

management plan

2007 - 2010



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



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welcome to the city of ryde

Welcome to the City of Ryde

We recognise the traditional owners of the land which comprises the City of Ryde, the Darug People. Respect is paid to their Elders and their Heritage.

The City of Ryde Management Plan 2007-2010 sets the strategic direction of Council and outlines the projects, actions and initiatives to which resources will be allocated over the period of 2007/2008.

Readers are encouraged to provide feedback on this Management Plan by writing to:

City of Ryde
Locked Bag 2069 North Ryde NSW 1670,
or by email to cityofryde@ryde.nsw.gov.au

CONTACT DETAILS

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Ground Floor Reception
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RYDE NSW 2112

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If you do not have access to the internet, you can access Council's website at your local library.

Translations
If you would like to know more about the information in this document you can contact an interpreter on (02) 9952 8470.

looking forward

In 2006, Council conducted a Community Survey and asked residents to tell us what our strengths are, how we can improve services and where we need to direct funding.

Our strengths are our Professionalism, Fairness and Equity.

Our Weakness is in our responsiveness to enquiries.

We asked what were the three key community issues for Council to focus on, the most common answers were:

- Infrastructure (parks, footpaths and drains)
- Parking Spaces
- Leisure and Recreation Facilities

Respondents also said we needed to concentrate on trees and the planning process.

Some of the major works planned for 2007/2008 include:

- footpath replacement
- road reconstruction
- footpath upgrades
- roundabouts constructed
- new cycleways
- walking trails
- parks improvement
- stormwater improvement
- new street lighting

Our program for 2007/2008 also includes the implementation of a new Customer Request Management System, which will facilitate residents requests and feedback, so we can work towards improving our responsiveness.

We will also introduce a new e-planning process for Development Applications commencing in July 2007.

This will improve accessibility to information relating to current development applications by providing online access.

To ensure we are moving forward in the right direction, we will continue to consult regularly with the community to ensure our commitment to continuous improvement is measured.

The Community Survey will be conducted every 2 years in October.

about the management plan

The City of Ryde Management Plan 2007- 2010

details the key projects, initiatives and actions that Council will undertake over the next year. It provides the strategic direction for Council and the allocation of resources.

The Plan also outlines the 4 year strategies which have been developed to assist Council in achieving the City Vision 2026 outcomes to deliver a sustainable future for the diverse community of the City of Ryde.

This Management Plan covers in detail the program for 2007/2008 and includes the 4 year Capital Works Program, Council's Revenue Policy and a Statement of Council's estimate of Income and Expenditure.

The Management Plan is linked through the 4 outcome areas of:

- People
- Assets
- Environment
- Governance

Reporting on Progress

The Plan is reviewed annually and is placed on public exhibition, allowing the community to assist Council in setting future directions. The success of

the plan is monitored through quarterly reports to Council and the Annual Report details performance to the community in November each year.

Structure

The Management Plan has 2 parts – Our Council and Key Outcome Areas. Our Council outlines the approach the organisation will take. Key Outcome Areas sets out the strategic direction under the 4 key outcome areas and includes Council's principal activities, actions and projects for 2007/2008.

This Management Plan incorporates information as required under the Local Government Act 1993 – details regarding those linkages to the Act can be found at the end of the document.

In preparing the Management Plan, reference is made to Council's other key planning documents including the Long Term Financial Strategy, Social Plan, Environment Strategy and Asset Management Strategy.



Mayor's Foreword

It is with great pleasure that I present to you the City of Ryde 2007-2010 Management Plan. The Management Plan is the most important document Council prepares as it guides the direction of budget allocations and decision making of Council for the next three years.

This document is the culmination of many months of deliberation and analysis by staff and Councillors and is now on exhibition for our community to comment. A very important part of our local democracy is for citizens to be aware of the affairs of Council and contribute to its future.

There are many exciting initiatives set out in this plan. In particular, the following major initiatives are proposed and are discussed in more detail throughout the plan:-

- Creation of an Economic Development Strategy for the City of Ryde;
- Ryde Park upgrade - Stage 3 works;
- Development of an Integrated Transport Strategy; and
- Ongoing planning and capital works improvements in our major Town Centres.

I would like to take this opportunity to invite you to read our draft Management Plan and I welcome any suggestions for improvement that you may like to submit.

Details on how to make a submission are provided in the document and I look forward to receiving your comments.

Councillor Ivan J Petch
Mayor of the City of Ryde
May 2007



General Manager's Introduction

The City of Ryde Management Plan 2007-2010 outlines the strategic direction for Council and details the projects and services to which resources are to be allocated over the next three years.

The Management Plan was developed through a comprehensive internal planning and community consultation process. This collaborative approach ensures our products and services are created in a way that responds to the ever changing needs of our Community.

Council is proposing to expend \$101 million dollars over the next financial year. This includes a record capital works budget of \$41 million with the following major initiatives:-

- \$10.8 million for Roads, Footpaths and Traffic management;
- \$6.9 million for Drainage and Stormwater management;
- \$9.7 million for Parks development upgrades; and
- \$6.1 million for Community Buildings.

Council is continuing the good work on its urban planning framework with the development of a City Wide Local Environment Plan and the finalisation of the master plans for Gladesville and Eastwood. Council is also progressing major infrastructure projects at Ryde, West Ryde, Macquarie Park and Meadowbank in partnership with a number of private sector organisations. These innovative works have reduced our financial burden and risk while delivering valuable Community assets.

This year Council is intending to build upon its extensive Community consultation processes to ensure engagement and input by as many people as possible to improve our decision making. Another key project will be the replacement of our core technology systems to improve responsiveness, accountability and management of information over the next two years.

It is important to highlight the inclusion of key performance measures and targets in this Management Plan which will allow the Community to monitor our performance over the coming year, thus demonstrating value for money service delivery.

I am confident through sound management and governance we will achieve the outcomes specified in the Management Plan for our people, our assets and the environment.

Michael Whittaker
General Manager
May 2007

partnering

The City of Ryde has already commenced initiatives that work towards some of the State Government priorities featured in the NSW State Plan.

One of these is also a priority at the City of Ryde.

Greenhouse Gas Reduction

The City of Ryde joined the Cities for Climate Protection Australian Program (CCPTM) on 1 March 2005. We have committed to the following corporate and community greenhouse reduction goals:

- A 30% reduction in corporate emissions on 2003/04 levels by 2012/13;
- A 20% reduction per capita of community emissions at 2001 levels by 2010.

A Greenhouse Gas Reduction Action Plan (GGRAP) has been prepared in conjunction with the City's Local Air Quality Management Plan 2004-2009 to achieve these goals.

The City of Ryde has begun to implement a series of management plans and objectives to address the greenhouse effect. As these plans start to come into play the potential benefits for the community include:

- Reduced energy bills for businesses and residential properties;
- Improved local air quality and reduced particulate emissions;
- New market economies started and driven by local investment e.g. solar panels, insulation, eco-friendly house designs; and
- Development of partnerships with community and industry groups leading to an enhanced sense of community.

As the majority of the Council's emissions are due to energy usage associated with Council properties, much of the focus relates to reducing energy usage from these properties.

All these reasons have lead to an indisputable case for the City of Ryde to participate in the CCP program and to have a significant role in reducing our greenhouse gas emissions for the benefit of current and future generations of Ryde.

Other initiatives:

Council is also concentrating its efforts in other areas that mirror the State Plan priorities.

Further information regarding Council's direction is featured throughout this Management Plan under the areas of Major Initiatives and in our program areas under Principal Activities.

city of ryde

community profile

The City of Ryde is located 12 kilometres west of central Sydney and is easily accessible by bus, train or ferry. The central location is what residents like best about the City of Ryde, along with great employment opportunities, parks, foreshores, shopping and educational opportunities.

Its suburbs occupy the divide between the Parramatta and Lane Cove rivers and include Chatswood West, Denistone, Denistone East, Denistone West, East Ryde, Eastwood, Gladesville, Macquarie Park, Marsfield, Meadowbank, Melrose Park, North Ryde, Putney, Ryde, Tennyson Point, and West Ryde.

The residential population for the City of Ryde, as at the 2001 Census, was estimated at 95,744 but statistics show that the figure is now exceeding 100,000. The largest age group in the community is adults in their prime working age from 25–54 years who make up 46% of the population.

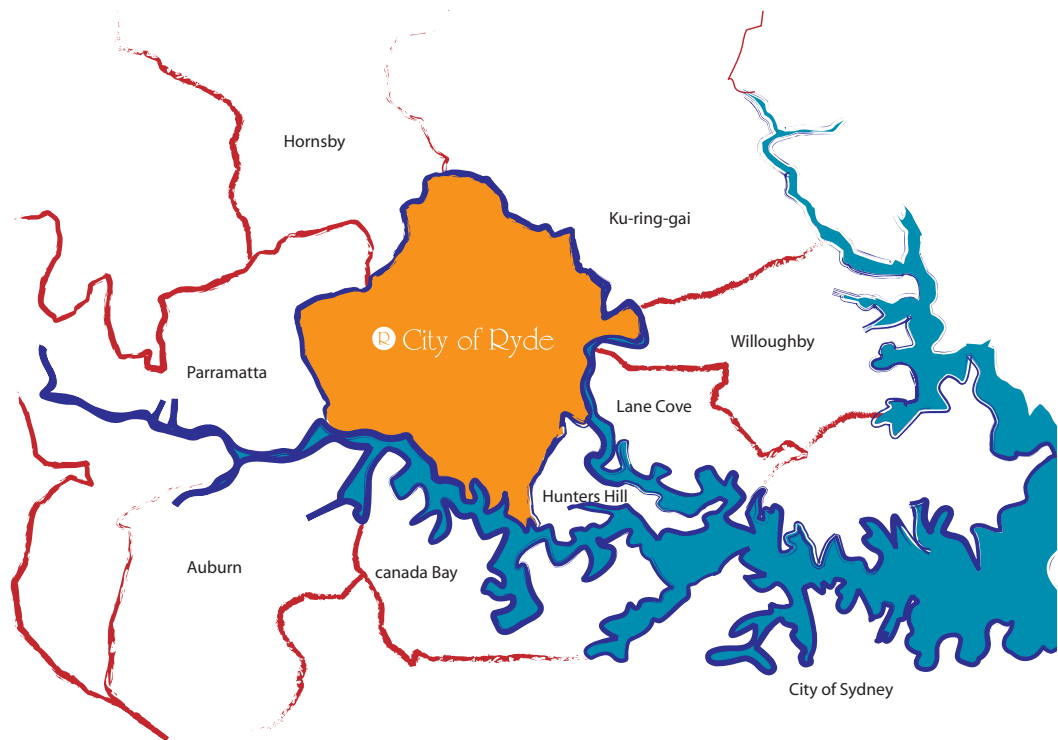
The community of Ryde has changed in the last 20 years to become far more culturally diverse. In the last census some 63% of Ryde's people were born in Australia with 37% born overseas.

While 66% of Ryde's people speak only English in their homes, 34% speak another language. The most commonly spoken languages in 2001 were Cantonese, followed by Italian, Mandarin, Korean, Armenian, Arabic/Lebanese and Greek.

Since 2001 some 5600 people from 80 different countries have chosen Ryde to be their first place of settlement in Australia. The majority have arrived from the People's Republic of China (1656) with other significant arrivals from South Korea, India, Indonesia and Hong Kong. Our new arrivals mostly arrive under the skilled or family migration scheme and nominate Ryde's central location as being one of the reasons they choose to live here.

Ryde's urban landscape is mostly made up of residential dwellings, being predominantly separate houses as well as a growing number of walk-up flats/units and townhouses.

The City of Ryde has many dining, shopping and entertainment precincts with major shopping centres in Top Ryde, North Ryde, West Ryde, Eastwood and Gladesville.



The largest shopping centre is Macquarie Centre located in Macquarie Park. The areas of Putney and Meadowbank provide a village atmosphere to the City.

The Macquarie Park area is a national centre of technology-oriented land uses and is the most important employment area within the City and is now the second largest commercial business district in New South Wales in terms of employment floorspace.

The natural bush setting, beautiful parks, including Lane Cove National Park and 207 other reserves as well as the waterways of Parramatta and Lane Cove Rivers ensure a range of outdoor activities including bushwalking, cycling and water activities.

These are characteristics that we are committed to protect while we deal with the pressures of increasing population and motor vehicle traffic, threats to our natural resources and increasing demands on public infrastructure and services.

Many important educational and special use establishments are located in the City of Ryde, including Macquarie University, Ryde and Meadowbank Colleges of TAFE, the

CSIRO, the Australian Film and Television School, and the New South Wales Corrective Services Academy. The Ryde Hospital, the Gladesville Macquarie Hospital, the Royal Rehabilitation Centre, and the Children's Cochlear Implant Centre are all located in the City of Ryde allowing residents close access to specialist health services. The "Granny Smith Festival", held in Spring leads a busy calendar of art shows, community and sporting events and festivals throughout the year, ensuring that residents and visitors to the area are entertained.

The Ryde Aquatic Leisure Centre, constructed as a venue for the Olympic Water Polo events and a training facility for the Paralympic Games, is a world class swimming and sporting facility enjoyed by families and sporting enthusiasts alike.

The City of Ryde caters for all sporting and leisure interests including golf, soccer, cricket, netball, tennis, squash, fitness, walking, swimming, ice skating, bowling and numerous other organised sports. The City of Ryde also owns and operates 5 libraries which are open for all to use.

vision

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

mission

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

values

Professionalism

We deliver effective services to the community with honest and consistent decision making.

Teamwork

We work together with respect, co-operation and support.

Leadership

We promote clear direction, encouragement and open communication.

Ethics

We are honest, responsible and accountable for our actions.

Pride

We have satisfaction in our work.

Recognition

We have a sense of belonging through acknowledgement of our achievements.

major initiatives

All of the strategies in the Draft Management Plan are important commitments that will require substantial time and funding. During the 3 year life of this plan, the following initiatives, due to their size, impact and growth potential for the City of Ryde are highlighted.

local strategy

The Local Strategy for the City is being prepared as part of the recent planning reforms being undertaken by the State Government - Department of Planning. The planning reforms include the implementation of the Metropolitan Strategy 2006 and the introduction of the standard instrument local environmental plan (known as the LEP template).

The Local Strategy has a land use focus and will have number of components including:-

- Centres Strategy
- Housing Strategy
- Employment Land Use Strategy
- Transport Strategy
- Environment Strategy
- Cultural and Community Strategy
- Open Space Strategy

The Local Strategy, which will address the provisions of the Metropolitan Strategy, is the basis of a City wide comprehensive local environmental plan (LEP). The LEP will be prepared in the form of the template.



economic development

The City of Ryde is part of an exciting, ever changing, dynamic global market place. Economic development, growth and business success can be achieved by developing an understanding of the local, regional and state economies and adopting a strategic direction which creates a climate and culture of:-

- retaining and increasing employment opportunities;
- identifying and facilitating new business, specialist sector clusters and employment growth that is ecologically, environmentally and economically sustainable;
- enhancing a collaborative effort for economic development tasks between all levels of government, business and the local community;
- providing high levels of information and business support services referral;
- driving marketing, promotion and branding of business in the City and its key Town Centres;
- adopting a 'can do' attitude for all business issues;
- supporting and expansion of existing business and fostering business investment.

The City of Ryde, as a part of the Northern Sydney Region, is home to a diverse collection of landscapes and communities, ranging from scenic waterways, bushland parks and areas of historical significance through to residential high-rise living and thriving commercial and retail centres. Ryde is both the second-biggest business district in NSW and the recipient of the \$2.25 billion Chatswood to Epping rail infrastructure investment, comprising 3 new rail stations opening in 2008.

Ryde's support for economic development contributes significantly to the States' "Global Economic Corridor" which is clearly identified in the NSW Metropolitan Strategy. With a Sydney residential population increasing by 1.1 million and a working population increasing by \$500,000 over the next 25 years, Ryde is part of this globally significant corridor of jobs concentration and activities in centres from North Sydney to Macquarie Park, and from the City to the Airport and Port Botany. Macquarie Park is a vital part of this economic powerhouse - a world class location and regional strength for business in terms of its large pool of knowledge workers which underpin competitiveness in science, R&D, ICT, biotechnology and supports strong commercial and institutional links.

economic development



Over 700,000 Sydney jobs (32% of Sydney's total) are located in the economic corridor. A key aim of the Strategy is to build on the economic development benefits of the corridor and to grow 150,000 new jobs over the life of the Strategy. Council is committed to capitalising on our great location, lifestyle and environment. We have the ideal opportunity to attract new business investment and the ideal location to grow new jobs for the City of Ryde.

- Macquarie Park – investment attraction, promotion and branding;
- 'City of Ryde' Business Awards program, 2008; and
- Local Business Newsletter.

The following are a summary of priority economic development activities for the City of Ryde:

- A Business information database of local businesses and their areas of interest;
- Economic Development Strategy for the City of Ryde;
- An Exporters Network for local business;
- Forging collaborative links with the Ryde Business Forum and other stakeholders (local business; TAFE, Macquarie University etc) for seminars and business briefings;
- 'Ryde Business Week', August 2007;
- Mainstreet – work with local business and identify funding sources for town centre and village streetscape improvements;

macquarie park corridor

The City of Ryde entered a partnership with the State Government in early 2000 to prepare a Plan for the Macquarie Park Corridor which identified the future vision for Macquarie Park. The Plan recognised the proposal for the Chatswood to Parramatta Rail Link (later modified to the Chatswood to Epping Rail Link). This infrastructure will be operational by 2008 with 3 new stations in the corridor.

The key objectives of the Master Plan, as adopted in July 2004 included the following:

- to guide the quality of future development and to implement the vision for Macquarie Park and the Government's strategic objectives;
- reduce car dependency;
- and
- create opportunities for employment in areas supported by public transport.

The Macquarie Park Corridor is identified in the Sydney Metropolitan Strategy 2006 as a key centre in the 'global arch of high-tech employment, residential and infrastructure extending through Sydney's CBD to the Airport and Port Botany'. The jewel in Ryde's "economic crown" is Macquarie Park, a growing, campus style employment centre which is projected to have a working population of 56,000 by 2021, making it the fourth largest business district in Australia. In the longer term, available floor space in the corridor is projected to increase to a total of 2,500,000m² of floor space by 2050 (about three quarters of the size of Sydney's CBD).

The corridor is only 12 kms from Sydney's CBD, with excellent transport links to the City and greater metropolitan area, including the M2 motorway, Epping Road, the new rail stations, bus and cycleway links. Macquarie Park is home to some of Australia's leading research institutions as well as pharmaceutical, health and IT&T companies. Examples include Macquarie University, CSIRO and the head offices for many of Australia's "top 100", such as Optus, Foxtel, Siemens, Johnson & Johnson, Canon, Microsoft and Hyundai. Also located in the corridor is The Macquarie Shopping Centre, one of the largest retail and shopping complexes on Sydney's North Shore.

The City of Ryde has recently embarked on a major planning, economic development, public domain and infrastructure program to create a vibrant, well serviced and sustainable precinct to meet all of the needs of residents and workers in the 21st century.

The key tasks being addressed by Council's Macquarie Park Team and its consultants include:

- a review of the draft DCP 55; and
- the preparation of a Structure Plan which will set out the major infrastructure and urban form elements in Macquarie Park. There is a need to clarify existing road networks and confirm proposed street locations, cycle ways and open space.



- A 'Public Domain Manual' is being developed to provide guidance for the treatment of footpaths, plazas, public open space and private redevelopment sites in proximity to the public domain.

Other clarification will include, for example:

- set backs and the relationship of buildings to the public domain;
- floor space ratios;
- width of drainage corridors;
- car parking requirements, where appropriate;
- identification of "special precincts" within Macquarie Park (eg. around the rail stations); and
- the development of holistic "special precinct plans" and appropriate, building height and form, landscaping and open space etc.

The Council's role is to ensure that the strategic planning and development controls

for Macquarie Park are innovative and robust to support the future economic development and positioning of the Macquarie Park Corridor as a "world-class" location for business. Council is investing in the corridor's future to deliver a vibrant, efficient, well serviced and environmentally sustainable precinct for the community in the 21st century.

ryde park



Council has made substantial improvements to Ryde Park and this program is set to continue over the next 2 years. These upgrades have provided a revitalisation to this area, particularly the entries to the park and the pedestrian links through the park. The next stage of works focus on updating play equipment, a kiosk and improvements to picnic areas and sporting facilities.

The upgrade will also include the following:

- Providing a new playground and basketball court.
- Relocation of the Cenotaph to Ryde Park.
- New passive recreation space including a new pavillion and a kiosk.
- The redesign and upgrading of the main oval and rebuilding of the cricket wicket.

- The inclusion of public art at the gateway to Ryde Park and Ryde Town Centre.
- Completing the lighting and signage upgrades to the park.
- Drainage upgrades including investigating water recycling.

The final stage of the Ryde Park upgrades will look at providing sufficient parking to the periphery of the Park and improving links to the Ryde Town Centre.

integrated transport strategy



In recent years governments have recognised the need to reduce the growth in car use due to the negative impacts of congestion and reduced air quality. The promotion of other more sustainable modes of transport, the integration of land use and transport planning, and a general reduction in the need to travel have all been recognised as contributing to the solution.

There is clear support for a reduction in car use in Ryde and increased use of more sustainable modes, such as public transport, walking and cycling. A series of policy documents and plans have been produced by the City of Ryde since 2000 emphasising the need to promote and plan for alternatives to the private car.

The City of Ryde is ideally placed to provide leadership in integrated transport planning given the work in this area which has already been done through existing planning strategies and the future transport infrastructure enhancements to be developed within the Local Government Area (LGA). The Ryde Integrated Transport and Land Use Strategy (ITLUS) is being developed to inform Council policy

and lead towards an improved transport future for the City of Ryde.

The objectives of the ITLUS are:

- To achieve a more sustainable, accessible, amenable, equitable, safe and integrated transport and land use system which balances social, environmental, health, economic and strategic objectives;
- To reduce car dependency, the growth in vehicle kilometres travelled and greenhouse gas emissions;
- To increase the share of trips made by public transport, walking and cycling and reduce the number of trips made by private vehicles; and,
- To provide a long term vision for the City of Ryde and a series of City wide and centre based actions which Council can implement or lobby for in order to satisfy these objectives.

In addition, the ITLUS will help the City meet its Emission Reduction Goals set as part of the Ryde Greenhouse Gas Abatement Reduction Plan 2007-2010.

The ITLUS is structured around a series of City wide and centre based actions which combined will meet the Strategy's objectives.

integrated transport strategy

The key transport and land use development corridors within Ryde are identified as Macquarie Park (Epping Road, M2, and Epping to Chatswood rail link), the Northern Line rail corridor, and Victoria Road.

Within these three areas, six centres have been identified.

Macquarie Park

1. Macquarie Park

Northern Line:

2. Eastwood Town Centre
3. West Ryde Town Centre
4. Meadowbank Centre, Victoria Road
5. Top Ryde Town Centre
6. Gladesville

By 2011, the Strategy aims for a reduction in car use in the City of Ryde and increased use of more sustainable modes such as public transport, walking and cycling.

Further details on the Integrated Transport and Land Use Strategy can be found on Council's website at www.ryde.nsw.gov.au.

town centres

The City of Ryde urban development policies place a particular emphasis on the renewal of existing centres and the creation of sustainable town centres and urban villages. Since 1996 the City has developed key policies and strategies to create a network of key centres in the City of Ryde.

These centres are:

- West Ryde
- Meadowbank Employment Area
- Eastwood
- Gladesville
- Ryde

The development of these centres is resulting in places that are emerging as vibrant, enjoyable, safe and economically viable places of mixed uses and activities for residents and workers of the City.

West Ryde

The Master Plan and Development Control Plan (DCP) developed to guide the centre's growth and change over the next 20 years recommended that:

- new residential dwellings be developed;
- higher floor space potential be used as a lure to encourage new investment;
- public spaces throughout the area be made more safe and attractive;
- drainage system capacities be amplified to rectify existing stormwater inundation problems; and
- the centre be better managed and be actively marketed.

The development controls guiding building form within the centre are complemented by a public domain improvement program that is targeted at improvements

to footpaths and pedestrian areas. Examples of recent works include Graf Ave and Chatham Road.

The centre has experienced substantial change with a number of new residential flat buildings, a new market place and the public library that opened in 2005.

Over the next 3 years the Council will be working to transform its old car park along Anthony Road into a vibrant mixed use development and to develop new community space on land on the northern side of Anthony Road.

town centres



Meadowbank Employment Area & Shepherds Bay

The Meadowbank Employment Area is in transition. The planning documents that are now in place allow for a change of land use, from the traditional industrial land uses to commercial, light industrial and residential activities.

One of the outcomes of this transition is an area that is developing into a socially, economically and environmentally sustainable centre that provides safe and healthy places for people to live and work.

The transformation of the Meadowbank area has commenced with the development of a number of residential complexes. As part of the development process Council has encouraged developers to provide facilities such as cafes, gyms and childcare centres to service the local community.

In March 2007 Council's Shepherds Bay community facility opened in Meadowbank.

Council uses Section 94 monies, provided by new development, to upgrade the streetscapes and parks throughout and to improve access for pedestrians, cyclists and cars.

The result will be an attractive employment centre with a self-supporting community.

Gladesville

In 2003 the City of Ryde and Hunter's Hill Councils embarked on a joint project to breathe life back into the ailing precinct.

The first stage of this project was a Master Plan. After consultation with the community, including residents and local retailers, the Draft Master Plan for the rejuvenation of Gladesville emerged. The Plan is a

vision of where the area could be in 25 years time, what it could look like and a plan of how to get there.

The draft Plan includes recommendations for future height controls, pedestrian and vehicular access, streetscape improvements such as street trees, broad footpaths and the provision of new plazas and squares.

The recommendations and suggested provisions in the Master Plan have formed the basis for the planning documents, the Development Control Plan (DCP) and Local Environmental Plan (LEP). Our aim is to have these planning tools in place by early 2008.

town centres



Progress Avenue, Eastwood

Eastwood

The Master Plan and Development Control Plan (DCP) are in place to guide growth and change within the centre and to create a framework:

- For a mix of land uses, residential, retail and commercial;
- Active street frontage; and
- Quality urban form, achieved through building design and the public domain.

The regeneration and change within the Eastwood centre has been slow.

During 2006/2007 Council has undertaken a revision of the planning controls and provisions applying to the centre. The review has focused on built form and accessibility. The review process, known as Eastwood Master Plan Review has involved consulting with landowners and the community.

The key issues arising from the consultation relate to

traffic and accessibility with the centre.

The revised Eastwood Master Plan will form the basis of reviewing the existing DCP for the centre.

Within the Centre, Council has been actively implementing a public domain improvement program.

Recent works have occurred in Trelawney Street and Progress Avenue and pavement improvements, plantings and new lighting are proposed in Rowe Street (east) and Railway Parade.

Eastwood Park

Eastwood Park is a venue for sports and a valuable open space for reflection and passive recreation. The park has facilities for croquet, cricket and soccer as well as playground equipment, the Library and other community facilities. It is the venue for community events, such as the Granny Smith Festival and community

reflection on Anzac Day and Remembrance Day.

In the coming year Council will recognise the importance of the park by implementing the recently completed Plan of Management.

The community has been engaged in the process that has identified and confirmed the sporting, meeting, ceremonial and passive values that the park has for the community. The Master Plan has interpreted the expressed values and a detailed design will be done this year to allow the project to be estimated and completed as a staged schedule of works.

Eastwood Drainage

The Eastwood Town Centre is located within the Terry's Creek stormwater catchment, which extends from Carlingford to the Lane Cove River, and includes the local government areas of Parramatta City, Hornsby Shire and the City of Ryde.

town centres



The name Terry's Creek was derived from a landowner in the Eastwood area, who dammed the creek that ran through his property, creating the series of small lakes which can be seen in early photographs of the area. The creek and lakes predate the development of the current Town Centre. Following the gradual development of the area, it was resolved to construct a channel along a section of the Terry's Creek waterway. The channel is owned and maintained by Sydney Water Corporation. Owing to its relatively small size and urbanisation of the surrounding catchment, the Town Centre is susceptible to frequent flooding. To address this issue, the City of Ryde is developing a floodplain risk management plan for the Eastwood Town Centre. A floodplain risk management committee has been formed to oversee and guide the preparation of the plan. A draft flood study will be placed on public exhibition in May 2007. The finalisation of the flood study represents the completion of stage one of the

project. Stages two and three, involving the development of management options and the finalisation of a management plan, are scheduled to be completed by July 2008. Council recognises the important role that community consultation will have in this project. A series of workshops and community consultation sessions are scheduled for 2007/2008.

Ryde Town Centre

In 2006 a new Local Environmental Plan (LEP) and Development Control Plan (DCP) to guide the revitalisation of Ryde Town Centre became effective. The much awaited planning controls were the basis of an application for the redevelopment of the Shopping Centre.

The redevelopment of the Top Ryde Shopping centre will be a catalyst for the revitalisation of the Town Centre and implementation of Council's LEP and DCP which envision a town centre that will serve local communities. For example the Ryde Town Centre LEP 143

requires a childcare centre, pedestrian footbridges over Devlin Street and community facilities of 2500m² to be located on the corner of Pope and Devlin Streets. The owners of Top Ryde Shopping Centre have approached Council and offered to incorporate a library and civic space in the proposed redevelopment of the shopping centre.

Known as the City of Ryde Centre or CoR Centre, the new facility will incorporate a 21st century library, Council's Customer Service Centre, as well as a multi-purpose area that can be used for a variety of civic purposes. Council's aim is to develop a CoR Centre with a shop front character, that will be easy to access and will take advantage of the latest technology to better serve its residents. It is envisaged that the facility will be constructed at no cost to Council and that a "turn key" project will eventuate, incorporating Council's needs.

asset management



Victoria Road, Gladesville



Rutledge and Winborne Streets, Eastwood

Where are we heading?

The City of Ryde is embarking on a long term project to undertake comprehensive reviews of the asset management practices employed across each asset class including buildings, roads, footpaths, stormwater drainage and parks.

The key to this process is the comprehensive review of practices undertaken in managing the assets through the life of the asset across 5 stages:

- Planning and design
- Construction or acquisition
- Maintenance and operation
- Refurbishment or enhancement
- Disposal

In identifying opportunities to improve asset management practices, the development of asset management plans will assist Council to understand its ongoing obligations in managing the asset network. In order to take a more pro-active approach to the management of infrastructure assets in the community.

What have we been doing?

The City of Ryde has undertaken numerous initiatives to strengthen the asset management practices for its infrastructure assets including:

- Completing an asset management review of Council buildings with a comprehensive report identifying opportunities for improvement in the management of these assets with a strategy document prepared to identify and prioritise initiatives.
- Completing a condition assessment of high use community buildings in order to identify risks (including OH&S, BCA and hazardous materials) to the building occupants and members of the community using these buildings. As part of this condition assessment process, rectification works have been identified in order to bring these buildings to a satisfactory standard.

asset management

- Asset management reviews of the stormwater drainage assets has been undertaken, including an audit of the software used to manage the assets. Associated with this review was the identification of opportunities for improvement in the management of these assets with a strategy document prepared to identify and prioritise initiatives.
- Implementation of a prioritisation methodology of stormwater drainage assets and the development of a comprehensive capital works program running from 2007 to 2011 based on a risk assessment and identification of critical assets in the network.
- Asset management reviews of roads and footpaths has commenced highlighting the opportunities for improvement in the asset management practices.

The City of Ryde has taken a leadership role in the Northern Sydney Regional Organisation of Councils (NSROC) Infrastructure Group, which aims to identify an appropriate level of asset management across the NSROC region. Furthermore, the NSROC Infrastructure Group aims to enhance the asset management capability of the individual member Councils through collaboration and knowledge sharing of asset practices.

What are the challenges ahead?

The age, condition of the asset network and capital expenditure required to maintain the network will provide a significant challenge for the City of Ryde to address over the coming years.

Another challenge facing the asset network will be determining a satisfactory level of service provided by the infrastructure assets in relation to community expectations and the current and future needs of the community. Importantly, there will be funding implications associated with specific levels of service that will have an impact on the Council's ability to fund the expenditure requirements of the infrastructure assets.

Refer to the Suburb Highlights Map for Capital Works Program Highlights for 2007/2008.

our council



Governance and Accountability

The City of Ryde is divided into 3 wards with 4 Councillors elected to represent each ward (East, Central and West). Councillors are elected by the community for a 4 year term following an election. The Mayor is elected annually by the Councillors.

Together, the Councillors are the governing body of the City of Ryde Council, a public statutory body constituted under the Local Government Act 1993. Council is responsible for setting the organisation's direction, and ensuring that it performs effectively on behalf of the City of Ryde residents.



Council Meetings

Regular Council and Committee meetings are held every Tuesday at the Ryde Civic Centre. Meetings are open to the public and residents and businesses are actively encouraged to attend and participate in the decision-making process.

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



Council Decisions

Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as 'Council'. At Committee Meetings, reports from Council Officers are submitted, with a recommendation, for the consideration of the Committee Members.

Depending on the nature of the issue, the Committee may have delegated authority (in accordance with Council's Code of Meeting Practice and in accordance with the Local Government Act 1993) to make RESOLUTIONS which can be acted upon immediately. If the Committee does not have the appropriate delegated authority, the Committee usually makes a RECOMMENDATION to be considered at a Council Meeting.

your councillors



Clr Michael
Butterworth
(West Ward)



Clr Nicole
Campbell
(Central Ward)



Clr Tom
McCosker
(East Ward)



Clr Maha
Melhem
(Central Ward)



Clr Connie
Netterfield
(Central Ward)



Clr Gabrielle
O'Donnell
**Deputy
Mayor**
(East Ward)



Clr Terry
Perram
(West Ward)



Clr Ivan J.
Petch
Mayor
(East Ward)



Clr Terry
Ryan
(West Ward)



Clr Vic
Tagg
(East Ward)



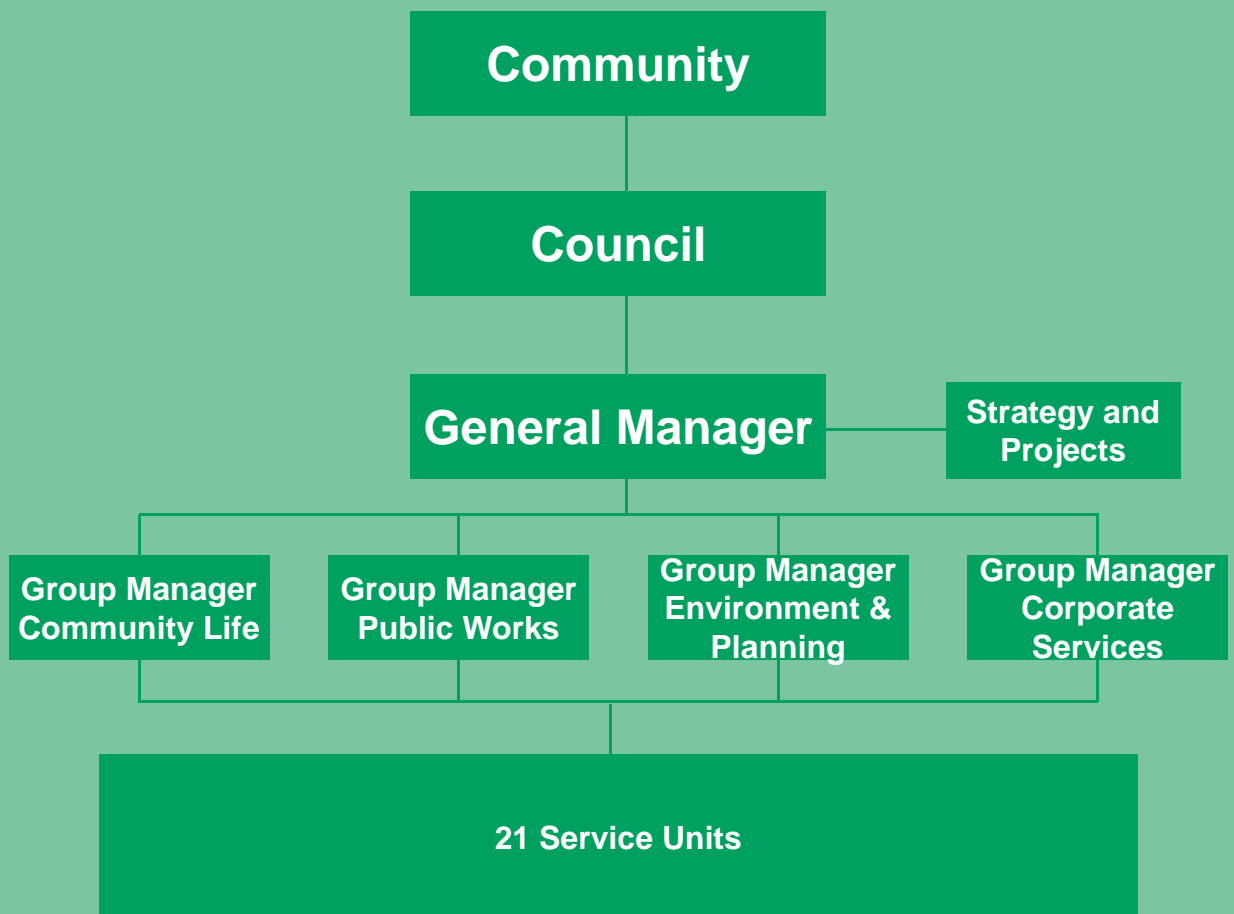
Clr Edna
Wilde OAM
(West Ward)



Clr Sarkis
Yedelian
(Central Ward)

management structure

City of Ryde Organisation



community engagement

As part of Council's ongoing progress of improvement the Council is reviewing its Community Engagement processes. Extensive research will be conducted with the community and within Council's Service Units to establish where consultation improvements could be made and to explore new ways of engaging with the community and stakeholders.

The City of Ryde currently engages the community in many ways, such as:

- Public meetings
- Advisory committees
- Public notices
- Newspaper advertisements
- Public displays
- Letterbox drops
- Community surveys
- Website
- Community newsletter
- Councillor Saturday morning interviews
- Forums and Workshops
- Customer Service Centre and Call Centre



The resulting outcome of this review will be a revised Council policy and development of new processes through a framework that suits the residents of the City of Ryde.

council committees

The City of Ryde has two standing committees:

development committee

Members - Clr Campbell, Clr McCosker, Clr Netterfield, Clr O'Donnell, Clr Tagg and Cr Yedelian

Ex-Officio - Mayor, Clr Petch
Chairperson - Clr Netterfield
Deputy Chairperson - Clr Yedelian

public facilities and services committee

Members - Clr Butterworth, Clr Melhem, Clr Perram, Clr Ryan and Clr Wilde OAM

Ex-Officio - Mayor, Clr Petch
Chairperson - Clr Ryan

advisory committees

The City of Ryde has a number of Advisory Committees which provide an opportunity for local residents and relevant organisations to provide advice on key issues.

Ten (10) Council Advisory

Committees currently operate within the City of Ryde, with formal Councillor representation. From time to time Council may review its Committee structures.

For updated information on Council Committees and meeting dates please visit Council's website www.ryde.nsw.gov.au or phone 9952 8222.



integrated planning framework



The **Social Planning Framework** is underpinned by a set of principles that will be reflected in all City of Ryde operations and policies.

The guidelines give clear direction on the relationship between social justice and social planning as a way of ensuring that Local Government responds effectively to social, economic, environmental, cultural and health benefits for the community.

In determining **Asset Management** at the City of Ryde, the organisation has adopted a life cycle approach towards managing the City's assets.

This long term project and process which is currently underway involves all levels of the organisation, particularly in the integration and management of data using appropriate asset management technology and systems.

Environmental Commitment
The City of Ryde is committed to becoming an ecologically sustainable City through the professional management of our City's natural and physical environment and the conservation of natural resources to ensure the health, diversity and productivity of the local environment is maintained and enhanced for the benefit of future generations.

Our **Governance Framework** is developed through structures, activities and operations that are in accordance with the following principles:

- accountable
- leadership and a clear direction
- community is engaged
- complies with all legislative requirements
- full transparency of the decision making process

The organisation's adopted values are also fundamental to good governance.

The City's Integrated Planning and Service Delivery Framework influences all decision making in the City and is based on Ecologically Sustainable Development (ESD). ESD can only be achieved when all four sustainability considerations: Environment, Governance, Economic (Assets) and Social (People) are considered in the decision making process.

key outcome areas

PEOPLE



Four Key Outcome Areas have been created to group common themes from the City Vision. These outcomes areas are People, Assets, Environment and Governance.

ASSETS



The Management Plan details the key outcomes from the City Vision with the 4 year strategies which have been developed to assist in achieving the vision.

ENVIRONMENT



The 2007 - 2010 Management Plan outlines the major initiatives and actions that go towards achieving these strategies.

GOVERNANCE



We will check our progress and monitor our performance through the achievement of these actions by measuring community satisfaction and evaluating the effectiveness.



People

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

- P1 — A vibrant city that is healthy, physically attractive, economically strong and engages its community through cultural and social activities
- P2 — A city that plans for people by identifying their diverse needs and involving them in decision making to improve their quality of life
- P3 — A harmonious community through a culturally enriched and respectful society

Strategies

- 1.1.1 — Stimulate cultural vitality by providing opportunities to access information, engage in artistic pursuits and participate in performances and events
- 1.1.2 — Encourage the acknowledgement and respect of traditional indigenous landowners and culture
- 1.1.3 — Ensure people from diverse backgrounds are welcomed and respected
- 1.1.4 — Provide programs that celebrate the character of the City's people and places
- 1.2.1 — Actively promote Social Justice by ensuring services are accessible
- 1.2.2 — Delivering priority services and resources to disadvantaged target groups
- 1.2.3 — Develop and deliver community programs and facilities to improve the quality of life of residents
- 1.3.1 — Promote active healthy lifestyles in the City of Ryde
- 1.3.2 — Provide a mix of active and passive leisure opportunities
- 1.3.3 — Enhance community well-being through the provision of leisure pursuits and recreational facilities
- 1.4.1 — Improve responsiveness to local needs
- 1.4.2 — Promote community well-being through the development of a sense of community and place
- 1.4.3 — Enhance educational and cultural opportunities that foster learning and improved access to information

People



Key Performance Indicator	07/08 Target	06/07 Projected	05/06 Result
Participation at key events, festivals and programs conducted by the City of Ryde	90,000	85,750	81,650
Customer Satisfaction with Home Modification & Maintenance Services	90%	70%	82%
Customer Satisfaction with Vacation Care	90%	70%	78%
Park User Maintenance Satisfaction Rating *	7.5	7.4	7.4
Percentage of children aged up to 48 months that are fully immunised	92%	92%	94%
Number of Visitors to the RALC	780,000	760,000	759,161
Bookings for the Learn to Swim Program	12,000	11,250	10,648
Number of Library Books Issued	1,000,000	950,000	993,794
Number of Visitors to Libraries	820,000	815,000	812,863
Number of Computer Bookings at Libraries	37,750	35,000	33,418
Number of residents who are Library Members	37,290	36,160	34,103
Bookings of public halls and meeting rooms for hire (utilisation of opening hours)	50%	n/a	n/a
Publication and distribution of a Community Newsletter	25	n/a	n/a

*Independent Survey of Park Users rating out of 10



Assets

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

- A1 — Well designed streets and paths where motorists, cyclists and pedestrians feel safe
- A2 — Well designed places and spaces that minimise personal harm and where people interact with each other, so that crime is reduced
- A3 — A high standard of visual appearance as there is no litter or graffiti, and we care for our infrastructure and public areas

Strategies

- 1.5.1 — Develop strategy to improve public domain features at all shopping centres
- 1.5.2 — Provide better access to our foreshores and bushland
- 1.5.3 — Engage and inform the community on major projects through the implementation of a public consultation process for major projects
- 1.5.4 — Extend and upgrade bicycle and pedestrian networks
- 1.5.5 — Develop and implement an asset management strategy to improve the sustainability and performance of the Council's assets, infrastructure and facilities
- 1.6.1 — New buildings that are functional, attractive and designed to minimise their impact on the environment
- 1.6.2 — Coordinate the effective management of Council's buildings through the establishment of an Asset Management Strategy
- 1.7.1 — Optimise the utilisation of lands under the control of Council for active and passive public uses
- 1.7.2 — Develop a strategy for accumulating investment properties that will provide ongoing return to Council in the future
- 1.8.1 — Review catchment management needs in relation to water quality, water re-use, potential for flooding and maintenance of existing infrastructure
- 1.8.2 — Implement water reuse and water quality measures in all stormwater upgrades where appropriate

Assets



Key Performance Indicator	07/08 Target	06/07 Projected	05/06 Result
Funding of Capital Expenditure minimum of \$20M per year	\$20 million	\$20 million	\$17.4 million
Asset depreciation fully funded by 2020	85%	75%	64%
No. of customer requests for road and drainage maintenance (CRMS)	1,900	1,912	1,746
Commence all capital works projects and target percentage by value each year completed	90%	80%	96%
Length (metres) of new footpaths constructed	7,385	2,700	3,300
Annual \$ shortfall in maintenance of \$1.8 billion of assets owned by City (compared to depreciation)	\$3 million	\$5 million	\$7.2 million
Area of road repaired (square metres)	62,300	56,400	53,600
Length of drains maintained (metres)	1,060	790	1,660



Environment

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

- E1 — Clean air through protection of natural resources and better integrated transport systems
- E2 — Attractive streets, public places and buildings through better planning and design which is responsive to community expectations and our local environment
- E3 — Clean water through control of pollution entering our waterways and through protection of these waterways
- E4 — Protected ecological systems and processes that support life and the environment through actions that safeguard them
- E5 — Preserved natural areas which are enhanced and maintained
- E6 — Strong links to the past through protection, conservation and interpretation of our heritage
- E7 — A leafy City through parks, gardens, trees and the built environment
- E8 — Sustainable practices in buildings, waste management, transport, energy systems and water use through community commitment

Strategies

- 1.9.1 — Support use of public transport systems and integrated transport nodes to reduce air pollution and greenhouse gas emissions
- 1.9.2 — Promote alternative modes of transport such as public transport and active transport to minimise air pollution
- 1.9.3 — Encourage walking and cycling by providing appropriately located safe and attractive facilities as well as programs to promote and encourage their use
- 1.9.4 — Improve local and regional air quality in the City of Ryde through local initiatives that will have a positive effect on regional air quality

Environment



Strategies

- 1.10.1 — Protect and maintain existing natural ecosystems; its flora, fauna and other living organisms; place a high priority on conservation and recovery of threatened species, populations and ecological communities
- 1.11.1 — Provide for a broad range of land uses, employment activities and housing types, which are responsive to the needs and expectations of the local community and improve quality of life and wellbeing
- 1.11.2 — Introduce systems to reduce waste to landfill and to minimise health and safety risks in the City of Ryde
- 1.11.3 — Manage the development of the City (including its natural and built environment, its people, functions and movement systems) in a just and equitable manner through integrated local and regional planning involving all spheres of government in an open and participatory decision making process
- 1.11.4 — Conserve and interpret the character and the cultural heritage of the City to enhance the quality of life of the community
- 1.11.5 — Develop a sustainable environment to ensure that activities are located close together and by promoting walking, cycling, public transport and car-pooling as the main modes of transport for the community of the City of Ryde
- 1.11.6 — Prepare a Local Strategy to guide the development of a comprehensive Local Environmental Plan (LEP)
- 1.11.7 — Reduce energy consumption and greenhouse gas emissions through reduced energy use, maximising energy efficiency, improved technology and urban design
- 1.11.8 — Minimise the use of mains water and maximise the re-use of water
- 1.12.1 — Manage development and conservation systems to improve the quality of air, water and soil, so as to minimise the use of non-renewable resources
- 1.12.2 — To control erosion, sediment and dust to maintain amenity and protect water quality
- 1.12.3 — Comply with State Government requirements through the preparation of a consolidated Local Environmental Plan (LEP)



Environment

Key Performance Indicator	07/08 Target	06/07 Projected	05/06 Result
% of tonnes of waste stream to landfill	58%	60%	76%
Value (\$) of approved development in Town Centres & Macquarie Park	\$750 million	\$750 million	\$478 million
Gross pollutants removed from gross pollutant traps (tonnes per annum)	80t	80t	63t
Number of street, boulevard and park trees planted by Council	700	430	234
% of Council's vehicle fleet to be 4 cylinder or Hybrid vehicles	35%	30%	18%
Re-use of Council construction and demolition waste (tonnes per annum)	16,000	14,000	14,557
Total tonnes of waste recycled	11,000	10,200	8,783
Total tonnes of green waste recycled	8,000	7,400	1,134

Reduction in organisation water consumption from 0304 base year by July 2008. Council 4 Star rated by June 2008	15%	n/a	n/a
Reduced corporate greenhouse gas emissions. Reduced energy consumption. Plan 75% implemented by June 2008	75%	n/a	n/a

Governance



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

- G1 — Improved communication with the community and increased awareness and understanding of Council's decisions by the community
- G2 — Members of the community are engaged through involvement in democratic decision making and the promotion of active citizenship
- G3 — Incorporation of best practice approaches in the delivery of services to the community
- G4 — A safe and harmonious working environment with skilled and motivated staff who embrace the organisation's vision and values
- G5 — Compliance with all legislative requirements and statutory obligations
- G6 — An efficient and effective regulatory environment

Strategies

- 1.14.1 — Provide leadership in policy and decision making processes
- 1.14.2 — Maximise opportunities to fulfill a strong advocacy role on behalf of the community
- 1.15.1 — Manage Council's resources with integrity and diligence
- 1.15.2 — Continue to improve the transparency of Council's financial performance and operations
- 1.15.3 — Promote a learning organisation approach by maximising personal development opportunities for elected representatives and staff
- 1.15.4 — Provide a positive and safe working environment



Governance

- 1.15.5 — Maintain a sound financial position for the City and continue to review Council's short and long term financial plans
- 1.16.1 — Work with people to achieve compliance with our Community's standards for land use and development
- 1.16.2 — Provide health and regulatory services to protect the amenity and public health of our community
- 1.16.3 — Provide transparency in the development assessment process
- 1.16.4 — Provide the community with an increased sense of involvement in the development assessment process and its outcomes
- 1.16.5 — Review the development assessment process regularly to ensure best practice features are applied
- 1.16.6 — Increase the market share of certification services by 25% by the year 2010
- 1.16.7 — Provide an efficient and effective Regulatory service to the community of Ryde through the use of technology and community education
- 1.16.8 — Optimise and develop customer service technology to meet community expectations and organisational requirements
- 1.16.9 — Continue to meet and review community needs for access and convenience to Council services

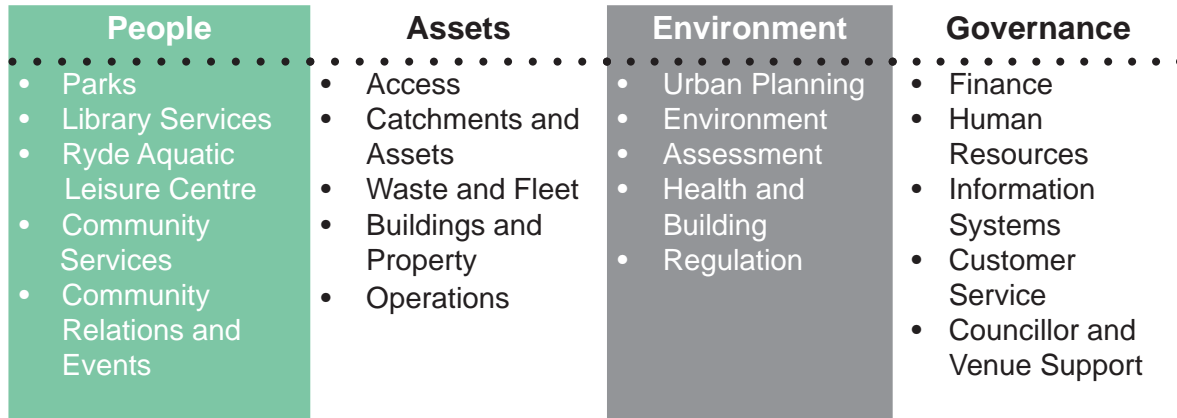
Governance

Key Performance Indicator	07/08 Target	06/07 Projected	05/06 Result
Within +/- 5% of Budgeted Operating Revenue	Within +/- 5% of approved annual budget	Within +/- 5% of approved annual budget	Achieved
Within +/- 5% of Budgeted Operating Expenditure	Within +/- 5% of approved annual budget	Within +/- 5% of approved annual budget	Achieved
Within +/-5% of Budgeted Capital Expenditure	Within +/- 5% of approved annual budget	Within +/- 5% of approved annual budget	Achieved
Debt Service Ratio	3.0%	3.0%	4.4%
Return on Investment #	0.4%	0.25%	n/a
Achieve satisfaction rating from customers who have dealt with the City of Ryde (2008 Survey)	75%	70%	n/a
% of correspondence acknowledged within 5 working days of receipt	80%	80%	n/a
% of customer contacts resolved at first point of contact	80%	75%	71%
Outstanding Rates and Annual Charges	2.50%	2.50%	2.35%
Maintain a balanced budget by providing an operational surplus before allowing for depreciation expense	\$15 million p.a.	\$15 million p.a.	n/a
Local development application turnaround time (days)	40 median 50 average	40 median 50 average	38 median 63 average
No. of DA's Received and Determined (quarterly)	300 received 300 determined	290 received 299 determined	309 received 298 determined
Building Certificate Assessment Time (calendar days)	14	14	13
Increase identification/ registration rate of Companion animals. Current 3,829 animals Target 5,000	5,000	4,400	3,829
Reported Dog Attacks actioned < 2 hours	100%	100%	100%
% of Compliance to all statutory requirements	80%	80%	63%

Exceed UBSWA Bank Bill Index by (currently at 6.44%, was 5.76% as at 30 June 2007)

principal activities

The 4 key outcome areas on which Council's organisational structure and budget activities are based, will achieve the delivery of the outcomes and strategies through the 21 Service Units. The 21 units are fully outcome focused and outline what Council will deliver to the community in the areas of:



The final program is Strategy and Projects which encompasses the strategic unit, special projects and the General Manager's office.

Program management is interrelated and is spread across a number of the service unit areas. Each action developed for the 2007-2010 Management Plan is linked to a strategy under the 4 key outcome areas and is achieved through the 21 Service Unit Plans.

strategy and projects

Office of the General Manager

Key program objective is to perform the day to day management of Council's affairs, to fulfill the General Manager responsibilities as detailed in the Local Government Act 1993.

Strategy and projects

Strategies provide the blueprint to move from a current situation to a required position. Strategies are developed to guide internal business decisions regarding processes, projects and tactics to ensure effort is focused on achieving corporate objectives. The unit includes the Corporate Planning responsibilities.

General Counsel

General Counsel is responsible for managing the legal service provided to Council. The role also involves running appeals, giving advice, drafting deeds and documents and negotiating contracts.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
G3, G5	Establish Risk Management Strategy	Develop objectives and strategy brief	4
1.14.2	Establish Corporate Communications Plan	Develop standards and process for our Corporate Image	4
G2	Review and implement new Community Consultation Protocol	Engagement toolkit	4
G3	Implement Corporate Reporting System	System established and integrated reporting developed across all key outcome areas	4
G3	Develop Best Value Service Review Program	Program timetable developed and reviews commenced for principal activities	1

Strategy and Projects	(\$'000)
Operating Income	0
Operating Expenditure	951
Operating result	(951)
Capital Income	0

parks

Council's Parks team manages the development and maintenance of the City's 207 parks. The City of Ryde has 98 playgrounds, sporting fields at 30 different locations and nearly 10 km of walking and bike trails

to encourage organised sports as well as a variety of physical activities. With the support of many volunteers, the Parks team cares for more than 200 hectares of bushland.

The Parks team also keeps the City green by managing trees in parks as well as street trees and advising on pruning or removing trees on private land.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.3.1, 1.3.2, 1.3.3	Ryde Park Upgrade	Main oval upgrade, new playground, kiosk, Cenotaph and improved drainage	All
1.3.1, 1.3.2, 1.3.3	Eastwood Park	Project defined and design prepared	3
1.3.1, 1.3.2, 1.3.3	Shepherd's Bay Foreshore Parks	Landscaping for new park completed	2 , 4
1.3.1, 1.3.2, 1.3.3	Marsfield Park Remediation	Fields levelled, irrigated and lit	3
1.3.1, 1.3.2, 1.3.3	Santa Rosa Park Improvements	Design and Stage 1 completed	4
1.3.1, 1.3.2, 1.3.3	Ryde Parramatta River Walk	Cultural/Heritage Study completed	4
1.5.5	Infrastructure replacement	65 Seats and 1 km of fences replaced	All
1.5.5	Playground upgrades	4 Playgrounds completed	All
1.16.7, 1.15.1	Signage and Locking System renewal	New signage completed and locks installed	All
1.10.1, 1.11.7	Tree Management Plan	Plan completed	1
1.3.1,1.3.2	Parks on Track for People 2025 Strategy	Detailed implementation plan to be adopted by Council	2

parks



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.10.1	Planting programs	430 trees planted	1, 4
1.10.1	Enhance Bushland adjoining National Park	20 tonne of weeds removed	4
1.9.4, 1.11.8	Buffalo Creek Trail	Trail in Laurel Park and Field of Mars estuarine area completed	2,3,4
1.11.3, 1.11.5	Playing field lighting audit/ upgrade	Audit completed	2
1.11.3, 1.11.5	Recycled water program	2 sports field tanks installed	4



Parks	(\$'000)
Operating Income	551
Operating Expenditure	6,677
Operating result	(6,127)
Capital Income	198

library services

Library services are delivered to the residents of the City of Ryde and Hunters Hill through a network of 5 branch libraries, home library service and a wide range of community events and activities. The service unit promotes and nurtures

literacy and lifelong learning by offering services and activities for all age groups in the community including children, youth, seniors and those of non-English speaking background. With over 50,000 members borrowing more than

1 million items per year the library services are well supported by experienced, knowledgeable and committed staff.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.4.1 1.4.3	RFID (self checking machines) at Eastwood and North Ryde libraries.	System launched	1
1.1.1 1.2.1 1.2.2 1.4.1 1.4.3	Expand the library's role as a provider of Council services	New model of customer service rolled out to 5 branches	1
1.2.1 1.2.2 1.3.2 1.3.3 1.4.1 1.4.3	New library included in planning for Top Ryde Shopping Centre	Advanced planning and design	4
1.1.1 1.4.1 1.4.3	Develop the Joint Library Service with Hunters Hill Council	New Advisory Committee established	1
1.1.1 1.2.1 1.2.2 1.3.3 1.4.3	Improve awareness of the library's electronic databases	Increased use of library databases	All
1.2.3, 1.3.2	Promote Library Services	Increase membership of residents to 37,290 More than 820,000 visitors	4

Library Services	(\$'000)
Operating Income	826
Operating Expenditure	3,637
Operating result	(2,811)
Capital Income	0

ryde aquatic leisure centre (ralc)

The Ryde Aquatic Leisure Centre has shown growth since the City of Ryde resumed management of the Centre in July 2002.

The continued success of the award winning Swim School has most significantly contributed to the improved performance of the Centre with more than 10,000 participants enrolling throughout the year.

The centre has become a focal point for community recreation and leisure with

more than 750,000 visitors each year. Council has been at the forefront of environmental initiatives with the investment of water saving capital works projects that will provide savings of more than 27 million litres of water each year through pool water recycling, rainwater harvesting and changes in pool water treatment systems.

The Stadium will further expand its School Recreation program by attracting three new schools to the pilot program.

The Centre will continue with its aim of providing the residents of the City of Ryde with a range of quality recreation and leisure opportunities with minimal cost to ratepayers.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.2.3	Learn to Swim Program	10,000 enrolments in Pre-School, School Age and Adults swim classes	All
1.2.3, 1.3.1, 1.3.2, 1.3.3	Aquatic Entry	Maintain Attendance numbers for aquatic use at 327,000 p.a.	All
1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3	Program & Facility Hire	Increase participation numbers by 5% to 151,000	All
1.2.3	Birthday Party Program	Average of 7 parties each weekend	All
1.11.2, 1.11.7	Water Savings	Reduce mains water consumption by 50% compared to 2003/04 levels	4



RALC	(\$'000)
Operating Income	4,848
Operating Expenditure	4,313
Operating result	535
Capital Income	0

community services

The Community Services team supports many local community activities including seminars, cultural events and festivals. A range of local services are provided such as immunisation programs, home modification and maintenance services for people with disabilities and school holiday programs

for young people.

Council also supports local community service providers through information, volunteer training and referral, grants programs, and subsidised venues.

The Community Services team provides advice to Council through social, cultural and facilities planning and through community development programs.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.1.3., 1.2.3.	Conduct community seminars and events	5 Events held	All
1.2.3., 1.4.2	Develop a volunteer referral and training project	200 volunteers trained and placed 5 training projects conducted	All
1.2.1- 3	Implement recommendations from the Social Planning Framework	More than 10 specific actions delivered	2,4
1.2.1	Monitor and implement Disability Discrimination Act Action Plan 2006-2008	Priority actions delivered	3
1.4.1	Trial new holiday programs for children and young people	2 pilot programs conducted and evaluated	1,3
1.4.1	Facilitate Ryde Community Grants (CDSE)	Approximately 80 local projects supported	2
1.4.1	Complete Community Profile by suburb using new ABS data	Profile completed and available to public	4
1.2.3	Conduct a range of road and community safety initiatives	4 road safety projects completed eg. pedestrian safety campaign	All
1.2.3	Convene the Advisory Committee for West Ryde Community Facility	Planning advanced and community support obtained	4



Harmony Festival 2007

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.2.3	Develop community facilities plan	Policy and plan completed	4
1.1.1	Planning and consultation for Arts Development Framework and Action Plan	Framework and action plan developed	2
1.1.4	Develop a Public Art Policy for the City of Ryde	Policy completed and implemented	4



North Ryde Community Pre School

Community Services	(\$'000)
Operating Income	817
Operating Expenditure	2,089
Operating result	(1,273)
Capital Income	0

community relations and events

The Community Relations and Events team plans and delivers a wide range of community events and activities for the enjoyment of the local community including the Granny Smith Festival, Cinema in the Park, Australia Day Concert and Fireworks.

This team also ensures the community are well informed of Council's activities through the local media and managing Council's website. The development of a new community newsletter is a key focus for the coming year.



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.14.2/1.4.3	Community newsletter produced	25 editions produced	All
1.4.3	Media Management	100 media releases distributed	All
1.1.1, 1.1.3, 1.1.4, 1.2.3, 1.3.2, 1.3.3, 1.4.2	Plan and deliver a range of community events	A diverse range of community events produced	All
1.11.2	Reduce waste collected at community events	Decrease in waste/increase in recyclables collected at events	2
1.1.1, 1.1.4, 1.4.1	Cultural Grants Program	15 local projects supported	1
G1	Evaluate Council's Corporate communications	Council's website and various publications revised	All

Community Relations and Events	(\$'000)
Operating Income	167
Operating Expenditure	1,268
Operating result	(1,102)
Capital Income	0

access

The Access team's focus is the improvement to public domain areas in shopping centres, extending and upgrading bicycle and pedestrian networks, improving the sustainability and performance of the City's assets. Through the provision and maintenance

of 389km road, 12 bridges, 1.6million m² of footpaths, 13km cycleway, 8044 public lights and 3km seawall. The unit also provides professional engineering investigation services, undertakes special projects, provides support of emergency management

systems and co-ordination with the SES, and manages local traffic issues.



Shaftsbury Road Footpath, Eastwood

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.5.4	Extend and upgrade bicycle and pedestrian networks	Completion of annual works program by 30 June 2008	4
1.5.5	Review of Asset Management Systems for Roads, Footpaths and Foreshore Assets	Developed Asset Management System by 30 June 2009	4
1.5.3	Develop Web Communication for Roads, Footpaths, Bicycleways and Town Centre Upgrades	Completed by 30 June 2008	4

Access	(\$'000)
Operating Income	2,576
Operating Expenditure	6,179
Operating result	(3,603)
Capital Income	1,007

catchments and assets

As the Asset Manager for the City's floodplain, stormwater, water quality and water re-use infrastructure, this unit's role is to administer and oversee the strategic direction of the City's catchments and waterways.

These include local creeks, stormwater drainage network and water quality and quantity management.

In addition, the unit has a Senior Asset Systems Engineer to provide a consistent corporate approach to Asset

Management for the City of Ryde and identify opportunities to improve our current systems and plans.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.5.5	Review stormwater asset management and incorporate into GIS	Stormwater Asset Management Plan	1
1.8.1 1.12.1 1.12.2	Establish a restoration / rehabilitation program for degraded creeks and implement the Water Quality Improvement component of the 2007-2008 Capital Works program	Capital Works projects completed	All
1.8.2 1.12.1	Implement stormwater harvesting and reuse schemes to reduce potable water demand	Capital Works projects completed	3, 4

Catchments and Assets	(\$'000)
Operating Income	622
Operating Expenditure	2,037
Operating result	(1,415)
Capital Income	100

waste and fleet



The Waste and Fleet team is responsible for the delivery of Council's domestic and commercial waste collection and management of Council's Plant and Fleet. With the new 7 year waste contract now in place, the City of Ryde is positioned

to significantly increase recycling and decrease the amount of general waste going to landfill.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.11.2	Provision of waste, recycling and greenwaste service	Meet the Department of Environment & Conservation targets	All
1.11.2,	Recycling operations at Porters Creek	Re-use of Council's construction and demolition waste	All
1.9.5, 1.9.6, 1.11.7	Provision of Fleet Management Services to Council	A greater number of 4 cylinder and hybrid vehicles	All



City of Ryde Waste Fleet

Waste and Fleet	(\$'000)
Operating Income	11,555
Operating Expenditure	9,539
Operating result	2,016 (a)
Capital Income	112

(a) Does not include Corporate Overheads of \$1.5M

buildings & property

The Buildings and Property team is charged with the responsibility of managing and maintaining the Council's owned property

assets including libraries, halls, childcare centres, administrative buildings, depots and amenities blocks in parks and reserves. The

unit is also responsible for the management of Council's Property Investment Portfolio.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.5.3	Ryde Town Centre project and Integrated Traffic Solution	Provide a public consultation program for all major projects	All
1.5.5, 1.6.2	Asset Management Program and Compliance project	Develop and implement an Asset Management plan for Council buildings and infrastructure	4
1.6.1	All building/construction projects included in Capital Works Program	Projects designed and constructed to an agreed standard	All
1.7.1	Community Facilities program	Better utilisation of Council real property assets	All
1.7.1	Strategic Property Plan	Better utilisation of Council real property assets	2, 4
1.7.2	Strategic Property Plan	Develop an Investment Property Portfolio	2, 4

Building and Property	(\$'000)
Operating Income	838
Operating Expenditure	1,517
Operating result	(679)
Capital Income	0

operations

The Operations team delivers a diverse range of urban services and improvements to Council's assets and infrastructure. In partnership with several key asset managers, the unit is responsible and adequately resourced by either day labour or contractors to deliver maintenance services and improve councils operating budget which includes

\$12 million worth of maintenance works and \$15 million of capital improvements.

The rapid development of the City of Ryde and the importance of delivering community expectations to provide good public buildings, town centres and park improvements, the unit is meeting the challenges of delivering projects in these

areas by improved project management capability and accessing a broader range of external resources.

An improved strategic approach to minimising increasing costs for the disposal of construction waste has also been implemented.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.2.2 1.2.3 1.3.3	Deliver Council's capital works Program	Complete all Capital Works projects. Comply with quality and statutory requirements	All
1.2.2 1.2.3 1.3.3	Implement Council's maintenance programs	Complete all maintenance programs to budget Meets service standards and response times	All
1.2.2 1.2.3 1.3.3	Provide standardised project management	Standard template and reporting systems progressed Project Management Office established	All
1.2.2 1.2.3 1.3.3	Expand purchasing/ procurement Services	Delivery to all units following negotiations Staged progression of broadened purchasing functions	All

Operations	(\$'000)
Operating Income	291
Operating Expenditure	1,924
Operating result	(1,634)
Capital Income	0

urban planning

The Urban Planning team's key functions comprise of strategic planning and client management for the strategies and plans developed for the City of Ryde. The unit works with our community and provides a customer focused service to ensure that they are involved in the development

of these plans and understand the elements and controls of the plans when developing proposals. This includes town centre planning and development.

Our award winning Client Management service provides advice and information on statutory and strategic

planning matters, protection and conservation of the City's heritage, improvement to public places and spaces and economic development for the City.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.11.1 - 1.11.7	Review controls for West Ryde Town Centre	DCP, public domain controls prepared	3
1.11.1 - 1.11.8	Development and implement an LEP and DCP for Gladesville Town Centre	LEP, DCP, public domain controls prepared	2
1.11.1 - 1.11.8	Review and implement revised planning controls for Eastwood	Master plan, DCP, public domain controls prepared	3
1.11.1 - 1.11.8	Review Land use mix and planning controls in the Meadowbank Employment Area.	DCP, public domain controls prepared	3
1.11.1 - 1.11.8	Revisit the planning controls and public domain controls within the Macquarie Park Corridor	LEP, DCP, public domain plan manual prepared	3
1.11.1 - 1.11.8 1.12.1 - 1.12.3	Preparation of a Local Strategy developed through a number of sub-strategies relating to environment, transport, residential development, cultural/social, open space employment	Local Strategy developed	4
1.11.1, 1.11.8 - 1.11.6 - 1.11.7	Preparation of a Citywide consolidated LEP	LEP prepared	3
1.11.1	Review and amend the dwelling house and duplex building DCP	Amendment to DCP 2006	1
1.11.1	Prepare a Citywide S94 Developer Contribution Plan	Developer Contribution Plan	2
1.5.1 - 1.11.7	Develop a public domain manual for town and neighbourhood centres	Public Domain Manual developed	1

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.11.7	Preparation of planning and development controls for the Denistone character area	Amendment to DCP 2006 prepared	2
1.16.3 - 1.16.4 - 1.16.5 - 1.14.1	Review of Client Management services with an improved customer service focus	Building Advisory Service instigated	2
1.11.7	Commence the implementation of the recommendations of the Brush Farm Estate Landscape and Archaeological Assessment	Plan implemented	2
1.11.7	Heritage items recorded electronically on Council's website	Heritage items accessible on Council's website	4
1.11.6	Develop an Economic Development Strategy	Economic Development Strategy developed	3
1.14.1	Develop and implement an Advisory Landowner Group within the Macquarie Park Corridor	Interim Advisory Group established	1
1.11.1	Develop a Residential Development Strategy based on the Metropolitan Strategy	Residential Development Strategy developed	4
1.11.1	Develop an Employment Land-use Strategy based on the Metropolitan Strategy	Employment Land use Strategy developed	3
1.12.3	Develop a Centres Strategy based on the Metropolitan Strategy	Strategy Developed	4
	Review the Childcare DCP - Part 3.2 of DCP 2006	Amended DCP	2
1.11.4	Undertake heritage projects on the history of the City of Ryde	Study on Brush Farm Estate	3

Urban Planning	(\$'000)
Operating Income	586
Operating Expenditure	2,127
Operating result	(1,541)
Capital Income	12,088

environment

The Environment team is charged with the responsibility of ensuring that the City of Ryde becomes an

ecologically sustainable City and considers the principles of ecological sustainable development and the

conservation of biodiversity in all local area decisions.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.9.1, 1.9.2	Develop Integrated Transport and Land Use Implementation Strategy	Strategy completed, implementation commenced	1, 4
1.9.3, 1.12.1	Implement Local Air Quality Management Plan 2004-2009	Annual State of Environment Report	4
1.9.3, 1.12.1	Implement Local Air Quality Management Plan 2004-2009	Annual State of Environment Report	4
1.12.1, 1.12.2	Implement Water Quality Monitoring Strategy for Ryde 2004-11	Annual State of Environment Report	2, 4
1.12.1, 1.12.2	Implement Stormwater Management and Improvement Program of Works	Annual State of Environment Report	4
1.10.1	Conduct flora and fauna survey in the Terrys Creek Catchment, Kittys Creek Catchment, Buffalo Creek Catchment and on the Parramatta River Foreshore	Annual State of Environment Report	2, 4

Environment	(\$'000)
Operating Income	138
Operating Expenditure	889
Operating result	(751)
Capital Income	0



Intersection of Victoria Road and Devlin Street, Ryde



Bushcare Regeneration



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
E8	Develop Corporate and Community Environment Strategy 2007-11	Strategy completed and reported annually in State of Environment Report	1
1.10.1, 1.12.1	Community education programs including Noxious Weed Program, preparation of community information kits, Mosquito Control Program during months of December and April each year, and related Pest Management Program	Noxious Weed Program targeting Darvall Park. Mosquito Control Program targeting saltmarsh and domestic mosquitoes. Community Information Kits - Weeds, Community Information Fact Sheets - Mosquitoes. Annual reporting through State of Environment Report.	3, 4
1.11.7, 1.12.1	Implement Department of Energy Utilities and Sustainability (DEUS) approved Energy Saving Action Plan	Annual Reports. Reduced corporate greenhouse gas emissions. Reduced energy consumption. Plan 75% implemented by June 2008.	2, 4
1.11.7, 1.12.1	Implement Sydney Waters Every Drop Counts Program (4 star by July 2008 and 5 star by July 2009).	15% reduction in organisation water consumption from 0304 base year by July 2008. Council 4 Star rated by June 2008	4

assessment

The Assessment team's primary role is to provide an efficient, effective and transparent assessment service, the unit strives to achieve good planning and environmental outcomes for all stakeholders in the City of Ryde.

The unit manages the assessment of between 1200 to 1400 Development Applications annually.

The unit aims to have an assessment service that makes decisions that are consistent with the Environmental Planning and Assessment Act.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.16.3 - 1.16.4	Trialing an independent review panel (IRP)	IRP - established and trailed for 3 Development Applications	All
1.16.5	Delivery of on-line tracking and DA lodgement process	Development of a comprehensive Development Assessment manual produced by June 2008	1



Belmore Street, Meadowbank
Residential development



Faraday Road, Meadowbank
Residential development to west of site



Development inspection

Assessment	(\$'000)
Operating Income	1,328
Operating Expenditure	2,312
Operating result	(984)
Capital Income	0

health and building

The Environmental Health and Building team provides planning and environmental compliance services for the City of Ryde, including enforcement of unauthorized activity, public safety and subdivision compliance within the City of Ryde. It also provides

certification services, building certificates, nuisance investigation, pollution control and routine health inspections of food businesses and other premises.

The unit responds to over 2400 requests annually and the service is well equipped

to increase its market share in the area of Certification Services by 25% in 2010.

The unit issues 350 building certificates, 600-700 construction certificates, undertakes 1700 building inspections and carries out 800 health inspections annually.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.16.6	Develop a business and marketing plan for Certification Services identifying target market and customers	Business and marketing plan agreed by Council	3
1.16.6	Pilot the use of mobile technology for inspection services	PDA's used for selected inspection types	4
1.16.6	Document and develop enforcement process	Enforcement policies and standard operating procedures prepared and adopted by Council	1

Health and Building	(\$'000)
Operating Income	890
Operating Expenditure	1,445
Operating result	(554)
Capital Income	0

regulation



The Regulatory Services team comprises our rangers who aim to provide efficient and effective enforcement programs. Enforcement programs are

undertaken in accordance with the Local Government Act, Impounding Act, Companion Animals Act, Road Transport General Act and the Protection of the

Environment Act., for many public space areas such as streets, carparks, parks and reserves and also private lands, by agreement.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.16.7, 1.4.3	Companion Animals Education Program	4 school programs per annum	All
1.16.7, 1.4.3	Companion Animals Identification Program	1 Free Micro-chipping Open Day for each ward	All
1.16.2	Companion Animal Investigations	Policy and standard operating procedures reviewed	All
1.15.1	Monitor enforcement services against Council's Enforcement Policy	Quarterly reports on enforcement actions and compliance with policy	All
1.4.3	Develop direct web link to Council's website for Regulatory Services information	Access to information online 24/7	All
1.4.3	Regular information in Council's Fortnightly Newsletter	1 Item per quarter	All

Regulation	(\$'000)
Operating Income	3,970
Operating Expenditure	1,900
Operating result	2,071
Capital Income	0

finance

The Finance team provides financial analysis, advice, information and management reporting in respect of Council's budget, financial position and significant projects.

The unit also provides Statutory accounting functions including the provision of Council's annual financial statements and the collection of rates and other income.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.15.1, 1.15.2, 1.15.5	Long Term Financial Strategy (LTFS)	Updated modelling on Council's long term financial sustainability incorporating revised asset infrastructure projections	4
1.15.1, 1.15.2, 1.15.5	Core Financial System Review	Evaluation of core financial systems submitted as part of the Core System Review	2, 4
1.15.1, 1.15.2, 1.15.5	Annual Financial Report	Financial report prepared and audited within statutory period (4 months of close of financial year)	2
1.15.1, 1.15.2, 1.15.5	2007-2010 Management Plan / Budget Reviews	Management Plan / Budget Reviews highlighting significant financial issues prepared for adoption by Council within statutory period (2 month of close of quarter)	All

Finance	(\$'000)
Operating Income	45,991
Operating Expenditure	2,730
Operating result	43,261
Capital Income	0



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.15.1, 1.15.2, 1.15.5	Audit Committee - Internal Audit Plan	Management and review of Internal Audit Plan	2, 4
1.15.1, 1.15.2, 1.15.5	Investment Committee	Management and review of Council's Investment Policy and Investment Portfolio	All
1.15.1, 1.15.2, 1.15.5	Procurement Framework	Development of Procurement Framework addressing City of Ryde's purchasing, tendering & contract administration functions including online requisitioning	All
1.15.1, 1.15.2, 1.15.5	2008-2011 Management Plan / Budget	Management Plan / Budget prepared and adopted by Council prior to 30 June	4
1.15.2,	Pricing Policy - Fees & Charges Review	Review of Council's Pricing Policy and alignment of associated fees & charges	4
1.15.1, 1.15.2, 1.15.5	Rating Structure Review	Review of rating structure including analysis of impact on ratepayers resulting from the LPI general revaluation of City of Ryde land values to be used for rating in 2008/2009	4

human resources

The Human Resources team delivers quality, strategic and operational Human Resource Management, Public Liability and Insurance Support and

Services that provide innovative and responsive solutions to satisfy customer needs and support the City of Ryde's Corporate Goals.



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.15.1	Employee Relations Framework Project	Unit managers and key staff on individual contracts and Collective Agreement for general staff	2
1.15.1	CHRIS 21 (HR/Payroll system) - Self Service (Kiosk) Module	Module operational and in use by staff	3
1.15.1, 1.15.3, 1.15.4	Leadership Development Program for Service Unit Managers Project	Program developed and commenced	2
1.15.3	Management Skills Project - Process Improvement Training	Training commenced	3
1.15.3	Communication (Report/Letter Writing) Training	Training commenced	4
1.15.3	Customer Service/Public Relations Training for front line staff	Training commenced	4
1.15.4	Contractor OH&S	Contractor Safety Pack for Managers and Supervisors	2

Human Resources	(\$'000)
Operating Income	0
Operating Expenditure	1,444
Operating result	(1,444)
Capital Income	0

information systems

Major functions of the Information Systems team include the delivery of Council's Information Management and Technology Strategy and to provide IT services,

Telecommunications, Web Services, Records Management and Land Information System.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.16.10	Review and implement Council's core systems following tender process	Confirm position on Core Systems and implement systems to enhance functionality/services to organisation/ community	1, 4
1.16.8 1.16.10	Implement new CRM System	Ability to capture, track and report on the customer contact transactions across the organisation	1
1.16.8 1.16.10	Implement new Call Centre technology	New technology implemented Full reporting on call centre operations	2
1.16.10	Review and implement policies/protocols to ensure best practice approach to data and security management	Data Management system and supporting documentation approved and implemented	1
1.16.10	Investigate and implement disaster recovery plan	System implemented and tested	4

Information Systems	(\$'000)
Operating Income	10
Operating Expenditure	2,734
Operating result	(2,724)
Capital Income	0

customer service

The Customer Service team is the face of Council. This unit provides our front line service to the community over the telephone, in person and in writing.

Part of this service includes processing applications, requests for service, production of certificates and cashiering.



Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.16.8	Implement new Customer Request Management (CRM) system	Customer request tracking system	1
1.16.8, 1.16.9	Introduce additional on-line services	Access online services 24 hours 7 days a week	2
1.16.8	Install new call centre technology	Ability to capture, monitor and report on call centre operations	2
1.16.9	Expansion of Customer Service Access points	Enable easier and more convenient access for the community to customer services delivered by the City of Ryde	1
1.16.8, 1.16.9	Develop Service Standards	Implement Service Standards	3
1.16.9	Investigate the possibility of the Customer Service Centre processing all customer contacts regardless of the customers choice of access	Ensure consistency of information and service provided to community	3

Customer Service	(\$'000)
Operating Income	7
Operating Expenditure	1,060
Operating result	(1,054)
Capital Income	0

councillor & venue support

The Councillor and Venue Support team combines to deliver on administrative support for the preparation of Committee Meetings and Council Meetings and the coordination of freedom of

information requests. The unit also provides secretarial support to the Mayor's office and in-house printing services for the organisation. Venue Support coordinate the delivery of the City of

Ryde's Venue Hire and the coordination of in-house catering services.

Strategy	2007- 2008 Commitments		Targets
Code	Action Project	Deliverables	Quarter
1.14.1, 1.14.2, 1.15.2	Undertake a review of all Advisory Committees and standardise Terms of Reference	To facilitate community participation in Council's decision making processes	2
1.14.1	Implement a Policy Register and policy review timetable	To provide one central repository for Council Codes, Policies, Strategies etc and produce an annual review schedule	1
1.15.2	Develop a Schedule of Section 12 documents and Public Registers for public access	To identify and locate documents which are to be made available for public access	1
1.15.3	Provide Governance training for staff and councillors	To increase awareness of Governance issues	3
1.1.1, 1.3.3.	Implement the strategic review of Venue Support unit	To increase usage of public halls and meeting rooms	4

Councillor & venue Support	(\$'000)
Operating Income	392
Operating Expenditure	3,198 *
Operating result	(2,806)
Capital Income	0

* Includes statutory contributions to NSW Fire Brigade Service and Department of Planning

environment plan

The City of Ryde is committed to becoming an ecologically sustainable City through the professional management of our City's natural and physical environment and the conservation of natural resources to ensure the health, diversity and productivity of the local environment is maintained and enhanced for the benefit of future generations.

The City will make decisions that:

- Will have considered the principles of ecologically sustainable development and the conservation of biodiversity in all local area decisions, within available resources; and
- Will, in all our services and functions seek to lead by example and establish appropriate environmental standards.

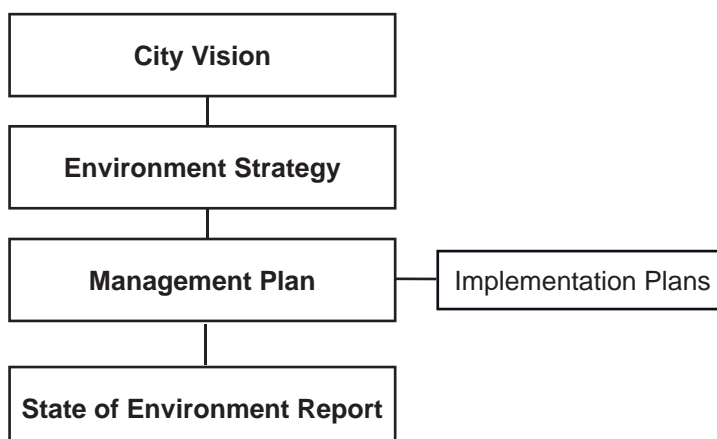
The success of Council's approach relies on community involvement and on environmental awareness and diligence being applied to all of the City's actions. Its implementation is therefore the responsibility of all staff working for and/or interfacing with the City of Ryde. With this in mind, the City has invested in a community and staff consultation process during the development of an Environment Strategy, due first quarter of this year.

A Committee known as the Community Sustainability Strategies Committee was formed in 2005 with the important role of preparing the Environment Strategy and helping to guide the development, implementation, review and reporting processes of the Strategy. This committee also assisted in

the development of the City's Greenhouse Gas Reduction Action Plan 2007/10.

The community has been involved in a number of other committees and strategies that promote sustainability including the Water Quality Steering Committee, the Bicycle Advisory Sub Committee, and the Bushland Environs Advisory Committee for Ryde, the Heritage Committee and the Ryde Safe Communities Steering Committee.

The incorporation of identified actions and linkages into City Strategies and planning processes will ensure the continual improvement of the operating environment and, consequently, the long term sustainability of the City.



environmental education

The City of Ryde is dedicated to increasing community awareness of environmental issues and solutions and believes that education is the key to change and empowerment.

Council holds events, workshops and interactive tours and forums focusing on providing the community with environmental education programs that foster environmental awareness throughout the City of Ryde. Educational programs are tailored to environmental issues such as climate change, water and air quality, littering and illegal dumping and biodiversity and resource conservation.

In addition, the City of Ryde has an internal Environmental Education Team to ensure staff are environmentally aware and engage in sustainable work practices. The team meets monthly and is involved in providing Council staff with environmental training, education and events.

The City of Ryde also has an environmental education network for schools known as Ryde Environmental Education Network (REEN). The network has been setup so that Council and local schools can work together on raising environmental awareness, through implementing environmental education programs within schools.

The network offers the school community:

- A forum where teachers can discuss environmental initiatives
- A link between Council and schools
- An opportunity to share learning and experiences relating to sustainable schools and environmental education
- Professional development opportunities relating to environment and sustainability education
- Practical ideas to integrate environmental education into the curriculum
- Efficient ways to seek resources

- Partnership opportunities between schools and other organisations
- An informative newsletter each term.

REEN is a member of the Australian Association of Environmental Education (AAEE) and the NSW Early Childhood Environmental Education Network (ECEEN).

Further details on the City of Ryde's environmental education programs and REEN are available on the website at www.ryde.nsw.gov.au.

social plan

The City of Ryde is committed to becoming a socially sustainable City through effective community participation and the active application of social justice principles.

Access and equity activity statement

The implementation of the Social Plan 2001 and development of the Social Plan 2005 has helped the City of Ryde identify and plan key activities that will build a vibrant and harmonious city with equitable access to responsive and relevant services and resources.

Social planning is a way of ensuring that Local Government responds effectively to social, economic, environmental, cultural and health benefits for their community. Social Plans identify needs and issues within the community and recommend strategies to improve service delivery to ensure they are available and fairly distributed to all local residents.

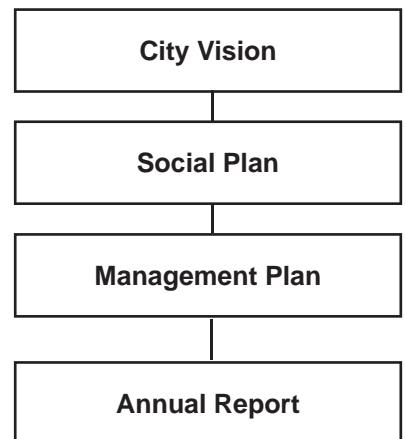
With this aim in mind Council has developed a Social Planning Framework that is underpinned by the City of Ryde Social Justice Charter and Access and Equity Strategy. Social Justice Principles embodied within the charter form the basis of the social planning framework 2005-2010 which details the implementation process.

Access and equity activities and strategies are those which benefit the broad community (e.g. designing and promoting safe public spaces, improving leisure opportunities and cultural development) and /or particular groups of people. They are a key activity for implementation of Social Plan 2005. A summary of Council's activities and initiatives in relation to access and equity activities to be undertaken in the next 3 years to assist identified groups within the community is outlined in the section on People – Key Performance Indicators.

The City of Ryde is committed to producing at

least 1 social plan every 5 years to take into account the needs of its community when implementing new initiatives.

The Social Plan includes demographic information about the population living within the local government area and targets the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children, young people, women, men older people. An important part of the social planning process has been the involvement of in excess of 3500 people in consultations and social research.



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

human resources strategy

As an integral part of its strategic planning framework, Council has developed a 5 year Human Resources Strategy to enable it to attract and retain a 'motivated, smart, safe and productive' workforce. The outcome based Strategy focuses on 8 key areas of human resource management and was developed with significant input from key stakeholders. The strategic actions and initiatives arising from the Strategy will be implemented through Service Unit Plans.

Underpinning the 8 key focus areas in the Strategy was the desire to transform Council's organisational culture. The former passive and conventional culture where the focus was on processes is making way for one which is characterised by innovation, planning for the future and outcomes focused leadership. The 2005 Organisational Review also commenced and complemented this cultural transformation by aligning structure with strategic outcomes and putting in place a leadership team focused on making the desired changes.

The 8 key focus areas are:

Leadership and Management

Council aims to have a leadership group at both executive and middle management levels that are creative and strategic; decisive and consistent; confident and competent; and above all, focused on achieving planned outcomes. Managers will have a balanced set of technical, people and business skills relevant to their role.

Employee Performance

Council aims to increase the emphasis on performance and the achievement of planned goals. Staff will be technically competent and motivated to perform, and exceptional performance will be appropriately recognised and rewarded.

Employee Relations

Council aims to have a flexible employee relations framework that enables best value services for the community and supports an environment of trust between management and employees. Council's salary system will be competitive and will cater for performance based growth within the workforce.



Employee Wellbeing

Council aims to have a safe and healthy work environment for all employees. Managers and employees are supported and encouraged to be both mentally and physically fit for their roles and employee support mechanisms such as EEO and OH&S are in place.

Workforce Planning

Council aims to have a structured approach to planning workforce needs, including healthy turnover rates and formal succession plans that are linked to staff and leadership development.

Attracting Employees

Council aims to enhance its image in the labour market through contemporary, market focused recruitment branding. Council's salary system needs to be competitive and initiatives such as graduate recruitment and targeting key EEO demographic groups are being considered.

Retaining Employees

Council aims to improve communication between management levels and employees and develop policies and practices in areas such as reward & recognition, mentoring, secondment and job rotation.

HR Support and Services

Council's HR Unit is focused on strategic business partnering and customer service and ensuring that operational HR support systems are more productive and efficient.

im&t strategy

An organisational approach to information management and information technology, including data and information technology standards was identified during the Organisational Review.

Council has endorsed a 5 year Information Management and Technology Strategy which is based on the principle that Information Management & Technology (IM&T) should be driven by and enhance the City of Ryde corporate objectives and meet our customer needs. These objectives are driven from the Management Plan, the City of Ryde Organisational Review and the Long Term Financial Strategy.

The strategy will address issues including infrastructure, whole-of-organisation information, education and training, information systems development, information products and resourcing.

City of Ryde Management Plan

People, Assets, Environment, Governance (Strategic Themes)

IM&T Strategic Plan

Enterprise
Security

Standardised
Assets &
Processes

Workforce
Management

Enterprise
Architecture

Technology
Opportunity

financial plan

As a requirement in developing and exhibiting the Management Plan, Council is required to provide financial forecasts for the 3 year term of the Plan.

The City of Ryde, in evaluating all information relating to it's City, importantly including feedback from the community survey, has formulated its Plan taking account of the Council's overall financial position, its capacity to raise revenue and to contain costs.

On this basis, the City of Ryde presents its Financial Plan for the period 2007/2010 and in particular provides a breakdown of the income and expenditure relating to the 2007/2008 year.

It highlights that the City of Ryde is planning to deliver a Capital Works Program of \$38.918 million whilst maintaining a projected Working Capital of \$1.785 million.

Details of the break-up of sources of income and expenditure are also provided.

Projected financial positions for the 2008/2009 and 2009/2010 periods are provided and demonstrate a sound financial position for the City of Ryde.

In 2006 Council developed a Long Term Financial Strategy (LTFS - 20 years). This strategy has been revised and forecasts a cash shortfall ranging between \$186 million - \$460 million.

This projection was also on the basis of Council expending \$18 million to \$20 million on asset renewal.

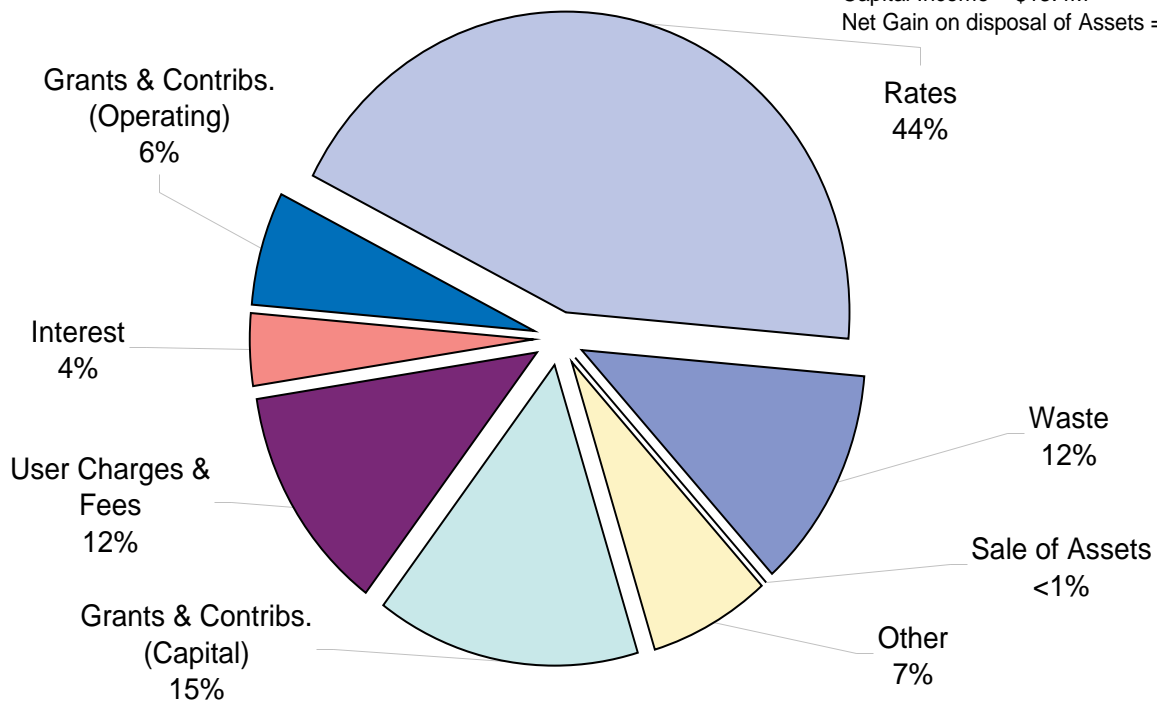
The proposed 4 year capital works program of \$123 million provides for \$64 million for renewal of existing assets which equates to an average of \$16 million per annum.

Based on the LTFS, over the ensuing 4 years this will result in Council's infrastructure continuing to decline and will increase expenditure required to be allocated in future years.

annual budget statement

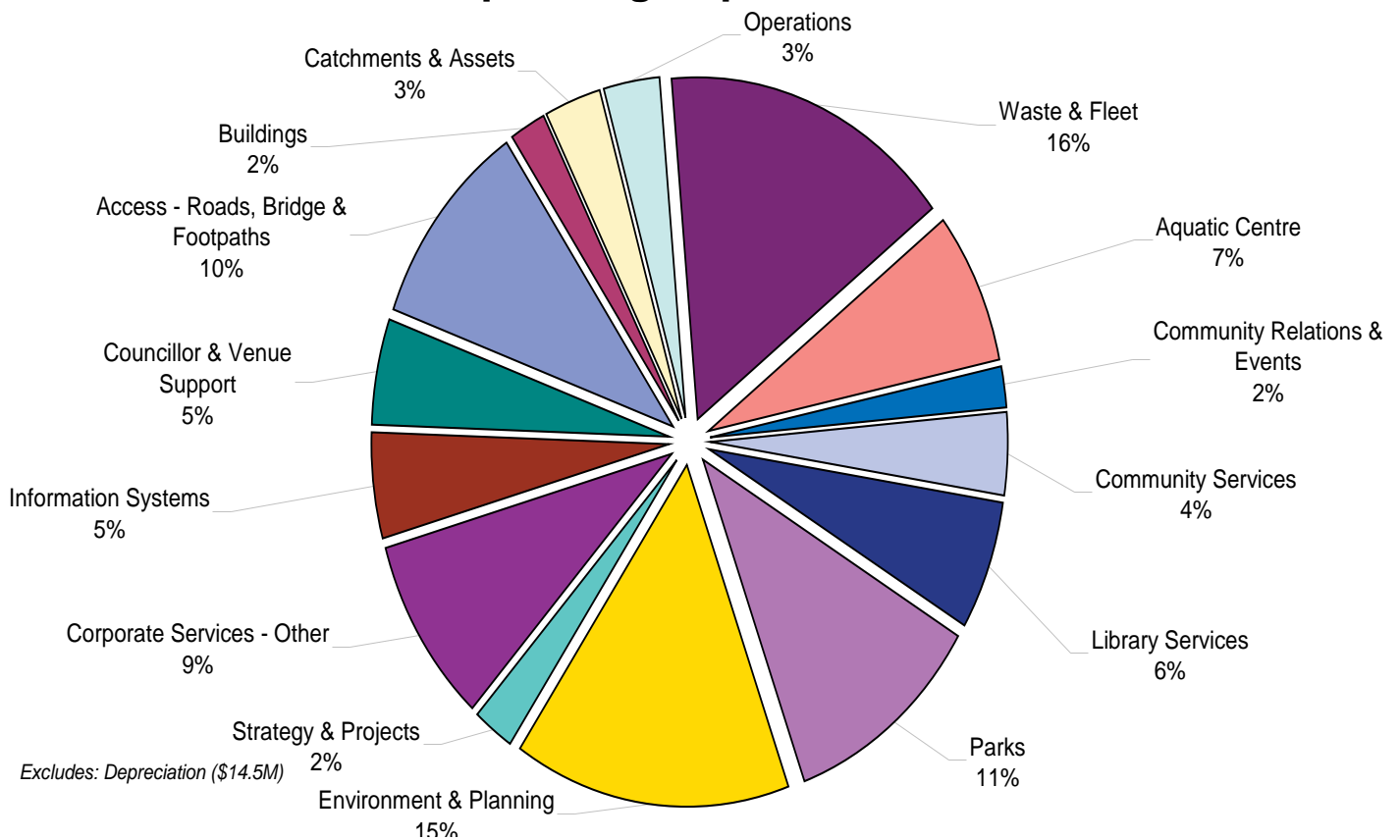
Income Summary 2007/2008 Total Income - \$89.9M

This includes:
Operating Income = \$76.4M
Capital Income = \$13.4M
Net Gain on disposal of Assets = \$112K



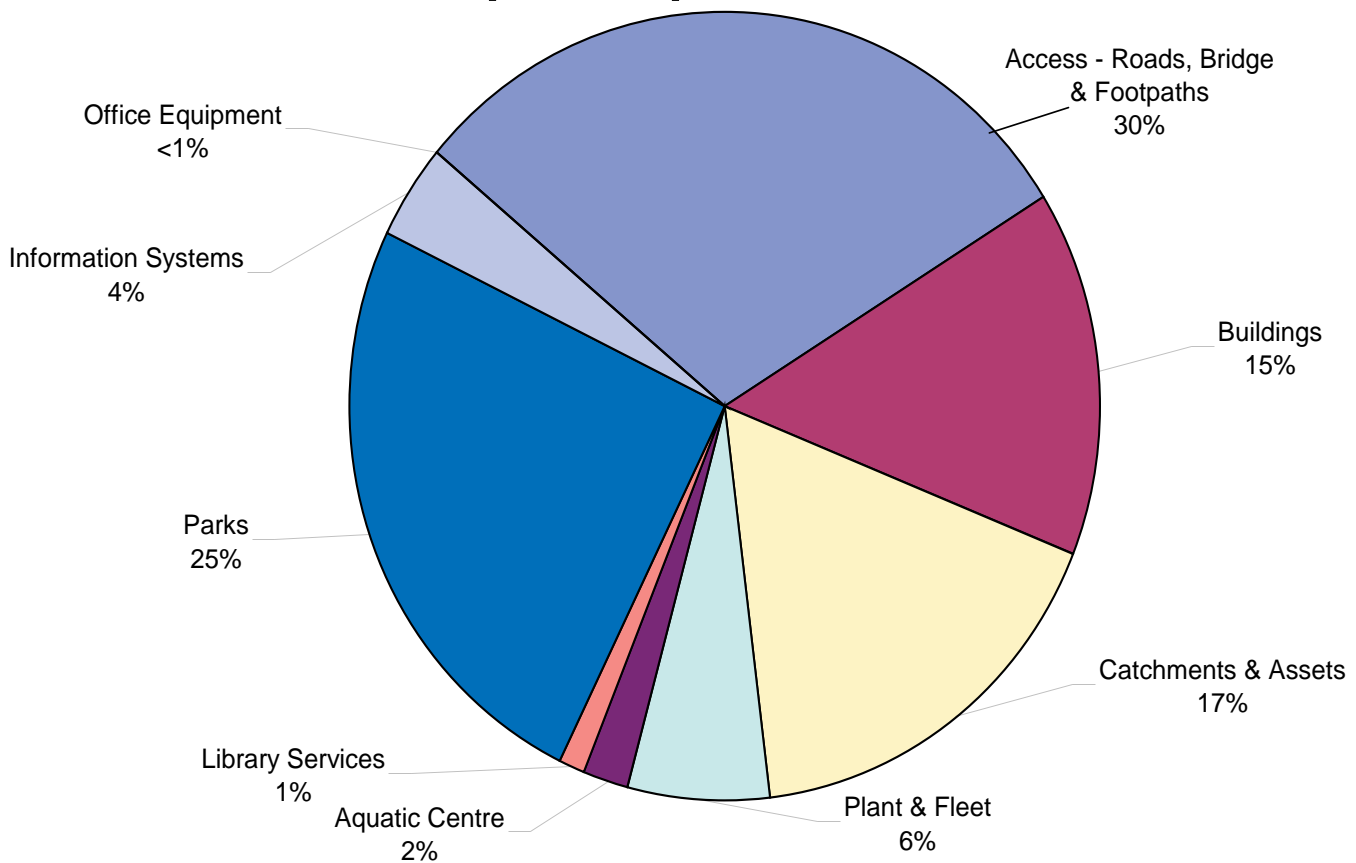
annual budget statement

Operating Expenditure Summary 2007/2008 Total Operating Expenditure - \$60M



annual budget statement

Capital Expenditure Summary 2007/2008 Total Capital Expenditure - \$41.1M



Estimated Operating Results		
	2006/2007 Original Budget (\$'000)	2007/2008 Budget (\$'000)
OPERATING REVENUES		
Rates & Annual Charges	48,222	50,141
User Charges & Fees	10,141	10,528
Interest	3,076	3,796
Other Operating Revenues	4,663	5,983
Grants & Contributions provided for operating purposes	5,775	5,952
TOTAL OPERATING REVENUES	71,878	76,400
OPERATING EXPENSES		
Employee Costs (Inc. Superannuation Payments)	27,108	28,786
Materials & Contracts	17,949	18,449
Borrowing Costs	568	682
Other Operating Expenses	12,682	12,050
TOTAL OPERATING EXPENSES	58,307	59,967
OPERATING RESULT BEFORE CAPITAL AMOUNTS	13,571	16,433
Grants & Contributions provided for capital purposes	4,072	13,393
Net Gain /(Loss) on disposal of Assets	(53)	112
	4,019	13,505
CHANGE IN NET ASSETS BEFORE ABNORMAL ITEMS & DEPRECIATION	17,591	29,938
Depreciation & Amortisation	14,000	14,546
CHANGES IN NET ASSETS BEFORE DEPRECIATION	3,591	15,392

Estimated Cash Flow and Capital Funding			
	2006/2007 Original Budget (\$'000)	2007/2008 Budget (\$'000)	
Operating Result		3,591	15,392
Add Non-Cash Items:			
- Depreciation	14,000		14,546
- Book Value of Assets Disposed	2,508		638
- In Kind Contributions	0		0
Total Non-Cash Items		16,508	15,184
Cash Available to Fund Capital Expenditure		20,099	30,576
Capital Expenditure			
- Community Life	(4,266)		(11,602)
- Environment and Planning	(18)		0
- Public Works	(18,410)		(27,813)
- Corporate Services	(2,140)		(1,725)
Total Capital		(24,833)	(41,140)
Cash Flow to Fund		(4,734)	(10,564)
Financed By:			
Opening Working Capital (Cash Only)		4,034	2,847
Borrowings			
New Borrowings	0		2,000
Less: Loan Repayments	(1,319)		(1,438)
Net Loan Funds		(1,319)	562
Plus: Reserve Expenditure			
Expenditure from Internally Restricted Reserves	9,812		11,786
Expenditure from Externally Restricted Reserves	14,743		28,526
Expenditure from Unexpended Grants (50%)	197		695
Expenditure from Unexpended Grants (100%)	3,546		3,419
Less: Reserve Additions			
Additions to Internally Restricted Reserves	(8,448)		(10,199)
Additions to Internal Liability Reserves	(90)		(90)
Additions to Externally Restricted Reserves	(13,961)		(22,238)
Additions to Unexpended Grants (50%)	(197)		0
Additions to Unexpended Grants (100%)	(2,743)		(3,038)
Net Funding from Reserves		2,859	8,860
Closing Working Capital		839	1,706

2007/2008 Operating Budget	
City of Ryde	(\$'000)
Operating Income	76,400
Operating Expenditure	59,967
Operating Result	16,433
Capital Income	13,505
Community Relations and Events	(\$'000)
Operating Income	167
Operating Expenditure	1,268
Operating Result	(1,102)
Capital Income	0
Community Services	(\$'000)
Operating Income	817
Operating Expenditure	2,089
Operating Result	(1,273)
Capital Income	0
Library Services	(\$'000)
Operating Income	826
Operating Expenditure	3,637
Operating Result	(2,811)
Capital Income	0
Parks	(\$'000)
Operating Income	551
Operating Expenditure	6,677
Operating Result	(6,127)
Capital Income	198
Ryde Aquatic Leisure Centre	(\$'000)
Operating Income	4,848
Operating Expenditure	4,313
Operating Result	535
Capital Income	0
Access	(\$'000)
Operating Income	2,576
Operating Expenditure	6,179
Operating Result	(3,603)
Capital Income	1,007

2007/2008 Operating Budget	
Buildings and Property	(\$'000)
Operating Income	838
Operating Expenditure	1,517
Operating Result	(679)
Capital Income	0
Catchments and Assets	(\$'000)
Operating Income	622
Operating Expenditure	2,037
Operating Result	(1,415)
Capital Income	100
Operations	(\$'000)
Operating Income	291
Operating Expenditure	1,924
Operating Result	(1,634)
Capital Income	0
Waste and Fleet	(\$'000)
Operating Income	11,555
Operating Expenditure	9,539
Operating Result	2,016 (a)
Capital Income	112
<i>(a) Does not include Corporate Overheads of \$1.5M</i>	
Assessment	(\$'000)
Operating Income	1,328
Operating Expenditure	2,312
Operating Result	(984)
Capital Income	0
Environment	(\$'000)
Operating Income	138
Operating Expenditure	889
Operating Result	(751)
Capital Income	0
Health and Building	(\$'000)
Operating Income	890
Operating Expenditure	1,445
Operating Result	(554)
Capital Income	0

2007/2008 Operating Budget	
Regulation	(\$'000)
Operating Income	3,970
Operating Expenditure	1,900
Operating Result	2,071
Capital Income	0
Urban Planning	(\$'000)
Operating Income	586
Operating Expenditure	2,127
Operating Result	(1,541)
Capital Income	12,088
Councillor and Venue Support	(\$'000)
Operating Income	392
Operating Expenditure	3,198
Operating Result	(2,806)
Capital Income	0
Customer Service	(\$'000)
Operating Income	7
Operating Expenditure	1,060
Operating Result	(1,054)
Capital Income	0
Finance	(\$'000)
Operating Income	45,991
Operating Expenditure	2,730
Operating Result	43,261
Capital Income	0
Human Resources	(\$'000)
Operating Income	0
Operating Expenditure	1,444
Operating Result	(1,444)
Capital Income	0
Information Systems	(\$'000)
Operating Income	10
Operating Expenditure	2,734
Operating Result	(2,724)
Capital Income	0
Strategy and Projects	(\$'000)
Operating Income	0
Operating Expenditure	951
Operating Result	(951)
Capital Income	0

**Consolidated Income & Expenditure Estimates
2006/2007 - 2009/2010**

PROJECTED OPERATING RESULT BEFORE CAPITAL AMOUNTS	2006/2007 Budget	2007/2008 Budget	2008/2009 Projected	2009/2010 Projected
OPERATING REVENUES				
Rates & Annual Charges	48,222	50,141	51,748	53,717
User Charges & Fees	10,141	10,528	11,054	11,607
Interest	3,076	3,796	2,979	2,396
Other Operating Revenues	4,663	5,983	6,151	6,286
Operating Grants & Contributions	5,775	5,952	6,328	6,656
TOTAL OPERATING REVENUES	71,878	76,400	78,260	80,662
OPERATING EXPENSES				
Employee Costs (Inc. Superannuation Payments)	27,108	28,786	30,135	31,675
Materials & Contracts	17,949	18,449	18,374	18,609
Borrowing Costs	568	682	620	574
Other Operating Expenses	12,682	12,050	12,424	12,774
TOTAL OPERATING EXPENSES	58,307	59,967	61,553	63,633
Operating Result Before Capital Amounts	13,571	16,433	16,707	17,029
Capital Grants & Contributions	4,072	13,393	11,998	10,998
Net / Gain (Loss) on disposal of Assets	(53)	112	(300)	(300)
	4,019	13,505	11,698	10,698
Operating Result before Depreciation	17,591	29,938	28,406	27,727
Depreciation & Amortisation	14,000	14,546	15,189	15,784
Operating Result	3,591	15,392	13,216	11,944

	2006/2007 Budget	2007/2008 Budget	2008/2009 Projected	2009/2010 Projected
PROJECTED FUNDING				
Operating Result	3,591	15,392	13,216	11,944
FUNDING				
Add: (Non-Cash) - Depreciation	14,000	14,546	15,189	15,784
Add: Book Value of Assets Disposed	2,508	638	2,500	700
Add/Less: Other Non-Cash Adjustments	0	0	0	0
Less: In Kind Contributions	0	0	0	0
Cash Available to Fund Capital Expenditure	20,099	30,576	30,906	28,427
Capital Expenditure				
- Community Life	(4,266)	(11,602)	(9,019)	(4,721)
- Environment & Planning	(18)	0	0	0
- Public Works	(18,410)	(27,813)	(21,997)	(23,219)
- Corporate Services	(2,140)	(1,725)	(1,520)	(1,520)
Total Capital	(24,833)	(41,140)	(32,536)	(29,460)
Cash Flow to Fund	(4,734)	(10,564)	(1,630)	(1,032)
Financed By:				
Opening Working Capital	4,034	2,847	1,706	1,472
Targeted Savings from Base Budget			500	0
Borrowings				
New Borrowings	0	2,000	0	0
Less: Loan Repayments	(1,319)	(1,438)	(782)	(469)
Net Loan Funds (Payments/Receipts)	(1,319)	562	(782)	(469)
Net Funding from Reserves	2,859	8,860	1,679	692
Closing Working Capital	839	1,706	1,472	663

financial strategy

Long Term Financial Strategy (LTFS)

The City of Ryde has developed a Long Term Financial Strategy for the next 20 years, that provides a financial projection of the Council's anticipated position by the year 2025/2026. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary, sensitivity analysis and scenario options. It examines the impact of Councils revenue, operational and capital expenditure forecasts, taking into account assumptions for economic factors and changes to service delivery levels.

A LTFS provides the following benefits for Council:

- It provides an indication of the future financial position of Council based on delivering service levels defined in the Strategic and Management plans.
- It allows the costs of long-term strategic decisions to be quantified and discussed.
- It helps Council to determine its financial capabilities, and assess the financial sustainability of its service levels.
- It assists Council in determining the risk of future strategic directions.

- It allows scenario testing of different policies and service levels.
- It enables testing of sensitivity and robustness of key assumptions (particularly those behind the LTFS).

The LTFS aims to identify the potential impact of the operational and capital decisions that Council may make as part of the budget process.

The LTFS, based on continuing current levels of operating expenditure and income and increasing capital renewal expenditure to \$18 - \$20 million p.a. forecasts a cash shortage ranging between \$186 million to \$460 million. This shortfall mainly relates to the need to bring Council's \$1.8 billion of infrastructure up to a satisfactory standard.

The LTFS is required to be reviewed on a regular basis to monitor the City's long term financial position.

financial policy

Revenue Policy Principles

The City of Ryde has adopted a Revenue Policy in accordance with the requirements of Section 404 of the Local Government Act, 1993. This policy covers Council's planned revenue for the financial year 2007/2008 from the following sources:

- Rates
- Charges
- Fees
- Grants
- Loan Borrowings
- Asset Sales

In formulating its revenue policy, Council has balanced the following factors:

- Equity objectives
- User pays principle
- Cross subsidisation objectives (i.e. community service obligations)
- Financial objectives - the need to meet current operating costs as well as providing for future capital asset replacement
- Customer objectives - the provision of quality service on a timely and reliable basis

- Resource use objectives - ensuring that all resources, especially community assets, are utilised effectively

In considering these factors, Council's broad revenue policy principles are:

- To ensure that all revenue is levied equitably
- User pay principle is the basis for setting fees and charges, balanced with considering the needs of those in the community who need Council subsidisation
- All cost effective opportunities to maximise the revenue base will be pursued
- Obtain adequate revenue to meet our expenditure commitments over the period of the Management Plan, manage reserves and ensure long term financial sustainability of Council's operations
- Compliance with government imposed restrictions on the quantum of revenue raised and the manner in which it is raised
- Optimisation of income from interest
- Minimise costs of borrowing over the long term
- Manage and maintain assets to a satisfactory standard

financial policy

Rating Strategy

Total income that can be raised from levying rates on properties throughout the City of Ryde is capped by the State Government. Each year the Minister for Local Government advises the percentage (%) that Council's total rate income can increase from one year to the next.

The City of Ryde proposed to increase its rates income by 3.4% in line with the percentage allowed by the Minister for Local Government.

The City of Ryde has adopted the following principles that it believes is a fair and equitable approach in determining how its total rate income should be structured to:

- ensure the income from business properties contribute a fair proportion of rates to the City;
- establish minimum rates in accordance with the Minister of Local Government's approval.

See page 101 for full details of rates to be levied for 2007/2008.

Interest on Overdue Rates & Annual Charges

An interest charge of 10% applies to any rate or charge that is not paid in full by the date that it is due. This is a flat rate charge calculated on a daily basis for the sum

outstanding at that

time. This is consistent with The Minister for Local Government's determination.

Loan Borrowings

The City of Ryde proposes to borrow \$2 million to fund property acquisitions and associated works in respect of the Ryde Integrated Traffic Solution.

Tenders will be invited from lending institutions with the loan to be secured by way of mortgage over Council's ordinary revenue.

Sale of Assets

Plant & Motor Vehicles

The City of Ryde motor vehicle policy is based on the change-over of motor vehicles on a 2 year or 50,000 km basis.

Council has a rolling plant replacement program which ranges from 5 to 10 years for its various categories of plant.

Council has allocated \$1.65 million towards plant replacement in 2007/08 as follows:

- Purchase of plant
\$2.40 million
- Sale of Plant
\$0.75 million

Net Cost

\$1.65 million from Plant Reserve

property and senior officers

Property

The following properties are being considered for disposal or development in the 2007/2008.

- (i) 55a Pellisier Road Putney
- (ii) Ryde Civic Centre
- (iii) Anthony Road West Ryde – Car Park
- (iv) 8 Chatham Road West Ryde
- (v) 2 Dickson Avenue West Ryde
- (vi) 1 – 3 Anthony Road West Ryde
- (vii) 5 Anthony Road West Ryde
- (viii) 5a Anthony Road West Ryde
- (ix) Paul Street North, Macquarie Park
- (x) 1A Station Street, West Ryde
- (xi) 2 car parks at Gladesville
- (xii) Argyle Centre
- (xiii) Corner of Devlin and Victoria Road, Ryde

Council has entered into an agreement to sell a stratum lot and grant a lease of roadway to Bevillesta Pty Ltd (the owners of the Top Ryde Shopping Centre).

Bevillesta Pty Ltd paid Council a \$2 million non-returnable Call option fee in 2006/07 and Council may realise a further \$18 million if the option is exercised. Exercising the

option is subject to conditions precedent in the deed. Council will recognise this income once all the preconditions have been met and the option exercised.

The funds will be placed in Council's investment property reserve for strategic property investments within the City of Ryde.

Senior Officers

Under the Local Government Act Section 428 2(g), Council has resolved to have the following 13 positions as Senior Officers:

- General Manager
- Group Managers (4)
- General Counsel
- Chief Financial Officer
- Manager Information Systems
- Human Resource Manager
- Works Manager
- Manager Property & Buildings
- Manager Parks
- Manager Ryde Aquatic Leisure Centre 1 businesses. Businesses w

commercial matters

Business or Commercial Activities

Under the National Competition Policy (NCP) the identification of Business Activities and the application of the principle of competitive neutrality to business activities by the Council.

Essentially the principle is that Council should operate without net competitive advantage over other businesses as a result of its public ownership – a level playing field.

The guidelines specify the following tests to be applied to Council's activities:

- Council's intentions in operating the activity; and
- Is private competition present or possible for the activity.

In addition, further tests relating to the scale of the activity within the local community may determine that:

- If it is small in scale, it may be in competition but its effects are immaterial; and
- If it is large in scale, it is more likely to be perceived by competitors as a business activity.

The NCP guidelines impose additional conditions for category with revenue exceeding \$2 million per year are category 1

businesses in terms of NCP and are required to apply Taxation Equivalent Payments and generate a return on capital invested.

Consideration of these tests resulted in the following activities being identified as businesses:

- Ryde Aquatic Leisure Centre. This is a category 1 business activity due to scale (revenue in excess of the prescribed threshold level of \$2 million per annum); and
- Commercial Waste Management. The collection and disposal of waste from commercial properties. Fees are based on a usage charge per garbage bin collection and a service availability charge for garbage and recycle bins. There is no charge for recycle collections.

These activities are specifically identified in Council's Annual Financial Reports and a separate Special Purpose Financial Report is prepared to disclose their results.

rates to be levied for 2007/2008

Land Rates are a major source of Council's income and during 2007/2008 will provide approximately 50% of Council's total revenue.

Council levies the following rates:

1. Ordinary Rates

- a. Residential
(applicable to all rateable properties categorised as Residential in the City of Ryde)
- b. Business
(applicable to all rateable properties categorised as Business in the City of Ryde)

- c. Environmental Management
(applicable to all rateable properties in the City of Ryde)

2. Special Rates

- a. Macquarie Park Corridor
(applicable to all rateable properties categorised as Business in the Macquarie Park Corridor as detailed in the map below)

The net estimated yield from each of these rates can be summarised in the following table:

Rate Type	Category	Base Charge \$	Minimum	Ad Valorem Amount (rate in the \$)	Rate Yield
Ordinary	Residential		\$392.00	0.00151843	\$22,315,000
Ordinary	Business		\$392.00	0.00694952	\$10,436,000
Ordinary	Environmental Management Base Charge	\$46.50			\$1,826,000
Ordinary	Environmental Management Ad Valorem			0.00026040	\$3,674,000
TOTAL YIELD	ORDINARY RATES				\$38,251,000
Special	Macquarie Park Corridor– Ad Valorem			0.00143869	\$1,052,000
TOTAL YIELD	ORDINARY & SPECIAL RATES				\$39,303,000

The Environmental Management Rate Base Charge yields 33.% of the total Environmental Management Rate yield.

The above rates figures include the allowable 3.4% increase determined by the Minister for Local Government.

Council provides a rate reduction to eligible pensioners under Sections 575 and 582 of the Local Government Act.



Macquarie Park Corridor Special Rate

This Special rate will raise \$1.05 million during 2007/2008 and is proposed as a permanent increase for business properties in the Macquarie Park Corridor.

At present, 307 business properties are located within this area. This area identified can be viewed on Council's website at the following location: http://www.ryde.nsw.gov.au/WEB/SITE/RESOURCES/DOCUMENTS/Planning/lep137_corridor_area.pdf.

The funds raised will be used to assist in implementing the Macquarie Park Corridor Master Plan, which has been developed in conjunction with the State Government and community stakeholders in response to the changing nature of business in the Corridor and the construction of the new Chatswood to Epping rail link. The rail link includes 3 new stations within the North Ryde area and is scheduled for completion in 2008. Special rate funds will be used to construct and maintain the public domain infrastructure in the area, improve roads and cycleways as the area changes from a low density business park to an attractive, viable and vibrant urban centre.

Expenditure of all funds received from the Macquarie Park Corridor Special Rate will be separately accounted for and restricted to the projects identified in the Capital Works program section of this Draft Management Plan. Reports will be provided to the Council on a quarterly basis and to the Community on an annual basis regarding expenditure of special rate funds on these projects.

Detail of the works proposed to be funded from this rate are listed in the Capital Works Program 2007/2008.

annual charges for 2007/2008

Council proposes to levy the following charges for the financial year 2007/2008:

(a) The Domestic Waste Management Service Charge

Domestic Waste Management Services are provided on a full cost recovery basis. Costs are determined by contractor charges and Council costs and overheads necessary to manage the service.

The Domestic Waste Management Service charge for 2007/2008 is levied under Section 496(1) of the Local Government Act 1993 (as amended) and has been set at \$282.00 per service, per annum.

The Domestic Waste Management Service charge is levied on each rateable residential property within the City of Ryde. This charge will yield estimated total revenue of \$10,605,000 (including any additional services as estimated below).

A standard Domestic Waste Management Service consists of:

- One 140 litre garbage bin collected weekly
- One 240 litre recycling bin collected fortnightly

- One 240 litre green vegetation bin collected fortnightly (alternate to recycle collection)
- One clean up service every 10 weeks
- Mulching and Chipping Service

Unit blocks with a bin bay will share a 240 litre garbage bin and a 240 litre recycling bin between 2 units and receive 1 vegetation bin per unit block or as required.

Services will be provided in addition to the standard service at the following annual charges. The estimated yield from each annual change is shown on the following table:

waste management charges for 2007/2008

Additional Services	Annual Charge	Estimated Yield
Rateable Properties		
Upgrade from 140L to 240L service	\$206	\$42,000
Additional DWM - 140 litre Garbage Bin	\$216	\$127,000
Additional DWM - 240 litre Garbage Bin	\$422	\$330,000
Additional DWM - Resident RECYCLE	\$33	\$35,000
Additional Rateable GREEN	\$33	\$4,000
Non-Rateable Properties		
Standard Service	\$282	\$54,000
Upgrade from 140L to 240L NR garbage bin	\$206	\$10,000
Additional NR 140 litre Garbage Bin	\$216	\$20,000
Additional NR 240 litre Garbage Bin	\$422	\$42,000
Additional NR Recycle Bin	\$33	\$1,000
Additional NR Green Bin	\$33	-
TOTAL		\$665,000

other charges for 2007/2008

(b) Stormwater Management Service Charge

The Stormwater Management Service Charge for 2007/2008 is levied under Section 496A of the Local Government Act 1993 (as amended).

The charges have been set in accordance with the Local Government Amendment (Stormwater) Bill 2005 and for 2007/2008 are as follows:

Strata titled residential home units	\$12.50 per unit
Strata titled business units	\$12.50 per unit
Other residential property	\$25.00 per rateable property
Business rateable properties	\$25.00 per 350 square metres of land area

It is estimated that the charge will yield \$968,000 in 2007/2008.

c) Annual Charges

Section 611 of the Local Government Act, 1993 permits Council to charge persons who benefit from having private facilities on, above or under public land. The following charges are to be levied under Section 611 during the 2007/2008 financial year:

- (i) **Vehicle Overbridge, Herring Road**
Council has a legal agreement with the owners of Macquarie Shopping Centre (AMP Society and Perpetual Trustee Company Limited) relating to the use of Council land in Herring Road for the purposes of a concrete access ramp and bridge. The amount charged is based on a fair, commercial rental valuation reviewed every 5 years.

The anticipated revenue for 2007/2008 is \$39,000 (including GST).

- (ii) **Shell Refining Oil Pipeline**
Council has a legal agreement with the Shell Oil Company relating to the use of Council land for an oil pipeline, which travels under public land through a portion of the City.

other charges for 2007/2008

The anticipated lease payment to Council for 2007/2008 is \$52,000 (including GST). The amount payable is based on the following formula:

$$(D/25)*(L/30)*7.5$$

Where,

D = diameter of the pipe (304.8 millimetres), and

L = the length of the pipe, (6,858 metres).

The resultant amount is at a 1985 price level and is adjusted annually for movements in the CPI.

(iii) **AGL Gas Mains**

Based on an annual review by KPMG of AGL's revenue. Anticipated income in 2007/2008 is \$47,000 (including GST).

grants

Council will be receiving a number of Government grants and contributions towards specific operational

and capital projects during 2007/2008. The source of these grants and contributions and the Service

Unit/Project where they are directed is listed below:

Operational Grant	Amount \$	Service Unit
RTA Bus Route Subsidy	35,000	Access
Traffic Lighting Subsidy	290,000	Access
RTA Block Grant Roads M & R	48,000	Access
RTA Block Grant Traffic M & R	190,000	Access
Financial Assistance Grant – Roads	660,000	Access
Wellington Road Remediation	125,000	Buildings & Property
Immunisation Subsidy	25,000	Community Services
Community Worker	12,500	Community Services
Community Worker – Aged	20,663	Community Services
Community Worker – Youth	12,500	Community Services
Road Safety Officer	48,500	Community Services
Vacation Care Program	55,000	Community Services
Home Maintenance & Modification	203,500	Community Services
Volunteer Referral Agency	76,100	Community Services
Pensioner Rebates	775,063	Financial Services
Financial Assistance Grant	1,747,000	Financial Services
Environmental Grants	127,500	Environment
City Wide LEP	50,000	Urban Planning
Gladesville Master Plan	30,000	Urban Planning
Library Subsidy	215,700	Library Services
Library Local Priority Grant	34,130	Library Services
Eastwood Flood Plain Risk Management Study	106,667	Catchments and Assets
Macquarie Park Flood Plain Risk Management Study	160,000	Catchments and Assets
Parramatta River Catchment Flood Study	200,000	Catchments and Assets
Buffalo and Kitty's Creek Catchment Flood Study	133,000	Catchments and Assets
Total	\$5,380,823	

grants

Capital Source	Amount	% of Project Cost	Project
RTA	67,000	100	Road Reconstruction Pittwater Road (Magdala Road/Carramar Street)
RTA	141,000	50	Pavement Rehabilitation Wicks Road (Betty Hendry Parade – Epping Road)
RTA	55,000	50	Traffic Facilities – Thompson Street/Westminister Road Roundabout
RTA	48,000	50	Traffic Facilities – Threlfall Street/North Road Roundabout
RTA	75,000	50	Sub-Regional Routes – Bike Plan 2007 Implementation
Roads to Recovery	125,487	58	Rowe Street (Shaftsbury Road – Tarrant Avenue)
Roads to Recovery	125,487	49	Stansell Street (Full Length)
Roads to Recovery	125,487	63	Talavera Road (Khartoum Road – Alma Road)
Dept of Energy, Utilities & Sustainability	30,000	33	Energy Savings Action Plan Implementation
Dept of Energy, Utilities & Sustainability	70,000	35	Water Savings Action Plan Implementation
Dept of Planning	70,000	50	Natural and Cultural Heritage Study (Parramatta River Walk)
Dept of Planning and NSW Maritime	230,000	50	Parramatta Foreshore Improvements – Cycleways
Total	\$1,162,461		

subsidies

As part of its operations Council provides subsidised use of several halls and

other premises for various community and government organisations. The following

is an estimate of the level of the subsidies provided.

Organisation*	Premises	CoR Subsidy p.a.
Christian Community Aid Service	2 Dickson Avenue, West Ryde	\$22,000
Christian Community Aid Service	10 Lakeside Road, Eastwood	\$25,000
Christian Community Aid Service	12 Lakeside Road, Eastwood	\$25,000
Country Womens Association	Eastwood Womens Rest Centre (Hillview Road, Eastwood)	\$15,000
Denistone Sports Club	Chatham Road, West Ryde	\$12,500
Denistone East Bowling Club	Salter Crescent, Denistone East	\$8,400
Eastwood Croquet Club	Wingate Avenue, Eastwood	\$12,000
Eastwood Occasional Child Care	55 Hillview Lane, Eastwood	\$25,000
Eastwood Pre-school	2B Rutledge Street, Eastwood	\$25,000
Eastwood RSL Sub Branch	161 Shaftsbury Road, Eastwood	\$8,000
Eastwood Seniors	159 Shaftsbury Road, Eastwood	\$12,000
Goulding Hill Pre-School	2 Hancott Street, Ryde	\$25,000
North Ryde Community Aid Service	4 Cutler Parade (part), Ryde	\$15,000
North Ryde Comm Pre-school	13 Clermont Avenue, North Ryde	\$25,000
North Ryde Kindergarten	147-151 Cox's Road, North Ryde	\$25,000
NSW Department of Health	26 Argyle Avenue, Ryde	\$22,000
(Early Childhood Centre)	4 Cutler Parade (part), North Ryde	\$13,000
(Early Childhood Centre)	167 Shaftsbury Road, Eastwood	\$25,000
(Early Childhood Centre)	1A Trafalgar Place, Marsfield	\$25,000

*only covers subsidies for community groups

subsidies

Organisation*	Premises	CoR Subsidy p.a.
(Early Childhood Centre)	5A Anthony Road, West Ryde	\$20,000
(Immunisation Clinic)	Argyle Hall, 35-41 Blaxland Road, Ryde	\$11,456
Red Cross Blood Bank	Ryde Civic Hall, 1 Devlin Street, Ryde	\$4,200
Ryde Art Society	North Ryde Community Hall, Cox's Road, North Ryde	\$18,472
Ryde Art Society	Willandra (part), Victoria Road, Ryde	\$20,000
Ryde Eisteddfod	Argyle Centre Hall, 35-41 Blaxland Road, Ryde	\$5,564
Ryde Eisteddfod	North Ryde Community Hall, Cox's Road, North Ryde	\$18,072
Ryde Eisteddfod	Ryde Civic Hall, 1 Devlin Street, Ryde	\$4,800
Ryde Historical Society	Willandra (part), Victoria Road, Ryde	\$20,000
Ryde Lantern Club	Council Chambers, 1 Devlin Street, Ryde	\$7,000
Spastic Centre of NSW	Eastwood Town Hall, Agincourt Road, Marsfield	\$30,000
St George's Guild	Addington, Victoria Road, Ryde	\$40,000
West Ryde Neighbourhood Child Centre	8 Chatham Road, West Ryde	\$25,000
Living Water Tabernacle	Argyle Hall, 35-41 Blaxland Road, Ryde	\$3,191
St Michael & Gabriel Orthodox Church	West Ryde Hall, 1 A Station Street, West Ryde	\$2,127
Kalos Presbyterian Church of Australia	Gladesville Library meeting room	\$1,418
Sydney Church of Christ	Ryde Civic Hall, 1 Devlin Street, Ryde	\$2,363
Christian City Church Ryde	North Ryde Community Hall, Cox's Road, North Ryde	\$8,199
TOTAL		\$606,762

*only covers subsidies for community groups

stormwater, coasts and estuaries and waste management

The Ryde local government area is comprised of fourteen discrete stormwater drainage catchments, with a total area of over 4000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low to medium-density development with significant proportions of private landscape and public open space. Many of the City's catchments are sensitive receiving environments impacted by catchment related activities that have an impact on stormwater quality.

The City of Ryde is one of the high economic growth areas in NSW, being located within the global economic corridor that links Macquarie Park to Port Botany. This corridor is the favoured location for global corporations establishing their regional headquarters in Australia. The area is forecast to experience further development activity,

which may lead to an increase in nutrient and sediment loads entering our waterway systems.

What are we doing?

The City has prepared Stormwater Management Plans for the Lower Parramatta River, the Mid Parramatta River and the Lane Cove River Catchments. The preparation of these plans involved extensive stakeholder and community consultation, and resulted in an extensive set of recommended activities and actions to guide the management of stormwater quality throughout the City. The plans detailed short, medium and long-term actions for the City. These actions are being progressively incorporated into the Council's management planning process. In addition, the City has an ongoing program of

monitoring the water quality of our waterway systems to assess changes in aquatic health and to guide actions aimed at improving water quality.

The ability of Council to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

Increased monitoring of development consent conditions through Council's Environment & Planning Department.

Council has formed two Floodplain Management Committees and is an active member of the NSW Floodplain Management.



Lane Cove River

The City of Ryde is also a member of the Parramatta River Estuary Management Committee, which is guiding and overseeing the preparation of the Parramatta River Estuary Management Plan. Previously, under the guidance of the Lane Cove River Estuary Management Committee, the City of Ryde participated in the preparation of the Lane Cove River Estuary Management Plan.

In addition to the above activities, as part of a review of planning controls for Macquarie Park, the City of Ryde is developing specific planning controls and initiatives to address water sensitive urban design objectives, stormwater quality and water management generally.

The Parramatta River Estuary Management Committee sponsored by Parramatta City Council and established

under the auspices of the Sydney Metropolitan Catchment Management Authority.

The Parramatta River Estuary Management Committee is currently overseeing the Parramatta River Estuary Data Compilation Study, with the estuary process study, management study and management plan to follow.

Our new Waste Collection Service has been implemented throughout the City. All households located in the City of Ryde have been provided with a weekly waste collection, and an alternating fortnightly recycling and green waste collection service. The collection service also provides residents with a household cleanup every ten weeks. Commercial waste collection services are provided by the City in conjunction with a private

sector provider.

The expansion of the Macquarie Park employment area provides a particular business challenge to the City, in particular the competitiveness of Council's commercial waste collection service to other private sector providers.

A more sustainable management of resources is critical to attaining better environmental and economic outcomes for the City's residents. Waste management indicators reveal that: -

- The total amount of domestic waste collected per household reduced in 2005/06 reporting period;
- The total amount of recycling waste removed from households increased in the 2005/06 reporting period;



Eastern Creek Landfill

- The total amount of waste collected as part of the City's household cleanup service increased in the 2005/06 reporting period;
- The total amount of medical waste collected increased in the 2005/06 reporting period; and
- The total amount of material recycled from the City's outdoor operations increased in the 2005/06 reporting period.

These indicators are expected to be positively impacted upon by the new Waste Collection Service.

The current volume of waste disposed to landfill is of some concern for the whole of the City's community. It leads to increased long-term costs in management and potentially greater long-term environmental impacts. Conversely, a well

resourced and well planned approach to resource recovery, reprocessing and reuse can lead to a range of significant overall benefits, environmentally, socially and financially.

Particulars of the council's evaluation of possible methods of dealing with those pressures, problems and issues.

- Two Waste & Illegal Dumping Enforcement Officers have been employed to target illegal dumping and littering, particularly in medium density areas.
- Continued use and servicing of Eco Bins at various busy bus stops and shopping centres to reduce cigarette butt litter.
- Continue to advertise and distribute education material for Council's Waste Collection Service.

- Continue to enforce illegal dumping & littering policies, and continue existing waste management plans.
- Permanently extend the "Door to Door" chipping and mulching service for residents.
- Provide recycling stations at 83 of council's parks & sporting fields.
- Continue to provide medical waste collection (including needles & dialysis tubing) from twelve (12) pharmacies throughout the city.

Council is a member of the Waste Management Association.

Appendix Local Government Act

According to Section 403(1) the Local Government Act 1993, the Management Plan must contain the following:

Statement	Found on Page
Statement of the principal activities that the council proposes to conduct	42
Statement if the means by which the council proposes to achieve these targets	32-68
Statement of the manner in which the council proposes to assess its performance in respect of each of its principal activities	32-68
Statements with respect to such other matters (including, but not limited to, social, community and cultural matters) as may be prescribed by the regulations	71-103

According to Section 402 (2) the Local Government Act 1993, the Management Plan statement of principal activities must include the following:

Particular	Found on Page
Capital works projects to be carried out	Appendix 1
Services to be provided	42-68
Asset replacement programs to be implemented	21-22
Sales of assets to be conducted	88
Activities of a business or commercial nature to be undertaken	90
Activities to properly manage, develop, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of ecologically sustainable development	69
Activities in response to, and to address priorities identified in, the council's current comprehensive report as to the state of the environment and any other relevant reports.	69
Programs to be undertaken by the council to implement its equal employment opportunity management plan	72-73
Such other particulars as may be prescribed by the regulations	n/a

According to Section 404 of the Local Government Act 1993, the Management Plan must include the following statements with respect to the council's revenue policy for the next year, subject to the regulations:

Statement	Found on Page
Statement containing a detailed estimate of the council's income and expenditure	76-85
Statement with respect to each ordinary rate and each special rate proposed to be levied	91-92
Statement with respect to each charge proposed to be levied	96-96
Statement of the types of fees proposed pricing methodology for determining the prices of goods and the approved fees under Division 2 of Part 10 of Chapter 15 for service provided by it, being an avoidable costs pricing methodology determined by the council in accordance with guidelines issued by the Director-General	Appendix 2
Statement of the amounts of any proposed borrowing (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured	88
Statements with respect to such other matters as may be prescribed by the regulations.	n/a
Statement containing a general estimate of the council's income and expenditure for the second and subsequent years for which the draft management plan is prepared	84-85 Appendix 1

According to Section 404(2) of the Local Government Act 1993, the Management Plan the statement with respect to an ordinary or special rate proposed to be levied must include the following particulars:

Particular	Found on Page
Whether the rate is to have a base amount and if so: <ul style="list-style-type: none"> • The amount in dollars of the base amount, and • The percentage, in conformity with section 500, of the total amount payable by the levying of the rate, or, in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce. 	91
The estimated yield of the rate	91

Particular	Found on Page
In the case of a special rate, the purpose for which the rate is to be levied	92
The categories or sub-categories of land in respect of which the council proposes to levy the rate	91

According to Section 404(3) of the Local Government Act 1993, the Management Plan the statement with respect to an ordinary or special rate proposed to be levied must include the following particulars:

Particular	Found on Page
The amount or rate per unit of the charge	91-92, 95-96
The differing amounts for the charge, if relevant	91-92, 95-96
The minimum amount or amounts of the charge, if relevant	91-92, 95-96
The estimated yield of the charge	91-92, 95-96

Sections 198(1), 200(1) and 200(A) of the Local Government (General) Regulations 2005 prescribe the following activities in respect of Section 403(1) of the Local Government Act 1993:

Particular	Found on Page
a) Stormwater	101-103
b) Coasts and Estuaries	101-103
c) Sewage	n/a
d) Waste	101-103
e) Access and Equity	71
f) Stormwater Management Services	95

Design and development by Dean Arkinstall, David Kitchener and Sue Ledingham.

Thanks to all the City of Ryde Staff who assisted with information for this report.

Have your Say - Provide Feedback

Your feedback is an integral part of the process for developing and implementing our Management Plan.

The draft 2007-2010 Management Plan was placed on public exhibition at the Ryde Civic Centre, branch libraries and on the City of Ryde's web site for a period of 30 days between 2 May and 30 May 2007.

A Summary of the Plan, details of where to view it and the process for providing comments on the Plan were published in The Weekly Times and The Northern District Times Newspapers and Council's website (www.ryde.nsw.gov.au).

Key initiatives under consideration in the Management Plan were presented by staff to the Ryde Business Forum, to local Chambers of Commerce and Progress Associations during May and June.

Feedback received during the exhibition period was considered by Council prior to the Plan being adopted. Submissions were encouraged and were facilitated through the following methods:

By mail – addressed to:
General Manager
City of Ryde
Locked Bag 2069
NORTH RYDE NSW 1670

By email addressed to cityofryde@ryde.nsw.gov.au
By electronic form accessible at www.ryde.nsw.gov.au

We invite you to submit your comments regarding this management plan to assist our Councillors in the decision-making process.

Contact our Customer Service Centre (02) 9952 8222 for further information.

Photos courtesy of Macquarie University, Clear View and City of Ryde Staff

