints and learn from our mistakes. We have established customer satisfaction indicators and will be independently collecting customer satisfaction ratings for each of our service areas. We will continue to focus on improving training, culture, and systems to improve our approach to customer service.

### OUR ORGANISATION

In readiness for the future we are strengthening our internal capacity to:

- Engage with our residents and customers to better understand their expectations and satisfaction with the 51 service areas that we provide.
- Improve the integration of our systems and technology to:
  - Enable customers to transact with us 24/7. This will be delivered in 2011/12 for most service areas
  - Provide effective information to our frontline managers to improve service delivery
- Streamline our budgeting, and performance management processes to better align to our strategic plan delivery
- Align our long-term financial planning to the management of our assets so that they are properly maintained and that risks are managed
- Develop our leadership skills and provide staff with the right skills and training
- Provide staff with a safe and appropriate working environment that is affordable to our residents
- Focus on accountability for service delivery
- Support our workforce to work collaboratively in a project management environment.

We are not there yet. The journey began in 2010/11 and will continue to progress as we look forward to the Council of the future.

Our efforts to address the imbalance in gender equity in our management levels have been recognised by three awards over the past twelve months. As we look ahead, our workforce planning will continue to address this issue.

### OUR FINANCES

We have again shown strong financial management this past year. As this report shows, we had an operating surplus of \$15.99 million, which is up \$7.91 million from the previous year.

Our net reserve position is \$63.94 million against our original budget of \$49.18 million. When adjusted for \$3.29 million of working capital carry over, our reserve position at the end of the year is \$5.95 million improved against budget. This positive position is as a result of land sales, voluntary planning agreements and asset contributions.

Our reduction (adjusted in the March quarter) of contributed asset projects of \$23.35 million is mainly the result of late delivery of Michael Lardelli Park and West Ryde Community Centre. Both projects will be completed in the near future.

This year we invested \$22.89 million on capital projects and carried over \$7.79 million on projects (of which \$3.29 million is from general revenue).

I remain confident that a significant number of these carryover projects will be completed shortly. Projects valued at \$2.1 million already have contracts signed; \$1.5 million of projects were funded too late in the financial year to be completed; wet weather delayed the completion of \$1.29 million of projects that will be completed shortly while an additional \$1.26 million of projects have been delayed by extended community consultation. Other carryover projects were started in 2010/11 but are designed to run over two financial years.

In addition, approximately \$8.3 million of contributed assets were received this year which required significant effort and oversight by Council's project management staff.

### OUR GOVERNANCE

We remain vigilant to ensure that our audit and reporting functions provide the highest levels of scrutiny to ensure that ethics across the organisation are upheld at the highest levels. In 2010/11 we reported two cases of inappropriate behaviour to ICAC which led to disciplinary procedures being taken.

We continue to focus on risk management across all of our functions to ensure that we understand and manage the many risks to which we are exposed. This is particularly so, as the future of local government remains more challenging than ever and we try and manage our asset portfolio of \$2.53 billion while being constrained in our ability to generate income.

As the fifth lowest residential rating Council in Sydney, our rates constitute 56% of our income. Looking ahead, local government must seek new ways to generate revenue from the full utilisation of lazy assets and take a more entrepreneurial approach to our operations.

After another busy year I would like to close by thanking the Mayor and the Councillors who have worked tirelessly to represent the views of their community. As we look ahead we will remain focused on working with our community and partners to shape and mould the City of Ryde as the place to be for Lifestyle and Opportunity @ your doorstep.

**John Neish**  
General Manager – City of Ryde



## MANAGING THE MONEY

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

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

There are limited options available to Council when we look to increase our income due to our high dependence on rates and the 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 our 2010/11 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 113 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.



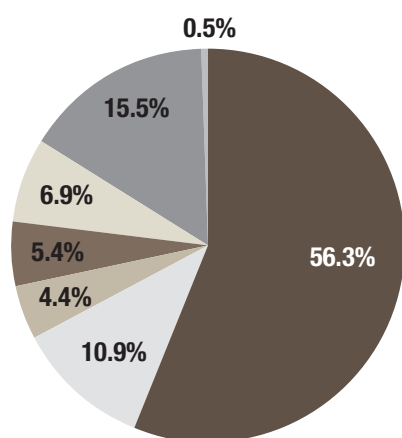
## WHERE DID OUR MONEY COME FROM? (Income Statement)

This year, our main source of income, other than rates, was from capital grants and contributions of \$15.54 million or 15.5% (2009/10 \$12.3 million or 20.3%). This includes \$8.34 million of contributed public domain infrastructure assets associated with major developments, such as our new Library and the Ryde Planning and Business Centre.

Rates income contributed \$56.3 million or 56.29% (2009/10 \$54.5 million or 61.16%). 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.

### 2010/2011 TOTAL INCOME \$100.1 MILLION

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



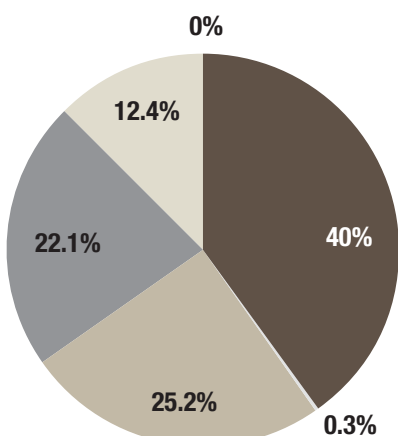
## WHERE IS THE MONEY SPENT? (Income Statement)

The provision of significant services and infrastructure to the community accounts for 65.2% (2009/10 61.6%) of our operating expenditure. This work is carried out by Council employees and contractors.

Asset Renewal Expenditure was \$5,739,000 in 2009/2010 and \$5,580,000 in 2010/2011 out of the total depreciation of \$18,715,000 and \$18,598,000 respectively, with Infrastructure Depreciation of \$11,656,000 in both years (Asset Renewal Ratios of 49.24% and 47.87% respectively attest to this).

### 2010/2011 TOTAL OPERATING EXPENSES \$84.1 MILLION

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



## HOW DOES THE PERFORMANCE COMPARE WITH PREVIOUS YEARS? (Income Statement)

We have 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.

Following three successive operating surpluses before capital from 2005/06 to 2007/08, in 2008/09 and 2009/10, our 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 \$1.29 billion renewable infrastructure assets. In 2010/11 we returned to an operating surplus due in part to additional contributions and better returns on our investments.

### OPERATING RESULT '000s

06/07	17,131
07/08	29,948
08/09	58,843
09/10	8,073
10/11	15,987

### OPERATING RESULT BEFORE CAPITAL '000s

06/07	6,764
07/08	21,351
08/09	-5,497
09/10	-4,215
10/11	448

## CAPITAL EXPENDITURE (Infrastructure, Property, Plant and Equipment)

We have substantially increased the level of capital expenditure (excluding contributed assets) on our assets to ensure our long-term sustainability. Council delivered \$22.89 million on capital expenditure (2009/10: \$24.8 million) and received \$8.34 million (2009/10: \$5.46 million) of contributed public domain infrastructure assets associated with major developments within the City.

### CAPITAL EXPENDITURE (EXCLUDING CONTRIBUTED ASSETS) '000s

06/07	23,880
07/08	28,292
08/09	36,371
09/10	24,945
10/11	22,891

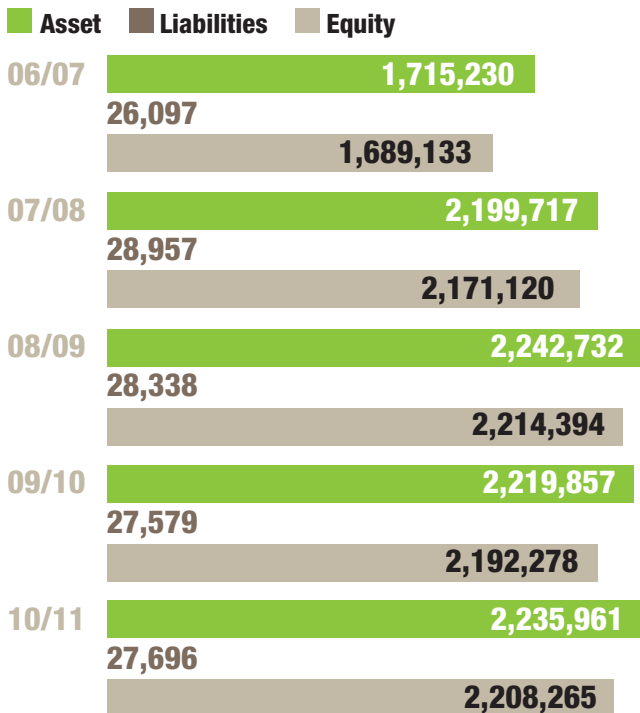
## > YEAR IN REVIEW

### 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 2011 to our position over the past four years.

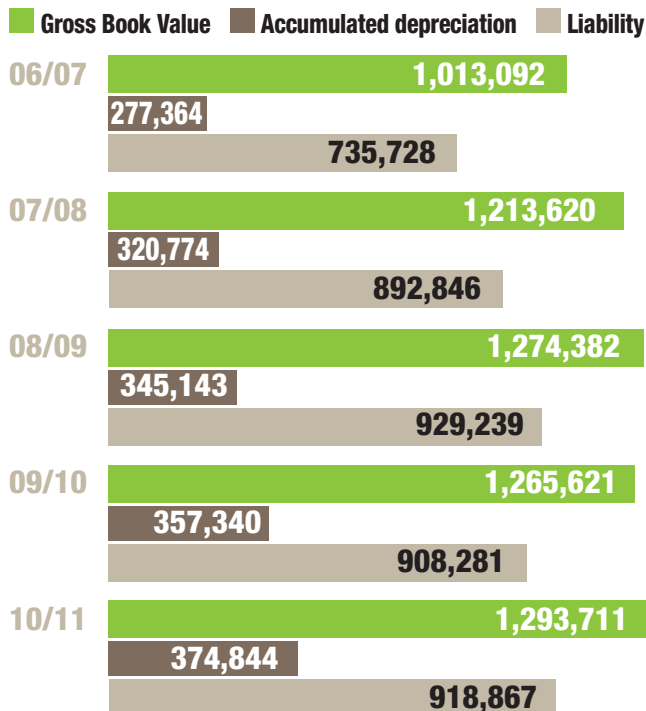
#### NET WORTH/EQUITY '000s



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

We own and maintain over \$2.53 billion worth of infrastructure including roads, parks, buildings, stormwater drainage, bridges, footpaths, lighting, seawalls and wharves. This includes \$1.24 billion of land, excluding land under roads.

#### INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT



### HOW WE SPEND

#### Macquarie Park Corridor Special Rate

The Macquarie Park Corridor Special rate raised approximately \$1.18 million from 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 are as follows:

Macquarie Park Special Rate 2010/11	budget	actual
Funds brought forward from 2009/10 Financial Year	\$412,693	\$412,693
Revenue 2010/11	\$1,803,800	\$1,182,773
Expenditure	\$1,020,000	\$158,022
Total Expenditure	\$1,020,000	\$158,022
Net Result	\$1,196,493	\$1,437,445

Surplus funds are restricted for use in future years, under the conditions for which they are raised.

See page 84 for details of activities undertaken in the Macquarie Park Corridor.



## Stormwater Management Service Charge

The Stormwater Management service charge raised approximately \$0.98 million 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 to provide stormwater management services across the City of Ryde. Revenue and expenditure is as follows:

Stormwater Management service Charge 2010/11	budget	actual
Funds brought forward from 2009/10 Financial Year	\$14,450	\$14,450
Revenue 2010/11	\$1,278,100	\$975,754
Expenditure	\$970,000	\$603,850
Total Expenditure	\$970,000	\$603,850
Net Result	\$322,550	\$386,354

Surplus funds are restricted for use in future years, under the conditions for which they are raised.

See page 191 for details of the Stormwater management activities undertaken in 2010/11.

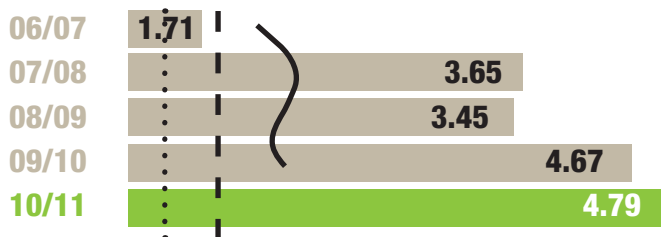
## PERFORMANCE MEASURES

### Unrestricted Current Ratio

For every \$1 of current liabilities, we have \$4.79 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

■ City of Ryde    ··· Benchmark    - - LGMA Health Check benchmark    — Category 3 Average

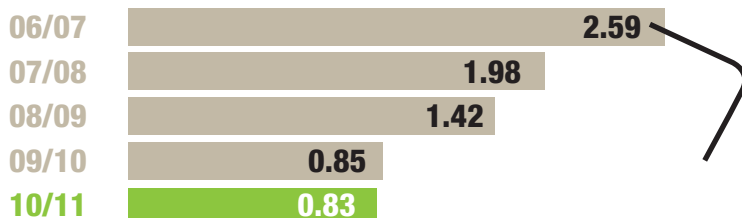


### DEBT SERVICE RATIO

Our 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 2010/11.

#### DEBT SERVICE RATIO

■ Debt service ratio    — Category 3 Average

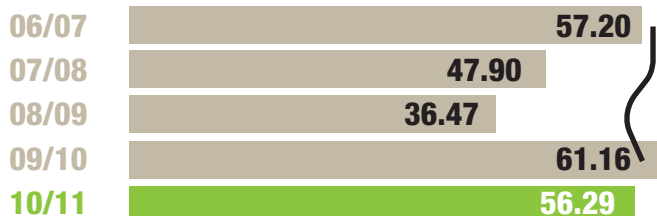


## RATE COVERAGE RATIO

We sourced 56.3% of our 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 our ability to adequately fund services.

#### RATE COVERAGE RATIO (%)

■ Rate Coverage ratio    — Category 3 Average

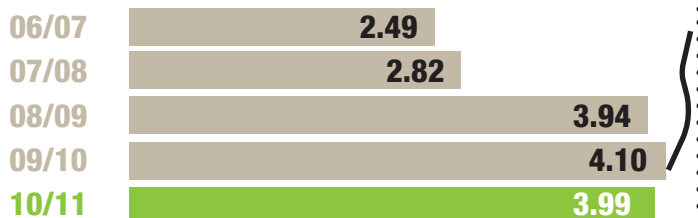


## RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE

We maintain a strong recovery rate of 3.99% of outstanding rates and annual charges as at June 2011, which compares favourably with the industry benchmark of 5%. This year saw a slight decrease in the level of outstanding rates, due to Council commencing a project on implementing a new Debt Recovery System.

#### RATES AND ANNUAL CHARGES OUTSTANDING

■ Debt service ratio    ··· Benchmark    — Category 3 Average



# CALENDAR OF EVENTS

JULY 2010 – JUNE 2011



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## JULY 2010

Winter school holiday activities  
Community Internet training sessions  
Wilcannia Arts Exhibition at Brush Farm House  
'Helping Learner Drivers Become Safer Drivers' seminar  
Child restraint checking day  
Senior driver workshop  
Guided walks and bushwalks

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## AUGUST

National Tree Day community tree planting  
'Wrap With Love' knit-in  
Maria Grzybowski retrospective at Brush Farm House  
Eastwood Singing Star singing competition  
Community prayer breakfast  
Youth movie night  
Technology Skills for Women seminar  
Seminar for restaurant owners  
Guided walks and bushwalks

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## SEPTEMBER

Small Business September seminars  
Bike Week cycling skills day  
Clean Up the World activities at Meadowbank  
'Living Library' sessions at West Ryde Library  
History Week activities  
Community Internet training sessions  
'Colours of Life' exhibition at Brush Farm House  
Annual art awards and exhibition with Ryde Art Society  
'Bushcare and Sustainable Homes' local tour  
Guided walks and bushwalks, including bi-lingual walk in English/Mandarin

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## OCTOBER

Spring school holiday activities  
Granny Smith Festival  
Spring Garden Competition gala presentation evening  
'Our Place' youth photographic and writing competition  
'Shadows of the Centre' exhibition at Brush Farm House  
Sydney Gallery School exhibition at Brush Farm House  
Heritage walk around the house and gardens at Brush Farm House  
Dress Circle Estate 50th Anniversary morning tea and talk  
Guided walks and bushwalks

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## NOVEMBER

Australian Local Government Women's Association national conference hosted by the City of Ryde  
'Great Aussie Swap Party' for National Recycling Week  
'Follow Your Waste' tour  
Over 55s Expo  
YEP! Youth Environment Prize exhibition at West Ryde Library  
Guided tours of Brush Farm House  
'Dream Day' performance by Ryde Youth Theatre  
Seniors road safety workshop  
'Celebrating Little Critters' activities for the Year of Biodiversity at the Field of Mars  
Guided walks and bushwalks

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## DECEMBER

Community Christmas Celebration  
Community carol singing  
'Building or Renovating a Home?' seminar  
'Themes from the Natural World' exhibition at Brush Farm House  
Author talk: Ellen Mary Wilton on Daughters of Allah  
'Helping Learner Drivers Become Safer Drivers' seminar  
Guided walks and bushwalks

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## JANUARY 2011

Summer school holiday activities  
Citizen and Young Citizen of the Year ceremony  
Australia Day family concert and fireworks  
Australia Day sausage sizzle and family day at the Ryde Aquatic Leisure Centre  
Author talk: Elizabeth Storrs on The Wedding Shroud

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## FEBRUARY

Lunar New Year celebrations  
Cinema in the Park festival  
Author talk: Richard Glover on Why Men Are Necessary  
Library Lovers Day  
Technology Skills for Women seminar  
Making Waste to Art Regional Workshop at Brush Farm House

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## MARCH

Seniors Celebration  
Follow Your Waste Tour Seniors Week  
Clean Up Australia Day  
Community Information Expo  
Ryde Youth Theatre drama workshops  
Youth music workshops  
Battle of the Bands  
'All the Colours of Ryde' festival  
International Women's Day art exhibition at Brush Farm House  
Author talk: Julietta Jameson on Me, Myself and Lord Byron  
Guided walks and bushwalks  
Love Food, Hate Waste sustainable food workshop - Macquarie University

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## APRIL

Autumn School Holiday activities  
National Youth Week activities  
Heritage Week activities  
Author talk: Robin Adair on crime and punishment in colonial times  
Guided walks and bushwalks

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## MAY

Opening celebrations for new Ryde Library  
Volunteer Recognition Awards  
'Building a Granny Flat?' seminar  
Author talk: Kelly Doust on A Life in Frocks  
Author talk: Libbi Gorr on The A to Z of Mummy Manners  
Community prayer breakfast  
Guided walks and bushwalks

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## JUNE

World Environment Day activities  
'One Drop' Family Festival  
Children's Voices for Reconciliation  
Author talk: Noeline Kyle on A Greater Guilt  
'Electricity Wise' workshop  
Guided walks and bushwalks including bilingual walks in English/Italian and English/Korean  
Composing Workshop  
Follow your waste tour

## > CITY OF RYDE KEY STATISTICS

	2006		2001		change	
	NUMBER	%	NUMBER	%	2001 TO 2006	PROJECTED 2031
<b>POPULATION, INCLUDING OVERSEAS VISITORS</b>						
<b>Males</b>	47,515	48.2	46,152	48.2	1,363	56,431
<b>Females</b>	51,004	51.8	49,592	51.8	1,412	61,590
<b>Total Population</b>	98,519	100.0	95,744	100.0	2,775	118,021
<b>Overseas Visitors</b>	1,755	1.8	1,500	1.6	255	N/A
<b>POPULATION CHARACTERISTICS</b>						
<b>Indigenous Population</b>	268	0.3	227	0.2	41	N/A
<b>Australian Born</b>	53,491	55.3	56,175	59.6	-2,684	1,499
<b>Overseas Born</b>	36,477	37.7	33,579	35.6	2,898	N/A
<b>Australian Citizens</b>	77,660	80.3	79,216	84.1	-1,556	N/A
<b>Australian Citizens Aged 18+</b>	60,966	63.0	62,532	66.4	-1,566	N/A
<b>AGE STRUCTURE</b>						
<b>Infants</b>	5,530	5.7	5,604	5.9	-74	6,535
<b>Children</b>	13,630	14.1	13,662	14.5	-32	14,007
<b>Adults</b>	63,651	65.8	61,401	65.2	2,250	73,234
<b>Mature Adults</b>	11,911	12.3	11,820	12.5	91	18,447
<b>Senior Citizens</b>	2,042	2.1	1,756	1.9	286	4,484
<b>HOUSEHOLDS AND DWELLINGS</b>						
<b>Owned</b>	12,447	32.9	15,361	41.7	-2,914	N/A
<b>Purchasing</b>	10,403	27.5	7,432	20.2	2,971	N/A
<b>Renting</b>	11,883	31.4	11,468	31.2	415	N/A
<b>Average Household Size (Persons)</b>	2.51	N/A	2.53	N/A	-0.02	2.31
<b>Total Dwellings</b>	39,995	100.0	38,833	100.0	1,162	50,972
<b>WORKERS IN RYDE</b>						
<b>Live and Work in LGA</b>	13,169	22.6	N/A	N/A	N/A	N/A
<b>Live Outside but Work in LGA</b>	45,145	77.4	N/A	N/A	N/A	N/A
<b>TRANSPORT TO WORK</b>						
<b>Catch Public Transport</b>	9,726	20.9	9,749	20.9	-23	N/A
<b>Drive</b>	27,206	58.1	26,934	57.7	272	N/A
<b>Bike</b>	209	0.4	187	0.4	22	N/A
<b>Walk</b>	1,723	3.7	1,626	3.5	97	N/A
<b>Other</b>	1,058	2.3	1,312	2.8	-254	N/A

INFORMATION SOURCE: ABS STATISTICS



## 2. CIVIC LEADERSHIP

Councillors  
How We Govern Our City  
Committees

## > CIVIC LEADERSHIP

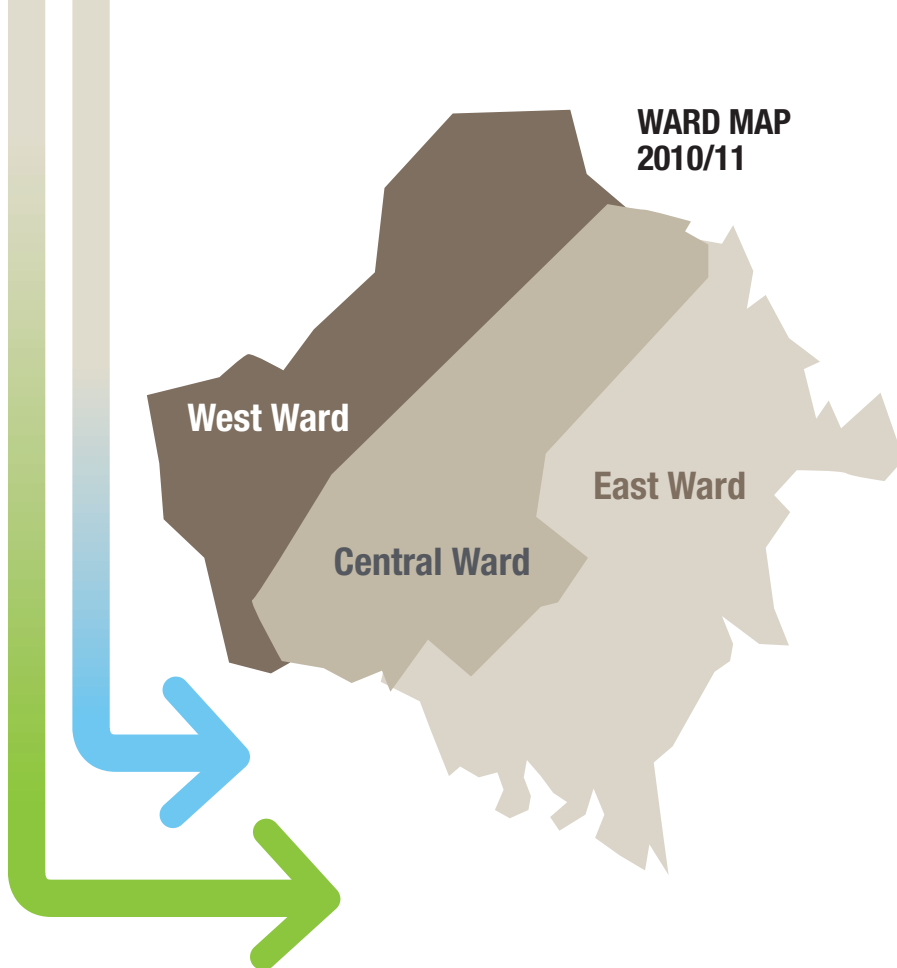
### WARD MAP 2010/11

## 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 elections were held in September 2008. The last election was co-ordinated and managed by the State Electoral Commission, which also provided packs containing voting documents, information on candidates and voting instructions. These packs were sent to all registered voters before the election.



## 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  
Tel: 0413 944 475  
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



**Clr 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

The City of Ryde exists as a body politic 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.

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

The elected Council weighs up the issues facing our growing city 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. Day-to-day operations are delegated to the General Manager, and corporate performance monitored through quarterly reports to Council and the community.

## 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 that 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 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. 

## 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 2010/11 there were six Code of Conduct complaints made against Councillors and referred to the General Manager, some of which were matters that have been responded to by Council and resolved. None were referred to a Code of Conduct reviewer.

## 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 telephone 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.

More information on community engagement is available on our website  and page 58.

## 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 2010/11 can be found in Section 7 Statutory Information.

- The Mayor's Fee for 2010/11 was \$68,902 (\$48,582 plus Councillor fee of \$20,320)
- The Deputy Mayor's Fee for 2010/11 was \$25,718 (\$5,398 plus Councillor fee of \$20,320)
- The Councillor's Fee for 2010/11 was \$20,320 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 or negotiating various matters within parameters set by Council.

## COUNCILLOR MEETINGS/ ATTENDANCE

Meetings ran from 1 July 2010 to 30 June 2011. The statutory meeting, including election of the Mayor, was held on 14 September 2010.

## COUNCIL ADVISORY COMMITTEES

There are 17 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 our website. 

A detailed list including details of the functions of the various committees can be found in the Statutory Information Section 7 of this report on Page 190.

	WORKSHOPS	MEETINGS
Clr Etmekdjian (Mayor)	26	36
Clr Butterworth	15	39
Clr Campbell	14	34
Clr Li	6	31
Clr Maggio	16	50
Clr O'Donnell	26	48
Clr Perram	24	48
Clr Petch (Deputy Mayor)	12	46
Clr Pickering	22	47
Clr Salvestro-Martin	8	35
Clr Tagg	21	47
Clr Yedelian OAM	23	49

# THE COMMITTEE SET-UP

The Council makes policies on the City's direction, funding expenditure, investment, borrowing, finance, strategic development and growth. In addition the Council has four standing committees: **the Committee of the Whole, the Planning and Environment Committee, the Works and Community Committee and the Civic Precinct Committee.**

These committees carry out many of Council's strategic and decision-making functions and generally meet fortnightly. Membership of the standing committees is determined annually. The Chairperson is also elected annually.

## COMMITTEE OF THE WHOLE

**Chairperson:** Mayor  
**Members:** All Councillors

The Committee of the Whole primarily deals with issues relating to the management of the 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. For the 2011/12 year Council has amended its committee structure to remove the Committee of the Whole and to refer all matters from committees to the Council meeting.

## PLANNING AND ENVIRONMENT COMMITTEE

**Chairperson:** Cllr Pickering  
**Deputy Chairperson:** Cllr O'Donnell (to September 2010), Cllr Yedelian OAM (from September 2010)  
**Members:** Cllr Butterworth/Cllr Etmekdjian (to September 2010), Cllr O'Donnell, Cllr Pickering, Cllr Salvestro-Martin, and Cllr Yedelian  
**Ex Officio:** Mayor

The role of the Planning and Environment (P&E) Committee deals 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:** Cllr Tagg (to September 2010), Cllr Maggio (from September 2010)  
**Deputy Chairperson:** Cllr Campbell (to September 2010), Cllr Tagg (from September 2010)  
**Ex Officio:** Mayor

The Works and Community (W&C) Committee deals with the provision of community facilities, services and programs to meet community needs and promote community wellbeing. 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.

## CIVIC PRECINCT COMMITTEE

**Chairperson:** Mayor  
**Members:** All Councillors

Provides direction in all projects involving the development of the Ryde Town Centre including land owned by the Council.

The Civic Precinct Committee operates in the same way as the Council and is open to members of the public, unless Commercial in Confidence information is being dealt with.



# 3.

## CORPORATE GOVERNANCE

Who is Working for Us  
Organisational Structure  
Executive Leadership  
Developing our People  
Equal Employment Opportunity (EEO)  
Occupational Health and Safety  
Corporate Governance Framework  
Planning Framework



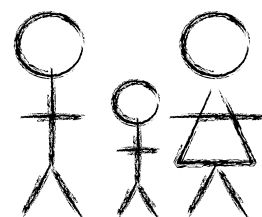
## > WHO IS WORKING FOR US

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

- Community Life
- Public Works
- Environment and Planning
- Corporate Services
- Strategy and Organisation Development.

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

There are 22 business units that deliver services and projects across these five groups. The City of Ryde has 661 employees including 199 casuals, and equates to 490 Full Time Equivalents – FTE. The City also employs contractors for various works including concreting, road marking, and so on. We are also supported volunteers and community representatives on a number of community committees and working groups.



## COMMUNITY LIFE

### PEOPLE

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



**GENERAL MANAGER**

Commercial Management  
Building Partnerships  
Ensuring Community Service Needs are Balanced



**COUNCIL**

Representing the Community  
Strategic Decision-Making  
Policy Making



**COMMUNITY**



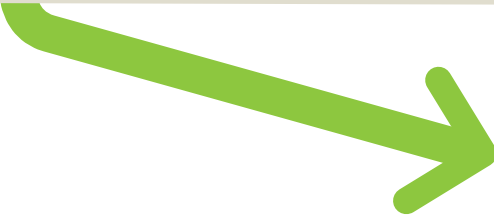
**STRATEGY AND ORGANISATION DEVELOPMENT**

Organisational Development  
Cultural Change  
Reporting to Council and the Community



**RISK & AUDIT**

Internal Audit  
Risk and Insurance  
Procurement  
Administration  
Legal Services



**PUBLIC WORKS**

**ASSETS**

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



**ENVIRONMENT AND PLANNING**

**ENVIRONMENT**

Urban Planning  
Environment Assessment  
Health & Building  
Regulatory Services



**CORPORATE SERVICE**

**GOVERNANCE**

Finance  
Human Resources  
Information Systems  
Customer Service  
Governance  
Legal Service

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, regulation of the built environment and delivering environmental outcomes. His 17 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 and a best-value assessment process.

GROUP MANAGER CORPORATE SERVICES

**ROY NEWSOME**

**Qualifications: Assoc. LG Admin GACID (Appointed: 2001)**

Roy has had an extensive career in local government that has seen him fulfil many diverse roles across the general management and corporate services portfolios.

From this background and experience, it has seen Roy build a strong track record in developing, strengthening and continuously improving organisational governance frameworks, across key areas that have included Finance, Procurement, Information Systems, Human Resources, Customer Services, Governance, Property and Legal Services.

His current key focus areas are optimising Council's IT systems to improve customer service delivery, further strengthening customer service delivery through initiatives such as the Ryde Planning and Business Centre and establishing customer satisfaction measurement mechanisms, investigating options to increase new revenue sources and reviewing and updating Council's Long Term Financial Plan to ensure Council's current position is maintained whilst being fully understanding of Council's future financial challenges.



GROUP MANAGER COMMUNITY LIFE

**SIMONE SCHWARZ**

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

Simone's portfolio has a focus on community wellbeing, 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.

## 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.



## MANAGER STRATEGY AND ORGANISATION DEVELOPMENT

# BEKI BOULET

**Qualifications: MBA (Appointed: 2010)**

Beki has ten 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 is to bring about positive cultural change throughout the workforce to improve customer service standards and drive 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: DPM A.Dip Eng (Civil)  
CPPD MAIPM MAITPM FMACMP MCMi (Appointed: 2010)**

Terry has spent over 29 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

We want our workforce to be engaged, capable, safe and highly motivated.

People develop and excel in an environment that celebrates the unique perspectives they bring every day to work. We recognise that an effective and integrated Human Resources Strategy is the basis for transforming our organisation. Our strategy is built on attraction and retention; building the capacity of our staff; increasing their satisfaction and engagement; and ensuring our behaviours match our values. In response to this strategy, staff turnover at the end of June 2011 was 11.1%, the lowest level for more than a year.

Looking ahead, we face the challenge of maintaining our workforce especially in critical service areas and the changing demographics of our city and broader Australian workforce.

To meet this challenge we aim to:

- Increase job satisfaction, motivation and morale for staff
- Increase efficiencies and innovation in forming strategies and procedures
- Increase capacity to adopt new technologies and methods
- Reduce employee turnover
- Enhance our image within the community.

Some of our programs include:

- Hosting the first of the Workplace Health and Safety seminars about changes to State legislation based on a national model for Work Health and Safety.
- 38 middle and senior managers studying for Diploma of Management/ Diploma of Project Management qualifications to improve project delivery and leadership qualities. A number of places in these courses were reserved for women as part of Ryde's commitment to achieving gender equity in our management ranks.
- Actively promoting our commitment to gender equity through our Women's Empowerment Working Group (WEWG)
- The best maternity leave entitlement in the State and flexible working hours for all staff.
- 'Have Your Say Day' for staff to share their views about our organisation.
- A variety of HR Initiatives including Weight Watchers at Work and walking groups. Currently a QUIT smoking program is being investigated.
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study.

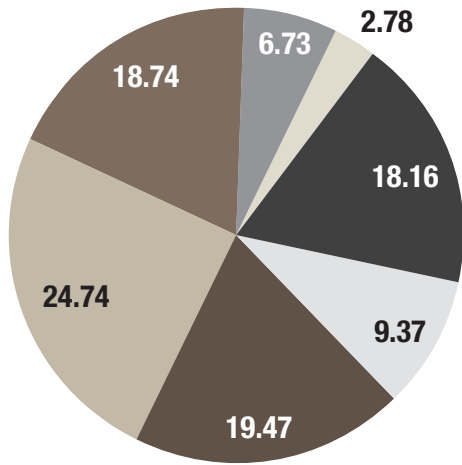
In 2010/11 a total of 9,508.20 labour hours was spent on Training Courses and Conference/Seminar attendances, not including tertiary sponsored studies. Training was undertaken across a wide range of areas, from operational indoor/ outdoor staff training, to management training, mandatory OHS and Regulatory/ Governance training, as well as attendance at conferences and seminars.

As shown in the chart opposite, the percentage of women holding managerial positions rose over the year from 26% to 32%, while the number of internal promotions for female staff increased from 44% to 47% over the year. See page 40 for further discussion on how our gender equity initiatives have benefitted our staff and community and earned awards for our City.

**32%**  
of management  
positions are  
occupied by  
women

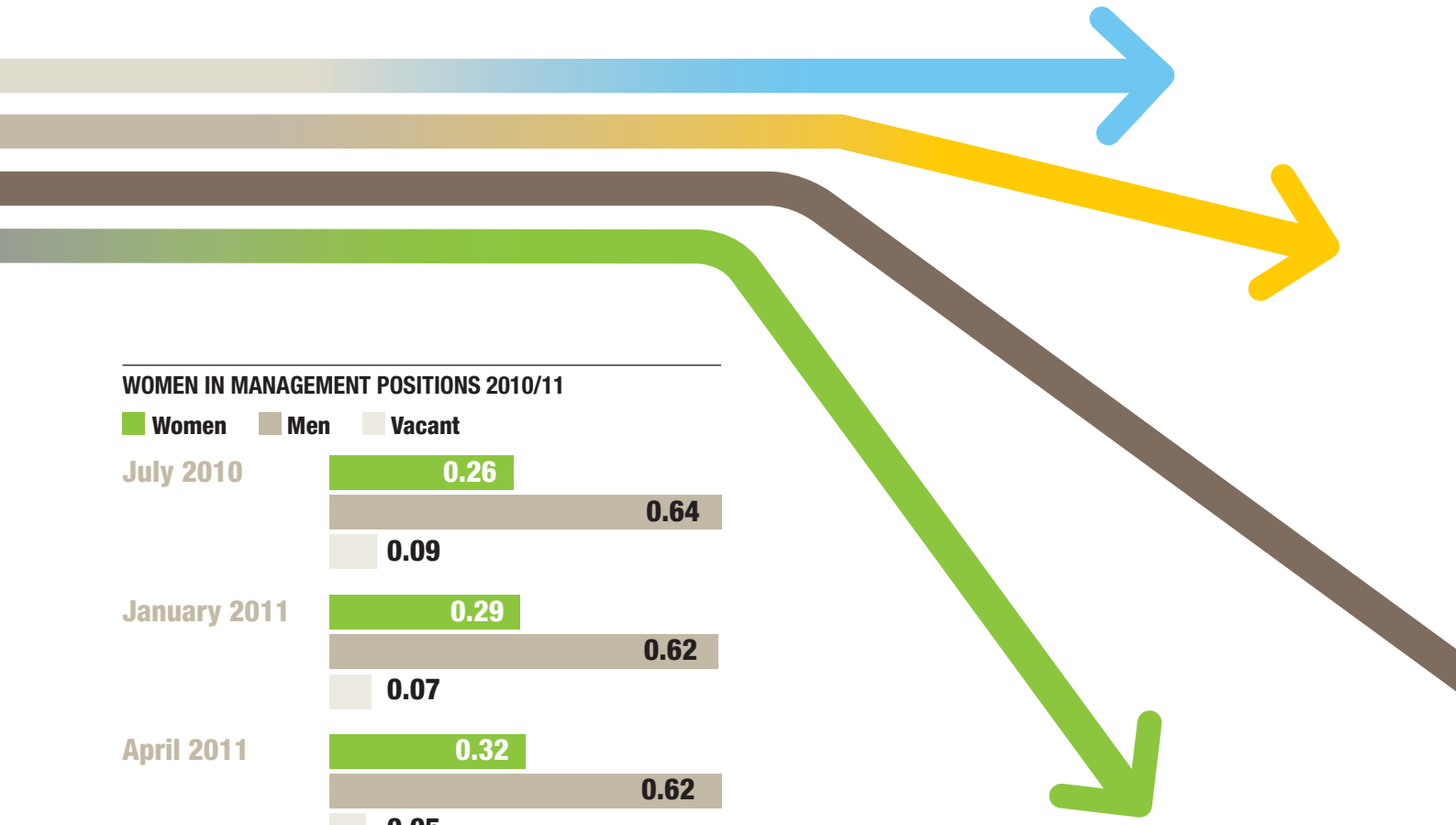
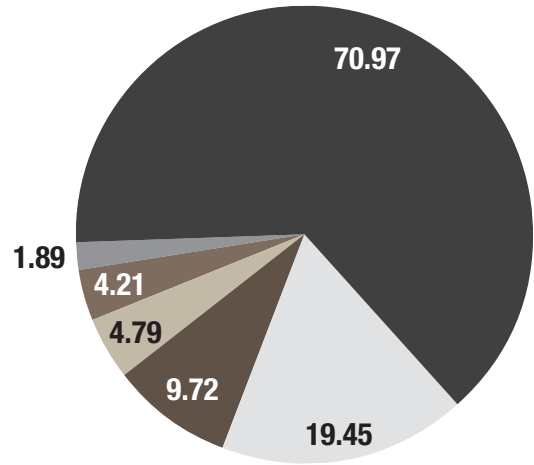
**AGE PROFILE % OF WORKFORCE**

14-17 18-24 25-29 30-40 41-50  
51-59 60 and over



**YEARS OF SERVICE % OF WORKFORCE**

0-4 5-9 10-14 15-19 20-24  
25 years or more



**WOMEN IN MANAGEMENT POSITIONS 2010/11**

Women Men Vacant



## > EQUAL EMPLOYMENT OPPORTUNITY (EEO)

We are committed to achieving a safe and rewarding workplace free from all forms of unlawful activity, harassment and discrimination where all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training.

As demonstrated in the charts on page 39 and in the box below, we aim to create a diverse and skilled workforce that will have the capabilities to deliver quality services to our community, thereby helping to make the City of Ryde a better place to live, work and do business. We are raising the level of staff awareness and participation of EEO practices and principles, improving participation of identified EEO groups at all levels of employment within the City of Ryde and creating a diverse and skilled workplace to better meet the needs of our community.

### CELEBRATING GENDER EQUITY

In 2010/11 we received three important awards recognising our gender equity initiatives. We received the Bronze Award for Gender and the 50:50 Gender Equity Vision Award Equity from the Australian Local Government Women's Association (ALGWA) as well as the Women in Local Government Award at the 2011 National Awards for Local Government.

Leading the transition to gender equity has long been central to our organisation, which first adopted increased paid parental leave in 2008. The move was subsequently taken up by other councils and later mandated by the Federal Government.

In 2010 our Councillors also voted to provide staff a women-friendly workplace environment with appropriate facilities such as breastfeeding amenities, while local women have been given a voice on community issues through our Women's Advisory Committee.

Our Women's Empowerment Working Group (WEWG) aims to improve opportunities and remove barriers for women's

participation in the workforce at the City of Ryde, and has made significant progress towards achieving gender equity across our organisation.

In November 2010 we hosted the Australian Local Government Women's Association Conference (ALGWA), coinciding with the Year of Women in Local Government.

Conference delegates came from as far away as the Tiwi Islands in the Northern Territory, accompanied by a Who's Who of high-profile Australian women, including Federal, State and Shadow Ministers, senior academics, social commentators and activists, executive directors and authors.

The conference focused on the gender imbalance of Local Government leadership, at both the political and managerial levels, with other issues including women and work/life balance, and connecting with our communities.





## OUR COMMITMENT

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

**100%**  
of injuries are reported  
in two business days

## OUR PURPOSE

To improve and maintain the standard of Occupational Health and Safety (OHS) within the City of Ryde, and ensure the ongoing development and improvement of OHS systems, policies and procedures that foster a consultative approach between management, employees and others who work for the City of Ryde.



# OUR ACHIEVEMENTS FOR 2010-11

## EMPLOYEE CONSULTATION

We consult with our employees through our dynamic Health and Safety Committee, which now meets with the Executive Team each quarter. This enables the General Manager and Group Managers to directly hear and ask about health and safety issues from various employee and management representatives.

The Health and Safety Committee Bulletin continues to be incorporated into the staff newsletter, *Ryde-On*, to inform all staff on some of the latest health and safety news in our organisation.

## ANNUAL SELF-ASSESSMENT

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

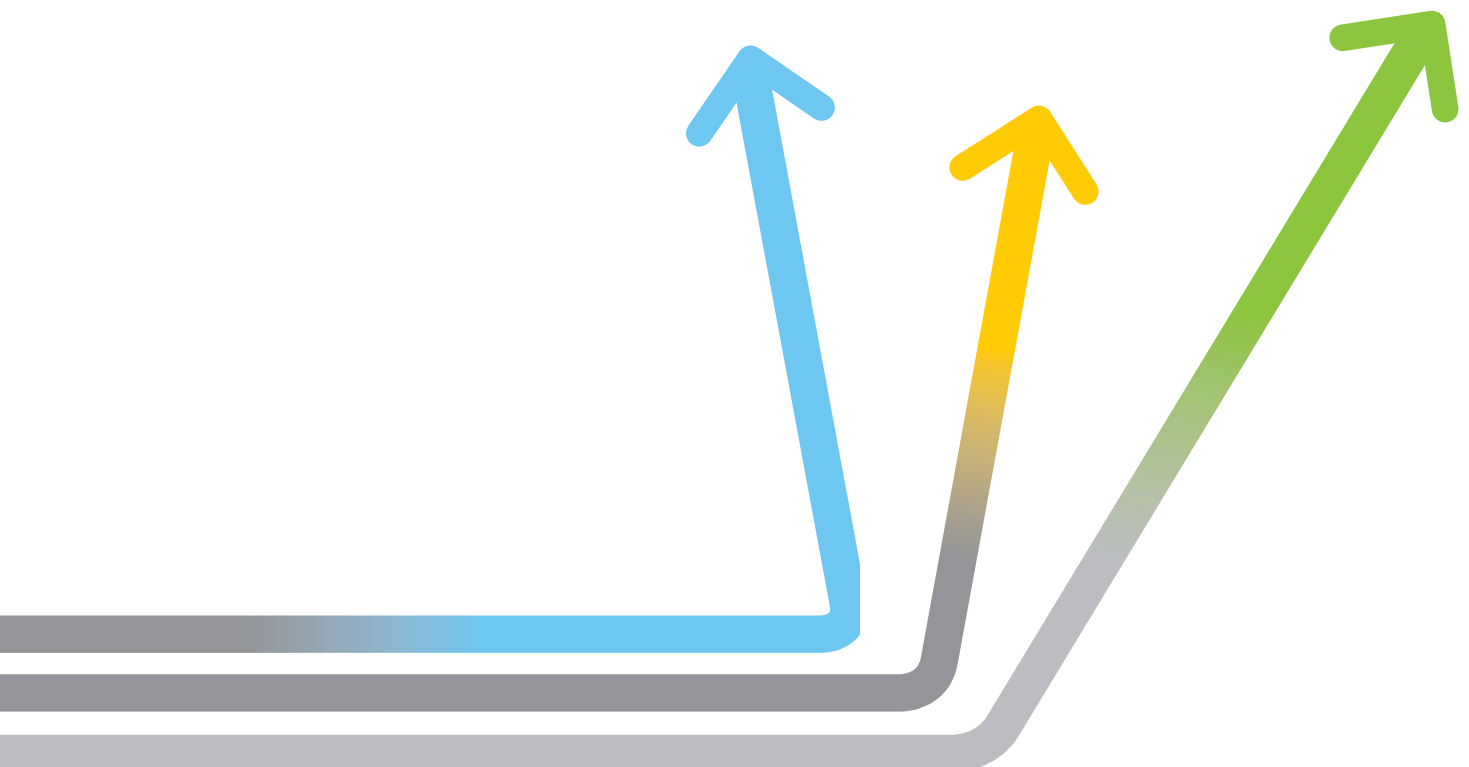
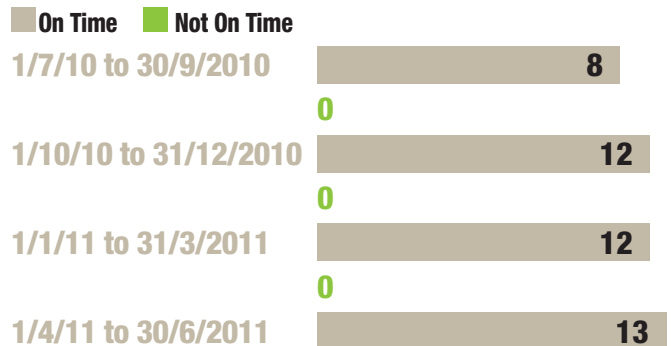
## LEARNING AND DEVELOPMENT

This year 451 staff participated in various aspects of OHS training and attended seminars or conferences totalling 1,972 hours for the year.

## ON-TIME REPORTING OF CLAIMS

Continued focus on early return to work of injured employees and on-time reporting of injuries to our workers compensation insurer led to another rebate from the insurer for the year. For the first time, 100% of claims were reported on time – within two days of an incident occurring – leading to a maximum rebate of \$12,375 from our insurer. This achievement is due to increased communication with staff and coordinators to educate them on the importance of early notification.

### ON TIME CLAIM REPORTING JULY 2010 TO JUNE 2011



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## LEGISLATIVE FRAMEWORK

Health and safety at the City of Ryde is governed through OHS legislation through Workcover NSW encompassing the OHS Act 2000 and the OHS Regulations 2001, as well as 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.

In 2010/11 preparation was made for the new Work Health and Safety (WHS) legislation anticipated to start on 1 January 2012.

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## WORKCOVER VISIT

We were one of approximately 40 metropolitan councils visited by WorkCover inspectors to look at issues relating to manual tasks and pesticide/herbicide use. We also demonstrated initiatives we have undertaken to resolve a few previously identified problems.

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## EMPLOYEE ASSISTANCE PROGRAM - EAP

When employees experience work-related, personal or health problems, we recognise they may affect the employee's quality of life, other employees' general sense of wellbeing and possible adverse impacts on work performance. EAP is available for employees and their immediate family members.

---

## CONTRACTOR MANAGEMENT

The Contractor General Induction Pack was updated on our intranet in 2011/12 and provides background on a broad range of health and safety information for contractor and agency hire staff working directly for us.

Specific site inductions are conducted by particular sections in various Service Units, such as Building Maintenance, Capital Works for construction sites and Vacation Care.

---

## STAFF RECOGNITION FOR GOOD SAFETY PRACTICES

We encourage good safety practices by rewarding staff initiatives with shopping vouchers. Some staff-led improvements include:

- A safe work method statement and training for asbestos removal
- A Business Continuity Plan and training developed over two years
- Staff evacuation information sessions
- Health and safety initiatives made by the Vacation Care section. The National Childcare Accreditation Council also responded to these initiatives with a 'High Quality' award for our Vacation Care centres.

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## MANAGER / SUPERVISOR CONFINED SPACE TRAINING

We provided a one-day confined space training course for managers and supervisors who have to supervise persons entering potentially dangerous confined spaces.



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## WORKPLACE INCIDENTS AND INJURIES

As part of our ongoing efforts to reduce potential hazards and injuries, during 2010/11 a new simpler hazard/near miss reporting card was trialled for three months in three libraries and within community land. Responses to the use of the card were favourable, with the increased level of reporting outlined in the charts and graphs on page 44 a positive sign that we are becoming more aware in our workplace. They include all reported hazards, near-misses, third-party injuries in libraries and offices including members of the public and contractors, injuries to our employees and workers compensation claims.

## > OCCUPATIONAL HEALTH AND SAFETY *CONT.*

### INCIDENTS 2010/11

The total number of incident reports was 184, compared with 135 the previous year. There was an increase in hazard/near miss reporting with 37 compared with 14 the previous year and an increase in reported first-aid injuries with 29 reports compared with seven the previous year. See page 43 for further discussion about workplace incidents and injuries.

#### INCIDENTS AND INJURY REPORTS 2006-11



### WORKERS COMPENSATION CLAIMS

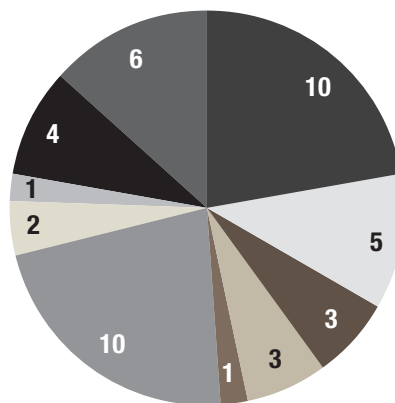
In 2010/11 there were 45 workers compensation claims, a reduction of 11 claims from the previous year. It also represents the second lowest number of claims within the past five years.

#### WORKERS COMPENSATION CLAIMS 2006-11



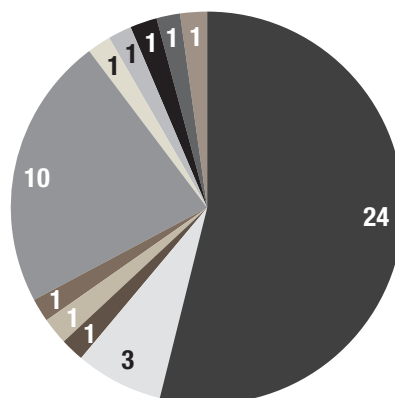
#### MECHANISM OF INJURY JULY 2010 TO 2011

- Falls On The Same Level
- Being Hit By Falling Objects
- Long Term Exposure To Sounds
- Vehicle Accident
- Hitting Stationary Objects
- Being Hit By Moving Objects
- Muscular Stress While Lifting, Carrying, Or Putting Down Objects
- Muscular Stress With No Objects Being Handled
- Insect and Spider Bites And Stings
- Other And Multiple Mechanisms Of Injury



#### NATURE OF INJURY JULY 2010 TO 2011

- Sprains And Strains
- Poisoning And Toxic Effects Of Substances
- Soft Tissue Injury Due To Trauma
- Arthropathies And Related Disorders – Disorders Of The Joints
- Dorsopathies – Disorders Of The Spinal Vertebrae And Intervertebral Discs
- Open Wounds
- Superficial Injury
- Open Wounds
- Deafness
- Disorder Of Muscles
- Hernia



# LOOKING AHEAD TO 2011/12

Voluntary skin cancer check-ups will be offered primarily for outdoor staff.

A changeover to new OHS policies will be undertaken in line with the new Harmony Legislation.

## > CORPORATE GOVERNANCE FRAMEWORK

### MANAGING RISK

Risks are inherent in every business decision, and identifying and managing those risks— and opportunities— is critical to ensuring our business is robust and sustainable. We are committed to integrating the systematic and proactive management of risks and opportunities to the 'way we do business' at all levels.

Four key functional areas fall under the area of risk management: Internal Audit, Risk and Insurance, Procurement Administration, and Legal Services, however, all of our employees and Councillors are responsible for managing risk. To meet these responsibilities, we provide a framework, resources and support that are regularly reviewed and enhanced in line with continuous improvement and sustainability principles.

We are in the process of developing our Enterprise Risk Management (ERM) Plan, which will be a key focus of the Risk and Audit function in 2011/12. This will assist with developing Council's risk maturity and will also help create a uniform approach to managing risk and opportunities across all decision-making processes, provide the framework for Council's ERM training and education program, provide a constructive and accessible reference for managing risks, and help roll out our Risk Management Policy.

We have a number of existing practices and procedures for managing risk that will form part of this strategy. They include:

- Business interruption and continuity planning – The Business Continuity Plan was adopted by Council during 2010/11 and is subject to constant review and update
- An Integrated information technology framework
- Quality analysis and controls of insurable risks
- An active internal audit function
- A compliance culture
- Strong stakeholder relationships and community engagement, and
- Sustainable environmental management systems.

Effectively managing risks and opportunities at all levels of our enterprise has many benefits, including:

- Improving our quality of service to the community
- Improving our reputation and providing a competitive edge
- Encouraging individuals to be proactive and plan their decisions to ensure successful outcomes for the enterprise
- Encouraging individuals to take responsibility for their decisions
- Improving employee satisfaction and wellbeing
- Providing evidence of our commitment to and practical risk management across the organisation, and
- Enhancing compliance and sustainability in a complex legislative environment.

### AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee includes two external independent members (one of whom is the chair), and two Councillor representatives, one of which is the Mayor. It provides independent assurance and assistance to our Internal Audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations.

#### Looking ahead

In 2011/12 the Audit and Risk Committee will establish a detailed audit plan to underpin effective governance. It will focus on process and control reviews in Environmental Health and Development, project management and performance reporting, income generation activities, payroll analytical review and review of key controls, procurement compliance. Unscheduled reviews of industry significance that may arise through a request by an external agency, the General Manager or the Audit Committee may also be undertaken.

### EXTERNAL AUDIT

The External Auditors primarily provide an assurance that our financial statements reflect our financial position at the end of the financial year. The External Auditors:

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

### INTERNAL AUDIT

Our Internal Audit function is governed by an Internal Audit Plan, which is endorsed by Council's Audit and Risk Committee. Combining operational, compliance and financial audits it provides an independent review of our operations and complaints.

With input from key stakeholders including the Audit and Risk Committee, the Executive Team, leadership group and other key staff, we identify a 'risk universe'. From this long-term plan, we identify priority risk areas and schedule an annual plan, allowing capacity for unscheduled reviews and follow-up of previous audit reports.

### RISK AND INSURANCE MANAGEMENT

Our Risk and Insurance Management function manages claims made against our insurance policies. Other activities include:

- Renewal and administration of Council's Insurance portfolio (including audits of our portfolio)
- Site-specific, project and other risk assessments
- Developing and updating our recently completed Business Continuity Plan.

#### Looking ahead

Over the 2011/12 year, our Risk Management function will focus on the implementation of the Enterprise Risk Management Plan.

### PROCUREMENT ADMINISTRATION

We have an established framework for procuring goods and services to ensure that our procurement:

- Complies with relevant legislation and internal policy and procedures
- Provides fair and equitable opportunity for competition
- Promotes openness and accountability
- Delivers value for money to the organisation.

During 2010/11 we instigated approximately 60 formal procurement processes. This involved a combination of Quotation and Tender processes designed to test the market, provide value for money, and ensure open and equitable competition.

We have also introduced e-tendering at the City of Ryde, which has enhanced both the efficiency and probity of our tender administration procedures.

#### Looking ahead

In 2011/12 we are aiming to further improve our approach to procurement and contract management by revising the existing procurement framework through the use of smart form technology, introducing procurement accreditation through staff education, and introducing contract administration accreditation.

## > CORPORATE GOVERNANCE

### LEGAL SERVICES

Our Legal Services function proactively manages legal matters that affect our organisation, reducing costs and resulting in better outcomes for our community.

#### Looking ahead

We will continue to respond proactively to any legal matters that arise during the course of the year.

### ACCOUNTABILITY AND TRANSPARENCY

We pride ourselves on open government and take seriously our responsibility to be transparent and accountable to the community. The Freedom of Information (FOI) Act has been superseded by the Government Information (Public Access) Act (GIPA). Refer to page 192 for reporting on FOI/GIPA and Privacy.

#### Looking ahead

To provide role clarity and improve performance in 2010 we commenced a review of our accountabilities and delegations. We are now gathering customer satisfaction ratings for the many service accountabilities that we have.

### CODE OF CONDUCT TRAINING

In November 2010 compulsory Code of Conduct training was conducted at the City of Ryde. The training reinforced the requirements and expectations of Council's adopted Code of Conduct. In 2010/11 we also enhanced our protected disclosure training and increased the number of protected disclosure qualified staff.

#### Looking ahead

We have reviewed our Public Interest Disclosures policy in accordance with legislative changes and have arranged training for Public Interest Disclosure Officers across the organisation.

### COMPLAINTS PROCESSES

We respond to all complaints through a system that allows for fair and detailed consideration. In 2010/11 we undertook 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. In response to the review's findings, a complaints coordinator was appointed to further improve our customer management.

### CUSTOMER SERVICE

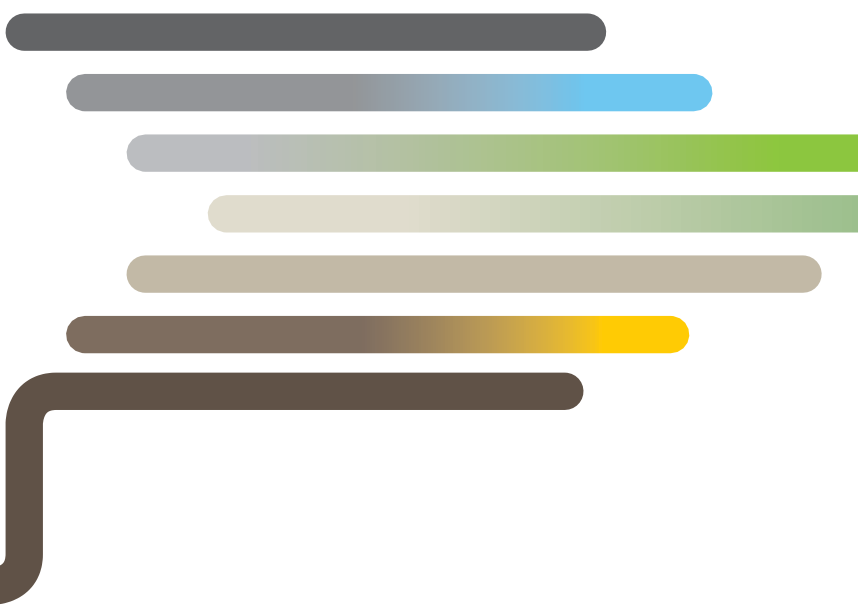
Providing excellent customer service to our community is our highest priority. Our Customer Service Centre provides an extensive range of services including the lodgement of all applications, requests for service, all payments and complaints. During 2010/11 our customer request response times to service requests of 87% improved from last year, but fell short of our target of 90%. Visitor satisfaction with the new Ryde Planning and Business Centre remained at 83% since opening, which is 3% above target, and maximum waiting times have been reduced from one hour to five minutes.

We are also seeking to improve our response to inward correspondence to within ten working days which was at 83% of all correspondence, compared with our target of 90%.

Read more about our customer service initiatives on page 102.

#### Looking ahead

We will focus on improving training, culture and systems support to improve our customer service performance, and measuring customer-centric performance indicators around our service accountabilities. We will continue to monitor customer satisfaction of the services we provide, which will be used to further improve our service delivery in the future. As we increase our online capacity we will also develop a range of online services, reducing the need for residents to transact their business with us during normal business hours.




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## 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.

### Looking ahead

Through our organisational performance management we will identify which services will be reviewed under our Best Value Framework. In 2011/12 those services relate to Public Affairs. Further information about our best value reviews can be found on our website. 

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## FINANCIAL AND ASSET MANAGEMENT

We are responsible for the management of \$2.5 billion of infrastructure assets, including land. In 2007 Council adopted an Asset Management Strategy and Guidelines and we are now undertaking a comprehensive program of activities to improve asset management practices. All major assets have now been revalued to fair value. Further information is detailed on page 112 of this report.

### Looking ahead

In 2011/12 we will complete a comprehensive review of our Financial and Asset Management Plan to determine gaps and impacts on our 10-year Long Term Financial Plan. We will also align our Asset Management Plans 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 Plan.



## > 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 reviewed this framework to support the development of the Ryde 2021 Community Strategic Plan.

### REPORTING ON OUR PROGRESS

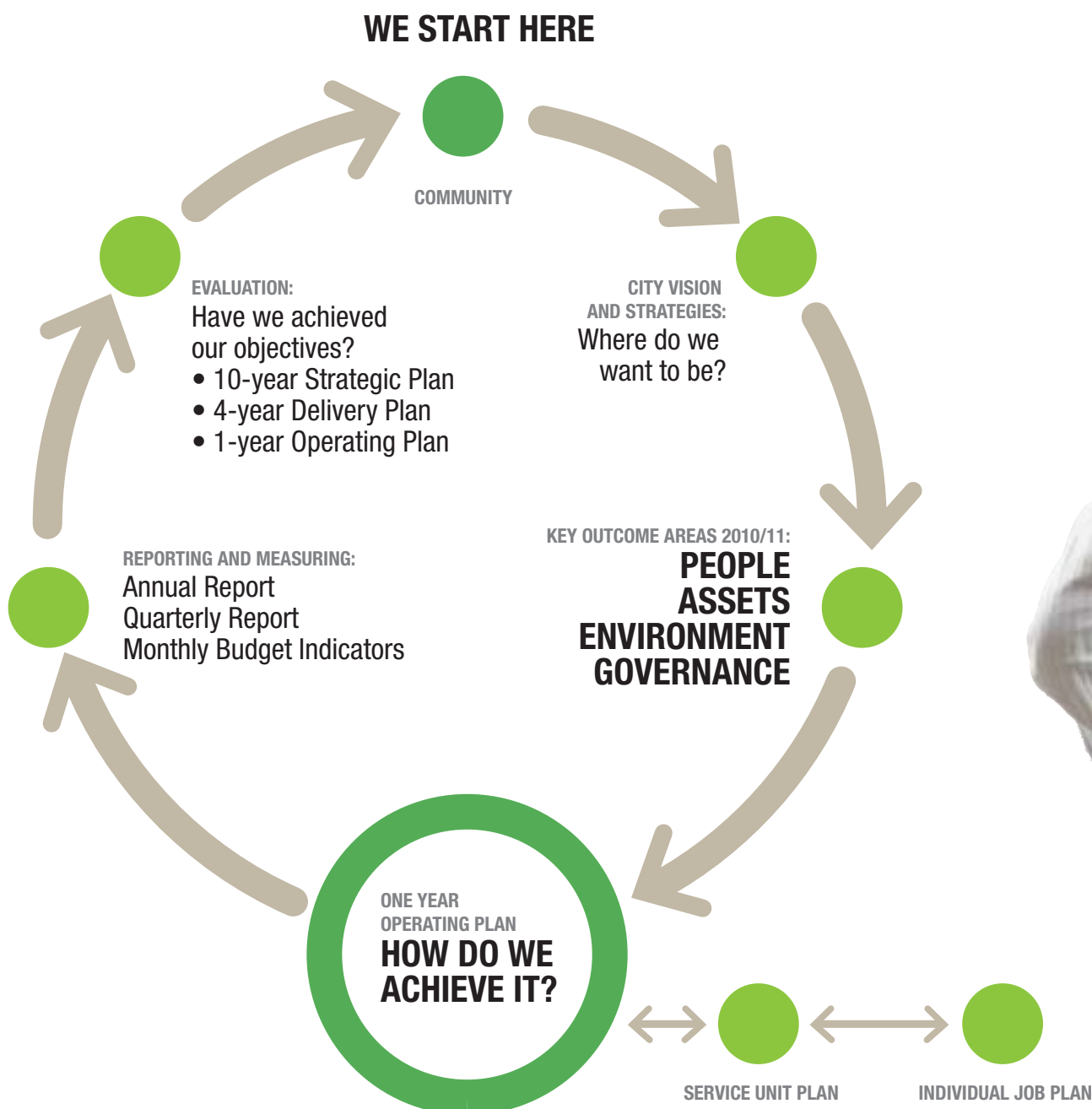
Our legislation states that we must assess and regularly report on our progress towards implementing the actions in our Management Plan and one year Operational Plan. We believe this is just good management, however, we will improve on this as we implement the Ryde 2021 Community Strategic Plan in 2011/12 and as we continue to align our systems and processes to manage its operations.

### QUARTERLY REPORT

The quarterly report to Council provides an assessment of progress against programs of works, budgets and key performance indicators. Comments are provided for all initiatives. Where performance is below planned levels, detailed comment is provided.

### ANNUAL REPORT

The Annual Report provides our 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 our operations and decision-making processes.







# 4.

## SUSTAINABILITY DIRECTIONS

Supporting our Community  
Managing our Environment  
Managing our Economy  
Our Sustainability Initiatives  
Consultation and Community Priorities  
Awards and Recognition



**100%**

of Social Plan actions  
have been achieved  
or are in progress.



The City of Ryde is diverse, progressive and growing. An estimated 102,850 residents call our City home, and enjoy our vibrant town centres, village feeling, leafy suburbs, strong community groups and abundance of bushland, landscaped parkland, playgrounds and sportsfields. **Our biggest challenge is ensuring that growth occurs sustainably.**

To meet this challenge we have created the Ryde 2021 Community Strategic Plan as a long term strategy for our community. Called Lifestyle and opportunity @ your doorstep, it portrays our vision for the City of Ryde as the place to be.

Through this plan we will ensure that we live up to our community's aspirations while meeting the challenges of our future.

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## OUR SOCIAL PLAN

Our Social Plan was adopted by Council in 2005 to identify and respond to key community needs. Subsequently a Social Planning Framework was developed, and **by the end of 2010/11 100% of recommendations had either been achieved or were in progress.**

Our Ryde 2021 Community Strategic Plan includes strategies to address social and community needs, meaning that issues previously covered by stand-alone social plans are now integrated into a broader plan. We will not be producing a social plan in the future.

Further information on our Social Justice Charter and Social Plan can be found on our website. 

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## ACCESS AND EQUITY

**We are committed to providing services and facilities in a fair and equitable manner.** To ensure this occurs we have an Access and Equity policy and a Social Justice Charter to guide and inform planning for services and facilities across the organisation.

Our Access Committee is responsible for advising and making recommendations to Council on matters relating to access with particular emphasis on issues for people with disabilities. We also have a Community Harmony Reference Committee that provides advice on how we can best engage with and provide services to people from Culturally and Linguistically Diverse (CALD) backgrounds.

Our 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 our practices to ensure accessibility. Our Community Engagement Policy and Framework, 'your city, your voice', will continue to ensure that Council's community consultation activities are accessible to and inclusive of our diverse community.

These plans and policies have all now been integrated into our new Community Strategic Plan, which also includes strategies to address Ryde 2021 barriers to access and to proactively improve the accessibility of services, facilities and opportunities.

Further detail on the direct services and projects can be found under People Outcomes on page 71 and in the Statutory Information section on Page 182.

**10,150**

people attended  
sustainability  
education events

At a global level, we are faced with the implications of climate change, depletion of non-renewable resources and the loss of biodiversity. Locally we have to deal with many environmental issues including 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 a 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 we are taking with the community.

**We are committed to ensuring that a balance is maintained between the pressures from population growth and the protection and enhancement of our natural ecosystems.** We are leading by example by raising public and business environmental awareness, encouraging environmentally sensitive planning, innovation and design and finding solutions to reducing our city's environmental footprint - environmental sensitivity is at the heart of all we do.

We target this through internal operational processes and programs that target the wider community. Initiatives are guided by a range of strategic documents which include the Ryde Greenhouse Gas Reduction Action Plan 2007-10, the 2007 Energy and Water Saving Action Plans, the Ryde



Integrated Transport and Land Use (RITLUS) 2007 promoting sustainable transport and the Sustainable Procurement Policy all under the umbrella of the Ryde Environment Strategy 2007-10.


We have extensively consulted with the Ryde community to ensure that support sustainability initiatives are considered in all of our operations.

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 also available. Stakeholder specific initiatives such as the Ryde Environmental Education Network (REEN) cater to special needs within the community.

Find out more about our Environment initiatives on page 90.

## OUR WATERS ENVIRONMENTAL INITIATIVE

**We are actively involved with catchment partners and stakeholders to develop a catchment-wide plan** to improve water quality from catchments draining to Sydney Harbour, its tributaries and its sub-catchments.

This work will complement our ongoing water quality monitoring programs, and will link with existing and future estuary management plans within the Sydney Harbour catchment. 


## ENVIRONMENTAL EDUCATION

The Ryde Environmental Education Network (REEN) was established in March 2007 to cater for schools in the City of Ryde area. The network caters to preschools, primary schools, high schools and other educational entities.

It provides teacher networking and professional development opportunities, publications and other resources and activities such as school workshops.

The network promotes and encourages programs focused on water and energy saving, alternate modes of transport, air, soil and water quality, the greenhouse effect, biodiversity, waste minimisation and other general sustainability initiatives.

Last year saw **an ambitious range of educational initiatives engaged thousands of stakeholders** (10,150 people from 650 organisations) through workshops, nature walks, public lectures, a home advisory service and events such as tours, a festival and a staff seminar. Stakeholders ranged from school children to major global corporations, and as a result of our success we now have a platform for future initiatives.



**21%**  
reduction in water  
consumption against  
2003/04 targets





more than  
**13,000**  
businesses operate  
in our City

**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, West Ryde and Macquarie Shopping Centre.

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 percent of the local workforce also lives in the city.

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 our economic future, and deliver jobs and opportunities for our residents.

**Small centres are also important, because they provide services and goods, and can also act as vibrant and varied local hubs where the community can interact. As a result of our community strategic plan we will be investing in public domain upgrades in many of our centres to ensure this benefit continues.**

However, we also recognise that greater recognition needs to be given to the employment needs of local disadvantaged groups and that specific job opportunities need to be provided in the city.

**Our economic future will likely 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.

As a consequence, there is a strong focus on economic development in our Ryde 2021 Community Strategic Plan which will serve businesses and communities well into the future.

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## SUSTAINABLE BUSINESS IN RYDE INITIATIVE

We are also collaborating with businesses to educate and facilitate simple energy saving solutions that are integral to our commitment to reducing our City's impact on the environment.

**In partnership with Sydney Water and the Office of Environment & Heritage (OEH), Ryde Council is helping local small to medium businesses target water and energy efficiency and waste management, through the Sustainable Businesses in Ryde initiative.**

The initiative offers full assessments of businesses' water use, energy use and waste generation to help improve energy efficiency, reduce water usage, cut costs and ultimately reduce the impact of the carbon footprint of businesses working across our city.

Our businesses are also benefiting from energy savings identified through the OEH Sustainability Advantage and Energy Efficiency for Small Business programs, and reducing waste by engaging with our Commercial Waste Collection Service.

**To date 218 kL of water savings have been identified for participating businesses, with 164 kL of savings achieved.** ♻️

## MAKING TRANSPORT SUSTAINABLE IN OUR CITY

We are committed to encouraging the use of environmentally sustainable transport options and supporting the global transition to sustainable transport as it gains traction.

From a planning perspective, we are reducing traffic congestion into the future by integrating sustainable transport principles into our land use development, and by locating housing density close to employment opportunities.

We are also collaborating with our community and partners to plan, promote, educate and facilitate more sustainable living in our city, and are promoting innovative transport solutions that will see a significant shift in the way people travel in the future.





# 43%

increase in use of the  
Top Ryder bus service  
since 2009/10

## REDUCING CAR DEPENDENCE

**In 2010/11 we undertook one of our most comprehensive, innovative and thought-provoking challenges; investigating the viability of alternative means of transport such as Personal Mobility Devices as a solution to connecting people.**

This resulted in a white paper that provides insight into one of the most perplexing problems facing those planning our cities today - improving our urban transport systems.

This study underlines our commitment to pioneering solutions to the ongoing challenges of people movement and the impact it has on our cities, country and the environment, and demonstrates our commitment to leading the debate on alternative and sustainable transport solutions.

## GROWING CYCLEWAY NETWORK

**During the year we continued to extend our network of cycleways and shared user paths.** With a significant percentage of our community also working in the area, this will assist both commuter transport and help keep our community healthy and active. Find out more about our cycleways on page 84.

## GREEN FLEET

Our commitment to sustainability is demonstrated through the vehicles we drive and by choosing cars that are kinder to the environment. In 2010/11 **we continued to grow our green fleet; 88 percent of our fleet vehicles are now hybrid or four-cylinder.** We are also now near completion of our diesel retrofit program for existing vehicles and use biodiesel fuel for our heavy plant. This has reduced greenhouse gas emissions by over 17% and airborne toxins in diesel exhaust by 20%. Find out more about initiatives to green our fleet on page 185.

## TOP RYDER COMMUNITY BUS SERVICE

**The Top Ryder is a free local bus service offering an easy and efficient transport solution,** Monday to Saturday during off-peak hours, which fulfils our vision to offer all our community the option to travel easily and safely across our city. A successful expansion of this free community bus service occurred during 2010 with the inclusion of Eastwood Station and Shepherds Bay Shopping precinct. In 2011 Top Ryde was added to the ever-increasing route for this sustainable and all inclusive community bus service.

The service connects five of the six key centres in the City of Ryde. **Over 64,672 passengers used the service during 2010/11,** up a remarkable 43% from the previous year. Passenger numbers continue to rise and overall over 130,000 passengers have used the Top Ryder service since beginning in October 2008, representing one of Council's most visible and popular sustainable transport actions.



## > CONSULTATION AND COMMUNITY PRIORITIES

We have 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.

# IN 2010/11 WE ASKED YOU ABOUT:

- Dog off leash areas
- Immunisation clinics
- The Ryde 2021 Community Strategic Plan
- Development Control Plan 2010
- Yamble Reserve All Abilities Playground
- Putney Park Management Plan
- Meadowbank and Memorial Park Management Plans
- Shrimpton's Creek Master Plan
- Integrated Open Space Master Plan
- Boarding House Enforcement
- Draft Local Environment Plan (DLEP 2011)
- West Ryde Town Centre Development Control Plan
- River to River Corridors Project
- Our vision for Ryde 2030
- A proposed 3.1 km road upgrade from Epping Rd to High Street East Ryde
- Macquarie Park Floodplain Risk Management Plan
- Our Open Space Best Value Review for the Allocation and Management of Sports Grounds
- Development Assessment Best Value Review.

# LOOKING AHEAD TO 2011/12

With our transition to the Ryde 2021 Community Strategic Plan, sustainability has been integrated into each of the seven key outcome areas. See the 'Looking Ahead' section of each 2010/11 outcome area to discover our planned initiatives, and page 110 to discover more about our new community's new vision.

**200**  
hectares of  
natural areas





## CELEBRATING OUR GREEN OPEN SPACES

We are renowned for, and celebrate, our urban bushland and generous outdoor spaces and parks. We have over 200 hectares of natural areas, 60 hectares of playing fields, 207 parks incorporating 99 playgrounds and access to the Parramatta and Lane Cove Rivers.

Our community has said that access to an abundance of green open space is one of the most enjoyable and valued benefits of living in the City of Ryde. 🌿🐾

# AWARDS AND RECOGNITION

WE RECEIVED THE FOLLOWING AWARDS AND COMMENDATIONS IN 2010/11.

Award	Association	
<b>Overall Sustainable Council Award (Runner Up)</b>	Keep Australia Beautiful NSW	Working Towards a Sustainable City
<b>Sustainability Award</b>	NSW Local Government Managers' Association	Our Waters Environmental Initiative
<b>50:50 Vision Award</b>	Councils for Gender Equity Program	Gender Equity
<b>Bronze Award for Gender Equity</b>	Australian Local Government Women's Association Conference	Gender Equity
<b>Women in Local Government Award</b>	2011 National Awards for Local Government	Excellence in Diversity
<b>Gold Australasian Reporting Award</b>	Australasian Reporting Awards	2009/2010 Annual Report
<b>Macquarie Park Pride of Workmanship Award</b>	Rotary Staff Awards	Presented to Courtney Long
<b>Ryde Pride of Workmanship Award</b>	Rotary Staff Awards	Presented to Jan Page
<b>Laureate Award and Council's Award for the Government Category</b>	International 2010 Computerworld Honors Program	Presented to Linda Shave
<b>Highly Commended – Local Sustainability Award</b>	Local Government and Shires Associations	Working Towards a Sustainable City
<b>Highly Commended - Young Professional of the Year 2011</b>	Stormwater Industry Association NSW	Presented to Austin Morris

# COMMUNITY AWARDS

Awarded by the City of Ryde

## AUSTRALIA DAY AWARDS

The City of Ryde Citizen and Young Citizen of the Year 2011 were announced at a special citizenship ceremony on Australia Day. These awards acknowledge outstanding service to the local community.

**Citizen of the Year: Judy Harris**

**Young Citizen of the Year: James Camilleri**

## VOLUNTEERS OF THE YEAR 2011

Winners of the City of Ryde Volunteer Recognition Awards were announced at a civic ceremony on Monday 9 May, as part of National Volunteer Week. The high standard of the nominations and the wide variety of work undertaken by so many local volunteers shows that the spirit of community is thriving in the City of Ryde.

**Volunteer of the Year: Joan Graham**

**Young Volunteer of the Year Award: Kim Rodgers**

**Group Volunteer of the Year Award: Achieve Australia – Vintage and Value Enterprises Team**



**42%** of the population speak a language other than English

**OVER 22%** of the people who live in the City of Ryde also work here

The average household size is **2.51**

**37.7%** of the City of Ryde's population were **BORN OVERSEAS**

**17%** OF THE COMMUNITY DO **VOLUNTEER WORK**





# 5.

## KEY OUTCOME AREAS

Principal Activities – Our Performance 2010/11

People

Assets

Environment

Governance

Chief Financial Officer's Report

## > OUR PERFORMANCE AGAINST THE MANAGEMENT PLAN 2010-2014

# KEY OUTCOME AREAS

We understand the importance of considering the social, environmental and economic factors that together build a quality of life for a community. Civic leadership and a supporting corporate strategy ensure that we deliver lifestyle and opportunities to our community in an open and accountable way.

Our four key outcome areas represent these interconnections and the importance of a whole community approach to what we do. The key outcome areas are drawn from an understanding of our purpose and from the key themes in the current vision, which has been updated for the Ryde 2021 Community Strategic Plan that takes effect in July 2011.

For 2010/11 our services and programs are identified and planned in the annual operational plan contained within the 2010-2014 Management Plan. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

## OVERALL PERFORMANCE SUMMARY

During 2010/11 we achieved 89% of our planned capital projects in the Management Plan against our target of 90%.

Of the projects in the Management plan 57 (83%) were completed or were on track projects that span longer than a year, and five (7%) were carried over into 2011/12. Overall only seven of the total projects (10%) scheduled for completion in 2010/11 did not meet their project milestones.

Of the council's 66 performance measures, 52 were met with measures achieving or exceeding targets set.

In terms of service delivery and performance, we aim to achieve best practice management principles and are committed to delivering service excellence.

Our 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.



## PEOPLE

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

## MEASURING OUR PROGRESS

The following information addresses the key strategic activities we planned for completion in 2010/11 and includes targets and results. It also includes what is planned for the coming year.

Our operational planning process begins with a review of our achievements against the Management Plan 2010-2014 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.





## 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.

### OVERALL PERFORMANCE OF PROJECTS AND ACTIONS IN THE MANAGEMENT PLAN 2010-2014

	Total number of projects/ programs 2010/11	Completed	To be completed in 2011/12**	Total projects completed	% achieved
<b>People</b>	14	11	3	11	79%
<b>Assets</b>	16	12	4	12	89%
<b>Environment</b>	14	12	2	12	86%
<b>Governance</b>	25	22	3	22	88%
<b>Total</b>	69	57	12	57	83%

\*\* These projects have been carried forward to 2011/12 due to project being undertaken over the 2010/11-2011/12 financial years or the project being deferred for completion in 2011/12.

# OUTCOME 1: PEOPLE

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## OUR COMMITMENT

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

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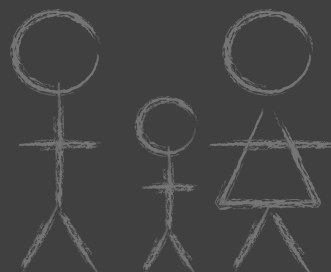
## OBJECTIVES

- 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.

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## 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



**50%** average rate  
of participation from new  
Go Active to School members





## OPENED THE NEW RYDE LIBRARY

April 2011 saw the opening of the new world-class Ryde Library in the recreational heart of Top Ryde City.

The fitout of the library was designed as a space of inspiration, light, colour and activity – a people place that combines relevant book collections with new and emerging technology, ultimately offering a community living room for all to enjoy.

The 2,300 square metre state-of-the-art facility blends the very latest in library design, comfort and accessibility, with expanded collections, reading and study spaces, free wireless internet, activity zones and meeting rooms.

Our collections have been transformed to ensure relevance and accessibility for current reading interests. There is an emphasis on recent publications and room for expansion in popular areas. The existing Fast Read collection has been considerably expanded too, to allow for easy access to bestsellers. Approximately 6,000 new items were delivered to the new library prior to opening, adding to a collection size of almost 60,000 books.

New technological features include children's touch-screens; screens in youth booths; monitors with rolling presentations and an image wall. A baby grand piano completes the space offering one of Ryde's premier cultural spaces.

The new space has allowed for an expanded program of events with the introduction of Nintendo Wii gaming, enhanced IT training, musical programs, and Rhymetime for babies. English conversation groups, the library volunteering program and Saturday evening events will also be introduced in the coming year.

On the opening weekend we enjoyed 4,428 visits, 4,468 loans and 233 new members. Within the first two months of opening this rose to 47,745 visits, 49,480 loans and 1,265 new members.

We ran an extensive three-month marketing and promotions campaign and by the end of June, statistics for the Library Service as a whole indicate that considerable growth is underway. We were close to our annual book loan target with 960,045 loans, have enjoyed 861,519 visits, and have hosted over 700 events with 22,300 members of our community participating. This growth is led by the success of the new library and is supported by the ongoing use of the branch libraries.




**58,895**  
library members

## CONSTRUCTED THE WEST RYDE COMMUNITY FACILITY

We are committed to supporting our community throughout its life cycle by providing services and facilities that meet all the challenges and needs of a diverse, ageing and changing population. In 2010/11 we collaborated with Coles Group Property Development, to construct the West Ryde Community Facility, located in our West Ryde Urban Village.


This is the first multipurpose facility in our portfolio of community facilities to focus entirely on meeting the needs of our children and families.

The West Ryde Community Facility (WRCF) has been sensitively designed and planned to house three community tenants, a NSW Health early childhood health centre, retail space, a community hall, meeting rooms and office spaces. 


## ENCOURAGED PEDESTRIAN SAFETY

In response to 14 preventable pedestrian accidents occurring within 500 metres of West Ryde Library between 2005 and 2009, during April and May 2011 West Ryde pedestrians were reminded to 'Stop, Look and Listen' during a tri-lingual awareness campaign in Chinese, English and Korean.

## SUPPORTED GO ACTIVE 2 SCHOOL

The Go Active 2 School program is growing in popularity with North Ryde (65% participation rate), Putney (35%) and West Ryde (50%) Public Schools signing up for the program. Devised in partnership with local schools and state government departments, the walk to school project is helping combat the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. Find out more on our website. 

## LAUNCHED A CRIME PREVENTION PLAN

In response to community concern identified during our consultation for the Ryde 2021 Strategic Plan, and following a comprehensive review of crime statistics and local intelligence, the theft was nominated as a priority area for action within our City. Our Plan involves partnership projects with key organisations including NSW Police, as well as prevention, enforcement and behavioural change programs. Find out more about crime prevention in our City on our website. 


## HOSTED THE OVER 55 EXPO

The Over 55 Expo was held in Eastwood Plaza in November 2010 and was aimed at improving access to services by older members of our community, and particularly focused on people from diverse cultural backgrounds. Held in cooperation with Parramatta City and Hornsby Shire Councils, interpreting services were also provided by final-year university students thanks to a creative partnership with Macquarie University's Linguistics Department. They assisted event exhibitors to explain their services in various languages, while stage events including a 'Meet Your Mayor' session and community choirs were also proved extremely popular.

## SUPPORTED THE SENIORS WELLNESS PROJECT

The Seniors Wellness Project integrates various Council activities with activities of many local organisations to improve the wellbeing of older members of the Ryde community. In October 2010, service organisations met and collaborated to produce an exciting and comprehensive calendar of events celebrating our seniors in March 2011.

## LAUNCHED DRIVING SESSIONS FOR LEARNERS

We are dedicated to improving road safety for our community. To help learner drivers develop good road sense and safe driving habits, the City of Ryde and Ku-ring-gai Council joined forces with the NRMA to create a new resource for young drivers and their supervisors. The Driving Sessions for Learners booklet is a collection of graded driving routes developed to build skills and confidence in the different situations that young drivers will encounter. 

## > WHAT WE DID IN 2010/11



Sixty-four youngsters were able to participate in the Net Set Go program thanks to the funding of \$3,000 from a City of Ryde Community Grant and ERNA.

*“For six weeks at Brush Farm these youngsters were involved in fun netball skill activities. They simply loved it. Some of them cried when they knew it was over!”*

*“We were hoping for 50 children but we got 64 children aged from five to seven years! Of course we did not turn anybody away and accommodated them all.*

*“Thanks heaps to Community Grants for the money to conduct this for the youngsters in the community.*

*“Even the parents loved it!”*

- Ann Doring President Eastwood Ryde Netball Assoc.

### ESTABLISHED A GRAFFITI-FREE ZONE

We are committed to clean, safe public spaces and a strong sense of identity. In 2010 we formed a partnership with Ryde Rotary Club to establish a Graffiti Free Zone in Ryde Town Centre. We funded graffiti-removal equipment while the Rotary Club provided an army of committed volunteers. During the past year they identified and removed over 160 pieces of graffiti from private and commercial properties in the zone. 🗑️

### DEVELOPED THE NEW CITY OF RYDE WEBSITE

To improve customer service and access to Council services we redeveloped our website during 2010/11. A major project, it involved creating an easier to navigate structure and more convenient way to do business with the City. Scheduled to launch in early 2011/12, this new platform will make it easy for our community and our customers to do business with us around the clock, from the comfort of their homes. It also meets Web Content Accessibility Guidelines (WCAG) 2.0, making it accessible to all our customers, including those with a disability.

Explore the new site, which carries the Council's new look and feel at [www.ryde.nsw.gov.au](http://www.ryde.nsw.gov.au). 📱

### IMMUNISED THOUSANDS OF CHILDREN

We provide two Immunisation Clinics a month, with up to 200 infants attending each one and over 2,000 children receiving their immunisations at the clinic during 2010/2011.

A customer satisfaction survey of parents and carers indicated high levels of confidence and satisfaction (94%) with the service provided by the immunisation team. A key success factor was “giving injections to children simultaneously”.

Some comments from respondents include:

“*I’m very pleased with the current service. The clinic staff are doing a great job! Thanks heaps!*”

“*All the staff are so wonderful and one of the main reasons I return. The fact that the needles are all given at once is brilliant.*”

### SUPPORTED GREAT COMMUNITY INITIATIVES

We continued to support longstanding community events and activities, including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eistedford, Ryde Art Society, Gladesville Rotary Club – Ryde Aquatic Festival and North Ryde Rotary Club – Community Christmas Carols. We also hosted the highly successful Australian Local Government Women’s Association (ALGWA) Annual Conference with over 150 delegates coming from across Australia. Find out more about this important event on page 40. 🗑️



**108,700**  
people attending key events

**223**  
community  
volunteers

**93.5%** of all  
children in Ryde are  
fully immunised

### SCHOOL EXCELLENCE AWARDS

The School Excellence Awards are for primary and high schools to acknowledge an exceptional student who resides within the City of Ryde, for his or her endeavours in educational pursuits. This year 23 Primary Schools and 8 High Schools participated with book vouchers presented to outstanding students.

### COMMUNITY GRANTS SCHEME

We recognise the value of community grants in meeting the needs of our residents through programs and activities, community capacity building and opportunities for partnerships.

2010/11 was the first year that community, cultural and sporting organisations were able to apply for funding under our enhanced community grants scheme.

This year, 18 projects were funded with a focus on the needs of the CALD (Culturally and Linguistically Diverse) community. Nine projects focused on the needs of people living with a disability, and 12 focused on children and young people.

### ENCOURAGED VOLUNTEERS

Encouraging a healthy, happy, inclusive and active community is the key to promoting wellbeing and a strong sense of pride in our community. Volunteering is one of most appreciated and rewarding ways for our community to support each other and connect socially.

Almost 17% of our population volunteers in their community. Our volunteering service actively encourages volunteering and partners our volunteers with the more vulnerable members of our community. Funded by the NSW government under its Home and Community Care (HACC) program, it is one of our most essential and valued services.

The Volunteer Referral Agency works closely with local agencies to source and support volunteers. We support our culturally and linguistically diverse community by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers.

2010/11 saw 223 volunteers working in our community and 149 volunteers maintaining our bushlands and open spaces, providing priceless services and helping create an environment where our residents can connect and feel secure, involved and included. 🌱

### CREATED NEW MANAGEMENT PLANS FOR PUTNEY PARK, MEADOWBANK PARK AND YAMBLE RESERVE

During 2010/11 Plans of Management were developed for Putney Park and Yamble Reserve and a Master Plan developed for Meadowbank Park. Long-term planning for open space is essential for managing our assets and for sustainably managing our open spaces into the future.

A highlight in open space planning was the inclusion of an All Abilities playground in the Yamble Reserve Plan of Management. In partnership with the Touched by Olivia Foundation, in 2010/11 Council commenced detailed planning for the \$1.2 million playground. It is being funded by a collaboration between the Commonwealth and State Governments, City of Ryde Council, the private sector and the community.

The focus for this playground is providing play opportunities for a range of physical, intellectual and emotional abilities, and allowing for social inclusion through participation and accessibility. 🌱

### BUILT MICHAEL LARDELLI PARK

In 2010/11 we concluded negotiations with the Frasers Property Group to create a new park as part of the redevelopment of the Royal Ryde Rehabilitation Centre. Named in honour of the late Mayor, work will soon be complete on the \$4.4 million Michael Lardelli Park.

### FLOODLIT SPORTSFIELDS

Part of an ongoing program to provide more opportunities for the community to play sports, our sportsfield floodlighting program commenced in 2010/11, with the first project at Blenheim Park now complete.



**11 DOG**  
off-leash areas





It is not only dogs that benefit from going for a walk: the health and wellbeing of our community benefits too. In 2010/11 we trialled 20 potential off leash areas in addition to the existing two, accompanied by extensive community consultation. With the support of the community, the number of leash-free areas in the City of Ryde has been increased from two to 11. They are as follows.

**Off-leash at all times:**

- Blenheim Park, Blenheim Rd, North Ryde
- North Ryde Common, Wicks Rd, North Ryde
- Kotara Park, Abuklea Rd, Marsfield
- Santa Rosa Park, Bridge Rd, Ryde
- ELS Hall Park, Kent Rd, North Ryde
- Denistone Park, Elston Ave, Denistone
- Olympic Park, cnr Potts St and Margaret St, Gladesville

**Off-leash when not used for organised sport:**

- Peel Park, Stanbury St, Gladesville
- Brush Farm Park, Lawson St, Eastwood
- Darvall Park, Chatham Rd, West Ryde
- Pidding Park, Pidding Rd, Ryde

**Off-leash Monday - Friday, 6- 8am and 5 - 7pm:**

- Meadowbank Park, off Andrew St, Meadowbank

See our website for maps of their locations and rules about off leash areas. For more information about the council's companion animal activities see Page 191 in the Statutory Information section of this report.

## HOW WE CARE FOR OUR COMPANION ANIMALS

Companion animal management was a major focus of activities for the City of Ryde in 2010/11 with major dog off leash park trials and a review of the Companion Animal Management Plan, which was conducted in April 2011.

The review recommended increasing opportunities for animal welfare organisations to rehome impounded animals, maintaining up-to-date information and images of impounded animals on our website. Our website now also links to information about lost animals being held at Blacktown Pound.

The review also resulted in the time animals are held in the Pound being extended to 15 days to create a low kill policy and to increase impounded animals' chances of adoption by the public or by animal welfare organisations that subsequently rehabilitate and rehome them. Strengthened relationships

with a range of local animal welfare groups have also resulted in a significant increase in the number of rehomed animals.

We actively promote National Desexing Month in August each year on our website and at libraries, community centres and our customer service centre. We also support desexing initiatives undertaken by various animal welfare groups such as the Animal Welfare League, Cat Rescue and the Cat Protection Society, and are a member of the Council Unites for Pets Group that meets quarterly and promotes increased rates of desexing for both cats and dogs. Our companion animal division will continue to seek funding for programs that promote desexing in the future.

Feral cat numbers remain high in the City of Ryde, however, we are working with Cat Rescue and the Cat Protection Society to identify and impound feral cats. At the same time, we are working with the Council Unites for Pets Group to recommend changes to legislation to increase responsibilities placed on cat owners

## > WHAT WE DID IN 2010/11



### NUMBER OF VOLUNTEER REFERRALS

06/07	168
07/08	81
08/09	150
09/10	189
10/11	177*

\*There were 238 enquiries relating to volunteering to assist frail, aged and people with disabilities in their homes. Some Macquarie Park organisations also use the referral service. See page 71 for more information about Volunteering in Ryde.

### TOTAL VALUE OF COMMUNITY GRANTS

06/07	113,000
07/08	118,250
08/09	180,000
09/10	205,000
10/11	138,000*

\*See Page 71 for more information about how Council grants were used.

### TOTAL ATTENDEES (PARENTS AND CHILDREN) AT STORYTIME/RHYMETIME

06/07	N/A
07/08	10,395
08/09	13,299
09/10	11,393
10/11	15,040

### HOURS OF COMPUTER USE AT OUR LIBRARIES

06/07	41,018
07/08	46,685
08/09	51,851
09/10	51,046
10/11	44,427*

\*This number was down on previous years owing to technical issues with the public PCs at the Ryde branch in February and March, and the three-week closure of the branch in the lead-up to the opening of the new library. Another contributing factor to the decline in library PC usage is the public's increasing use of wifi and laptops.

### TOTAL NUMBER OF VISITORS AT OUR LIBRARIES

06/07	N/A
07/08	N/A
08/09	796,718
09/10	794,358
10/11	861,519

### NUMBER OF VISITORS TO THE RYDE AQUATIC LEISURE CENTRE

06/07	762,363
07/08	805,438
08/09	762,876
09/10	707,801
10/11	670,804*

\*See explanation for falling numbers in Challenges on page 77.

### % OF CUSTOMER SATISFACTION BY PARK USERS

06/07	72
07/08	75
08/09	79
09/10	81
10/11	81

## > SOCIAL ACTIONS

The following tables in each outcome report against our 2010-2014 Management Plan, which is framed around various strategic objectives and the key strategic activities that are undertaken to achieve the City Vision.

Our deliverables	Result	Our deliverables	Result
<b>Community &amp; Culture</b>		<b>Open Space</b>	
Develop the Community Facilities plan to identify specific types of facilities for specific locations including indicative costings for inclusion in the 10 year financial plan <b>Comment:</b> This Project is being held over to next financial year where a more comprehensive project is planned	●	Implement the Bushland Plan of Management undertaking regeneration of 20 identified sites <b>Comment:</b> Maintenance contracts are operating in accordance with specifications. Field of Mars track works are in progress with boardwalk extension completed and second stage with gravel path installation commenced but works delayed due to wet weather. Works at Brush Farm and Lambert Parks completed.	●
Develop a Cultural Facilities Plan to identify an appropriate location, type of facility and indicative costings <b>Comment:</b> The first stage of the Cultural Spaces Plan is complete. Stage two of the Plan is now underway, which includes the development of conceptual scopes for three facilities, including preliminary architectural drawings. Stage two of the Cultural Spaces Plan will also include a detailed business plan and management model for Brush Farm House.	●	Complete a Best Value Review of the Sporting policies and procedures and maintenance arrangements for all community sporting facilities to ensure equitable/affordable access for users to sporting facilities <b>Comment:</b> Stakeholder consultation nearing completion	◐
Review the operations of the Community and Culture Service Unit to identify how the unit complements the Ryde 2021 community strategic plan <b>Comment:</b> This project will be finalised in the next financial year. The project timeframe was extended to ensure adequate consultation takes place.	◐	Complete and implement NSROC Regional Sporting Plan across NSROC	●
Develop alternative business models for Brush Farm House <b>Comment:</b> The project is due for completion in October 2011	○	Complete Masterplan for Meadowbank and Memorial Parks <b>Comment:</b> On hold due to Integrated Open Space Plan commitments. Putney Park Management Plan on public exhibition Santa Rosa; Management Plan review completed as part of Community Nursery proposal. Shrimptons Creek Master Plan reviewed as part of recategorisation of land used for the construction of RCSC and Public Hearing completed.	◐
Investigate operating models for ELS Hall Sports & Recreation. <b>Comment:</b> Ryde Community Sports Centre (RCSC) now operational with YMCA managing facility on behalf of council	●	Review current Tree Management processes and procedures to comply with the requirements of the LEP/DCP 2008	◐
<b>Libraries</b>		Complete Olympic Park Plan of Management	●
Develop a Library Technology Plan that outlines the potential for emerging technologies <b>Comment:</b> Draft plan completed	●	Host Granny Smith Festival - 25th Anniversary Celebration	●
Finalise new Top Ryde community library relocation plan ensuring new stock and IT requirements are in place for fitout	●	Initiate Action Plan at Brush Farm Park <b>Comment:</b> Works in progress with archaeological study completed as part of redevelopment of Brush Farm Sportsfields	○
Make significant progress on the revitalisation of our collections	●	Undertake Glen Reserve Safety Improvements	●
Review and update library policies and procedures	●	Construct new steps and access point at Booth Reserve on Shrimptons Creek Trail	●
		Plan Ryde-Parramatta River Walk	◐
		Create new Open Space at the corner of Devlin and Park Sts	●
		Upgrade Eastwood Park Playground	●
		Upgrade Playing Field Lighting <b>Comment:</b> This is a multi-year project. Installation and commissioning works completed at Blenheim Park with lighting now in operation.	◐
		<b>Ryde Aquatic Leisure Centre</b>	
		Investigate the feasibility of a 'Wave Rider' for the Ryde Aquatic Leisure Centre	●
		Develop a marketing plan for the facility	●
		Develop a four year capital improvement plan	◐
		Develop a concept plan for increased visibility of the Centre from Victoria Road	●
		<b>Community Relations</b>	
		Develop a corporate branding strategy for the City of Ryde to promote dialogue with residents and partners to improve the visibility of Council services <b>Comment:</b> Project Plan developed for 2011/12, have commenced rolling out new branding and commencement of style guide	●
		Redesign the City of Ryde website to improve interactivity and user friendliness	●

## KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is underway**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted: project cancelled**

## > STRATEGIC MEASURES

Measure	2009/10 Target	2010/11 Target	Actual	Status
% of service clients identifying as culturally and linguistically diverse (CALD)	20%	25%	42%	●
% of customer satisfaction with Vacation Care Service	90%	90%	89%	○ <b>Comment:</b> Any issues identified will be addressed in future holiday planning
Number of CoR specific road and safety projects completed	6	6	6	●
% of customer satisfaction with immunisation services	90%	90%	90%	●
Number of visits to Council's libraries	840,000	840,000	861,519	●
Number of items issued from Council's libraries.	1,000,000	1,000,000	960,045	○ <b>Comment:</b> Ryde branch was closed for three weeks during move to new Library
Number of CoR residents who are library members	40,000	40,000	38,743	○ <b>Comment:</b> New memberships now growing strongly
Total number of library members	58,000	58,000	58,895	●
Size of collection across all five libraries	180,000	200,000	197,080	○ <b>Comment:</b> New book arrivals are now significant, and collection is growing
% library collection under 10 years old	N/A	90%	83%	○ <b>Comment:</b> Significant progress has been made towards an aspirational target
Size of non-English collection at all five libraries	12,400	14,000	14,288	●
% of average occupancy level in learn to swim programs	87%	87%	88%	●
Number of visitors to Ryde Aquatic Leisure Centre	780,000	780,000	670,804	○ <b>Comment:</b> See page 77 for explanation
Average number of parties guests each week	96	96	91	○ <b>Comment:</b> See page 77 for explanation
Reduce reliance on mains water for use in pools (less than 5kl per day)	0kl/day	5kl/day	2kl/day	○
Compliance with pool water bacteriological criteria for swimming pools and spas	100%	100%	100%	●
Number of Ryde City View Newsletters produced annually	25	25	25	●
People attending key events and programs conducted by City of Ryde	98,000	100,000	108,700	●
Level of satisfaction with the City's open spaces	7.9	7.9	8.1	●
Number of sportsground Hire and Allocation Policies completed and implemented each season	N/a	2	2	●
% of priority 1 actions completed from Parks on Track for People 2025 Strategy	79%	85%	N/a	○ <b>Comment:</b> New Integrated Open Space Plan being developed to replace "Parks on Track"
Number of private Tree Preservation Order appeals referred to Council	2	3	31	○ <b>Comment:</b> Due to changes in DCP Part 9.6 Tree Preservation, continued high numbers of Notice of Determinations being taken to Council for inspection and consideration
Number of Bushcare Volunteers	140	140	149	●

## KEY STRATEGIC MEASURES

- Target met
- Target not met

## > CHALLENGES

### LIBRARIES

Two key challenges have been identified for 2011/12: The Library Service Unit is in need of a planning document that will guide the development of our libraries over the next 10 years. *Libraries of Ryde* will be developed during the year, drawing upon the City of Ryde 2021 Community Strategic Plan and the Developing the City of Ryde Cultural Spaces and Places Plan. It will include analysis of library facilities in the City of Ryde and describe future library scenarios. It will also provide a basis for decision making about library redevelopment, technology, collections and programs.

The new Ryde Library is a vibrant and innovative space that provides the opportunity to develop an exciting range of programs and activities. Our challenge will be to bring this library to its full potential within current resources whilst maintaining the existing branch network.

### OPEN SPACE

Some of the challenges facing the Open Space Team include:

- Ongoing increases in the demand by a variety of stakeholders and sporting groups for the use of our sportsgrounds and open space areas for a diverse range of recreational activities.
- Long-term planning for open space assets to manage medium to long-term use.

### RYDE AQUATIC LEISURE CENTRE (RALC)

Casual visits to the centre decreased 5% overall, while the Swim School was 12% down in total enrolments compared with last year. The number of parties held at the centre also fell which was linked to lower attendance numbers in both Swim School and casual attendance resulting in less core market group at the centre.

There are a number of factors that have contributed to the decrease over recent years, including:

- the Global Financial Crisis placing an increased burden on the family budget and affecting perceived luxuries such as swimming lessons and pool visits
- the impact of the H1N1 (swine) flu with a greater than normal number of people, including children, affected with illness
- continued growth in the marketplace for swim schools, and an improvement in the quality of established competitors
- the Centre is also now 10 years old and no longer considered the newest facility in the area.

We are investigating means to re-invigorate the facility both in its appeal in the marketplace and in presentation. The installation of a surf attraction will continue to be explored and it is hoped that construction can begin before the end of the 2011/12 financial year. Toddler targeted interactive water features will also be investigated.

The Centre will also embark on a rolling program of change room upgrades to enhance the patron's experience with facilities that are modern and fresh in appearance.



# 960,045

items issued from our libraries



Children playing in the grounds of Brush Farm House

## > KEY OUTCOME AREAS

### **RALC ASSET RENEWAL**

Updating and renewing our Ryde Aquatic Leisure Centre.

# LOOKING AHEAD TO 2011/2012

### **LIBRARY**

#### **ELECTRONIC BOOKS**

Establishing a new collection of electronic books and the software and web links required for borrowing them.

#### **INTEGRATED OPEN SPACE PLAN**

Planning and managing our City's open spaces.

#### **CHARITY CREEK CASCADES**

Construction of a multi use open space including pathways, play space, planting and seating.

#### **NON-PROFIT COMMUNITY SECTOR DEVELOPMENT**

Developing skills and network opportunities to provide up-to-date information to the Not for Profit sector.

#### **MICHAEL LARDELLI PARK**

A new park is being constructed as a component of the redevelopment of the Royal Ryde Rehabilitation Hospital at Putney.

#### **SPORTSFIELD FLOODLIGHTING**

An ongoing program to install floodlighting in sportsgrounds managed by the City of Ryde.



PEOPLE

## ACTIVE IN RYDE PROGRAM

Increasing opportunities for and encouraging our residents to participate in multiple fitness initiatives within our City.

## PUBLIC ART GUIDELINE FOR DEVELOPERS

Assisting our development industry to provide well planned public art that enhances the city's cultural identity.

## COMMUNITY GARDENS AND NURSERIES

Establishing and supporting community gardens and nurseries across our City.

## LOCAL MARKET FEASIBILITY STUDY

Assisting the Ryde Chamber of Commerce to assess the feasibility of establishing and implementing a local market.

## URBAN AND STREET TREE MASTER PLAN

Protection and management of all our trees.

## BOARDING HOUSE PROJECT

An enforcement program to assist in the closure of unauthorised brothels and boarding houses.

## VOLUNTEER TRAINING FOR THE CALD COMMUNITY

Providing a training course targeting members of the Culturally and Linguistically Diverse Communities to create awareness on the benefits of volunteering.

## CRIME PREVENTION PLAN

Implementing a three-year strategic plan to decrease crime rates in our city and neighbourhoods.

## COMMUNITY HUBS IDENTIFICATION STUDY

Identifying Community Hubs and developing a plan to offer our community a sustainable range of quality services and facilities.

## COMMUNITY BUILDINGS RENEWAL

Ongoing renewal of our community buildings to ensure an appropriate and safe standard for use by our Community organisations and the general public.

## SPORTSGROUND AMENITIES UPGRADES

Improving the condition of amenities at sportsgrounds managed by the City of Ryde.

## YOUTH ENGAGEMENT PARTNERSHIP PROJECT

Working in partnership with Macquarie University to facilitate relationships among young people and different groups living in Macquarie Park.

## SPORTSFIELD RENEWAL AND UPGRADE

Renewing and upgrading our natural turf fields to provide safe and sustainable playing surfaces.

## WHITE RIBBON COMMUNITY ACCREDITATION

Becoming an accredited White Ribbon Community, demonstrating leadership in creating a city free from violence against women.

## PLAYGROUND RENEWAL AND CONSTRUCTION

Providing and maintaining playgrounds in our City.

# OUTCOME 2: ASSETS

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## OUR COMMITMENT

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

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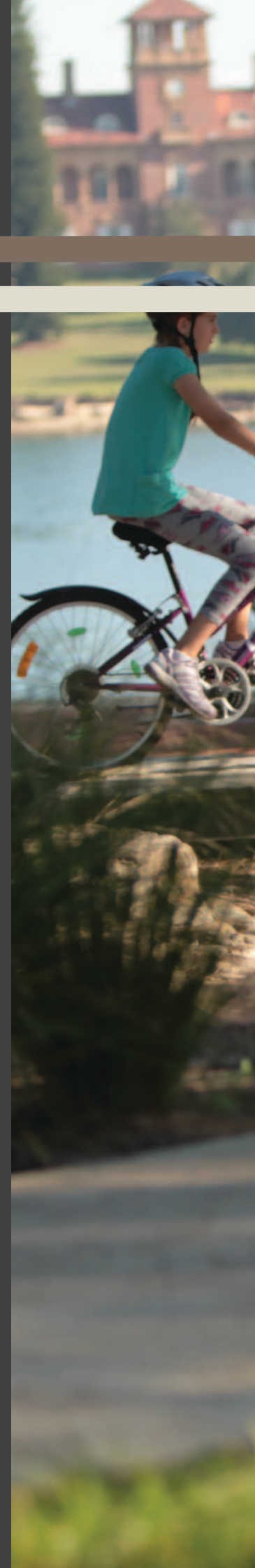
## OBJECTIVES

- P1** Well designed streets and paths where motorists, cyclists and pedestrians feel safe
- P2** Well designed places and spaces that minimise personal harm and where people interact with each other
- P3** A high standard of visual appearance for our infrastructure, built environment and public areas.

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## 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







**15 KILOMETRES**  
of cycleways

## > WHAT WE DID IN 2010/11

**282** waste and recycling bin stations at Council's parks to reduce waste going to landfill

**321** street trees planted

**39 TEXTILE** recycling bins

### IMPROVED OUR PROJECT MANAGEMENT CAPACITY


We are continuing to improve our project management capacity and have recently established a project management office to independently monitor and report on our capital and non-capital projects. This year 12 staff completed a Diploma of Project Management and we have further refined our project management process (PMCOR) to support these initiatives. Read more about training undertaken by City of Ryde staff on page 38.

### IMPROVED WATER QUALITY


As part of our ongoing commitment to improving water quality to protect our environment and quality of life, during 2010/11 we installed four stormwater quality improvement devices in various locations. We are also monitoring biological and chemical water quality in five main creek systems:

- Terry's Creek
- Shrimptons Creek
- Porters Creek
- Buffalo Creek
- Archers Creek.

### REUSED WATER AT MEADOWBANK PARK

During 2010/11 we constructed a water re-use system at Meadowbank Park to divert stormwater run-off from the existing channel for irrigation of one of our premier parks. 

### REHABILITATED STRANGERS CREEK

Completed in January 2011, rehabilitation works at the badly degraded Strangers Creek included creek widening, bank stabilisation with natural sandstone, weed removal and replanting with natural vegetation, and constructing a bio-retention basin to remove pollutants and sediments from stormwater before they enter the creek system. Water quality has also been improved through reduced erosion and sediment transport. 

### WON AWARDS

#### Local Government & Shires Association – Excellence Awards

We received a commendation in Division C (pop. > 100,000) in the Local Government & Shires Association – Excellence Awards. The City of Ryde project 'Working Towards a Sustainable City' was recognised in the Local Sustainability Award category.

#### Stormwater Industry Association NSW

Austin Morris, our Service Unit Manager for Infrastructure Integration received a Highly Commended award at the Stormwater Industry Association's Young Professional of the Year 2011 Awards.

### COMPLETED THE CITY OF RYDE PLANNING AND BUSINESS CENTRE

During 2010/2011 we completed the City of Ryde Centre, including the Ryde Library, the Ryde Planning and Business Centre and other commercial leasing opportunities. For more information about the library see page 68; the Planning and Business Centre is discussed on page 102.

### CALMED TRAFFIC

To make our roads easier to drive, we are introducing a number of traffic calming measures. In 2010/11 these included constructing roundabouts at the following three intersections:

- Pittwater Road at the Field of Mars, East Ryde
- North Road and Willow Crescent, Ryde
- West Parade and Lakeside Road, Eastwood.

These works, some of which are RTA funded, have involved extensive community consultation prior to construction and have achieved improved vehicular and pedestrian safety at these intersections. 

### REBUILT MEADOWBANK SEA WALL

We reconstructed 150 metres of sea wall adjacent to the Meadowbank Railway Bridge during 2010/11, this project is part of an ongoing foreshore program to upgrade sea walls that have been affected by increased wave action created by ferries and other boat traffic.



## HOSTED THE ONE DROP FESTIVAL

The One Drop Festival is a partnership event of the Councils of the City of Ryde, Hornsby and Hunters Hill and Eden Gardens. The One Drop Festival is part of the Catchment Connections program and has been designed to showcase the positive environmental initiatives taking place throughout the three Council areas, especially relating to water management and use.

This year, community lectures were held on a host of environmental topics such as water issues in the catchment area, rainwater tanks and solar hot water systems, chemical free cleaning and sustainable home renovation.

Also featured were a range of other activities including eco workshops on everything from worm farming to renewable energy; an organic barbeque; recycled arts and crafts and solar-powered video games. Eco stalls, roving performers and musicians and some of Australia's best children's entertainment including Mic Conway, Supa Cyclas and the animals from Australia's Wildlife Displays completed the line up.

The One Drop Festival was a fantastic way for those attending to learn how they can be part of the growing movement towards living sustainably in a relaxed, fun and colourful atmosphere. 🌱



## UPGRADED BEATTIE PARK

Over the year, damaged and ageing infrastructure was removed, new playground equipment and seating installed and the garden areas renewed to make Beattie Park, one of our community's favourite recreation spaces, more accessible and enjoyable.

## UPGRADED PUBLIC DOMAIN IN MACQUARIE PARK

The Macquarie Park precinct is a premium business and commercial centre in the City of Ryde (see page 11 for more information). To improve the visual amenity of the area a streetscape upgrade of Lane Cove Road, which links to the train station, was undertaken. It involved granite paving, utility pit adjustment, street furniture installation and road widening, the latter done by the RTA. ♡

## EXTENDED OUR CYCLEWAYS

During 2010/11 we added an additional two kilometres (approximately) of cycleways, both on-road and off-road bringing the total up to 15 kilometres.

It is anticipated that a further 1.5 kilometres of cycleway will be constructed during 2011/12 with the support of grant funding from the RTA. The Waterloo Road Shared Path (Pedestrian/Cyclist) further west towards Macquarie University from the Lane Cove Road intersection will complete the final missing link to the university.

## PARRAMATTA RIVER FLOOD STUDY

The City of Ryde experienced large storm events in 1984, 1986, 1988 (twice), 1989 (twice) and in 1990 that caused widespread flooding. Since that time rainfall events in May 1998 and April 2003 also caused significant problems.

To make our community safer, we are investigating existing flooding regimes in Archer Creek, Charity Creek, the Parramatta River and Gladesville catchments, and developing a floodplain risk management study and plan.

We have also formed a Floodplain Risk Management Committee that includes representatives from State Agencies, Emergency Services, Council and the Local Community. The Committee will meet regularly to oversee and guide the floodplain risk management process.

The study is expected to be complete in June 2013.

## THE NEW RYDE COMMUNITY SPORTS CENTRE (RCSC)

The New Ryde Community Sports Centre cost \$6.3 million to construct and was co-funded by the Federal Government and the City of Ryde. The centre offers two state of the art indoor courts where residents and visitors can participate in Basketball, Netball, Badminton, Volleyball and Futsal.


The Centre offers all the amenities of a modern indoor sports facility, including meeting rooms available for use by local groups, changing rooms, a canteen and amenities that can be used by groups from the neighbouring sports fields at ELS Hall Reserve. A new spectator seating area has also been installed.

We are working in partnership with the YMCA of Sydney which will manage the new Centre.

The Ryde Community Sports Centre opens in August 2011, and will encourage community participation as well as promoting a healthier lifestyle by offering sports and leisure facilities right at our community's doorstep. ♻️

# 21,379 TONNES

of recyclables collected



### TONNES OF RECYCLABLES COLLECTED

06/07	18,888
07/08	21,097
08/09	21,528
09/10	20,775
10/11	21,379

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

06/07	35.0
07/08	40.9
08/09	70.0
09/10	74.0
10/11	88.0

### NUMBER OF STREET AND BOULEVARDE TREES PLANTED

06/07	530
07/08	1,005
08/09	2,010
09/10	521
10/11	321*

\*Fewer trees were planted this year owing to newer, shorter streets being targeted, and because of resident objections to trees being planted outside their property.

### % OF CAPITAL WORKS COMPLETED

06/07	87.5
07/08	89
08/09	98.2
09/10	91
10/11	89*

\*A number of projects were delayed because of wet weather.

## > ASSET ACTIONS

2010/2011 Commitments	Result
<b>Access</b>	
Review Road Hierarchy Master Plan to bring the document and traffic data up to date	◐
Review service level agreements for the delivery of cycleway, footpath, road, bridge and sea wall programs	●
Undertake road rehabilitation and reconstruction projects identified in the 2010-2014 Master Plan	●
Extend cycleways on Lane Cove, Epping, Delange and Pittwater Roads See page 84 for more information about our cycleway program	●
Construct footpaths as identified in the 2010-2014 Management Plan	●
Finalise council's Public Domain Standard Technical Specifications and Drawings Document to guide Town Centre Renewal Program	●
<b>Stormwater and Parks Assets</b>	
Complete the Macquarie Park Floodplain Risk Management Study and Plan	●
Undertake a review of the Catchment Management Strategy to bring the document and action plan up-to-date	●
Undertake Parramatta River Catchments Risk Management Study	◐
Undertake Eastwood Floodplain Risk Management Study and Plan	●
Undertake Buffalo and Kitty's Creek Floodplain Risk Management Study and Plan <b>Comment:</b> Project deferred subject to external funding	○
Review Service Level agreements for the delivery of Catchment and Parks Assets programs	■
<b>Waste and Fleet</b>	
Review Council's waste strategy including investigation of alternate waste technologies	●
Install waste and recycling bins at Town Centres See page 191 for more information about Council's waste management initiatives.	●
Develop a Service Level Agreement for Fleet and Mechanical Workshop including an 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 See page 191 for more information	●

<b>Buildings and Property</b>	
Construct Ryde Community and Sports Centre at ELS Hall Park	●
Develop a staff accommodation plan to inform how to best provide Council's civic and operational functions in the mid to long term <b>Comment:</b> Project deferred as this depends on the new Top Ryde precinct	○
<b>Operations</b>	
Deliver the yearly maintenance program for Access, Catchments, Parks and Buildings within budget and in accordance with Service Level Agreements	●
Develop and establish a facilities management program of all assets to ensure risk, compliance and statutory items are addressed in a timely manner <b>Comment:</b> Project initiated following Public Works restructure. Program continuing in 2011/12	○
Deliver on Capital Works projects as outlined in the 2010/11 Capital Works Program <b>Comment:</b> Projects in various stages	◐
Upgrade Macquarie Park public domain	●
Install security cameras at Ryde Community & Sports Centre	●
Construct new toilet block near Eastwood Library	●
Complete construction of a 3,500 square metre Community Centre at Anthony Road, West Ryde <b>Comment:</b> Completion slightly delayed due to wet weather.	○
Complete Stage 1 - Establishment of Civic Precinct Project Complete Stage 2 - Planning and Assessment of Options Phases of Civic Precinct Project <b>Comment:</b> Stage 2 – 80% completed	○

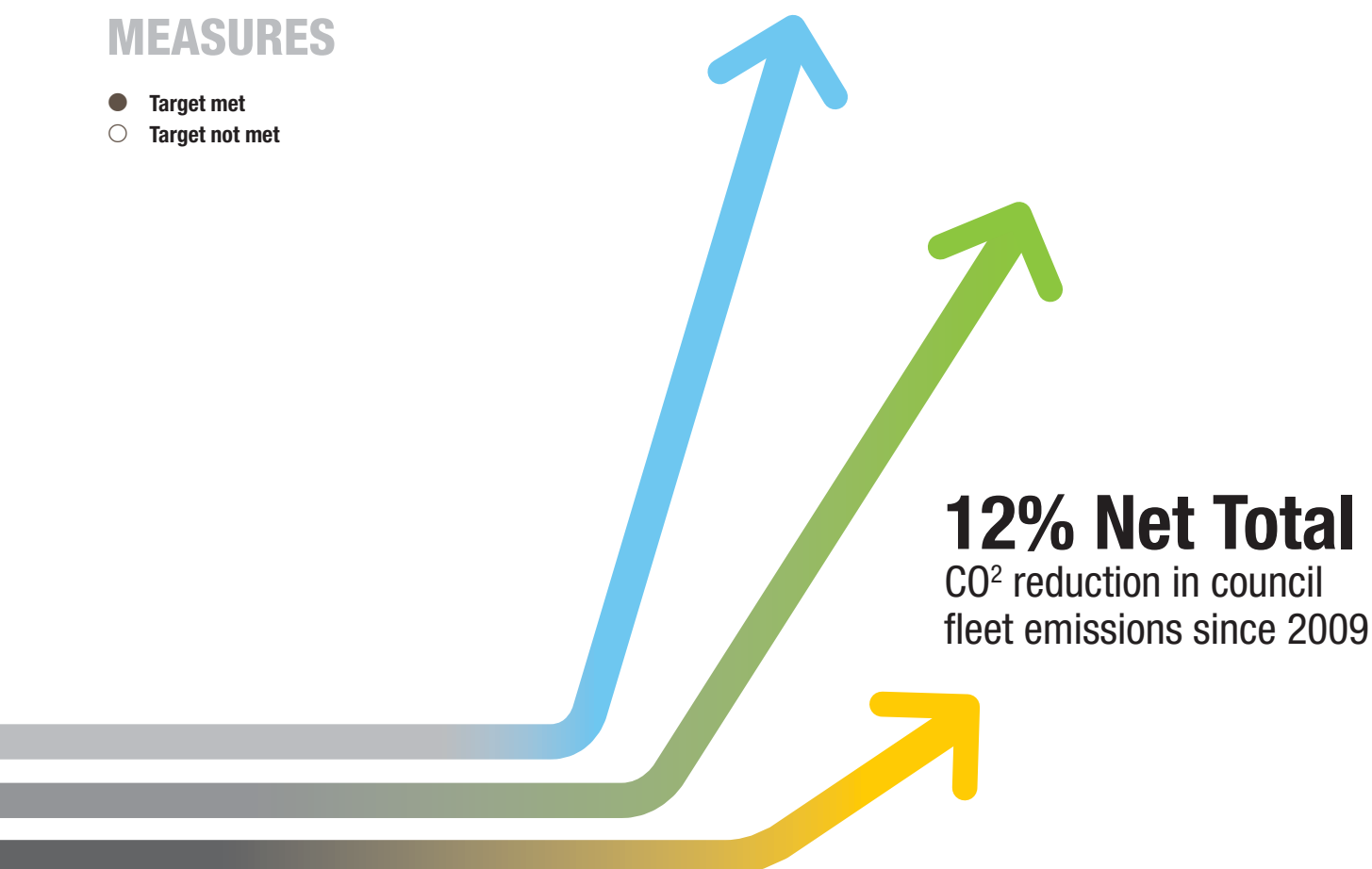
## KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**

Measure	2009/10 Target	2010/11 Target	Actual	Status
% of tonnes of waste stream to landfill	54%	53%	52.7%	○
Re-use of Council construction and demolition waste (tonnes per annum) <b>Comment:</b> Tonnages lower than expected due to reduction in Capex Works	18,000t	12,000t	8,874	○
% to be 4 cylinder or hybrid vehicles	70%	80%	88%	●
% Net Total CO <sup>2</sup> emissions saved council's vehicle fleet service	-	5%	12%	●
Number of audit inspections per year of local roads to ascertain public road deficiencies <b>Comment:</b> Continuing the first full network inspection. Staff resources not budgeted, insufficient capacity with workload of activities.	-	6	0	○
% of completed asset inspections of properties	-	100%	100%	●
Tonnes of Gross pollutants captured by Stormwater Quality Improvement Devices (SQIDs) <b>Comment:</b> Cleaning carried out as per schedule, less waste material entering capture devices	250t	265t	181t	○
Operational staff to be upskilled to undertake a broader range of projects and programs due to reduced budget levels	95%	90%	97%	●
% of maintenance programs completed for Access, Catchments and Parks	90%	90%	98%	●
% of capital works program completed on time and within budget <b>Comment:</b> Projects delays/deferrals due to wet weather	90%	95%	89%	○

## KEY STRATEGIC MEASURES

- Target met
- Target not met



## > CHALLENGES

There were delays to the completion of a number of projects due to wet weather.

We need to upskill operational staff to undertake a broader range of projects and programs in reduced budget environment.

We need to allocate resources to complete our local road audit inspections to ensure public roads are well maintained.



### **FOOTPATH CONSTRUCTION**

Constructing and repairing concrete footpaths throughout our city in order to maintain high-quality public pedestrian pathways.

**LOOKING  
AHEAD  
TO 2011/2012**

### **TRAFFIC FACILITIES RENEWAL**

Improving the functionality of existing traffic facilities for road users.



## MACQUARIE PARK PUBLIC DOMAIN AND CAPITAL WORKS PLAN

Creating a coordinated program of works and activities to support sustainable growth in Macquarie Park.

## YAMBLE RESERVE

Constructing the Yamble Reserve All Abilities Playground.

## WEST RYDE URBAN VILLAGE DEVELOPMENT

Handover of the West Ryde Community Centre building and fitout of not-for-profit organisations' spaces, ready to commence trade with the general public early 2012.

## TRAFFIC CALMING DEVICES

Installing new traffic calming devices that will contribute to improving safety and accessibility.

## BRIDGE UPGRADE / RENEWAL

An ongoing program of major repairs to our road bridges, major culverts and footbridges.

## CYCLEWAYS CONSTRUCTION

Improving cycle amenity within the City of Ryde by constructing on-road and off-road cycle facilities and ensuring that existing bicycle facilities are maintained.

## TRANSPORT/PARKING TECHNOLOGY SERVICES

Providing a traffic and management system in our civic centres.

## ROAD KERB RENEWAL

An ongoing program to maintain our road pavements and kerbs for driver amenity and safety.

## ROAD RESURFACING RENEWAL

Maintaining the surfaces of our city's roads for driver amenity.

# OUTCOME 3: 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** Strong links to the past through protection, conservation and interpretation of our heritage
- E4** A leafy City through parks, gardens, trees and the built environment
- E5** 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.





**53 EXPERT**  
sustainability workshops



## WON AWARDS RECOGNISING OUR ENVIRONMENTAL CONTRIBUTION

We received several organisational environmental awards including the Keep Australia Beautiful Overall Sustainable Council Award (Runner Up), the Local Government and Manager's Associations' (LGMA) Sustainability Award (Winner), and the Local Government and Shires Association (LGSA) Local Sustainability Award (Highly Commended). These awards acknowledged the range of programs and strategies your City has been working on, in partnership with community groups, to deliver sustainability and biodiversity outcomes.

### CONSOLIDATED THE TOP RYDER COMMUNITY BUS SERVICE

This service is our most visible and successful sustainable transport solution and continues to be well regarded and used by the local community. The service connects five of the six key centres of Ryde and some smaller local destinations.


The service has transported in excess of 130,000 passengers since it began and is considered a key component of the wider City transport connection network, which improves transport connectivity and supports long term community transport initiatives between the six key centres of Ryde.

### PLANNED OUR RESPONSE TO CLIMATE CHANGE

Our response to climate change is designed to positively contribute to the community's greenhouse profile through mitigation actions, and to proactively manage the impacts of climate change on both the Council's and the community's assets by implementing a range of adaptation actions.

So far, we have contributed to over 2,390 tonnes of greenhouse gas saved from our own operations and to savings of over 39,946 tonnes of greenhouse gas across the wider Ryde community since 2003/04.

### ENGAGED WITH BUSINESS AND THE COMMUNITY

We have two programs Eco Home - Eco Office and Sustainable Businesses in Ryde Programs focused on local business. The Eco-home program delivered 53 expert sustainability workshops from a choice of over 20 topics. Through the program we engaged with 26 community groups and 27 business organisations representing 583 businesses, ranging from major corporations to the local pharmacy, and had extremely positive feedback. Our Eco-Office program has engaged with many local small to medium businesses, resulting in an impressive 164,000 litres per day of water savings, from businesses including nursing homes, RSLs, hotels and clubs, shopping centres and office towers in Macquarie Park. 

### MINIMISED OUR USE OF NON-RENEWABLE RESOURCES

We are trialling measures to save energy, water and reduce greenhouse gases in many of our operations. Our efforts have resulted in less energy being consumed than seven years ago, and we are continuing to explore opportunities for alternative energy generation, such as cogeneration, to further reduce our energy usage.

We have also been very successful in reducing water use, and achieved an impressive 21% reduction in water use this year when compared to 2003/04.



**130,000** total passengers transported on the Top Ryder Community Bus service




**13** School Food Garden workshops



**164,000 LITRES OF WATER SAVED** each day by local businesses

### ENHANCED LOCAL BIODIVERSITY CORRIDORS

Our River to River Corridors Project produced outstanding research reports on historic bird records and other local literature. Expert bird surveys, and landscape and ecological studies carried out at 19 parks yielded recommendations for corridor plantings to assist the long-term survival of bird populations. A social and ecological values questionnaire reached 2,000 households, and in the following two years and beyond the corridors will be improved in partnership with local residents and schools, and through recommendations by the established Community Reference Group. 

### ENGAGED WITH YOUNG PEOPLE

We have engaged extensively with young people this year through the Ryde Environmental Education Network (REEN), the Catchment Connections program, and the Youth Environmental Prize (YEP) Competition. Initiatives included the locally tailored 'Last Drop' water education workshops that reached 5,475 students in 15 primary schools, 13 'hands-on' School Food Gardens workshops, the Clean Up your Act presentation, a teacher professional development day, and REEN meetings.

### INSPECTED FOOD PREMISES TO ENSURE OUR COMMUNITY EATS OUT SAFELY

We have increased our focus on ensuring the community can purchase food safely. The City of Ryde has 676 food businesses that are regarded as high or medium health risks. Our Environmental Health team aims to inspect each of these businesses at least once a year (or more often if a complaint has been made).

If a premises is found not to meet cleanliness or food handling standards, education and advice on fixing the problems are offered in the first instance, followed by warnings, penalty notices and fines. In 2010/11 118 premises required reinspection, with only 13 requiring further action. This is a reduction on the 186 requiring reinspection in 2009/10 with 46 referred for further action.



## ASSESSMENT UNIT STAFF SMOOTH DA EXPERIENCE

When Ryde resident Deborah Coleman wanted to undertake home renovations, the planning approval process was unexpectedly smooth.

*“We wanted to have an old garage knocked down and replaced with a new double garage with an awning,” she explains. “I had never gone through the DA process before but had heard it could be hard work.*

*“Instead, it was very straightforward. The people in the Planning Section were very helpful and happy to answer questions, and were on time – almost to the minute, with appointments.*

*“Throughout the process, I was kept in the loop by Colin Murphy, who was very approachable and helped make the whole experience very positive.”*



**2,390** tonnes of greenhouse gases saved by the City of Ryde

**TONNES OF CORPORATE GREENHOUSE GAS SAVINGS (EC02)**

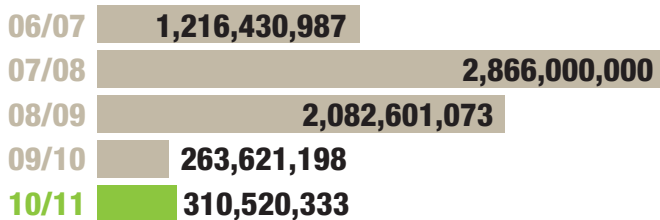


**TONNES OF COMMUNITY GREENHOUSE GAS SAVINGS (EC02)**

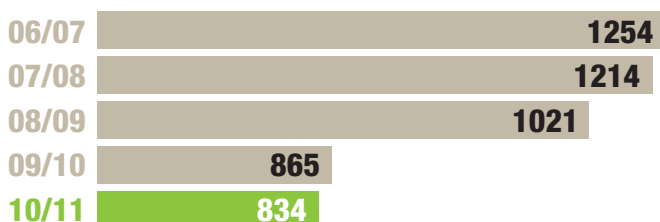


Note: Based on energy GHG supply co-efficient change and fridge buyback scheme. Figures obtained by Energy Australia.

**TOTAL VALUE OF APPROVED DEVELOPMENT APPLICATIONS (\$)**



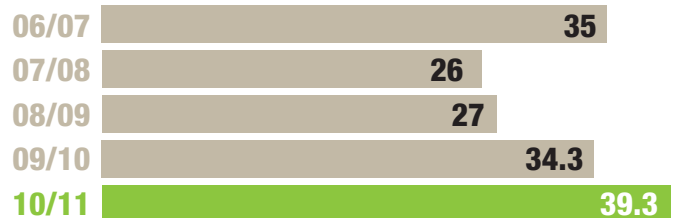
**NUMBER OF DEVELOPMENT APPLICATIONS DETERMINED**



**NUMBER OF DEVELOPMENT APPLICATION ENQUIRIES RECEIVED**

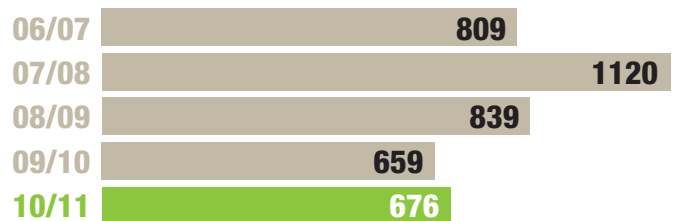


**NUMBER OF DEVELOPMENT ASSESSMENT DAYS (MEDIAN)\***



\* City of Ryde reports median processing times as part of the exhaustive reporting sent annually to the Department of Planning, and also as part of its scheduled quarterly reporting. The median result for 2010/11 has increased over 2009/10 due to fluctuations in workloads, staffing levels, and the Best Value Review of the Development Assessment Process being undertaken by staff.

**NUMBER OF FOOD PREMISES INSPECTED**



See page 93 for more information about how we are working to ensure our community can eat out safely.

## > ENVIRONMENT ACTIONS

2010/11 Commitments	Result
<b>Urban Planning</b>	
Develop a city-wide land use planning strategy to support the development of a Comprehensive Local Environment plan (DLEP)	◐
Develop city-wide Comprehensive Local Environment Plan that supports the Ryde 2030 Community Strategic Plan <b>Comment:</b> Due date revised because of additional research and consultation required	◐
Review and exhibit Key Sections of Development Control Plan 2010	○
Implement priority actions from the Economic Development Strategy to support local businesses and create a strong local economy	○
Implement a campaign to promote the Building and Development Advisory Service	◐
<b>Environment</b>	
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	●
Deliver Stage 1 River to River Corridors Project: Promote biodiversity	●
Implement Sustainable Business Program operations	●
Complete Ryde Energy Reduction Plan for the Ryde Aquatic and Leisure Centre targeting a 10% reduction in energy consumption by 2011/12	●
Implement 5 Star Every Drop program control systems	●
Complete final year of community based Catchment Connections Project targeting five catchments in partnership with Hornsby and Hunters Hill Councils.	●
<b>Assessment</b>	
Undertake Best Value Review of Development Assessment Process	◐
<b>Environmental Health and Building</b>	
Implement Boarding House Enforcement Project to reduce the number of unauthorised boarding houses	●
Implement Brothel Investigation Project to ensure compliance with development control plans	●
<b>Regulatory Services</b>	
Provide health and regulatory services to protect health and amenity	◐
Spend more than 38 hours/wk on Parking Enforcement program	●
Infringement processing – target 20,000 (actual 22,000)	●
Investigate customer requests – target 2000 (actual 3487)	●
Conduct illegal dumping investigations – target 500 (actual 768)	●
Conduct abandoned vehicle investigations – target 300 (actual 321)	●

## KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**







## &gt; STRATEGIC MEASURES

Measure	Target 2009/10	Target 2010/11	Actual	Result
% increase in energy against 2003/04 base year <sup>^</sup>	-	0%	-3%	●
% reduction in corporate water use against 2003/04 base year <sup>^</sup>	-	15%	21%	●
Number of community environmental workshops/information/education sessions delivered	6	6	88 <sup>s</sup>	●
Number of schools actively engaged with Ryde Environmental Education Network	15	17	25	●
Complete Ryde State of Environment Report 2009/10	By 30 Nov 2009	By 30 Nov 2010	Complete	●
Number of centre specific transport access guides completed	2	2	2	●
Number of passengers using Top Ryder community bus service	-	50,000	64,672	●
Number of mosquito trapping sites monitored under NSW Arbovirus program	6	6	6	●
% of customers rating the Top Ryder service as good or better in the annual customer satisfaction survey	-	90%	100%	●
Number of Companion Animals within the City of Ryde that are identified/registered	11,500	15,000	15,567	●
% of non-chipped Impounded Companion Animals Microchipped	90%	90%	100%	●
% increase in energy consumption across organisation from energy consumed during 2003/04 base year <sup>^</sup>	-	0%	-3%	●
% reduction in water consumption across organisation below water consumed during 2003/04 base year	15%	15%	21%	●
Construction Certificates Assessment times (calendar days)	10 days	9 days	5	●
Occupation Certificates Assessment times (calendar days)	10 days	9 days	5	●
Building Certificates Assessment times (calendar days) - not unauthorised structures	12 days	10 days	7	●
Local Development Application turnaround time (days)	50 median 70 average	50 median 70 average	43	●
Average number of DAs per staff member (annually) * ^	-	>60	104	●
Number of planning appeals (annually) # ^	-	<93	13	●
Number of outstanding applications (quarterly)	<250	<200	229	● <sup>1</sup>
Number of pre-lodgement meetings held per quarter	23	15	11	● <sup>2</sup>
Production of documentation and information sheets to inform and assist people through the Development Application process	16	10	8	● <sup>3</sup>
Information Sessions held per year regarding development controls and processes ^	-	6	6	● <sup>4</sup>

\$ High number was due to delivery of a major grant-funded project

\* Greater than the average number determined by DLG Group 3 Councils (2008/2009)

# Less than the average number of appeals for DLG Group 3 Councils (2008/2009)

^ New measure

<sup>1</sup> There was an increase in development activity and income from a spike in lodgement of applications in March in the lead up to the State election

<sup>2</sup> The number of pre-lodgements has fallen as a result of the opening of the Ryde Planning and Business Centre and the introduction of a new appointment system for the provision of planning advice

<sup>3</sup> Information sheets were updated to reflect amendments to the planning controls. Further changes and new information sheets will be produced as a result of the Assessment Unit's Best Value Review

## KEY STRATEGIC MEASURES

- Target met
- Target not met

## > CHALLENGES

Providing sustainable local solutions to climate change impacts and achieving local environmental improvements has been difficult in a changing and uncertain political landscape.

Local Government has a key role in creating and delivering local solutions to address and reduce greenhouse gas emissions, but this is reliant on good, clear State and Federal policy direction and reforms.

This direction has been uncertain this year, nevertheless, the City of Ryde has responded to climate and environmental challenges by working locally to provide infrastructure, to promote the use of public transport and other forms of sustainable transport, to promote resource conservation, to plant trees, and to undertake effective waste management.

## STORMWATER MANAGEMENT

Maintaining our stormwater pipes and pits to reduce overland flow and flooding due to pressure on stormwater infrastructure. Assess and install infrastructure to reduce the impact of flooding.

# LOOKING AHEAD TO 2011/2012



## BIODIVERSITY

Restoring and enhancing local habitat and connectivity of urban bushland along key corridors/habitats as part of the River to River Corridors Project and related bushcare and bush regeneration activities.



## ENHANCE PARKS AND OPEN SPACES

Protecting and enhancing our natural bushland through management and conservation of bushland boundaries. Planting new trees in our parks and open spaces that will enhance appearance and improve levels of biodiversity.

## WATER QUALITY IMPROVEMENT

Improving our water quality and the future health of Sydney Harbour and its catchments through water quality monitoring and improvement initiatives and working across catchment boundaries with other key stakeholders to coordinate responses.

## BUILT ENVIRONMENT AND REGULATORY SERVICES

Continuing to develop, implement, and carry out planning and regulatory policies and procedures that will maintain public safety and high standards of living, including a comprehensive Local Environment Plan for the City of Ryde, and new Development Assessment procedures.

## ENERGY AND WATER CONSERVATION

Engaging with local businesses to improve sustainability, reduce water and energy usage and improve recycling rates through projects such as City Switch and Sustainable Business Audits.

## REFURBISH SEAWALLS/RETAINING WALLS

Implementing seawall renewal to prevent erosion of our riverbanks and damage to our foreshore infrastructure.

## WASTE MANAGEMENT

Optimising the layout of the Porters Creek Depot recycling operations to maximise efficiencies.

# OUTCOME 4: GOVERNANCE

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## OUR COMMITMENT

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

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## OBJECTIVES

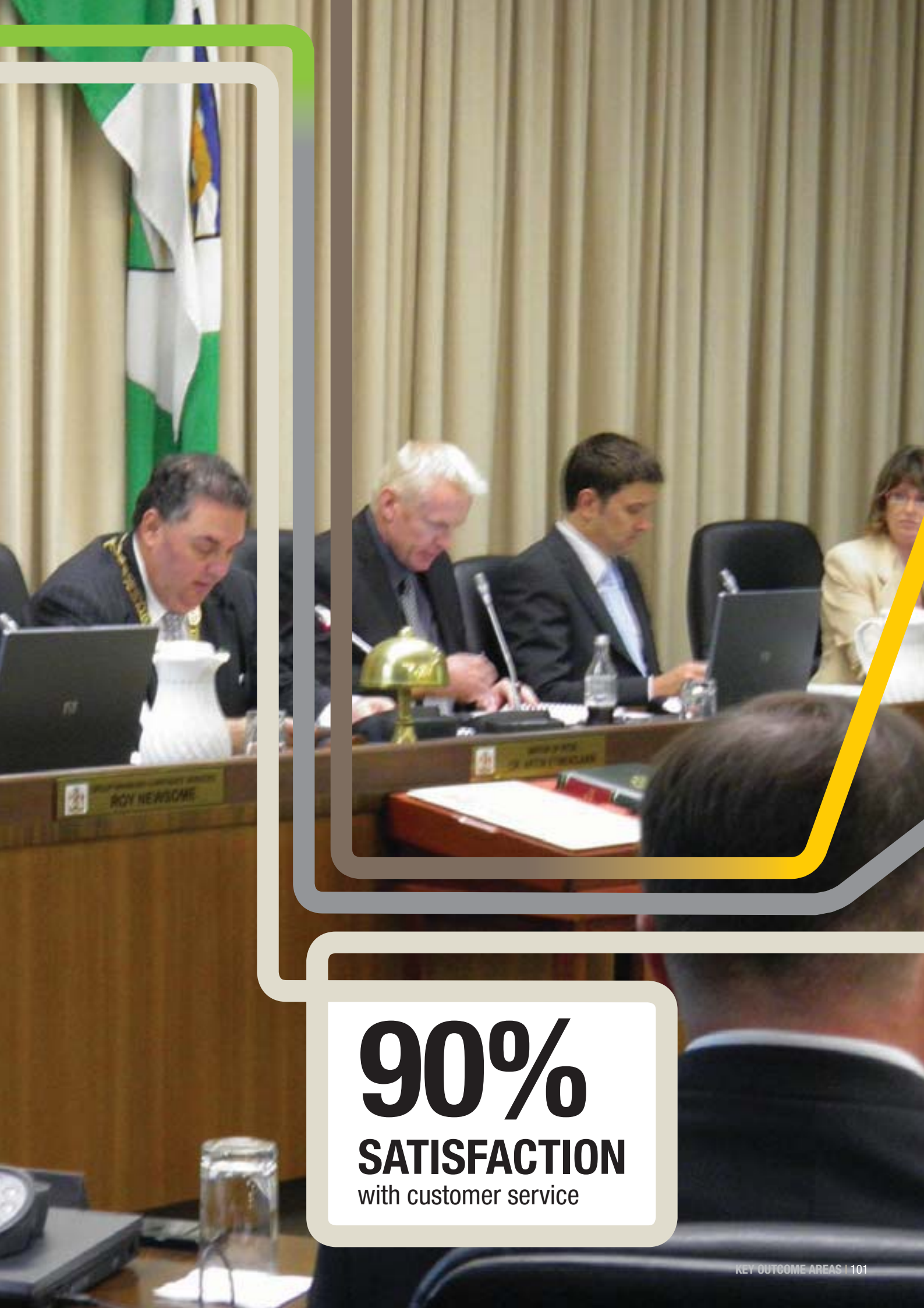
- G1** Improved awareness and understanding of Council's decisions by the community
  - G2** Members of the community are engaged in democratic decision making
  - G3** Review of best practice approaches on governance to enhance the delivery of services to the community
  - G4** A safe working environment 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).





**90%**  
**SATISFACTION**  
with customer service

## > WHAT WE DID IN 2010/11

### EVOLVED TO THE CITY OF RYDE 2021 COMMUNITY STRATEGIC PLAN.

Over the last 18 months we have been dedicated to developing our Ryde 2021 Community Strategic Plan. This plan significantly shifts our focus to seven key outcomes that are in tune with the voice of our community.

These seven outcomes clearly respond to the priorities of our community to deliver, and articulate, one all-encompassing vision for the future of our city:

*The place to be for lifestyle and opportunity @ your doorstep*

This long-term strategy aims to ensure that the City of Ryde lives up to the aspirations of our community, while meeting the challenges of the future. In doing so, our city will be recognised by our residents, visitors, students and investors as the place to be, where opportunities and lifestyle are available close to where people live, work and play.

We have worked with our community, stakeholders and partners to develop our key outcomes that directly respond to their hopes and concerns for the future of the City of Ryde.

The Community Strategic Plan will form the cornerstone of all of our decisions, resource allocation and activity, as well as forge our reporting, expectations and accountability to our community over the next decade.

To meet both our vision and mission, we have introduced considerable new protocols and procedures inhouse to ensure we meet expectations and are working with our community and partners to provide strategic leadership, effective projects and quality customer services.

See page 110 for more about how our new vision and mission will meet the evolving needs of our community.

### INCREASED OUR FOCUS ON CUSTOMER SERVICE

To ensure that we are better able to meet the needs of the community we serve, we have implemented a new Customer Feedback Policy and Complaints Handling Procedure, supported by a full-time Complaints Management Coordinator. Responsible for the coordination, investigation and management of complaints, the Coordinator also establishes and implements ongoing initiatives to improve outcomes for the organisation, our customers and the community.

In 2010/11 we also developed a new Customer Service and Community Engagement Plan to deliver improvements in the customer experience when dealing with Council. Opening the Ryde Planning and Business Centre has already resulted in 83% customer satisfaction in the first two months of opening (see below).

Improvements in processing times for building, occupation and construction certificates have resulted in these certificates being processed four days faster than last year, with further improvements expected from a Best Value Review undertaken by the assessment team in 2011/12.

## 1 GOLD-MEDAL award-winning NSW Council Annual Report

### RYDE PLANNING AND BUSINESS CENTRE

As part of our commitment to improving customer service, the City of Ryde opened the Ryde Planning and Business Centre to deal with all planning, development and business matters. Twenty-four thousand (24,000) customers are served annually at the City of Ryde's customer service front desk. Of these enquiries 36% relate to development matters, with Council receiving more than 800 development applications worth over \$310,520,333 this year.

The first of its kind, the Ryde Planning and Business Centre was introduced to offer a seamless professional service to meet development application demand, while offering advice and guidance for businesses from Council's Economic Development Manager working alongside representatives of the Ryde Business Forum.

The project commenced in December 2010, with the \$3 million new centre being completed and opened in the heart of the city in May 2011.

The services offered at our Planning and Business Centre include the handling of planning and development enquiries with a pre-booking appointment facility, application lodgement and payment of development fees, building compliance, viewing of notification and exhibition materials and the search of historical documents.

Given its location, it was critical that the design not only provided a high quality and effective environment to underpin the relationship between Council and the community, but that it replicated the high quality design standards used within the Top Ryde City complex. 🏡



## WORKED WITH THE COMMUNITY TO IMPROVE SAFETY

Our focus on keeping our community safe increased in 2010/11. Council officers have been working to improve school zone safety with the help of banners and an educational campaign led by Council staff. More than 27 schools displayed the banners, while a program that educates children about parking rangers' roles in keeping them safe has resulted in a 300% drop in verbal and physical assaults on rangers.

A total of 26,665 parking offences were issued during the year, aimed at promoting turnover of parking in business centres and increased road safety by stopping illegal parking in clearways, bus zones and no stopping zones. More than 1,000 offence notices were handed out for the misuse of disabled parking permits, and a further 43 for obstructing footpaths and roads. An additional 87 notices were issued for illegal dumping.

## PRODUCED AN AWARD-WINNING ANNUAL REPORT

Our Annual Report 2009/10 received a gold award from the Australasian Reporting Awards. In the Local Government Division there were 39 entries with six of these receiving a silver award, and eight receiving gold. The feedback received commended the City of Ryde, the only NSW Council to receive a gold medal, for a high quality report that demonstrates Council's commitment to transparency and accountability to the community.



## HELD 'HAVE YOUR SAY DAY'

Staff participated in Have your Say Day in August 2010, which was our first staff culture survey in more than five years. The results provided great insight into priority areas for staff development and performance improvement. Strategies aimed at improving organisational culture have now been implemented across the organisation as part of the City of Ryde Workforce Plan, with the cultural survey scheduled to be repeated in two years to monitor progress.

## REFERRED MATTERS TO ICAC

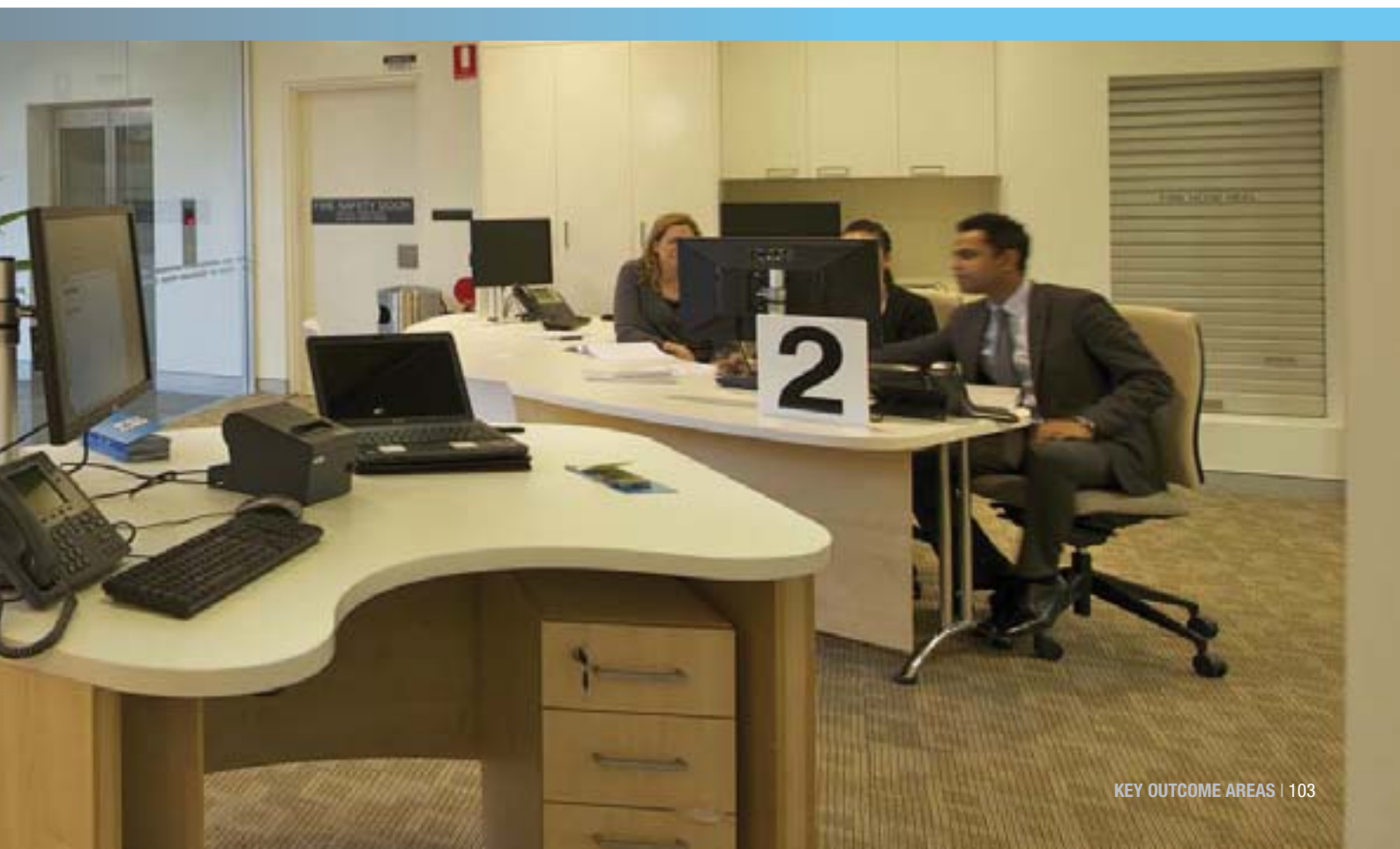
Two items were referred to the ICAC under section 11 of the ICAC Act. These matters involved alleged misuse of Council resources arising from a protected disclosure, as well as an investigation into the construction of private driveways. Both matters were referred back to Council which conducted an internal investigation that resulted in disciplinary action being taken against several employees for breaches of our Code of Conduct. Once the investigations were finalised and reported back to the ICAC, we received notification that matters were complete.

## IMPROVED TRANSPARENCY

As part of our commitment to demonstrating openness and accountability in our operations, we reviewed several policies and procedures. One key policy reviewed was Council's Code of Conduct which guides Councillors and staff behaviour.

## REVIEWED OUR PROCUREMENT FRAMEWORK

To ensure we are getting the best value for money, and that we will deliver on the commitments made to the community, our procurement framework was reviewed and specific actions identified. These include the need for accreditation in contract administration and procurement as well as more extensive pre- and post-tender consultation.



## CIVIC PRECINCT REDEVELOPMENT

In recognition that our premises are run down and inefficiently designed and will require us to spend \$12.5 million over five years, the Civic Precinct project has further progressed in its planning.

The proposal is a key element of our long held vision to deliver new community and civic facilities and achieve some of the key objectives of the City of Ryde's recently adopted Community Strategic Plan, at minimal cost to our ratepayers.

The new facilities include a multi-function performance space with generous backstage facilities and a 400 seat auditorium; a variety of meeting and conference rooms for community use; a café, courtyard and outdoor meeting spaces; new council chambers and efficient space for Councillors; and a rooftop community garden.

Our administration, which at present is inefficiently spread out across three sites, will be brought together in a five green star-rated building. The current administration building is inefficient and costs three times more to operate than modern buildings. By optimising our land value, we will realise and own our new assets at minimal cost to ratepayers.

Find out more about the Ryde Civic Precinct Redevelopment on our website. 

### % STAFF TURNOVER

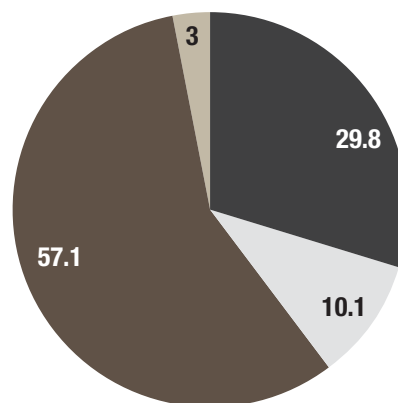


### % OF TOTAL STAFF SALARY AND WAGES SPENT ON TRAINING AND DEVELOPMENT



### LEARNING AND DEVELOPMENT (%)

Training Expenses
  Conference Expenses  
 Training – Labour
  Study Assistance



See page 38 for a detailed discussion on how we are developing our people.





The proposed Civic Centre will provide exciting new facilities for community and cultural groups like Ryde Youth Theatre.

% OF CALLS RESOLVED AT FIRST POINT OF CONTACT	
06/07	76
07/08	83
08/09	84
09/10	83
10/11 *	

\*Computer software fault meant data wasn't recorded. An upgraded system is currently being developed.



**24,000**  
customers served  
each year

**100%** of  
applications, certificates  
and payments processed  
on day of receipt

## > GOVERNANCE ACTIONS

2010/2011 Commitments	Result
<b>Finance</b>	
Undertake a review of Council's Investment Policy, in line with the new Guidelines issued by the Department of Local Government	●
Update and realign Council's Long Term Financial Plan that supports Council's Resourcing Strategy for Ryde 2030 <b>Comment:</b> A comprehensive solution will be incorporated into the budgeting tool that will be implemented in 2011/12 once the review of our asset conditions is completed	○
<b>Governance</b>	
Develop support systems to ensure a consistent standard of secretarial support is provided for all Council Advisory Committees	●
Establish a Corporate Governance system to manage all registers and report on all legislative deadlines across the organisation to ensure compliance	●
Re-design the Council report format in consultation with Executive Team, staff and Councillors and coordinate relevant training to key users on the report format and report writing techniques <b>Comment:</b> Project completed in 2011/12 due to IT requirements	○
<b>Human Resources</b>	
Undertake a Staff Culture Survey for the organisation that provides current state of the organisation, areas for future development and appropriate tools for the measurement of values and behaviours	●
Implement an appropriate 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	●
<b>Strategic Planning</b>	
Develop the City of Ryde's Workforce Plan that reflects the outcomes of the Ryde 2030 Community Strategic Plan with appropriate internal and external consultation.*  *Skills analysis has been conducted, the development of the Workforce Plan is in progress and will be completed during the second half of 2011.	○

## KEY PERFORMANCE MEASURES

- **Complete: project is finished**
- ◐ **Commenced: project is under way**
- **Not Completed: project timeline not met or deferred to 2011/12**
- **Deleted**

<b>Customer Service</b>	
Establish the self-service customer service function at the new City of Ryde Library and customer service centre	●
Review current customer service delivery and develop a new Customer Service Strategy, policies, accountabilities, procedures and report types for improvement to Council's customer contact <b>Comment:</b> Commenced, however it has been incorporated into 2011/12 to allow recruitment of staff to be completed in addition to formalising of memorandum of understanding with Macquarie University	○
Develop and implement customer satisfaction feedback mechanisms focused on customer services and service requests <b>Comment:</b> To be completed in 2011/12	◐
<b>Information Systems</b>	
Implement all IT capital projects as approved in the 2010/2011 Capital Works Program June 2011	◐
Gain approval for preferred option for IT Disaster Recovery site and systems	●
Provide an expanded ebusiness capability to enable internal and external customers to conduct business with Council and access information electronically - Implement S149/603 Certificates with online payment - Implement Online Land enquiry - Improve DA Online Application process <b>Comment:</b> Online land enquiry deferred until 2011/12; We are working toward online lodgement of DAs for 2012	◐
<b>Strategy and Projects</b>	
Develop the Ryde 2030 Community Strategic Plan involving broad engagement to develop a strategic vision for the City which reflects the community vision for the City by June 2011	●
Develop a Four Year Delivery Program that reflects the outcomes of the Ryde 2030 Community Strategic Plan with appropriate internal and external consultation	●
Develop and adopt an Outcomes Framework across the organisation that aligns to Ryde 2030 Community Strategic Plan	●
Develop a suite of Strategic and Corporate Key Performance Indicators across the organisation aligned to the Ryde 2030 Community Strategic Plan Outcomes and support Council's internal and external reporting needs	●
Develop in consultation with Group Managers and Service Unit Managers a relevant set of delegations and accountabilities	●
Review the Best Value Framework methodology and train Service Unit Managers undertaking a Best Value Review and identify the 2011/2012 program in consultation with the audit plan	◐
<b>Risk and Audit</b>	
Review and revise Council's existing procurement framework and establish (where required) new procedural documents and processes	●
Implement the Enterprise Risk Management strategy including 50% rollout throughout the organisation <b>Comment:</b> Rollout deferred until 2011/12 to allow other organisational change programs to be embedded	○
Develop a claims database for the recording of insurance claims and incidents	●

Measure	2009/10 Target	2010/11 Target	Actual	Status
% level of customer satisfaction for services provided through the Customer Service Centre	80%	80%	90%	●
% of telephone calls resolved at first point of contact	85%	85%	-	○ Technical issues with call centre phone software awaiting resolution
% of applications, certificates and payments processed on day of receipt	100%	100%	100%	●
% of statutory deadlines are met	100%	100%	95%	○ Delay incurred due to expenses and facilities policy requiring public exhibition
Quarterly reviews submitted to Council within 2 months after close of quarter	100%	100%	100%	●
% monthly financial reports distributed within 10 working days following month end	100%	100%	100%	●
% of solutions provided to users via IT Help Service desk requests	85%	85%	85%	●
% of core network uptime availability	N/A	90%	99%	●
% completion of the endorsed Internal Audit plan 2010/2011	70%	80%	70%	○ Staffing difficulties resulted in progress being delayed
% of statutory compliance with DLG Integrated Planning and Reporting requirements	100%	100%	100%	● We are on track to fully comply with DLG integrated planning and reporting requirement as a category 3 council – due 30 June 2012
% of minutes of meeting posted to website by close of business Thursday	90%	95%	100%	●
% of minutes recorded are accurate	99%	99%	100%	●
% of staff turnover as a percent of total staff	15%	14%	11%	●
Number of average sick and carer's leave taken per employee (days)	8.0	8.0	9.5	○

## KEY STRATEGIC MEASURES

- Target met
- Target not met



**\$1.3 BILLION**  
in essential infrastructure—  
roads, footpaths, drains,  
libraries, community buildings

## > CHALLENGES

We are looking to engage more comprehensively with our community and to understand customer satisfaction using social media and market research techniques. We aim to make our online transactions much easier to use and provide simpler forms and payment methods.

Complaints have not been well managed in the past, resulting in the appointment of a complaints management coordinator.

We would like to increase community participation and engagement in decision-making processes, which will be addressed through the new Customer Service and Community Engagement Plan (see page 102).

Continued use and occupation of the present Civic Centre is a challenge, with a heatwave in January causing the malfunction of the old air conditioning system in the ageing building, resulting in system shutdowns and four days of lost productivity. Investigations into the redevelopment of the Ryde Civic Centre site have been brought forward. See page 104 for more information.

A man with white hair and glasses, wearing a light-colored button-down shirt and dark trousers, stands smiling and gesturing with his hands towards a large, dark sign. The sign has the text "LOOKING AHEAD TO 2011/2012" in white and light grey. The background features horizontal stripes in shades of beige and brown.

**LOOKING  
AHEAD  
TO  
2011/2012**



## INFORMATION MANAGEMENT

Implement compliance management software that will enable the organisation and Council to have confidence in our compliance status at any time.

Improve, update and upgrade our current financial system to meet current and future needs.

Enhance services and information available to our community online while improving internal management reporting processes and productivity.

Scan and index active Development Applications (DAs) to enable documents to be accessible online.

## ORGANISATIONAL DEVELOPMENT

Work on a new corporate plan to achieve business and organisational change, increase corporate capacity to deliver customer service and continuously drive improvement.

Strengthen our Community Engagement Framework.

Implement a performance appraisal and reporting system to increase capacity and level of performance of Council.

Improve our Best Value Review methodology to ensure all processes are mapped and efficiencies identified.

Brand and market our City to promote its positive attributes and direction.

Develop plan for the new precinct redevelopment, that will provide a new Council facility and space for civic and community use.

Renew Council's corporate buildings to reach an appropriate and safe standard for use by staff and customers.

Ensure all of our community buildings reach an appropriate and safe standard for use by general public and tenants.

## CUSTOMER SERVICE

Commence customer satisfaction surveys.

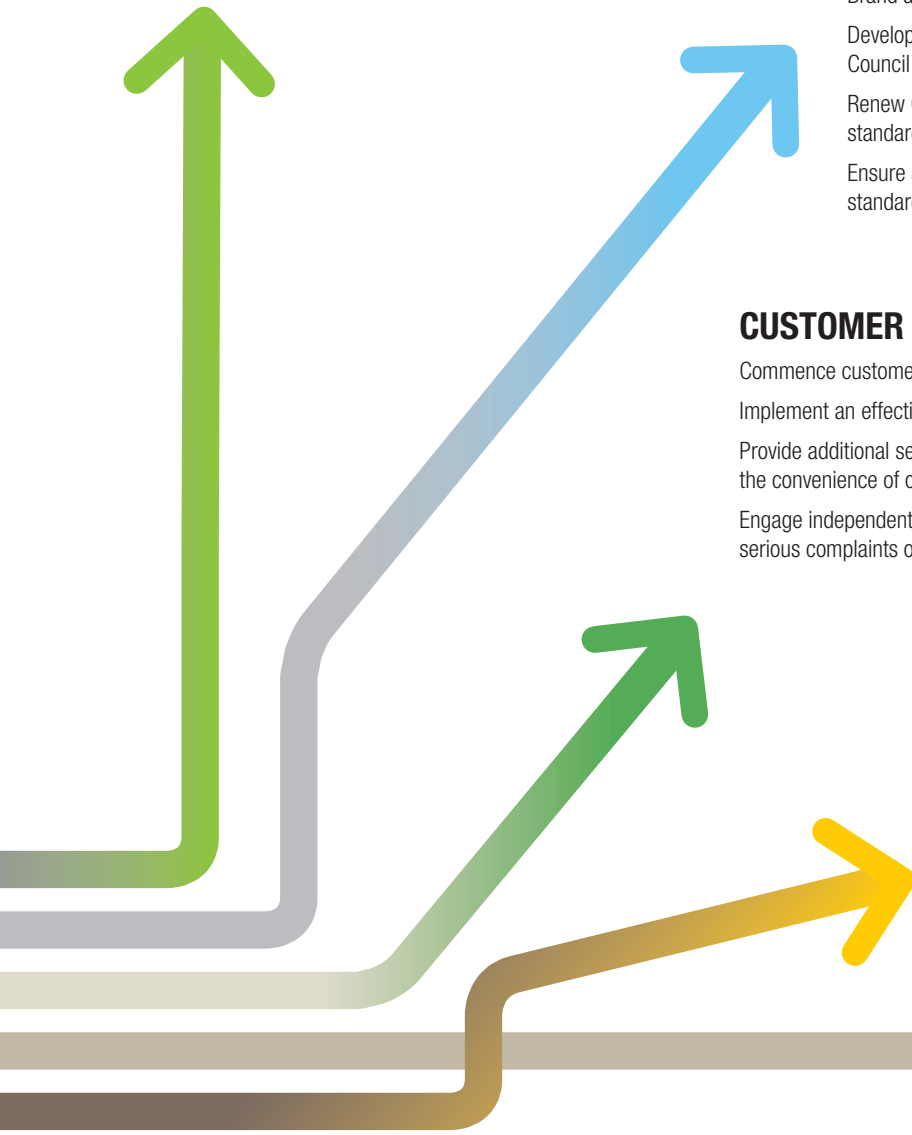
Implement an effective complaints management process.

Provide additional services and business transactions online for the convenience of our customers.

Engage independent external specialists when investigating serious complaints or allegations.

## RISK MANAGEMENT

Complete our Enterprise Risk Management (ERM) plan to ensure that all Council units are fully compliant with the requirements of an active Risk Management approach and that risks are regularly reviewed and managed.



# ENGAGE WITH OUR COMMUNITY

Discover more about our new vision and mission on the following pages.

# OUR NEW VISION

We commenced development of our Ryde 2021 Community Strategic Plan in 2009 by actively seeking out the opinions of our community. We received 4000 responses; many of these were postcards sent to our community inviting them to tell us their hopes and concerns for the future of the city. We received some 1,300 of these back, filled with ideas.

Our new vision emerged as a result of consolidating the main areas of community interest, concern and aspiration:

- How will our **growing** and **changing population** affect me?
- How will we celebrate our **differences**?
- How will we maintain **quality of lifestyle**?
- Will there be **housing choice** and **affordability**?
- Will there be a **strong economy** and **smart employment** close to my home?
- Will I have plentiful and sustainable **transport options** to get around?
- What about **climate change**?
- Will Council provide **strategic leadership**?

## IN 2010-2011 THE VISION BECAME

City of Ryde the place to be for

*Lifestyle and opportunity @ your doorstep*

Our vision is supported by seven outcomes which summarise all that is important to our community.


# OUR NEW MISSION

To deliver on these seven outcomes, 21 goals and 59 strategies were developed by community, partners and council staff. We refreshed our Mission statement to incorporate building strategic partnerships, and to focus more closely on quality community service delivery.

## IN 2010-2011 THE MISSION BECAME

*To work with our community and partners to provide strategic leadership, effective projects and quality customer services.*

The development of the longterm Ryde 2021 Community Strategic Plan with its new vision and mission, has prepared the way for the transition into the legislated Integrated Planning and Reporting Framework by June 2012.

During the first half of 2011, in addition to the long term Community Strategic Plan, a four-year Delivery Plan incorporating the one-year Operational Plan was also developed and can be seen on our website. 

These Plans are our response to the Ryde 2021 Community Strategic Plan and describe how the Council will deliver on the vision and outcomes. Our Annual Report in 2011/12 will reflect the new strategic focus and will report on the seven outcomes.

## LOOKING AHEAD

To meet integrated planning and reporting requirements by June 2012 we must develop an Asset Management Plan, a Workforce Plan and a Long Term Financial Plan.





## A CITY OF LIVEABLE NEIGHBOURHOODS

A range of well-planned clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place.

## A CITY OF WELLBEING

A healthy community, with all supported throughout their life by services, facilities and people.

## A CITY OF PROSPERITY

Creating urban centres that champion business, innovation and technology to stimulate economic growth and local jobs.

## A CITY OF ENVIRONMENTAL SENSITIVITY

Working together as a community to protect and enhance our natural and built environments for the future.

## A CITY OF CONNECTIONS

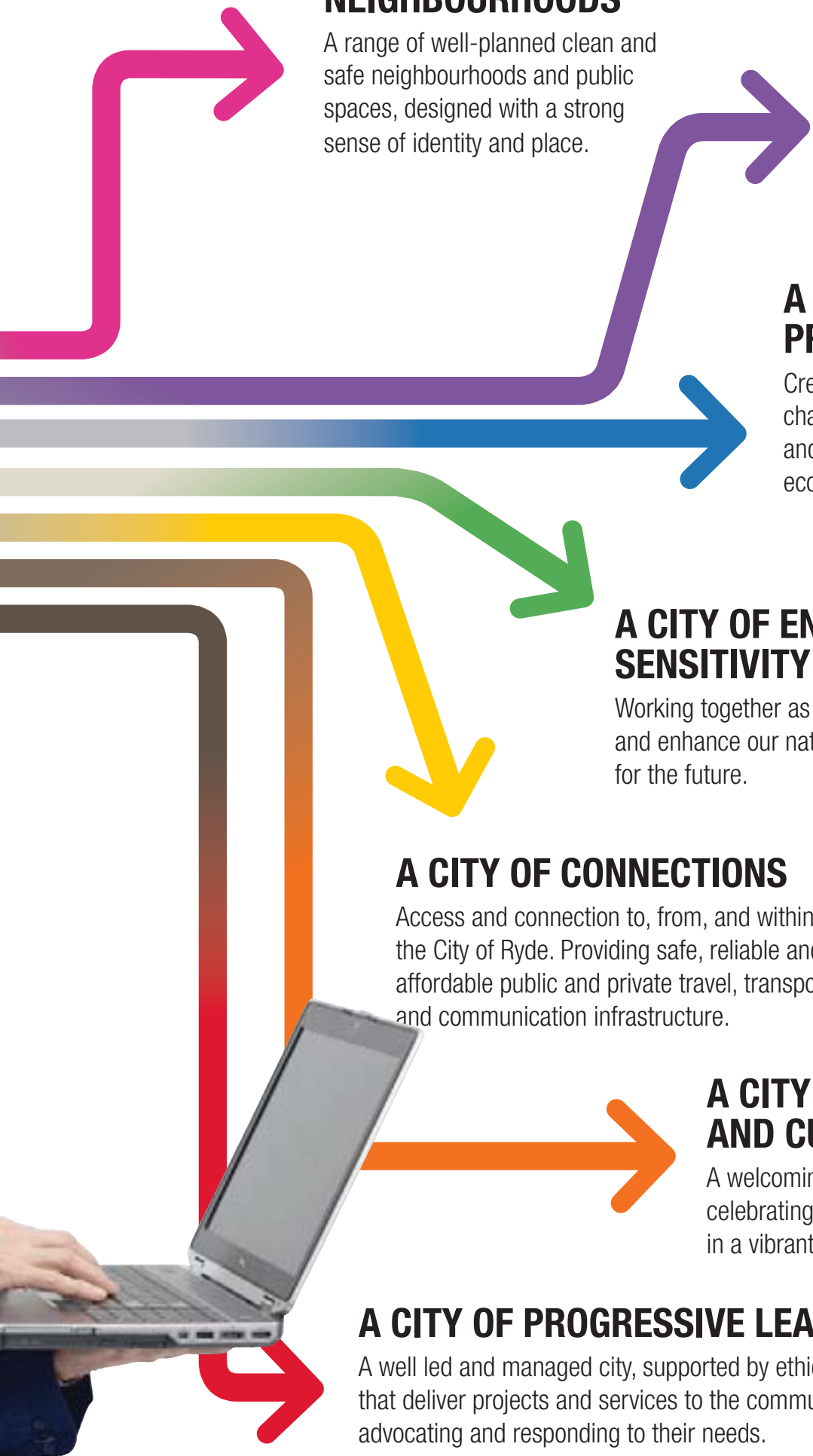
Access and connection to, from, and within the City of Ryde. Providing safe, reliable and affordable public and private travel, transport and communication infrastructure.

## A CITY OF HARMONY AND CULTURE

A welcoming and diverse community, celebrating our similarities and differences, in a vibrant city of culture and learning.

## A CITY OF PROGRESSIVE LEADERSHIP

A well led and managed city, supported by ethical organisations that deliver projects and services to the community by listening, advocating and responding to their needs.



## > CFO'S REPORT 2010/2011

Our financial result for 2010/2011 of an operating surplus of \$15.99 million reflects Council's continuing strong financial performance. This result represents an increase of \$7.91 million from the previous year, thanks to the increase in contributed assets for 2010/2011 and an adjustment for prior years.

Our operating result before capital was a surplus of \$0.45 million.

We own and maintain over \$1.3 billion worth of infrastructure and \$1.2 billion worth of land, and have revalued our assets to Fair Value. This is the third year since Council adopted Fair Value, and the full impact of depreciation has been brought to account in Council's Financial Report resulting in Council's depreciation expense decreasing slightly by \$0.12 million.

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

This allows us to generate sufficient funds to replace assets and deliver strategic projects. It is one of the keys to our long-term financial sustainability.

Other features of the 2010/11 result include:

- We received \$8.34 million of contributed assets associated with major developments within the city, such as the new Ryde Library and Ryde Planning and Business Centre.
- Working Capital of \$4.45 million, to cover day-to-day operations and provide a buffer for unforeseen expenditures.
- We receive approximately 56.29% of our revenue from rates and annual charges and have consistently achieved an excellent recovery rate with only 3.99% of rates outstanding.
- Our unrestricted current ratio, which is a measure of our capacity to satisfy short-term obligations, remained sound and is a healthy 4.79:1
- Our level of internal reserves (funds put aside for specific projects) is \$51.68 million.

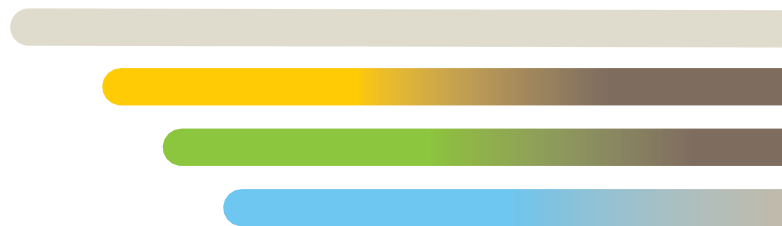
Whilst our financial indicators, as attested to by its auditors Hill Rogers Spencer Steer, reflect that we are in a sound financial position, similar to all Local Governments across Australia, the City of Ryde will continue to face a number of challenges in the years ahead. One of the key challenges will be developing new sources of revenue, other than rates, to maintain and develop infrastructure.

We are continuing to address our long-term financial sustainability through our Long Term Financial Plan (LTFP). We have \$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 \$85.94 million (compared with \$79 million for 2009/2010). This remains a major challenge for the future.

# KEY FEATURES OF THE 2010/2011 RESULT ARE:

We invested \$22.89 million in capital expenditure, with major projects including:

<b>Access</b>	<b>\$6.25 million</b>
<b>Parks</b>	<b>\$1.32 million</b>
<b>Stormwater &amp; Parks Assets</b>	<b>\$1.44 million</b>
<b>Buildings &amp; Property</b>	<b>\$9.50 million</b>
<b>Waste &amp; Fleet</b>	<b>\$2.70 million</b>
<b>Technology Systems</b>	<b>\$1.07 million</b>
<b>Libraries</b>	<b>\$0.46 million</b>
<b>Ryde Aquatic Leisure Centre</b>	<b>\$0.15 million</b>



We 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 spending \$20 million on asset renewal each year to bring our infrastructure up to a satisfactory standard. This is being reviewed and by June 2012 Council will have adopted a new LTFP and Asset Management Plan.

We are continuing our proactive approach to Asset Management to ensure our community's assets are maintained and have incorporated this into the Ryde 2021 Community Strategic Plan.

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

<b>Key Performance Indicators</b>	<b>2010/11</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2007/08</b>	<b>2006/2007</b>
Unrestricted Current Ratio	4.79:1	4.67:1	3.45:1	3.65:1	1.71:1
Debt Service Ratio	0.83%	0.85%	1.42%	1.98%	2.59%
Rate Coverage Ratio	56.29%	61.16%	36.47%	47.90%	57.20%
Rates & Annual Charges Outstanding	3.99%	4.10%	3.94%	2.82%	2.49%