

WELCOME TO THE WORLD

Our Performance against the Four Year Delivery Plan 2011-2015

Key outcome areas

We understand the importance of considering the social, environmental and economic factors that together build 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 seven key outcome areas represent these interconnections and the importance of a whole community place-based approach to what we do. The key outcome areas are drawn from the key themes in the current vision in the Ryde 2021 Community Strategic Plan that took effect in July 2011.

How did we perform in 2011/12?

Our services and programs are identified and planned in the annual operational plan contained within the Four Year Delivery Plan 2011-2015. Performance is assessed on a regular basis and the actual results achieved are reported quarterly against planned performance targets.

Overall performance summary

During 2011/12 we undertook a total of 292* projects, and completed 85 percent of those against our target of 95 percent.

A total of 79 projects were carried over for completion in 2012/13.

Of the council's 62 performance measures 51 (82 percent) were met with measures achieving or exceeding targets set.

In terms of service delivery and performance, the City of Ryde aims to achieve best practice management principles and is committed to delivering service excellence. This is outlined in our City of Ryde Business model.

The City of Ryde projects, plans and services are developed in an effort to meet our seven outcomes of Liveable Neighbourhoods, Wellbeing, Prosperity, Environmental Sensitivity, Connections, Harmony and Culture, and Progressive Leadership to benefit the community.

Measuring our progress

The following information addresses the key strategic activities we planned for completion in 2011/12 and includes targets and results. It also includes what is planned for the coming year.

Council's operational planning process begins with a review of our achievements against the Delivery Plan 2011-2015 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.

** Additional projects were added to the list of those detailed in the One-Year Operational Plan, and this delayed the completion of some scheduled projects.*

Key performance measures

- On Track
- ⌚ Action Required
- 📄 Complete
- ⊖ Not Started
- ⊘ Cancelled
- ▶▶ Deferred



City of Liveable Neighbourhoods

The City of Ryde seeks to ensure we address significant legislative changes and environmental challenges; maintain public safety and amenity; and develop a policy framework that will manage growth while enhancing the cultural and social character of our city.



City of Wellbeing

The City of Ryde seeks to ensure that we create a city that supports the physical and emotional health of all of our community.



City of Prosperity

The City of Ryde seeks to foster economic growth in the City of Ryde by stimulating business opportunities, employment, innovation and investment.



City of Environmental Sensitivity

The City of Ryde seeks to ensure that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems.



City of Connections

The City of Ryde aims to create a city where people feel connected locally and globally, and can easily gain access to their work place, recreation opportunities, facilities and services in both a physical and virtual way.



City of Harmony and Culture

The City of Ryde seeks to ensure that we recognise and celebrate links to our traditional owners and provide cultural and learning opportunities that meet the needs of our diverse population.



City of Progressive Leadership

The City of Ryde seeks to foster collaborative approaches to the governance of our city across all levels of government, and focuses on delivering results against our agreed strategic outcomes in the most cost effective way.

Goal One

All residents enjoy living in clean, safe, friendly and vibrant neighbourhoods.

Strategies

- To create welcoming neighbourhoods that are inviting, safe and enjoyable.
- To support a variety of uses and activities in our neighbourhoods, which contribute to a desirable lifestyle.
- To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods.

Goal Two

Our community has a strong sense of identity in their neighbourhoods and are actively engaged in shaping them.

Strategies

- To plan and design our neighbourhoods in response to our community's needs, wants and sense of belonging.
- To encourage and support local identity and character in our suburbs and protect our local heritage.

Goal Three

Our neighbourhoods thrive and grow through sustainable design, planning and regulation that support community needs.

Strategies

- To design our city to reflect the unique character, identity and housing needs of our community.
- To pursue sustainable design and adopt best practice in the planning of our suburbs and neighbourhoods.
- To create active public places and spaces through good planning and design.

1335
dwellings
approved in
2011/12

98%
of customer
calls were
actioned within
two days

54,000m²
of commercial floor
space approved
in 2011/12

31%
Express Development
Applications
determined in
Q4 in 30 days
or less.

57,434
passengers
on the Top
Ryder Bus

OUTCOME: A City of **Liveable** **Neighbourhoods**



Liveable Neighbourhoods are well-planned, clean and safe neighbourhoods and public spaces, designed with a strong sense of identity and place. As our city grows, pressure will be placed on our existing neighbourhoods to adapt to the increasing number of residents, as well as meet the changing needs of those who already live here.

Our population is ageing and more of our residents are choosing to live alone in villas and apartments rather than freestanding homes. At the same time, research by Housing NSW has put the City of Ryde in the highest category of need for affordable housing, which we must address by encouraging a range of affordable housing choices through appropriate development in appropriate locations.

To create Liveable Neighbourhoods, we must address significant legislative changes and environmental challenges; maintain public safety and amenity; and develop a policy framework that will manage growth while enhancing the cultural and social character of the City.

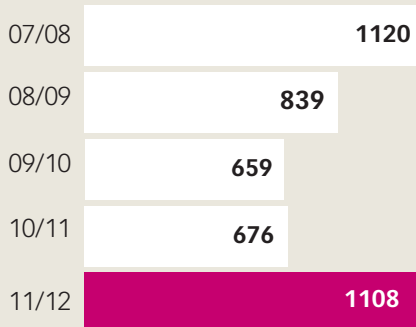
This outcome is supported by four programs: our Centres and Neighbourhood Program, Community and Cultural Program, Open Space, Sport and Recreation Program, and the Regulatory Program.

In 2011/12 we:

Received a Food Surveillance Champion Award

Environmental Health and Building staff received a Food Surveillance Champion Award from the NSW Food Authority in recognition of Council's food handler education campaign, conducted in partnership with Ryde TAFE. As part of our continued focus on ensuring the community can purchase food safely, our staff also inspected over 1,100 food shops this year. 📄

Number of Food Premises Inspected



The City of Ryde has 685 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). In 2011/12 182 premises were found to be initially unsatisfactory although 120 businesses were found to be satisfactory after re-inspection. This is a slight increase on the 118 requiring re-inspection in 2010/11.

Encouraged compliance with regulations

Parking and traffic regulation, animal regulation, and illegal dumping remain significant areas of interest for our community with over 3,800 calls received from customers and actioned by parking and compliance rangers. Over 98 percent were actioned by staff within two working days.

2011/12 saw the introduction of the School Safety Banner Program which aimed at educating parents on both Pedestrian Safety and also Ranger Awareness. A total of 10 Banners were distributed to 20 schools throughout the 2011/12 financial year.

The School Safe Banner Program has been heralded as a success with a significant reduction in aggressive behaviour and attacks happening around the schools that have participated in the program to date. There has also been a slight reduction in the number of parents fined at schools, which suggests that the message is working and unsafe behaviour is decreasing.

This Program was presented to the delegates at the 2011 Australian National Parking Steering Group Workshop in Adelaide, where it received very good feedback. A number of interstate councils are now intending to roll out similar programs in their councils over the next two years.

Upgraded public domain

Upgrades to the Agincourt Road shopping strip and the public toilets on Cox's Road were completed. A Public Art Guideline has also been developed to provide a coherent framework for the provision of public art in the City of Ryde, with five new public artworks installed in 2011/12, improving the richness of art and culture in our community. The Guidelines are available on our website. 📄



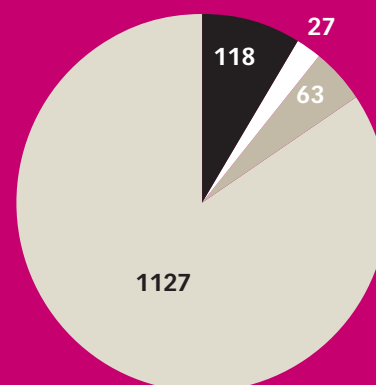
Reduced red tape and approved new dwellings and commercial premises

A total of 1335 dwellings and over 54,000m² of commercial floor space were approved by Council in 2011/12. The total estimated value of development this represents is \$563 million; this is expected to exceed the average value approved by similarly sized Councils in NSW (see chart below for more information). The Group 3 Council statistics for 2011/12 are yet to be released by the Department of Planning and Infrastructure, but early indications suggest that City of Ryde's result will be significantly above average.

The Assessment Unit also implemented a new Express Development Application Service in the final quarter of 2011/12, to help reduce red tape. This saw a significant reduction in the processing time of simpler applications of various types, including residential and commercial. In the final quarter, 31 percent of applications processed were EDAs, determined in 30 days or less.

Approved Dwellings 11/12

- Single Dwellings
- Dual Occupancies
- Multi-Dwelling Housing (Villa Units)
- Residential Flat Buildings (Units)

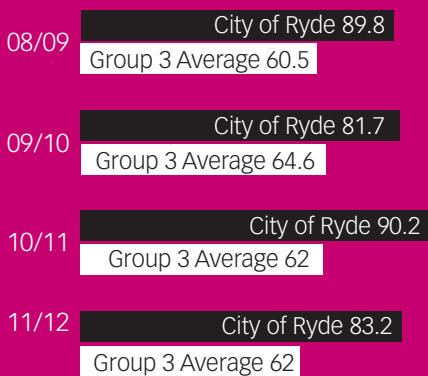


A stronger than anticipated major development sector has resulted in the assessment of a high number of complex, large developments – as can be seen in the significant increase in the value of applications determined (see chart right). The increasing value of determined applications, compared with fluctuating application numbers represents an ongoing trend of increasing complexity. Improvements to processes and policy following last year’s Best Value Review of the Assessment Unit have also seen the determination of a significant backlog of complex applications.

This backlog and the high level of complexity overall has affected our annual determination times, with our Annual Mean Gross Determination Time of 85 days, up 18 percent compared with 2010/11.

However, as displayed in the chart opposite, despite the increased complexity, our staff continue to determine a high volume of applications per officer compared with other Group 3 Councils.

Applications determined by officer

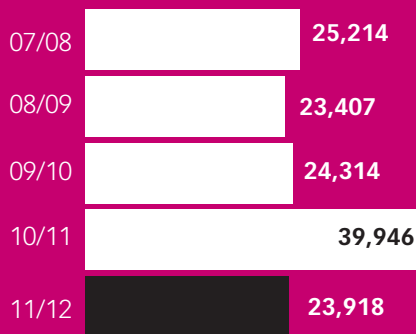


Number and Value of Development Applications Determined

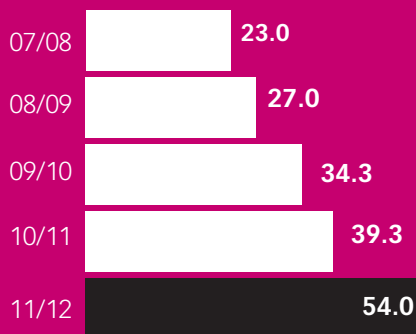
■ City of Ryde Applications Determined
■ Group 3 Average Applications Determined
— City of Ryde Value Determined
●●● Group 3 Average Value Determined



Number of Development Application Enquiries Received



Number of Development Assessment Days (Median)*



*We report median processing times as part of the exhaustive reporting sent annually to the Department of Planning, and also as part of our scheduled quarterly reporting. The median result for 2011/12 has increased over 2010/11 due to the alignment of City of Ryde’s reporting to match the Department of Planning and Infrastructure’s methodology.

Took the community shopping

The Top Ryder remains popular with the community, with 57,434 passengers for the year. Owing to its popularity the service will be extended until June 2013.

The Local Market Feasibility Study was also completed this year, with local markets scheduled to be held as part of the 2012 Ryde Chamber of Commerce and Rotary Club Community Christmas Celebration and the 2012 All the Colours of Ryde Festival.



Managed our Urban Forests

As part of our renewed asset and risk management plans, in 2011/12 we planted fewer street trees than the large numbers of previous years, because of the damage they can cause to footpaths and other infrastructure and the danger this represents to the community. Instead, our focus shifted to urban forests with most tree planting occurring in parks. We have also commenced preparing a strategy to better inform our future street tree plantings

This year we also finalised the Urban Forest Development Control Plan and Technical Manual, and the Urban Forest Plan and Integrated Open Space Plan, which will help ensure that the green leafy character of our City, which is so highly valued by our community, will remain a priority into the future.

Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Upgrade Boronia Park and Agincourt Road Neighbourhoods
- Upgrade Elouera Reserve
- Inform our community about land use planning changes
- Inspect unauthorised boarding houses
- Undertake illegal dumping surveillance

○ On Track ✂ Action Required 📄 Complete ⊖ Not Started ⓧ Cancelled ▶▶ Deferred

Program	Status	Comments
Centres and Neighbourhood Program		
Neighbourhood Centre Renewal	✂	The renewal of Agincourt Road Shops has been completed. Boronia Park renewal project has been extended to ensure a public art component can be incorporated into the design; it is now scheduled for completion in 12/13.
Community and Cultural Program		
Local Market Feasibility Study	📄	
Public Art Guideline for Developers	📄	
Open Space, Sport and Recreation Program		
Urban and Street Tree Master Plan	📄	The Master Plan will be considered by Council in November 2012.
Regulatory Program		
Boarding House Project	📄	Project is aligned to State Government Boarding House Sector reform, and will continue through 2012/13.

Embracing Our Challenges

Following the NSW Parliamentary Inquiry into International Student Accommodation the State Government is expected to pass new Boarding House legislation in November 2012. Our Draft Boarding House Policy will be reported to Council once the legislation is in place. In the meantime, inspections of properties suspected of unauthorised uses continued throughout the year.

Compliance Rangers handled 878 illegal dumping reports from members of the public in 2011/12, an increase of 9 percent on the previous year's figures. A significant factor to the amount of illegal dumping reports is the current policy of five clean ups per area per annum. It is expected the high numbers of illegal dumping complaints will not drop until the new Waste Contract and Policy is adopted in the next two to three years.

THE INCREASED NUMBER
OF OFF-LEASH AREAS HAS
RESULTED IN MORE REQUESTS
FOR ASSISTANCE FROM
COMPLIANCE RANGERS

Goal One

Our residents are encouraged and supported to live healthy and active lives.

Strategies

- To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.
- To provide a variety of activities that encourage social interaction and stimulate every day well being.
- To collaborate with our partners to encourage more people to lead healthy and active lives locally.

Goal Two

All residents feel supported and cared for in their community through the provision of ample services and facilities.

Strategies

- To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life.
- To collaborate with our partners to offer the whole community a range of quality services and facilities.
- To influence decision makers to provide health and welfare services that meet the needs of all our community.

Goal Three

Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours.

Strategies

- To encourage a healthy, happy, inclusive and active community where neighbours look out for each other.
- To provide safe community spaces and places for people to meet and get to know each other.

100,000
people attended
events we hosted

674,984
visitors to Ryde
Aquatic Centre


38,635
City View
newsletter
subscribers

9,000
children attending
swimming lessons

\$139,325
given in
community
grants

11
swimming pools: the
equivalent amount
of water saved by all
pools due to RALC's
recycling program

OUTCOME: A City of **Wellbeing**



Our outcome of a City of Wellbeing will ensure that we create a city that supports the physical and emotional health of all of our community.

The City of Wellbeing is supported by four programs: The Centres and Neighbourhood program; Community and Culture program; Library program; and the Open Space and Recreation program.

In 2011/12 we:

Opened our new Community Hub at West Ryde

Opening in March 2012, the new West Ryde Community Centre is a multipurpose facility created by the City of Ryde to serve the needs of children and families. The Centre provides subsidised tenancies for child and family focused organisations to deliver coordinated services, including:

- Ryde Family Support Services, a community-based organisation that provides free practical and emotional support for children and families experiencing stress or crisis.
- West Ryde Early Childhood Health Centre, providing baby check-ups, parenting support and other specialist child health service.
- West Ryde Neighborhood Children's Centre, a 56-place childcare for children 0 to 6 years.
- Relationships Australia, a new Community Hub with the objective of community capacity building.
- Good Beginnings, community-supported early intervention programs with practical parenting programs and support.
- Korean Lifeline, a lifeline support service for Korean speakers.
- Benevolent Society, an evidence-based early intervention program with a multi-disciplinary team tailoring services to individual clients.

Improved Disability Awareness

For two hours in November 2011 several staff in key roles experienced getting about using a wheelchair. They traveled by bus, taxi and along footpaths from Putney to Top Ryde City Shopping Centre under the guidance of skilled trainers from Royal Rehab, Putney and the Australian Spinal Injuries Association. The experience led to a detailed plan to upgrade the taxi rank at Top Ryde City to make it safer for wheel chair users and others.

We also partnered with Side by Side Advocacy (SBSA) to present an evening event at Brush Farm House in December 2011. The event, celebrating International Day of People with Disability, was attended by approximately 120 people, including the Mayor, and protégées of SBSA and Disability Service organisations throughout the region. 📍

Conducted Seniors Celebrations

Over three weeks in March, we invited local organisations to publicise the diverse activities they offer for older people through the year as part of extended Seniors Week celebrations. Many organisations, such as the Computer Pals for Seniors Program attracted new members, while others ran classes introducing social media, Pilates, and Feng Shui to seniors. Cooking Classes for Men, Guided Walks in the area, advice on Easy Care Gardening, Chinese Opera Singing. An opportunity to join the Mayor for a movie also proved very popular.

Guided Local Home and Community Care Organisations

We supported an Open Day for parents of children with disability to meet and connect with local service providers, often for the first time, with follow-up ensuring that families continue to receive support from appropriate services and further referrals as needed. Bilingual workers for Korean and Chinese languages made the day accessible to speakers from these language groups.

Modified homes for the elderly

Our Ryde Hunters Hill Home Modification and Maintenance Service provided continuing support to local frail aged residents and people with disability to enable them to remain living at home through the provision of modifications such as handrails, ramps and repairs. In 2011/12 we processed 840 new referrals for home modifications.

Held the Living Communities Forum

On 29 February 2012 we hosted the Living Communities Forum that brought together COTA (Council on the Ageing), local service providers, businesses and clubs with Council staff from a variety of service units. The groups attending this unique event worked on ways to make the City of Ryde more age-friendly now and in the future, and tackled urgent issues relating to life-matters, and planned for our rapidly ageing population in the years to come.

Became a White Ribbon Campaign Partner

The City of Ryde has actively supported the White Ribbon campaign since 2009, playing a community leadership role and taking a stand on issues both in terms of the Council's operations and by partnering with businesses, community groups and others to create awareness, support and action at the local level.

On Tuesday 5 June 2012 the City of Ryde signed a Memorandum of Understanding (MOU), formalising our relationship with the White Ribbon Foundation. This action affirmed the Council's and the community's commitment to saying NO to violence against women.

We followed up the signing with a series of organisational and community workshops to plan for further actions and project partnerships. These included a domestic violence forum in partnership with local services and White Ribbon Day breakfast, and will help ensure ongoing Council and community commitment to anti-violence awareness and actions.

Initiated a Community Service Sector Development program

To support the Not for Profit service sector in Ryde LGA and to create collaborative partnerships with business and government sectors for positive social change in Ryde, in 2012 we initiated a four-year Sector Development program.

The program strengthened the community service sector in Ryde by supporting development activities through:

- Training Workshops: six training workshops that covered grant and submission writing, advocacy, working with men, and engaging with cultural and linguistically diverse (CALD) communities
- Sector Development Partnership Projects: we also made financial contributions to five Sector Development partnership projects in which community organisations worked together and developed resources for children's services and for children with a disability; family services focusing on fathers and children; volunteer organisations and volunteers; health and breast feeding services; and CALD women, youth services and young people.

Gave School Excellence Awards to Outstanding Students

The School Excellence Awards acknowledge exceptional students residing within the City of Ryde for his or her endeavours in educational pursuits. This year 23 primary schools, eight high schools and two special needs schools participated, with book vouchers presented to outstanding students.

Developed our Play Plan

Play is a vital ingredient in a child's development. It can be creative, can help children develop problem-solving and motor skills and is also important in the development of social skills. With an eye to the future, the City of Ryde is developing a Children's Play Implementation Plan (Play Plan) to establish the vision, framework and priority of play spaces within our City. As part of the development process,

we consulted local primary and high school students as well as the wider community to help us gauge their values and priorities. Refer to page 85 for a list of other community consultation initiatives undertaken in 2011/12 and page 173 for information about our new MyPlace Community Forum.



Awarded Community Grants

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. 2011/12 was the second year that community, cultural and sporting organisations were able to apply for funding under our enhanced community grants scheme, building on the success of 2010/11's projects. This year, five projects were funded with a focus on sports development, 12 projects under the Cultural Category and 55 under the community category. Refer to page 174 in the Statutory information section and the chart below for further information about Community Grants.

Total Value of Community Grants

07/08	\$118,250
08/09	\$180,000
09/10	\$205,000
10/11	\$138,000
11/12	\$139,325

**See Page 174 for more information about how Council grants were used.*

Supported Go Active 2 School

The Go Active 2 School program is growing in popularity with Denistone East (98 percent participation rate), Gladesville (96 percent) and Kent Road 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. There are currently three schools involved in the program with three more planning to join in 2012/13.

As 80 percent of the students at Eastwood Public School are from multicultural backgrounds, the Go Active 2 School materials have been translated into Chinese and Korean to ensure that all parents understand the importance of this program.



Planned our Open Spaces

We know that demand for recreation will increase with our growing population, and this year we completed the Integrated Open Space Plan that, in addition to key land use planning documents, will set the course for the way our neighbourhoods will develop. This plan, along with a raft of other planning work done by the team will also help us to know where to allocate resources to provide for the growing community. Open Space staff also attracted over \$600,000 of grant funds and \$140,000 of private funds to help us to provide the best facilities for the community.

What we did in 2011/12

continued

In addition, in 2011/12 we developed the Putney Park Plan of Management, and the Santa Rosa Park Masterplan. We also conducted a Best Value Review for the allocation and management of sportsgrounds and developed Terms of Reference for a Wheeled Sports Advisory Committee. Unlike past years we didn't conduct a park users' customer satisfaction survey in 2011/12, however we will be conducting a new baseline survey in 2012/13.

% of Customer Satisfaction by Park Users

07/08	75%
08/09	79%
09/10	81%
10/11	81%
10/11	N/A

Survey not done this year. New baseline survey will commence next year.

Hosted our Spring Garden Competition

Gardening is an activity that can be enjoyed by young and old. It provides many health benefits, beautifies the spaces where we live and work and gives us flowers, fruit and vegetables to nourish the body and soul. Over 60 keen gardeners entered this year's competition with awards presented in nine categories at a special gala evening held at Eden Gardens, Macquarie Park. Refer to our website for details of the winning gardens. 



Upgraded Ryde Aquatic Leisure Centre (RALC)

2011/12 saw the competition and leisure pools upgraded as part of a rolling upgrade program which will continue in 2012/13 with upgrades to the program pool change rooms. We also installed new water features at the beach entry end of the Leisure Pool (wave pool), including a series of three arches with spray coming from under each arch for patrons to run through. There are also three tipping buckets that fill with water and periodically dump water onto patrons standing underneath. The features have already proven to be very popular with the young patrons and the young at heart.

While the total number of visits to RALC was 105,016 below our target of 780,000, overall numbers have increased by 4,180 compared to last year's total (see page 50 'Embracing our Challenges' for discussion about falling visitor numbers). Kids attending birthday parties have increased by 14 percent this year, in the midst of increased competition and 9,000 children participated in learn to swim lessons, reducing the risk of childhood drowning. Since 2004/05 staff at the Ryde Aquatic Leisure centre have been working to reduce their tap water usage from a high of 24 percent to a low this year of 2.3 percent. This means we have saved enough water to fill the pool 11 times over.



Number of Visitors to the Ryde Aquatic Leisure Centre

07/08	805,438
08/09	762,876
09/10	707,801
10/11	670,804
11/12	674,984

"I have found volunteering to be mutually beneficial."

City of Ryde Volunteer

How we encourage volunteering in Ryde

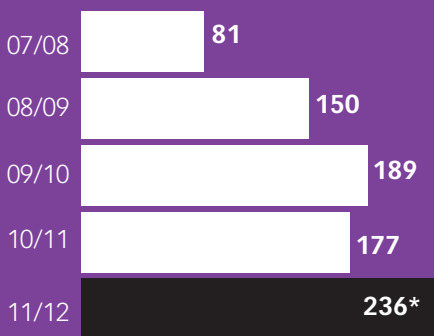
Encouraging a healthy, happy, inclusive and active community is the key to promoting wellbeing and a strong sense of pride in our community. Volunteering is one of the most appreciated and rewarding ways for our community to support each other and connect socially.

Almost 17 percent 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 service works closely with local agencies to source and support volunteers to support the HACC program in Ryde.



ONE OF OUR AMAZING VOLUNTEERS IN ACTION

Number of Volunteer Referrals



**There were 302 enquiries relating to volunteering to assist frail, aged and people with disabilities in their homes. Some Macquarie Park organisations also use the referral service.*

We support our culturally and linguistically diverse community volunteers by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers.

In April 2012, the City of Ryde funded Volunteer Training for Culturally and Linguistically Diverse (CALD) Community Project. The aim of the project was to build engagement, participation and integration of new migrants into the community through volunteering. This funding has allowed the development of clear 'volunteering fundamentals' which include the rights and responsibilities of volunteers, working with the elderly, people with cross-cultural competence, communication skills, self esteem and assertiveness and boundaries.

The training modules have also been translated into community languages including Mandarin, Korean and Farsi.

Twenty-five members of the CALD community attended the first three-day Volunteering Fundamentals program. The training also included a one-day bus trip where potential volunteers were taken to community organisations that work with volunteers in the Ryde & Hunters Hill areas. At the end of training, more than 50 percent of attendees signed up to become a volunteer with a community organisation.

In view of this success, three more volunteer fundamentals training sessions were organised in May and June 2012 in partnership with Meadowbank TAFE and Relationships Australia, targeting new migrants and young mothers. A total of 76 potential volunteers from Chinese, Korean, Indian and Iranian background participated in the three-day Volunteering Fundamentals training. 🇨🇦

Overall, 2011/12 saw more than 500 volunteers providing essential services 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.

Encouraged active lives

We encourage our residents to live healthy and active lives, and to achieve this goal we formed a partnership with the Heart Foundation to run a program of free community walks.

The walks are 30-60 minutes long, depending on the preferences of the groups. They are run by volunteers from the community, and include parents with prams, seniors, people from different cultural backgrounds and young people.

Walkers are also enjoying the Parramatta River Walk. The 'missing link' was completed in 2011/12 with the inclusion and mapping of a ten kilometre section between Gladesville Bridge and Ryde Bridge. The newly mapped section, on the northern side of the Parramatta River, is the City of Ryde's contribution to a 275 km continuous network of walking tracks along Sydney's iconic waterways: Sydney Harbour, its tributaries and the coast.

The project is a great example of the City of Ryde partnering with community volunteers and State agencies to develop the route, improve access and produce the map for the Sharing Sydney Harbour program.

The new trail incorporates the popular and award-winning Ryde Riverwalk which, since it opened three years ago, has seen an increasing numbers of walking groups, guided walks and both walking and riding commuters.

The route winds along parts of the foreshore into bays, parks and playgrounds, through bushland, past historic buildings and Aboriginal cultural heritage sites. See www.ryde.nsw.gov.au/walking for maps and further information. 🇨🇦 🇰🇷 🇮🇳



Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Continue to implement our Crime Prevention Plan
- Further develop our non-profit community sector
- Provide funding support for the Men's Shed movement
- Conduct a feasibility study for a community hub at Eastwood
- Renew community buildings
- Enhance our libraries' digital collection
- Implement our Active in Ryde Program
- Implement our Integrated Open Space Plan
- Complete Livvi's Place at Yamble Reserve
- Upgrade and renew sportsfields
- Renew assets at RALC
- Upgrade and renew sportsground amenities
- Construct and renew playgrounds
- Expand our sportsfield floodlighting program

○ On Track ⌘ Action Required 📁 Complete ⊖ Not Started ⊗ Cancelled ▶▶ Deferred

Program	Status	Comments
Centres and Neighbourhood Program		
Toilet Blocks Renewal - excluding sportsfields	📁	
Community and Cultural Program		
Crime Prevention Plan – implementation	📁	
Volunteer Training for the CALD Community	📁	
Community Buildings Renewal	📁	
Community Hubs identification study	○	
Community Garden & Nursery	○	
Non-Profit Community Sector Development	📁	
Youth Engagement Partnership Project	⊗	Initiation of this project was dependant on matching grant funds through Macquarie University. The University was not successful in their research grant.
White Ribbon Community Accreditation	📁	
Library Program		
Library Electronic Books	📁	
Open Space, Sport and Recreation Program		
Michael Lardelli Park in Putney on Royal Rehabilitation Site	📁	
Charity Creek Cascades	⌘	Project due to be completed by the first quarter of 2012/13.
RALC Asset Renewal	○	
Integrated Open Space Forward Plan	○	
Active in Ryde Program Implementation	○	Delayed due to other works.
Sportsfield Floodlighting	⌘	Sporting clubs contributed \$80,000 to the floodlighting project with further \$60,000 contribution expected for projects that are underway.
Sportsfield Renewal & Upgrade	📁	
Sportsground Amenities Upgrades	⌘	Some projects were delayed by wet weather.
Playground Renewal and Construction	○	



Embracing Our Challenges

Over the past year, Open Space Unit experienced significant staff turnover. In addition, while the recently adopted Integrated Open Space Plan for the City of Ryde provides the Unit with a clear strategic direction, lack of operational policies and procedures as well as resources are still proving challenging for the Unit.

In 2012/13 we are closing this gap by formulating a Sports Ground Allocation Policy and completing the restaffing of the Open Space Unit.

The Ryde Aquatic Leisure Centre (RALC) is a facility that has provided wonderful recreational and leisure opportunities for families in the local and broader community for more than a decade.

It has, however, passed a plateau in attendance numbers in recent years due to various factors including the economic climate as well as a centre that is beginning to show some signs of age (it was constructed in 1999). There is also a degree of market complacency amongst consumers where the centre's features, such as the water slide and waves, have lost their newness factor, even though they remain popular with patrons in attendance.

To counter the ageing of the facility, the City of Ryde has invested to maintain the quality and comfort of the services and facilities offered. The Capital Works program adopted by Council allows the Centre to maintain its position as a leading provider of leisure and recreation to the community as well as maintain the asset in a manner that meets the operational requirements of its programs and services. In 2012/13 we will be designing and installing a new Wave Rider machine, which we hope will attract more visitors to RALC.

Goal One

Our community and businesses across the city flourish and prosper in an environment of innovation, progression and economic growth.

Strategies

- To create a strong economic direction, with incentives that encourage new and diverse business investment and opportunities.
- To work with relevant partners to share our brand, provide facilities and services that attract and retain local business in our city.
- To share growth, prosperity and opportunities across the whole community.

Goal Two

Our city is well designed and planned to encourage new investment, local jobs and business opportunities.

Strategies

- To respond in our planning, now and in the future, to global and metropolitan trends.
- To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce travel time and costs and improve amenity.
- To design retailing places that encourage and attract a diversity of business opportunities and jobs.

Goal Three

Macquarie Park is recognised globally and locally as an innovative education and technology hub.

Strategies

- To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence.
- To take a leadership role to improve movement to, from, through and within Macquarie Park.
- To optimise and promote Macquarie Park's distinctive qualities, to attract and create new and ongoing investment, assisting business to contribute.

6

Business Master-class workshops held for small businesses

54,000

sqm of commercial floorspace approved in Macquarie Park

1

Crime Prevention Forum held for business

OUTCOME: A City of Prosperity

The City of Prosperity outcome seeks to foster economic growth in the City of Ryde by stimulating business opportunities, employment, innovation and investment.

Under this Outcome we seek to assist the local business community and to foster employment and economic growth in our Town Centres. To achieve this we must ensure our City is designed and developed in a manner that creates appropriate business opportunities in vibrant urban centres. City of Prosperity projects are aimed at supporting sustainable growth, upgrading the public domain, and facilitating business moving to and thriving in the City of Ryde. This includes, but is not limited to, supporting the development of Macquarie Park into a globally recognised education and information hub.

This outcome is supported by three programs: our Centres and Neighbourhood Program, Economic Development Program, and the Land Use Planning Program.

In 2011/12 we:

Established partnerships with local businesses

We formed a partnership with Ryde Business Forum, the overarching body for local chambers of commerce.

They now have an office in the Ryde Planning and Business Centre to assist with business development matters in our City. In 2012/13 we will continue to seek opportunities to partner with local businesses and organisations and reduce red tape to make it easier to do business in our city.

We also developed the Ryde Business Forum Website, which is designed to offer local businesses a way of reaching customers and accessing resources and information online. The site includes an education and training section, an online local business directory, and information on local events, workshops and networking opportunities.



Strengthened Communication with Local Business

We have been working with the local business community to facilitate regular communication and cooperation. The Economic Development Advisory Committee and the local Chambers of Commerce meet regularly, while the Macquarie Park Forum, facilitated by the City of Ryde, meets regularly to bring together key stakeholders involved in the implementation of the Macquarie Park Master Plan.



Planned Town Centre Upgrades

Careful design work has been undertaken to guide the upgrade of the Church Street and Rowe Street Town Centres. The provision of Public Art, the appropriate consideration of heritage matters, and providing a high quality of finish while achieving value for money have been central to this process. Funds have been carried over to 2012/13 for the completion of works.

Supported Small Business September

To help local businesses get the edge on the competition, the City of Ryde, in partnership with the Ryde Business Forum and the Northern Institute of TAFE held a number of free workshops and seminars as part of Small Business September. These included the Ryde Business Bootcamp, and six Ryde Business Masterclass Workshops covering topics as diverse as strategic decision-making in business, digital storytelling and social media marketing.

Hosted a Crime Prevention Forum for Businesses

We are taking an holistic approach to crime prevention in our area. In partnership with key stakeholders, including Eastwood and Gladesville Local Area Commands, Ryde Business Forum and Ryde Macquarie Park Chamber of Commerce, in March 2012 we hosted a breakfast forum to provide information specific to the needs of local business owners. Designed to demonstrate how everyone can play their part in reducing crime in the City of Ryde, topics covered include the process of the criminal justice system, loss prevention, dealing with young offenders, and how and when to report incidents to police.



Developed the Macquarie Park Corridor

The City of Ryde remains an attractive location for business – as noted in A City of Liveable Neighbourhoods over 54,000m² of commercial floor space has been approved in the City of Ryde this year.

A significant proportion of this relates to development in Macquarie Park with pre-committed tenancies. Macquarie Park's vacancy rate is the lowest of comparable Commercial centres in Sydney - Chatswood, Rhodes/ Homebush, Norwest, Parramatta, St Leonards, and Sydney South.

We are seeking to ensure the ongoing development of Macquarie Park delivers the best possible outcome to local businesses and the broader community by establishing the Macquarie Park Development Control Plan (DCP).

Consultation with landowners and other stakeholders on the DCP has been undertaken and work on establishing the required road network is currently underway. Development of this key part of the City's planning framework, including further consultation with the community, will continue in 2012/13.

Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Install wayfinding signage in Macquarie Park
- Upgrade Waterloo Road
- Install table tennis tables in Eastwood
- Create an economic development plan
- Develop a Macquarie Park-specific website
- Implement our marketing plan
- Create the City of Ryde Food & Festivals Guide
- Develop an economic forecasting and profiling module
- Finalise the Macquarie Park Development Control Plan

○ On Track ✂ Action Required ☑ Complete ⊖ Not Started ⊘ Cancelled ▶ Deferred

Program	Status	Comments
Centres and Neighbourhood Program		
Town Centre Upgrades Plans	✂	These projects have been extended to allow public art and the heritage of the areas to be incorporated into the upgrade designs.
Economic Development Program		
Feasibility of Macquarie Park Shopfront	☑	The project was expanded to include the development of a Marketing Plan for Macquarie Park. The Marketing Plan has been completed and implementation will begin in 2012/13.
Land Use Planning Program		
Macquarie Park Development Control Plan (DCP)	✂	Community Consultation is critical to the success of this project. Land owner consultation was delayed so that it could incorporate responses to significant developments in Macquarie Park, such as the formation of the Macquarie Park Taskforce. Public Exhibition of the Plan, inviting wider community input, is now scheduled for 2013.
Macquarie University Voluntary Planning Agreement (VPA)	✂	The draft agreement was reported to Council but was not considered.

Embracing Our Challenges

The Macquarie Park Development Control Plan experienced some delays due to the evolving strategic planning environment in Macquarie Park, particularly the formation of the Macquarie Park Taskforce to advise on the redevelopment of government land in the area. It is anticipated that this project will carry over into 2012/13.

Other projects were delayed because of revisions to their scope in response to business and community feedback and also issues with consultant availability. While Council makes every effort to minimise delays, planning, managing and encouraging the ongoing development of Macquarie Park in an appropriate and sustainable manner is a complex task requiring a considered approach.

Goal One

Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment.

Strategies

- To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them.
- To actively collaborate with our community and businesses to care for and enhance our environment. To provide incentives that encourage all to enhance, preserve and protect our natural ecosystems.

Goal Two

To encourage and enable all our residents to live a more environmentally sensitive life.

Strategies

- To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development.
- To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.

Goal Three

As we grow, we protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change.

Strategies

- To lead by example and demonstrate environmental sensitivity in all that we do. To work collaboratively with neighbouring councils to develop measures to protect our natural environment and biodiversity.
- To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

6% reduction
in electricity
consumption
compared with
2010/11

6 tonnes
of e-waste diverted
from landfill

Over 622
tonnes of CO2 saved
from greenhouse gas
mitigating actions
across our activities


130
attendees at
green economy
workshop

13%
Net Total CO2
reduction in
emissions from our
vehicle fleet

7
School
food garden
workshops

Over 200 kL
per day water savings
by local businesses
participating in the
Sustainable Businesses
in Ryde Initiative

OUTCOME: A City of **Environmental Sensitivity**



Our outcome of Environmental Sensitivity will ensure that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems. We will work together as a community to protect and enhance our natural and built environments for the future, and reduce our exposure to the risks of climate change.

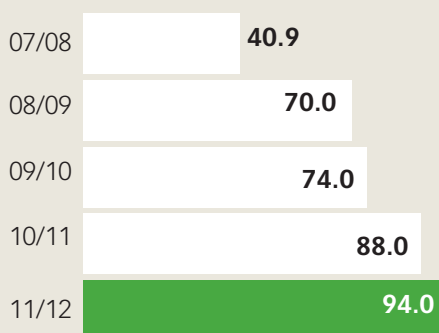
The Environmental Sensitivity Outcome is supported by five programs: our Catchment Program, Environment Program, Foreshore Program, Open Space, Sport and Recreation Program, and the Waste and Recycling Program.

In 2011/12 we:

Reduced our Carbon Footprint

As demonstrated by the charts below we are continuing to reduce our energy consumption and the greenhouse gases that would otherwise be emitted. We are achieving this by greening our fleet and choosing vehicles that are kinder to the environment with 94 percent of our vehicles now hybrid or four cylinder.

% of Council's Vehicle Fleet four cylinder or hybrid vehicles



Refer to page 175 in the Statutory Information section for further discussion of our plant and fleet initiatives.

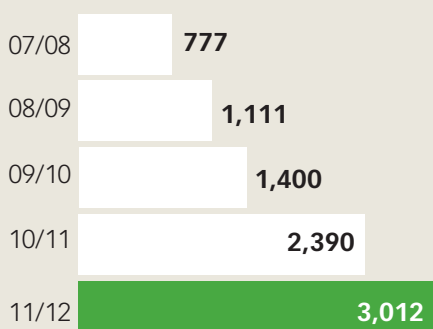
We have completed our diesel retrofit exhaust systems program for existing diesel trucks and plant and utilise biodiesel in Council trucks and plant where permissible to help us further minimise emissions. Due to these programs the City of Ryde has gained membership of the Office of Environment and Heritage Clean Machine Program.

We have also achieved a 13 percent Net Total CO2 reduction in emissions from our vehicle fleet from the 2009 baseline year.

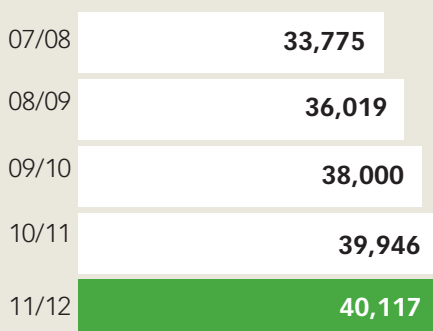
We have also undertaken some other strategic energy saving and efficiency works including some lighting upgrades and some modifications to the indoor operating environment that have all contributed to a further 2 percent

reduction in energy consumption (6 percent reduction in electricity consumption) compared to last year.

Tonnes of Corporate Greenhouse Gas Savings (ECO2)

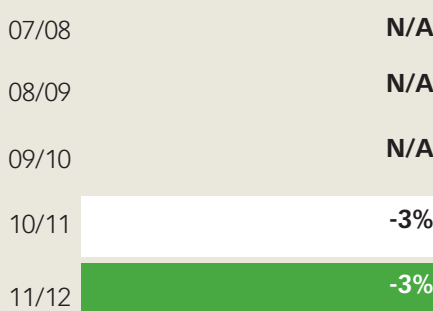


Tonnes of Community Greenhouse Gas Savings (ECO2)



Note: Based on implemented measures as per Cities for Climate Protection Milestone 5 report and fridge buyback scheme.

% increase in energy consumption against 2003/04 base year (exc. street lighting)



Reduced waste going to landfill

Our Strategic Waste Action Plan was implemented during 2011/12, which has led to reductions in waste going to landfill, and helped us to meet state government targets for recycling. This also involved the implementation of the waste education and communication plan that during 2011/2012 included the development and rollout of significant waste education materials in local community languages.

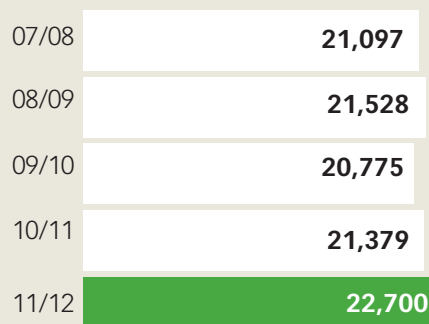
We organised five free waste tours for local residents of the SITA recycling facility at Chullora and the landfill at Eastern Creek, assisting residents to understand what happens with their waste. We also conducted various worm farm demonstrations.

The City of Ryde is a Love Food Hate Waste partner – this is a program run by the Office of Environment and Heritage and is designed to reduce the amount of avoidable food waste that ends up in NSW's landfills. We have undertaken a variety of education activities aimed at reducing the amount of food in resident's red-lidded bins including:

- Macquarie University Community Cooking Demonstration
- Love Food Hate Waste Ambassadors at the Granny Smith Festival
- Food Waste Challenge Workshop Series/Champions
- Various other print promotions

By employing a philosophy of cradle to cradle, instead of cradle to grave, we increased construction recycling operations significantly in 2011/12. This also resulted in increased income for our Public Works section, without increasing our carbon footprint or consuming additional fuel, because the sorted waste materials were sold at a profit. This income has been put into Council's general funds for use in a variety of community and other projects.

Tonnes of recyclables collected (including Greenwaste, Metals & E-waste)






Completed Strangers Creek Rehabilitation and Bioretention Basin

The City of Ryde undertook waterway rehabilitation and improvement works at Strangers Creek, Ryde. It was identified as needing rehabilitation due to retaining walls and other structures adjacent to the creek becoming unstable with a risk of damage to people and property. Rehabilitation works included a rock armoury and riparian zone re-establishment.

In addition to the waterway rehabilitation, our staff identified an opportunity to improve stormwater quality through the construction of a bioretention basin. The basin functions by filtering pollutants out of the stormwater using densely planted surface vegetation to absorb excess nutrients and percolating the water through several layers of filter media. The treated water is then collected in slotted under-drains and diverted back into the creek.

Held the Youth Environment Prize Art Competition

The Youth Environment Prize (YEP) art competition encourages young artists to create works based on environmental themes, using recycled or reused materials or multimedia. This year our young artists explored the themes of 'ecosystems and biodiversity' and 'recycling and resource recovery'. Awards were presented during National Recycling Week.


For more information about the competition and the winning entries, or to view the online gallery, go to www.ryde.nsw.gov.au/yep. 



What we did in 2011/12

continued

Reported on the State of our Environment

More information about our environmental and sustainability initiatives may be found in our annual State of the Environment Report. Each year we report our activities and initiatives as part of the NSROC (Northern Sydney Regional Organisation of Councils) Regional State of the Environment Report and also produce a local State of the Environment Community Newsletter that summarises our achievements. It may be viewed on our website at ryde.nsw.gov.au/soe. 

Inspired our community

In 2011/12 we undertook a range of educational initiatives aimed at everyone from schoolchildren to major corporations. Initiatives included workshops, regular nature walks, public lectures and other events.

No. of community environmental workshops/ information/education sessions delivered

07/08	N/A
08/09	N/A
09/10	N/A
10/11	88
11/12	15

Note: We conducted an unusually high number of workshops in 2010/11 due to grant funding.

We also held seven school food garden workshops and continued our support of the Ryde Environmental Education Network, which supports teachers in our area with networking and professional development opportunities, publications, resources and activities.

These workshops were held in local schools and pre-schools and covered developing School Environmental Management Systems (SEMS), School Sustainability Self-Assessments and building up eco-food gardens.

The workshops were presented to 53 staff, 14 parents and 330 students over two months to encourage an integrated, structured and cooperative approach to improving environmental sustainability in school operations and environmental awareness. This helped set a good example of sustainable living for future generations to learn from and follow.



"...I would like to pass on our thanks for this wonderful opportunity on behalf of all staff members, educators, children and parents. This was a great opportunity for our Pre-School as our outdoor environment was something on our Quality Improvements Plan we had listed as a high priority. The offer of the workshop came at the right time for us and the educators [were] eager to take the project on!..."

- Luisa Lombardo, Director Imaginations Pre-school, Marsfield

Established NSW's first Transport Management Association (TMA)

Macquarie Park is considered the northern anchor of the Global Economic Corridor and has been identified in the NSW Government's Metropolitan Strategy as a specialised employment centre. Currently home to some of Australia's largest employers, the Macquarie Park Corridor is expecting to double in size and worker numbers by 2031, bringing increased traffic congestion with it.

To address the traffic and transport issues in the Macquarie Park Corridor, the City of Ryde, in partnership with Transport for NSW and the local business community has established NSW's first Transport Management Association (TMA).

The TMA aims to:

- Build a collaborative platform for local businesses to partner with government agencies and transport providers to improve the efficiency and sustainability of the transport network
- Reduce demand for peak period private vehicle travel by expanding multi-modal access and off-peak access
- Expand the number of businesses and institutions supporting and delivering workplace-based transport programs.



Contributed to World Environment Day 2011

The City of Ryde celebrated the United Nations World Environment Day (WED)

Created a Low Carbon Growth Plan for Macquarie Park

Macquarie Park is set to experience unprecedented growth over the next 20 years from 77,000 to 210,000 residents and workers. The demand on resources and space will be significant. In August 2011, Climate Works Australia in collaboration with the City of Ryde, the NSW Office of Environment and Heritage and members of the Sustainability Working Group of the Macquarie Park Business Forum developed a Low Carbon Growth Plan for the Macquarie Park Precinct.

The Plan found that building owners and tenants in the Macquarie Park precinct can significantly reduce their energy use - and hence the amount of money spent on energy bills - between now and 2020 using a range of widely available technology solutions that can be implemented at relatively low cost.

For Macquarie Park's commercial buildings:

- \$24.4 million could be saved per year by fully implementing the opportunities identified by ClimateWorks Australia. This would also reduce the precinct's greenhouse gas emissions from commercial buildings by 42 percent each year.
- Three quarters of all opportunities can save money, even after taking into account upfront costs.
- While the largest overall energy savings can be found by retrofitting buildings in the Offices and Education sectors, all of Macquarie Park's existing buildings can benefit from substantial energy savings of between 21 percent and 42 percent.
- Macquarie Park can also reduce its dependence on grid-supplied electricity by 27,900 MWh each year through the installation of cogeneration and mid-scale solar photovoltaic cells.
- A carbon price associated with Australia's 5 percent emissions reduction target would increase the volume of profitable opportunities available to Macquarie Park's businesses by 28 percent.

The City of Ryde is engaging with local businesses to encourage the Plan's implementation.

OUTCOME:
A City of **Environmental Sensitivity**



Brought Back the Bush

We are working together as a community to protect and enhance our natural environment for the future. The River to River Wildlife Corridors Project aims to establish new habitats and enhance existing habitats for birds and other fauna in our City by reconnecting fragments of bushland between the Lane Cove and Parramatta Rivers.

We are also inviting the community to connect their own backyards to vegetated bush sites by planting trees and other species preferred by wildlife, and are hosting a series of free events throughout the project, including tree-plantings, family days and wildlife shows. In 2011 trees, shrubs and groundcovers were planted at Bremner Park in Gladesville, in partnership with National Tree Day.

To date the project area has included more than 500 local community volunteers planting over 12,500 plants in 16 corridor sites on community land and at three schools across the City Of Ryde and Hunters Hill local government areas (LGAs), also involving corporate and voluntary organisations.

It is estimated that the project has assisted in the overall enhanced connectivity of over 670,000 square metres across the two LGAs. Over 1,200 households within the corridors have so far been approached and offered free native plants of local provenance, and have been invited to educational planting days, and it is hoped that many more residents will accept native plants in the next and future years to improve their garden wildlife habitats.

The River to River Wildlife Corridors project is funded by the NSW Environmental Trust and is being run by the City of Ryde and Hunter's Hill Council in partnership with the Sydney Metropolitan Catchment Management Authority.

For further information see www.ryde.nsw.gov.au/rivertoriver

What we did in 2011/12

continued

on the week commencing Tuesday 5th June. Three free public workshops and a staff initiative based on the 2011 theme of 'Green Economy' were held. This included a partnership 'Careers for the Environment' Seminar with Macquarie University, attended by 130 University, TAFE and senior High School students. The well received event featured talks by inspirational and experienced professionals, from Local and State Government, an NGO, corporations and academia.

Created the Home, Waste and Sustainability Advisory Service

The Home, Waste and Sustainability Advisory Service builds on the achievements previously undertaken by the City of Ryde during 2011 to further promote the Home Power Savings Program.


This supplementary program aims to target an additional 500 households including residential units and Culturally and Linguistically Diverse (CALD) Communities over two years, offering a free advisory service to encourage sustainable living, efficient use of resources and improved waste management behavior.

Our staff connect with residents to help design tailor made sustainability solutions to their needs, targeting water and energy efficiency and improved waste management practices. The project will also provide access for residents to Power Savings Kits, to help them measure the energy used by appliances in their home. Residents can borrow kits through their local library or eligible households will be issued with a Power Savings kit to their home as part of the Home Power Savings Program.

Created a Community Nursery and Food Garden

The City of Ryde, in conjunction with The

Habitat Network, initiated a Community Nursery and Food Garden, known as The Habitat. It aims to encourage the community to both provide habitat in their local areas and grow their own food.

The Habitat is situated on the Southern end of Santa Rosa Park, Quarry Road, and includes a plant nursery that propagates local native plants for purchase by the general public, encouraging locals to provide habitat in their gardens, primarily for small birds. The Nursery also propagates seedlings to be used in the Community Food Garden. For more information see www.habitatnetwork.org. 

Helped local businesses go green

The Sustainable Businesses in Ryde Program has been developed in collaboration with Sydney Water and Office of Environment and Heritage (OEH) to assist businesses reduce water and energy consumption and increase recycling, while remaining profitable. The program encourages businesses to reduce energy and water use and subsequently the associated costs as a sensible financial and business investment.

The program targets small to medium businesses using between 10–80 kilolitres of water a day. There are hundreds of businesses that fit into these criteria, representing a diverse cross section of business types across our city.


The program has over 40 businesses participating. Water savings of over 200,000 litres have been made per day for the participating businesses, with an average 42% reduction in water use,

Completed the Waste to Energy study

We believe household waste shouldn't be sent to landfill at high cost if it can be reduced on site and potentially converted to energy. The City of Ryde, in partnership with Macquarie University has completed a scoping study of available household-scale waste-to-energy technologies and will now take the investigation a step further.

In 2012/13 we will refine the concepts identified and evaluate the design of a viable household-scale waste reduction/ green energy installation. This may utilise one or more of waste conversion, solar heating and power and other 21st century household energy supply technologies.

Once the testing is completed and is proven successful, from both a practical and economic viewpoint, we will then be considering further opportunities which may arise.

In response to interest generated by the Waste to Energy Study, Macquarie University is also planning to retrofit a home to demonstrate to the public how they can reduce reliance on the grid. 



EASTWOOD'S DEBRIS CONTROL BARRIER

Won an Award for Stormwater Management

In 2011/12 we received an Environmental Enhancement Project Award from the Institute of Public Works Engineering (IPWEA) for the Strangers Creek Bio-retention Basin and Creek Rehabilitation stormwater project (see page 60). In response to several years of above average rainfall we completed stormwater projects at Goodwin, Waratah and Rowe Streets in addition to the Porters Creek Depot Reconfiguration project.

We are undertaking an ongoing program of works at Eastwood in accordance with the recommendations of the Eastwood and Terrys Creek Floodplain Risk Management Study and Plan. Consultants undertook a feasibility study for the provision of a stormwater retention basin at Jim Walsh Park in Eastwood, while debris control barriers were also installed along Hillview Lane, Eastwood to prevent the stormwater channel becoming blocked by debris during floods.

The debris control barrier is expected to reduce flooding levels in Eastwood Town Centre by 0.3 metres, which would represent a saving in flood damage of \$0.5 million.



Came Runner-up in the Keep Australia Beautiful Awards

The City of Ryde's strong commitment to the environment was recognised in the prestigious Keep Australia Beautiful NSW Sustainable Cities Awards 2012.

Described as an outstanding submission based on the Council's Four Year Delivery Plan, Ryde – Sustainable Lifestyle and Opportunities @ your Doorstep was the close runner-up in the hotly contested Overall Sustainable Council award.

Praised for its holistic approach and innovation, the plan ensures that sustainability principles are embedded in all Council operations, decisions and actions so that positive environmental outcomes are delivered across the City now and in the future.

The City of Ryde continues to lead by example through practice and policy and by involving the whole community to play an active part in bringing to life this robust environmental strategy.

OUTCOME:
A City of **Environmental Sensitivity**

22,700
tonnes of
recyclables
collected

Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Develop our Water Quality Improvement Plan
- Complete the Shrimptons Creek Bioretention Basin
- Renew and replace stormwater assets
- Undertake stormwater improvement works
- Run the Youth Waste & Environment Project (YEP)
- Promote the City Switch Business Sustainability program
- Review our Stormwater DCP
- Plant trees in parks and open spaces
- Delineate our natural areas, including mapping of riparian areas
- Construct a cogeneration plant at RALC to reduce energy consumption and GHG emissions
- Renew irrigation systems at ELS Hall Park and Christie Park
- Run the Future Focus Home Waste & Sustainability program
- Develop the Waste to Energy Proof of Concept
- Begin preliminary work to reconfigure Porters Creek Depot
- Continue to explore sustainable transport solutions including implementing personal mobility device trials
- Continue to explore alternative energy opportunities to reduce resource consumption

○ On Track ✕ Action Required ☑ Complete ⊖ Not Started ⊘ Cancelled ▶ Deferred

Program	Status	Comments
Catchment Program		
Stormwater Asset Replacement	○	Reconstructed 12 pits and 3 sections of pipes.
Stormwater Improvement Works	○	Completed 5 projects.
River to River Corridors Project	○	This grant-funded project continues in 2012/13 and is trending on time and budget.
Water Quality Improvement Plan	○	This catchment project continues in stages to 2014/15 and is proceeding on time and budget.
Environment Program		
Business Audit Program	○	This grant-funded project continues in 2012/13 and is trending ahead of targets.
Foreshore Program		
Seawalls/Retaining Walls Refurbishment	○	This is a multi-year project and continues into 2012/13.
Open Space, Sport and Recreation Program		
Delineation of Natural Areas	☑	
Park and Open Space Tree Planting Program	○	Part of the all abilities playground (Livvi's Place) project underway.
Waste and Recycling Program		
Porters Creek Depot Reconfiguration	☑	
Porters Creek Depot Protection Earthwork	▶	Awaiting approval from State Government

Embracing Our Challenges

A key challenge for Ryde is our continued response to the inevitable effects and impacts of Climate Change both from a mitigating and adaptive sense.

In addition, the way we respond to local area transport planning for our key centres and the wider community, and our capacity to influence the NSW Transport Master Plan to improve sustainable transport and traffic movements through and for the LGA, are key to

charting the development of Ryde as functioning and viable city into the future. This has seeded numerous actions at a local level to help build a sustainable, resilient and adaptive community. We will continue working with and engaging with the local community to support its approach to natural and built area management in the face of stated pressures and diminishing resources.

ENVIRONMENTAL WORKSHOPS
INSPIRE OUR COMMUNITY

Goal One

Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde.

Strategies

- To improve transport connections between our centres, neighbourhoods and workplaces, that are accessible and safe.
- To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable.
- To encourage the use of environmentally friendly transport options.

Goal Two

Our community has the option to safely and conveniently drive, park, cycle or walk around their city.

Strategies

- To improve connectivity between and accessibility to our suburbs, centres, open spaces and places.
- To improve car parking options in our busiest centres.
- To influence decision makers so they respond to our major road, cycle and pathway needs.

Goal Three

Our residents, visitors, workers and businesses are able to communicate locally and globally.

Strategies

- To create publicly available spaces that offer access to communication technologies.
- To create a WiFi City that offers our community accessible and flexible communication.
- To collaborate with others to provide emerging communication technology in our city.

We responded to

1000

customer enquiries
a month


17.75

km of
cycleways
built or
maintained

70

projects
completed in
2011/12

OUTCOME: A City of **Connections**

A man in a dark suit and a woman in a black coat and patterned scarf are looking at a smartphone together. They are standing in front of a large, arched window with a grid pattern. The background is slightly blurred, showing an indoor setting with a high ceiling and structural beams. The overall color scheme is dominated by yellow and orange tones.

Our outcome of a City of Connections will create a city where people feel connected locally and globally, and can easily gain access to their work place, recreation opportunities, facilities and services in both a physical and virtual way.

The City of Connections outcome is supported by five programs: our Library Program, Open Space, Sport and Recreation Program, Paths and Cycleways Program, Roads Program and the Traffic and Transport Program.

In 2011/12 we:

Responded to thousands of customer enquiries

Addressing the challenge of providing the level of customer service our community expects has resulted in increasing our customer focus across the entire organisation. Out of a total 27,923 customer service enquiries received by the City of Ryde in 2011/12 we received approximately 1000 customer enquiries per month over concerns relating to waste management, trees, footpaths and roads, equating to one enquiry every 12.5 minutes. We also received more than 33 letters thanking our staff for their help, with only 15 letters of complaint.

Prepared for change

The City of Ryde is undergoing a four-year program of change that will transition our organisation to meet community expectations of the services their Council should provide and to become a leading employer. This is the second year of the program to improve the business and has set the stage for major changes in years three to four. In 2011/12 we undertook multiple change management processes simultaneously, which has resulted in added workload for our staff, while also responding to increasing demands from our community.

Despite being only part way through our program of change, we are already seeing major improvements in the way we do things.

Took a precautionary approach

We are increasingly integrating risk management across all of our activities, to ensure not only safe workplaces for our staff and the highest standard of facilities and services for our community, but also that we are providing the best value for money for ratepayers. We have integrated risk management into our project management approach so that throughout the life of a project staff are reminded of the potential for both short- and long-term risks and to proactively respond to these. Refer to page 91 in the Progressive Leadership outcome for more information about our risk management initiatives.

We also ensure that our outdoor staff, many of whom are older, have access to up to date machinery, and that physical work is done using chemical or electrical energy, rather than human energy, helping to ensure their wellbeing and rewarding long-term careers for all of our staff.

Brought WiFi to our libraries

In 2011/12 we completed delivery of WiFi to our four branch libraries. In 2012/13 we will improve WiFi at Ryde Library. Refer to page 78 for a full report of library activities in 2011/12.

Made our streets safer for pedestrians

To make our roads easier to navigate, we are continuing to introduce traffic calming measures. In 2011/12 these included constructing pedestrian refuges at the following three intersections:

- Waterloo Road at Waterloo Park, Macquarie Park
- Clive Road at Hillview Road, Eastwood
- See Street at Constitution Road, Ryde.

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

We also installed granite paving on the southern side of Waterloo Road, providing a much-needed pedestrian link from Macquarie Park station to Khartoum Road. This services the business community and commuters by providing the missing link that connects existing footpaths either side.

Continued rebuilding Meadowbank Sea Wall

We reconstructed 120 metres of sea wall adjacent to the Meadowbank Railway Bridge during 2011/12, as 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.

Lobbied for improved transport connections

Because our community has said that, despite the increasing demand for housing in Ryde, they don't want the character of their suburbs to change, we continued to lobby State Authorities to improve transport connections in our City. We are also concentrating housing development around transport hubs and shopping centres that appeal to the empty nester demographic that is the primary driving force for housing development in our city.



Encouraged alternative forms of transport


In 2011/12 we extended our cycleway network. With an additional 2 kilometres of both on-road and off-road cycle paths, bringing the total up to nearly 18 kilometres. A shared user path from Macquarie University to Lane Cove Road was completed in June 2012. This was funded by the Roads and Maritime Services and project managed by the City of Ryde. It completes the final missing link to the university. It is anticipated that a further 250 metres of cycleway (both on-road and off-road) will be constructed during 2012/13.

We also extended the Top Ryder bus route which transported 57,434 passengers this year and have upgraded bus stops that offer new seating and greater protection from the weather.

In conjunction with Macquarie University, we also started investigating other alternatives to car transport, including personal mobility devices (PMDs). Use of PMDs – powered devices that allow the user to travel short distances quickly and to transfer between transport modes. It is emerging as an alternative to car transport and there is solid evidence to suggest “the missing distance” (800 m to 5,000 m), can be covered by PMDs and we can start changing our dependence on cars and their associated problems (parking, pollution, infrastructure costs, social inequity).

This project is aimed at showing that PMDs can fulfil a viable option as an alternative vehicle and be easily used on existing pathways (without any major physical or financial infrastructure requirements) to traverse those distances involving short trips to shops, schools, appointments, recreational and other activities which represent 61 percent of all trips in Sydney.

PMDs are currently not permitted in Australia for use on footpaths and existing pathways and the City of Ryde is lobbying for the introduction of legislation to allow the safe use of PMDs to align the Australian legislation with international standards and regulations.

On completion, the project will be of broader significance in that its findings will shape the development of regulations governing alternative vehicles; including PMDs and provide guidelines for other local governments and/or precincts addressing the question of short journeys in congested locations. This research will continue in 2012/13. 

reconstructed
120
metres of
seawall

What we did in 2011/12

continued



Managed our assets better

The City of Ryde is responsible for assets worth \$2.5 billion. With rate pegging limiting the amount of income we can raise, we are concerned that any resulting underinvestment in maintaining those assets could lead to their failure.

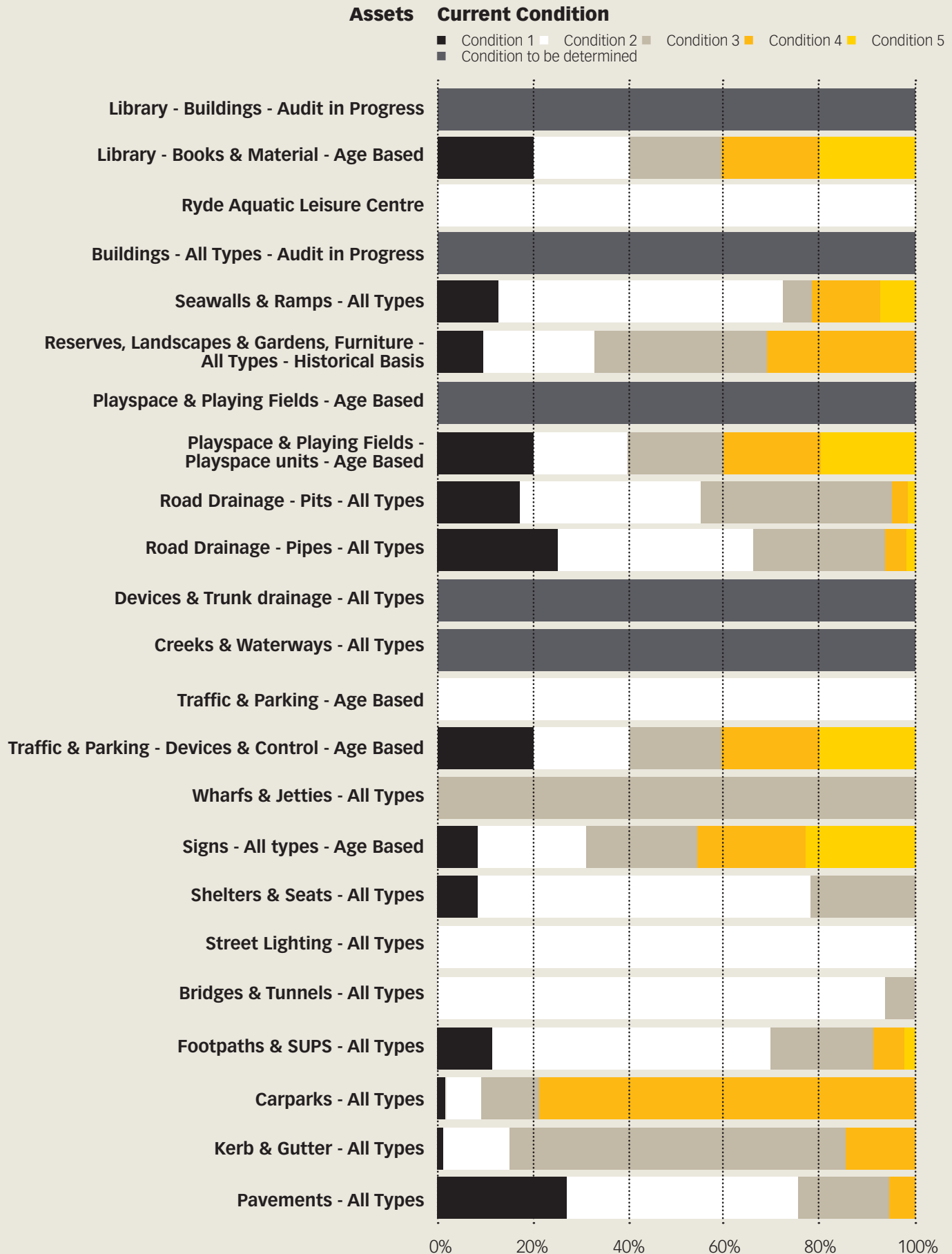
Our demographic is also changing, with an ageing population at one end of the spectrum and a large number of young people at the other, which has caused us to rethink the way we design public places and spaces. This means we need to ensure our spaces are accessible for seniors and comply with disability access standards, while ensuring that footpaths are well maintained to reduce trip hazards for older people and parents with prams and small children alike.

To help us better manage our assets, in 2011/12 we undertook a major restructure of our operations section, so that it is now based on assets, rather than human resource considerations. This means that one unit is responsible for passive recreation areas, another for civil infrastructure, another for sportsfields, public domain and so on. It has resulted in more streamlined service delivery, greater accountability, and a more accessible knowledge base for customers seeking answers about a particular asset.

We also formed a new infrastructure integration unit that looks at public and private infrastructure development over the long term, and will help us leverage opportunities to have infrastructure built or repaired by developers as part of planning agreements.

In addition, we concluded a trial of our GPIMS (Geospatial Program Integration Management System) using a phone app that integrates the location of work crews with the geospatial location of assets needing maintenance to help schedule work efficiently.

The table on the opposite page details the current condition of our asset groups.



Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Audit the access arrangements to parks and open space areas
- Construct more footpaths and cycleways
- Develop Pedestrian Accessibility and Mobility Plans for Macquarie Park and selected town centres
- Undertake a Public WiFi feasibility study
- Implement the Ryde Car Share Hire program
- Provide the Top Ryder community bus service
- Construct new Bus Shelters
- Calm traffic
- Work at getting the legislative changes for Personal Mobility Electric Vehicles
- Renew the surface of car parks
- Repair roads and kerbs
- Upgrade the Hillview Ave bridge
- Upgrade transport/parking technology
- Upgrade rangers' handheld devices
- Implement ongoing asset condition audits through GPIMS

○ On Track ☒ Action Required ☑ Complete ☐ Not Started ☒ Cancelled ☒ Deferred

Program	Status	Comments
Library Program		
WiFi for Libraries	○	Project scope was changed earlier in the year. See page 69 for more information.
Open Space, Sport and Recreation Program		
Access Audit - Parks and Open Space Area	☐	Delayed due to other works.
Paths and Cycleways Program		
Cycleways Construction	○	Delayed by weather and the completion of externally funded projects before council-funded projects.
Footpath Construction	☑	30 street sections completed
Regulatory Program		
Transport/Parking Technology Services	☒	Tendering done, waiting for acceptance by Council.
Roads Program		
Heavy Patching	☑	8 locations completed
Road Resurfacing Renewal Schedule	☑	18 street sections completed
Road Kerb Renewal	☑	8 street sections completed
Bridge Upgrade / Renewal	○	The smaller bridges were deferred to fund one large project at Hillview Ave
Traffic Calming Devices	☑	
Traffic Facilities Renewal	☑	5 locations completed
Traffic and Transport Program		
Bus Shelters - new	☑	Two shelters from the priority listing completed
Bus Stop DDA compliance	☑	8 upgrades completed so that stops all are done by 2022
Bus Stop Seats - new	☑	Seats installed at 9 new locations

Embracing Our Challenges

OUTCOME:
A City of **Connections**

- Following a year of great change and increased workload for our staff, we need to ensure that our people are working to their maximum potential without burning out.
- Demands for ratepayer services are increasing, however we are unable to charge more to deliver all of the services expected by our community. Doing more with less will continue to be a challenge in the future.



Goal One

Our residents are proud of their diverse community, celebrating their similarities and differences.

Strategies

- To provide activities and opportunities for people to share and celebrate their unique cultures.
- To bring people together in their local neighbourhoods to encourage connection and belonging.
- To create a distinct local identity built on our city's character and cultural heritage.

Goal Two

People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces.

Strategies

- To create and activate diverse cultural spaces and places for people to come together.
- To support opportunities for creative industries to flourish in our city.
- To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.

Goal Three

Our community is able to learn and grow through a wealth of art, culture and lifelong learning opportunities.

Strategies

- To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our city.
- To provide a diversity of art, heritage, cultural and learning activities and opportunities in our city.

909,324
visitors to our
libraries

4,000
eBooks and
eAudiobooks
in our libraries

982,671
reading items
borrowed

83%
of the library
collection is
now aged less
than 10 years

235
attendees at the
International
Women's Day
Art Exhibition

\$575,000
grant funding to
support Livvi's
Place playground
construction

A photograph of a woman with long dark hair and glasses playing a bass guitar. She is wearing a black t-shirt with a graphic that says 'LED ZEPPELIN'. The background is dark with some blurred lights, suggesting a concert setting. The entire image has an orange tint.

OUTCOME: A City of **Harmony** and **Culture**

Our outcome of a City of Harmony and Culture will ensure that the City of Ryde recognises and celebrates its links to its traditional owners and provides cultural and learning opportunities that meet the needs of our diverse population.

The City of Harmony and Culture is supported by four programs: our Land Use Planning Program, Libraries Program, Community and Culture Program and Open Space, Sport and Recreation Program.

In 2011/12 we:

Supported Great Community Events

We continued to support longstanding community events and activities, including Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, Gladesville Rotary Club - Ryde Rivers Festival (formerly the Ryde Aquatic Festival) and North Ryde Rotary Club Community Christmas Carols.



Raised Art's profile

In 2011/12 50 local artists registered in our 'Share Your Art' Artist Register. We also launched the Local Creative spaces register and finalised partnerships with local organisations such as the See Street Art Gallery to achieve greater community access.



The International Women's Day Art Exhibition was held on 8 March 2012 at Brush Farm House and showed art works that celebrate the lives of women who live, work, study and play in the City of Ryde. We received over 100 artworks from which 67 were exhibited. Around 115 people visited the exhibition during the two days it was opened to the public, with a further 120 people attending opening night.



Started construction on Livvi's Place, Yamble Reserve

In 2011/12 the City of Ryde, in partnership with the Touched by Olivia Foundation, started construction on an inclusive playground at Yamble Reserve, Ryde. The playground, to be known as 'Livvi's Place', will enable all children to play together, regardless of their abilities.

Creation and construction of the playground is a truly collaborative project, with funding provided by the City of Ryde, the Federal and State Governments (\$575,000), local businesses and the community. Children visiting the Granny Smith Festival and local events in the community were also invited to paint a tile that will be a permanent part of the structure of the new playground.

For further information about this project go to www.ryde.nsw.gov.au/livvisplace.  



Developed the Capacity of Young People

With such a large percentage of young people making up our population, supporting youth initiatives was high on the agenda in 2011/12.

Ryde Youth Theatre

It was a progressive and busy financial year for the Ryde Youth Theatre. The program held its second ever production, Finding Jane at the Lighthouse Theatre. The number of youth performers grew and young people took on even more responsibility for the production liaising with Council staff for the marketing, sets, props, costumes and scriptwriting for the piece. In 2012 the Ryde Youth Theatre also hosted two school holiday programs in April and July, as well as Tuesday night workshops.

Ryde Youth Council

The Ryde Youth Council (RYC) meets every second month and discusses issues important to young people in the City of Ryde. In October 2011 the Youth Council held a mock Council meeting with City of Ryde staff and Councillors. The Mock Council met and discussed a recent agenda of the City of Ryde council and followed official council proceedings through out the meeting. The RYC also held two successful events: the Battle of the Bands and Core 2011 as part of National Youth week celebrations.

The Core 2011 Youth Zone at the Granny Smith Festival offered our City's youth the chance to hang with their mates and ride a mechanical bull, surf a mechanical surfboard, fight a gladiator duel with blow up weapons, polish their rollerblading skills, listen to local bands; and find all the information they need about youth issues and local youth services.

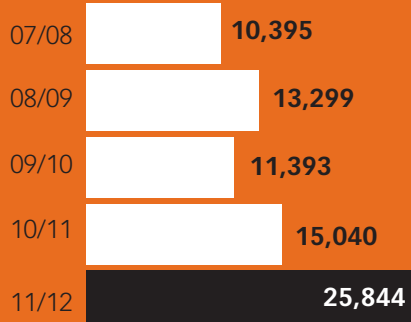


Grew our library activities

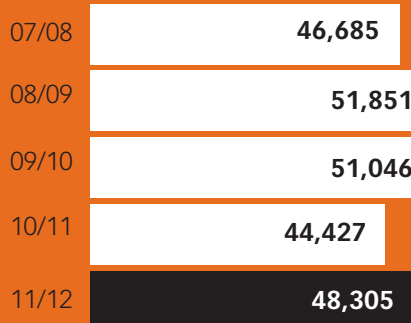
The new Ryde Library opened in May 2011, and in 2011/12 it has developed as an outstanding community facility. The facility provided the opportunity for the Library Service to host a diverse range of activities, and the community responded with enthusiasm. Activities during the year have included author talks, musical events that use the library's grand piano, a broad range of children's events, technology classes, JP services and a community information desk. The library space has also been used by Council to host events and launch services, and has attracted significant interest from library professionals, hosting library conference tours as well as numerous professional visits. Overall, there was a remarkable 107 percent increase in attendance at events and activities across the branches.

The Library Service has also partnered with others to add further diversity to our range of services. Examples include a pilot Homework Help Service with Rotaract, a major event with the Sydney Writers Festival, a special program providing access to English learning resources for asylum seekers in community detention undertaken with the Salvation Army, and technology skills for women with the Northern Sydney Institute of TAFE. The Library Service continues to evolve, and in the year has provided a substantial upgrade to public WiFi at the branches, expanded laptop computer training for the community, and has successfully introduced a new collection of approximately 4,000 eBooks and eAudiobooks as well as adding substantially to our regular book collection. 📖

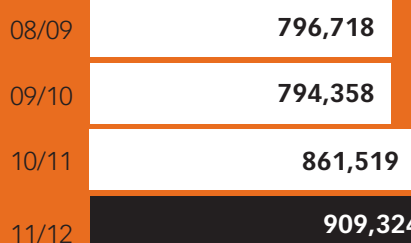
Total Attendees (parents and children) at Storytime/Rhymetime



Hours of Computer Use at Our Libraries



Total Number of Visitors at our Libraries



Hosted the All the Colours of Ryde Festival

In the City of Ryde we celebrate Harmony Day with the 'All the Colours of Ryde' Festival. It provides a great opportunity for our community to learn more about their neighbours and experience the richness they bring to our City through traditions, food and entertainment. This year focused on sport and the important role it plays in our multicultural nation: involvement in sport – whether as a participant, volunteer, spectator or administrator – unites people of all ages and fosters a sense of belonging, acceptance and an understanding of other cultures.

Representatives from the Sydney Kings, Cricket NSW and the AFL offered tips to festival goers, while a variety of other activities and entertainment, including crafts, cooking demonstrations, performances by local groups and professional artists, free rides and a free sausage sizzle and drinks made sure there was something for everyone.



Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Host the Live Neighbourhood Project
- Support Ryde Youth Theatre Group
- Undertake a Cultural Spaces feasibility study
- Improve Shopfronts in Eastwood
- Provide a Heritage Grant Scheme
- Add to our collection of electronic and print books

○ On Track ⌘ Action Required ☑ Complete ⊖ Not Started ⊘ Cancelled ▶▶ Deferred

Program	Status	Comments
Catchment Program		
Macquarie Park Arts and Culture Plan	⊘	The need for the project was reviewed.
Artist Register	☑	
Live Neighbourhood Project	○	This project has been carried over to 2012/13, with a local arts organisation engaged to deliver an outdoor exhibition project Hungry For Art.
Ryde Youth Music Project	○	
Ryde Youth Theatre (RYT) Group	○	This project has been carried over to 2012/13 with negotiations underway with venues to set up an appropriate space for the Youth Theatre.
Library Program		
Library Laptops for Community Training	☑	
Library Books	☑	
Land Use Planning Program		
Heritage Identification	⌘	Stage 1 is complete with Stage 2 expected to be complete in December 2012.
Bennelong Bicentenary Exhibition	⌘	Delays in recruiting the consultant caused this project to be delayed.
Open Space, Sport and Recreation Program		
Brush Farm Park Archaeological Plan	○	
Aboriginal Heritage - signage	⌘	We are awaiting results and feedback from the community consultation process.

Embracing Our Challenges

OUTCOME:
A City of **Harmony**
and **Culture**

Public libraries of the 21st century are faced with some unique challenges. They are evolving from book oriented quiet spaces to vibrant hubs that provide spaces, resources and services that support and enhance the cultural, social, recreational and lifelong learning needs of the community.

Rapidly changing technology provides both challenges and opportunities for the future, and in the coming year the Library Service will be exploring opportunities for future service delivery and establishing a plan that will guide it's development over the next five to ten years.



Goal One

Our city is well led and managed.

Strategies

- To lead, govern and regulate in an ethical, equitable, transparent and accountable way.
- To be responsive to the changing needs of our community.
- To unite decision makers to deliver.

Goal Two

The City of Ryde will deliver value for money services for our community and our customers.

Strategies

- To optimise value for money and deliver responsible spending across all of our services.
- To provide our customers with a continuously improving best practice service.
- To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our city.

Goal Three

Our residents trust their council, feel well informed, heard, valued and involved in the future of their city.

Strategies

- To make our community aware of things happening in their city that impact on their daily lives.
- To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered.
- To deliver a brand identity for our city that engages the community and promotes its positive attributes and direction.

27,923
Customer requests

81%
of complaints resolved within agreed times

3,548
customers served at Ryde Planning and Business Centre

176
compliments received - 90% from external customers.

86%
satisfaction with Ryde Planning and Business Centre

18,028
customers serviced by Customer Service Centre

OUTCOME: A City of Progressive Leadership

The outcome of a City of Progressive Leadership fosters collaborative approaches to the governance of our city across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost effective way. Our community will be at the heart of our decision making and service delivery and will enjoy a strong sense of connection with their council.

The Progressive Leadership Outcome is supported by seven programs: our Customer and Community Relations Program, Governance and Civic Program, Internal Corporate Services Program, Strategic City Program, Property Portfolio Program, Risk Management Program, and the Organisational Development Program.

Progressively Leading Our City

In 2011/12 we:

Streamlined our systems

We upgraded several major corporate systems to enable improved services to our community and to ensure we are providing the best value for our ratepayers. Our finance and property rating system, TechnologyOne, was upgraded, as were our Asset Management systems. Refer to page 71 for more information about how we are managing our assets better.

We improved our corporate performance reporting to ensure our progress and processes are transparent to the community we serve, and we are increasingly automating business planning processes.

We also introduced a new system to monitor our compliance with legislation, and strengthened our Enterprise Risk Management Plan, with work on our IT Disaster management Plan and Business Continuity Plan continuing to advance in 2011/12. Read more about our approach to managing risk on page 91.

Took the final step to complying with IP&R legislation

As a Category 3 Council the City of Ryde now complies with the new Integrated Planning and Reporting legislation as at 30 June 2012. In 2011/12 we developed our Resourcing Plan to inform the Community Strategic Plan and will continue to refine it in 2012/13.

Progressed with the Civic Precinct redevelopment

In 2011/12 Council resolved to progress with plans to develop the Civic Centre and commenced negotiations with the preferred tenderer Lend Lease. The proposal was designed to provide new community facilities, a public square, additional carparking and a modern office, all designed to high levels of environmental sustainability. The project was to be developed at minimal cost to ratepayers by providing development rights to residential multi-unit development by Lend Lease.

It should be noted that while this project had progressed, the newly elected Council, at its meeting on 25 September 2012 resolved to cease the project. Our challenge will be to refurbish our current office and civic infrastructure in a way that is affordable.

Recorded our processes and developed corporate training modules

To ensure there is consistent and comprehensive understanding of key corporate processes, a number of our processes have been documented and developed into training modules. This is a knowledge management initiative with all information stored and accessible on Council's internal intranet. These manuals, known as The Way We Do Things @ The City of Ryde, will ensure that we are capturing meaningful corporate knowledge that will remain accessible to all staff within our organisation.

Continued our focus on customers

In response to feedback from our community we are focused on serving our customers better. Since its opening in May 2011 the Ryde Planning and Business Centre has continued to rate well with our community in serving 3548 customers during the year whilst achieving a customer satisfaction rating of 86 percent for 2011/12.

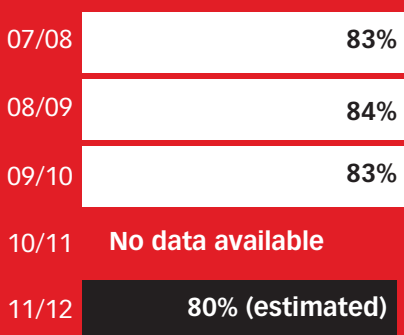
The Ryde Planning and Business Centre operates with customers making a booking by phone or through our website. Staff are then able to allocate an appropriate amount of time and prepare adequately for the appointment. At the end of the session, involving a seated discussion, an automatic survey form is generated and customers asked to respond.

This immediate feedback system is supplemented with a complaints management system and complaints management coordinator whose desk is located in the customer service area. The establishment of the complaints management function was a key achievement in 2011/12. This has been a resounding success, with the City of Ryde approached by the NSW Ombudsman to showcase our new framework

In 2011/12, the City Of Ryde received 176 compliments and 92 complaints, of which 81 percent were resolved in the agreed timeframe (some complaints took longer to resolve because of their complex nature).

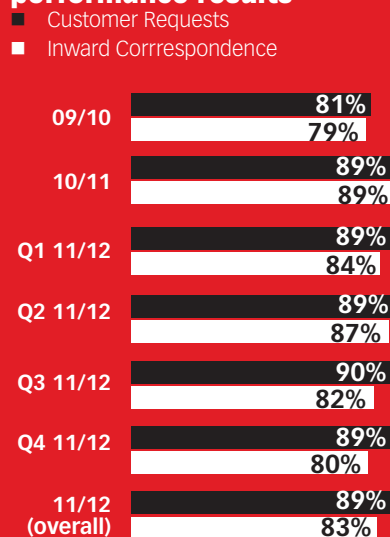
Overall we responded to 27,923 customer requests throughout our organisation, with 22,139 closed within agreed timeframes and 5,790 remaining open within accepted service standards. This represents a success rate of 93 percent.

Chart: % of calls resolved at first point of contact



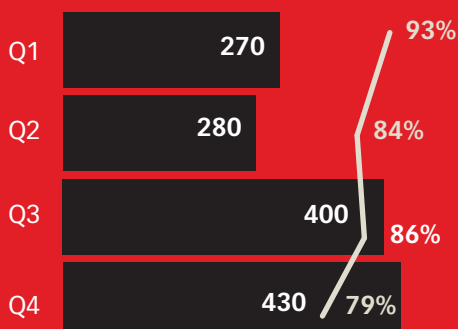
We are continuing to improve our focus on customer service, and we have appointed external organisations to undertake customer satisfaction surveys across all service areas. Internally, three service units completed customer satisfaction surveys and we will continue to roll out this process in 2011/12 as part of our comprehensive approach to overhauling customer service at all levels of the organisation.

Quarterly trend of Customer Requests performance results



Number of Councillor Helpdesk requests responded YTD 2011/12 to within agreed service standards

■ Total Number of Councillor Requests
— % of Councillor Requests responded to within agreed service standards



Won awards for our transparent reporting

In 2011/12 our Annual Report won a Gold Medal at the Australasian Reporting Awards (ARA) for the second year running, and was one of six finalists in the Annual Report of the Year category.

The judges' commented that "This year the standard of reporting was very high. There was a total of 49 Gold Awards...and six of them were selected for further intensive review for the Report of the Year. This is the largest number of finalists ARA has ever had ... We congratulate the finalists for their coverage of activities, quality of information and overall presentation.

"It is noteworthy that in 2012 eleven councils received a Gold Award and that the Report of the Year finalists included two city councils... This demonstrates that local governments are taking their responsibilities to communicate effectively with the people that live, work and play in their areas very seriously."

Created our Resourcing Plan

To provide us with accurate decision-making tools that will help the City of Ryde realise its strategic goals, we developed our Resourcing Plan which consists of our Workforce Plan, Assets Management Plan, and Long Term Financial Plan. Together they will allow us to calculate the broader impacts of proposed initiatives in addressing Council's infrastructure backlog and renewal of its assets, attracting and retaining staff, as well as exploring options for raising revenue, and the consequences of not taking the steps necessary to continue to provide services our community expects.

Learn more about our new approach to asset management on page 71, and see the following pages for our achievements in developing our people, Equal Employment Opportunities (EEO), Workplace Health and Safety and Corporate Governance.

% of actions completed in the management plan

07/08	86%
08/09	90%
09/10	81%
10/11	79%
11/12	90%

Refer to page 95 for progress against strategic objectives that underpin achieving our vision for the City of Ryde

Planned to engage better with our community

Our community has said they want to have their say and more input into our City's direction and projects. In 2011/12 we formed a new community engagement and social media function. This function aims to specifically coordinate community engagement activities across the organisation, concentrating resources and knowhow within one group that will result in more effective community engagement initiatives. Plans for community engagement are now inbuilt into all projects as part of our Project Management System, PMCoR.

In 2011/12 we also developed My Place. My Place is an online space that will help us connect with our community, and help members of the community connect with each other. It will allow us to canvas everyone's views about proposed activities, and to ask their opinion about budget priorities and feedback on our performance. Through forums for particular interest groups, it will also help interest groups find each other, and will act as a source of information about community activities, and ways to get involved such as volunteering.

We undertook extensive community consultation over the past 12 months through a variety of actions such as customer surveys, feedback forms, workshops, world cafes, online surveys and public exhibitions of the many services, programs and projects that we deliver each year.

In 2011/12 we asked our community about:

- Draft Ryde LEP 2011 & Draft Ryde DCP 2011
- The Cox's Road Shops Preliminary Draft Masterplan Studies
- Our Draft Four Year Delivery Plan 2012 – 2016
- Our Children's Play Implementation Plan (The Play Plan)
- The Ryde Riverwalk: Next Stage
- Draft DCP 2010 Part 9.6 Tree Preservation
- Our Urban Forest Policy
- Our Brush Farm Park and Lambert Park Masterplan
- Our Street Tree Masterplan
- The Parramatta River Ryde Sub Catchments Flood Study and Floodplain Risk Management Study and Plan
- The Ryde Civic Precinct Redevelopment
- DCP 2010 Part 4.4 Ryde Town Centre
- DCP 2010 Part 9.3 Parking
- Our Integrated Open Space Plan
- Our Cultural Spaces and Places Plan

Progressively Leading Our Organisation

OUTCOME:
A City of
Progressive Leadership

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. Our Workforce Plan is built on attraction and retention; building the capacity of our staff; increasing their satisfaction and engagement; and ensuring our behaviours match our values.

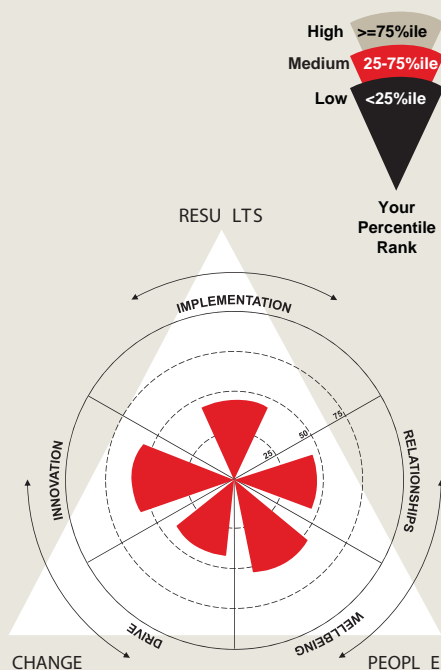
We face a number of challenges, including maintaining our workforce in critical service areas and the changing demographics of our city and broader Australian workforce. To meet these challenges we are working to:

- 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
- Increase passion expressed
- Enhance our image within the community.

In 2011/12 we created a self-serve kiosk to streamline the leave application process, and produce access to payroll details reducing the amount of paper flowing through our organisation. We are continuing to automate other processes, such as capturing staff attendance records and accurately recording staff costings.

We conducted our biennial leadership survey to record our progress and identify areas where our management can improve. As shown above, the results of our survey were very positive. Key performance indicators for managers from 2010's leadership survey have been incorporated into management quarterly and annual performance measures indicators for managers.

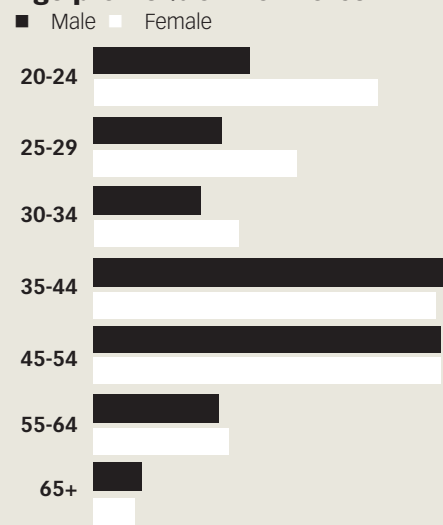
Result of the City of Ryde Leadership Survey



In 2012/13 we will be conducting Have Your Say Day, where all staff will share their views on how the organisation as a whole is progressing against the same staff culture survey results from 2010.

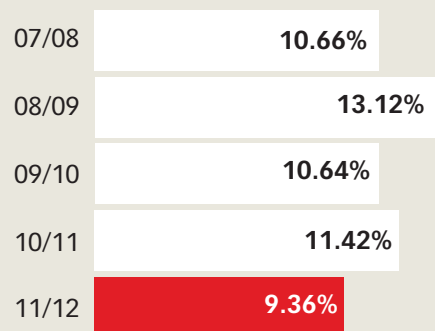
We have adopted flexible work policies and practices that will help us become an attractive employer, and we are also ensuring that there are opportunities to suit the changing needs of employees at different stages in their careers through mentoring programs that match staff from across the organisation with our executive team as mentors. Refer the charts *Age Profile % of our Workforce* to learn more about the make-up of our team. Page 69 in the City of Connections Outcome discusses some of the ways we are helping some of our older workers remain in the workforce.

Age profile % of workforce



In response to our initiatives, staff turnover at the end of June 2012 was 9.36%, the lowest rate of turnover in five years (see chart below).

% staff turnover



Learning and Development

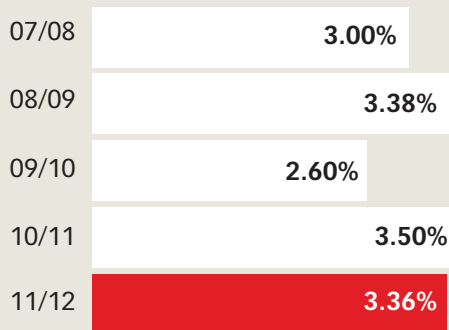
Some of the staff development programs in 2011/12 include:

- 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.
- 30 middle/senior managers/staff studying for Diploma of Project Management/ Certificate IV in Frontline Management to improve project delivery and leadership qualities
- Actively promoting our commitment to workforce diversity through our Workforce Empowerment Working Group (WEG)
- Offering the best parental leave entitlement in the State and flexible working provisions and development opportunities
- A variety of health and wellbeing initiatives including Weight Watchers at Work and health checks.
- A tertiary sponsorship program contributing funds to employees wanting to undertake further study.
- Initiating a mentoring program for aspiring female employees.

In 2011/12 a total of 9,655 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/leadership programs, communication

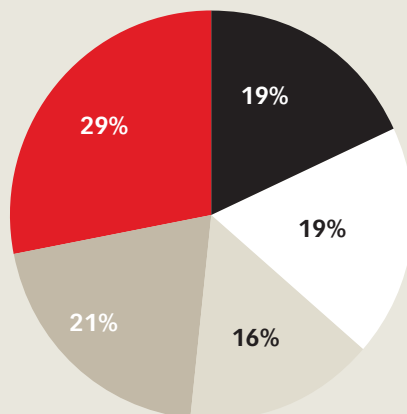
programs, contract management training, corporate systems training, mandatory OHS and Regulatory/Governance training, as well as attendance at conferences and seminars. In addition, personal and professional development programs were conducted including mentoring and coaching for Managers. See the charts below for further insight into how we invested in staff learning and development.

% of total staff salary and wages spent on training and development



Course Category

- Computers
- Management
- Occupational Health & Safety
- Operational Indoor
- Seminars/Conference



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.

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 place of lifestyle and opportunity at our community's doorstep.

We are continuing to raise 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.

The percentage of women holding managerial positions rose over the year from 32 percent to 35 percent, as shown in the chart below, while the number of internal promotions for female staff decreased from 47 percent to 33 percent over the year. This decrease is attributed to a significant restructure within the Operations Unit of the Public Works Group (see page 69 for more information), which is a predominantly male workforce, and is not indicative of a decrease in the overall number of female promotions across the organisation.

Women in Management Positions 2011/12



Achieved 50:50 Vision Councils for Gender Equity Silver Accreditation



In 2012 the City of Ryde became the first council to achieve silver accreditation in the 50:50 Vision Councils for Gender Equity Program. The silver accreditation was achieved in the following areas:

- Remuneration, recognition and training
- Work and family balance, and
- Commitment and leadership.

This follows on the Bronze Award for the Gender Equity Program achieved by the City of Ryde in 2010.

Workplace Health and Safety (WHS)

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.

Our purpose

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

WHS and injury management move

In February 2012, the reporting line of Coordinator Work Health and Safety and the Coordinator Injury Management moved from Human Resources to Risk and Audit. This line of reporting provides more focus on safety for the organisation.

With Risk and Audit being part of the General Manager's office, the change highlights the importance of health and safety for the executive team and organisation, to reduce costs of workplace injuries both at a personal level and for the organisation as a whole.

Employee consultation

Our main consultation on health and safety remains the Health and Safety Committee, which continues to meet with the Executive Team each quarter. This enables the General Manager and Group Managers to directly discuss health and safety issues arising from various employee and management representatives.

Committee members were provided with a Health and Safety Representative (HSR) and Health and Safety Committee (HSC) facts sheet regarding changes that affect them under the new Work Health and Safety (WHS) Legislation. Members were also given the opportunity to become an HSR.

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

Annual self-assessment

We received payment of \$40,000 for completion of the WHS annual self assessment and verification audit conducted by our Workers' Compensation Insurer, StateCover. The StateCover report on the self-assessment audit said "it illustrates that council continues to achieve a high rating in regard to its Work Health and Safety program".

Learning and development

This year 442 staff participated in various aspects of WHS training and attended related seminars or conferences totalling 2,383 hours for the year.

Review of our WHS framework

Health and safety at the City of Ryde is governed by WHS Legislation, through Workcover NSW, which took effect on 1 January 2012.

In the second half of the financial year, we developed two projects. The first involved a consultant reviewing our WHS Framework (consisting of the WHS Management System, policies and proformas), while the second project will provide further education on changes arising from the WHS legislation.

WHS information sessions

In August 2011, the City of Ryde was one of a number of metropolitan and rural councils to host a series of seminars presented by the Local Government and Shires Association (LGSA), our insurer StateCover and WorkCover. The seminar provided the opportunity for our staff and others from surrounding councils to learn about some of the main aspects of the new WHS legislation. In April, a WorkCover representative provided our Leadership Team, comprising our Executive Team and Service Unit Managers, with information on aspects on Due Diligence for Officers.

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 may have possible adverse impacts on work performance. Our Employee Assistance Program (EAP) is available for employees and their immediate family. There have been around 23 contacts with our EAP provider over the year.

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 staff to display their knowledge of good safety practices by rewarding staff initiatives with shopping vouchers. During the year, staff were awarded Safety TA! (Tokens of Appreciation) Awards for:

- correct answers from indoor and outdoor staff to a skin cancer quiz
- the evacuation of our Operations Centre, given to our new Chief Warden.

Skin cancer checks

In October, we ran skin cancer checks at our Operations Centre for staff from outdoor and indoor work areas. This is the second time we have provided this for staff who may wish to attend. Over two days, the consulting doctor and skin technicians had just over 100 staff visit the clinic. Three information sessions were held for staff on skin cancer and how they can take precautions to reduce the risks of skin cancer both at and away from work.



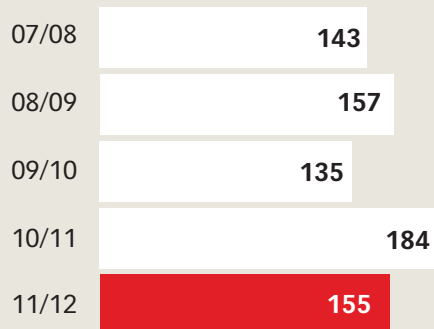
Workplace incident reporting

As part of our ongoing efforts to improve timely incident reporting, encompassing hazards, near-misses, injuries and property damage, we explored the use of a web-based program in 2011/12. Three programs have been looked at and it is anticipated one of the programs will be implemented to replace our paper-based system during 2012/13. The program will be able to advise respective staff including managers depending on the circumstance of the incident.

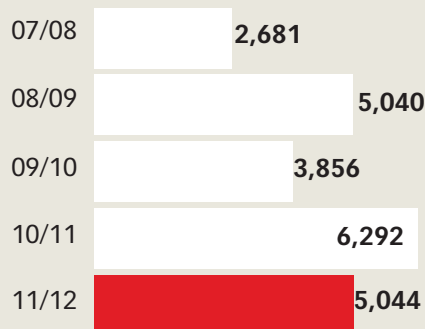
Incidents 2011/12

The total number of incident reports was 155, compared with 184 the previous year. There was a decrease in hazard/near miss reporting with 22 compared with 37 the previous year, while there was an increase in reported first-aid injuries with 33 reports compared with 29 the previous year. As the chart below demonstrates, we lost a total of 5044 hours due to injury in 2011/12, a 20 percent reduction on 2010/11.

Incidents and Injury Reports 2007-12



Lost time in hours due to injury*



*'Lost time' refers to any time lost, and is not based on hours lost of one whole shift or more outlined in the Australian Standard 1885.1.

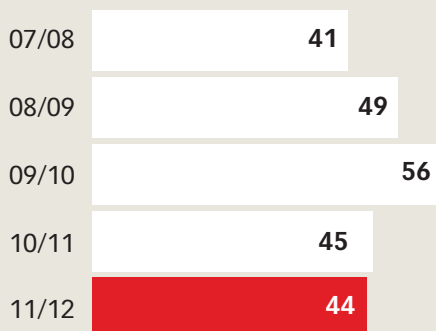
442
staff attended
WHS training
programs

100
skin cancer
checkups

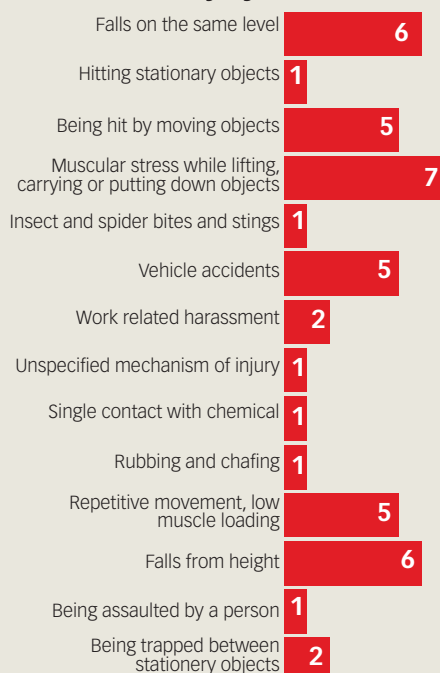
Workers Compensation Claims

In 2011/12 there were 44 workers compensation claims, one less from 2010/11. This also represents the second lowest number of claims within the past five years, reflecting a continuing trend.

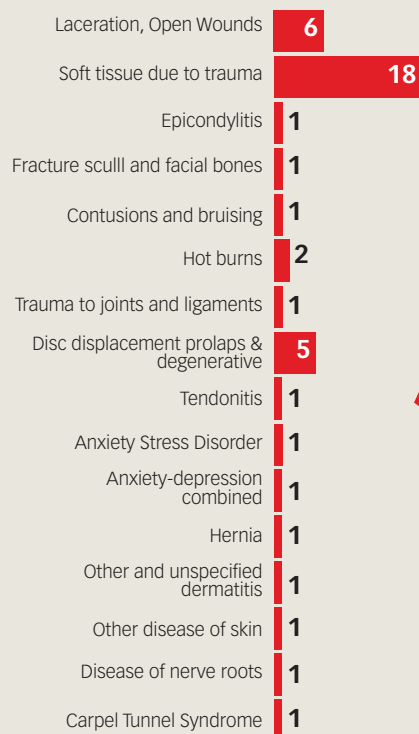
Workers Compensation Claims 2007-12



Mechanism of Injury



Nature of Injury



The chart above shows that muscular injuries tend to account for the highest number of injuries and claims. The City of Ryde is building specific issues that our highest risk staff groups identify as problems for them into manual task training.

With the new WHS regulations in place, we are also placing more focus on the hierarchy of controls to achieve greater safety practices. In relation to manual tasks, this is to identify improved use of mechanical and engineering devices, rather than the use of team lifts, for example, or to break the amount of items down to be lifted or carried at any one time.

Corporate Governance

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, and clearly communicating how managing these risks benefits not only economic outcomes, but also contributes to environmental and social outcomes too.

Six key functional areas now fall under the area of Risk Management: Internal Audit, Risk and Insurance, Procurement Administration, Work Health and Safety, Workers' Compensation, Return to Work Management. However, we recognise that 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.

A key element of the Risk Management framework is our overarching Enterprise Risk Management Plan. This has been developed to assist with progressing our risk maturity and meeting the commitment and accountabilities outlined above.

Over the 2011/12 year, our Risk and Audit function focused on the continued implementation of the Enterprise Risk Management Plan. This has included a large amount of consultation with key internal stakeholders to identify and rate strategic, operational and project risks.

The continuing implementation of this plan has delivered a number of benefits to the organisation. These include providing:

- guidance to achieve a uniform approach to the management of risk and opportunities across all decision-making processes
- input for Council's risk based Internal Audit plan
- the framework for the identification of training and education in risk management and awareness
- a constructive and accessible reference for managing risks
- a systematic approach to business interruption and continuity planning
- an integrated information technology framework
- quality analysis and controls of insurable risks
- planned system audits
- movement towards a more risk aware culture
- sustainable environmental management systems; and
- helping to build strong stakeholder relationships and community engagement.

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. 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.

In 2012/13 the Audit and Risk Committee will continue to provide oversight to the execution of a risk-based Audit Plan to underpin effective governance, focusing on process and control reviews. This plan will be based on Council's risk universe, which will be primarily derived through the Enterprise Risk Management plan and consultation with key stakeholders.

It will include key reviews of project outcomes, revenue generation activities, procurement compliance and an ongoing review of key controls and statutory audits. Under the Audit Plan, 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.

Internal audit

Our Internal Audit function is governed by an Internal Audit Plan, which is endorsed by the City of Ryde'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, the leadership group and other key staff along with input from our Enterprise Risk Management Plan, we identify a 'risk universe'. From this long-term plan, we are able to identify priority risk areas and schedule annual reviews, while allowing capacity for unscheduled reviews and follow-up of previous audit reports.

In 2011/12 our Internal Audit Function undertook the following key reviews:

- Environmental health and development
- Mobile phone governance
- Information technology general controls
- Payroll analytics
- Human resource procedures
- Procurement compliance
- An ongoing/recurrent review of key controls
- Statutory audits (RTA Drives 24 system audit)
- Other investigations as required.

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 enquiries of key staff within Council
- Examine financial and accounting records and other documents, and tangible assets
- Obtain written confirmations of certain items.

Risk and insurance management

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

- Renewal and administration of Council's Insurance portfolio (including audits of our portfolio)
- Ongoing site-specific project and other risk assessments
- Ongoing development and updating of our Business Continuity Plan.

Over the 2012/13 year our Risk Management function will focus on the continuing implementation and update of our Enterprise Risk Management Plan and associated documents and systems.

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 2011/12 we instigated 62 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. E-tendering is used to enhance both the efficiency and probity of our tender administration procedures

We also further improved our approach to procurement and contract management via a continued review and update of the procurement framework (including procurement and contract templates), a review and implementation of new contract administration procedures and continuing staff education in procurement activities. This has resulted in improvements in compliance with and knowledge of the procurement framework.

In 2012/13 we will continue to refine and automate the procurement framework, and develop procurement and contract administration accreditation.

Operational Plan Projects for 2011/12

The table below highlights how each project in our One Year Operational Plan 2011/12 progressed through the year.

The projects we undertake in each outcome are driven by cross-divisional programs that focus expert resources on action areas. While we may undertake projects in a particular program, not all strategic performance indicators for that program are relevant to this Outcome. We are currently working on developing outcome-specific indicators, however for 2011/12's progress against strategic objectives that underpin achieving our vision for the City of Ryde, refer to page 95.

Looking Ahead

In 2012/13 we will:

- Purchase new fleet vehicles
- Develop GPIMS our Geospatial Program Integration Management System
- Review and update HR policies
- Renew information technology
- Create smart forms for electronic lodgement of DAs
- Automate our Performance Development Review Process
- Develop and systemise our Project Management

○ On Track ☒ Action Required ☑ Complete ☐ Not Started ☒ Cancelled ☐ Deferred

Program	Status	Comments
Customer and Community Relations Program		
Branding & Marketing Plan City of Ryde	☑	
Governance and Civic Program		
Compliance Management System	☑	
Internal Corporate Services Program		
System Administration TechOne	☑	
Information Technology Renewals	☑	
IRM Scanning Project	☑	
Fleet Purchases-Motor Vehicle	☑	
Fleet Purchases-Plant	☑	
Fleet Purchases-Light Commercial	☑	
Strategic City Program		
Council's Corporate Plan	○	
Property Portfolio Program		
Building Security Arrangements	☒	This project in progress, however, will not be completed until the Tender Report is submitted to the new Council.
Civic Precinct Redevelopment	☒	This project has since been cancelled. See page 83 for more information.
Corporate Buildings Renewals	○	
West Ryde Community Facility	○	
Commercial Buildings Renewal	☒	
Risk Management Program		
Enterprise Risk Management Plan	☒	Project is scheduled for completion by end of Q4. However, the final aspect of this project (operational risks) was requested to be deferred by the Management team until Q1 in the 2012/13 year.
Complaint Investigation External	☒	This project has since been cancelled. See page 83 for more information.
Organisational Development Program		
Performance Review Process	☐	Phase 1 delayed, now due to be completed for management in Sept 2012. Phase 2 to continue to Dec 2013.
Best Value Review Methodology	○	

Embracing Our Challenges

Managing great cultural change within our organisation and continuing to strive for improvements when we have already achieved many is a challenge we face.

We also face the challenge of maintaining services and providing value for money to our ratepayers, while staying within the State Government's rate pegging limit.

A key challenge for the City of Ryde is to address its growing backlog of works in bringing its existing infrastructure up to a satisfactory condition. This includes the Civic Centre, and is estimated at \$20 million.

CIVIC HALL