



City of Ryde



Annual Report

2003



ENGLISH

If you do not understand this document please come to Ryde Civic Centre, 1 Devlin Street, Ryde Monday to Friday 8.30am to 4.30pm or telephone the Telephone and Interpreting Service on 131 450 and ask an interpreter to contact the City of Ryde for you on 9952 8222.

ARABIC

إذا تعذر عليك فهم محتويات هذه الوثيقة، نرجو الحضور إلى مركز بلدية رايد Ryde Civic Centre على العنوان: Devlin Street, Ryde 1 من الاثنين إلى الجمعة بين الساعة 8.30 صباحاً والساعة 4.30 بعد الظهر، أو الاتصال بمكتب خدمات الترجمة على الرقم 131 450 لكي تطلب من أحد المترجمين الاتصال بمجلس مدينة رايد، على الرقم 9952 8222، نيابة عنك.

ARMENIAN

Եթէ այս գրութիւնը չէք հասկնար, խնդրեմ եկէք՝ Րայդ Սիվիլ Սենթըր, 1 Տելվին փողոց, Րայդ, (Ryde Civic Centre, 1 Delvin Street, Ryde) Երկուշաբթիէն Ուրբաթ կ.ա. ժամը 8.30 – կ.ե. ժամը 4.30, կամ հեռաձայնեցէք Հեռաձայնի եւ Թարգմանութեան Ապասարկութեան՝ 131 450, եւ խնդրեցէք որ թարգմանիչ մը Րայդ Բաղաբապերարանին հետ կապ հասարարէ ձեզի համար, հեռաձայնելով՝ 9952 8222 թիվին:

CHINESE

如果您看不懂本文，請在周一至周五上午 8 時 30 分至下午 4 時 30 分前往 Ryde 市政中心詢問 (Ryde Civic Centre, 地址: 1 Devlin Street, Ryde)。你也可以打電話至電話傳譯服務中心，電話號碼是: 131 450。接通後你可以要求一位傳譯員為你打如下電話和 Ryde 市政廳聯繫，電話是: 9952 8222。

FARSI

اگر این مدرک را نمی فهمید لطفاً از 8.30 صبح تا 4.30 بعد از ظهر دوشنبه تا جمعه به مرکز شهرداری رايد، Ryde Civic Centre, 1 Devlin Street, Ryde مراجعه کنید یا به سرویس مترجم تلفنی، شماره 131 450 تلفن بنزید و از یک مترجم بخواهید که از طرف شما با شهرداری رايد، شماره 9952 8222 تلفن بنزد.

ITALIAN

Se non capite il presente documento, siete pregati di rivolgervi al Ryde Civic Centre al n. 1 di Devlin Street, Ryde, dalle 8.30 alle 16.30, dal lunedì al venerdì; oppure potete chiamare il Telephone Translating and Interpreting Service al 131 450 e chiedere all'interprete di contattare a vostro nome il Municipio di Ryde presso il 9952 8222.

KOREAN

이 문서가 무슨 의미인지 모르실 경우에는 1 Devlin Street, Ryde 에 있는 Ryde Civic Centre 로 오시거나 (월 – 금, 오전 8:30 – 오후 4:30), 전화 131 450 번으로 전화 통역 서비스에 연락하셔서 통역사에게 여러분 대신 Ryde 시청에 전화 9952 8222 번으로 연락을 부탁드립니다.

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Introduction



We take great pleasure in presenting the City of Ryde Annual Report for 2003. Once again there have been a number of noteworthy projects that have either been finalised or reached a significant development stage.



One such projects is the redevelopment of the West Ryde Woolworths complex which reached an exciting stage with the signing of the Deed of Agreement between Woolworths representatives and the City. The redevelopment will involve the transfer of part of the City's West Ryde Car Park and the closure and transfer of Graf Avenue to Woolworths in return for the provision of a 1 300 square metre library building. The City will fitout the new library once completed. The project is expected to provide a significant boost to the West Ryde Town Centre, with other businesses expected to expand and improve their sites.

The restoration of Brush Farm House is one step closer to commencing with the signing of a Memorandum of Understanding by the City with the Department of Corrective Services. The State Government will partner the City in contributing \$800 000 each for the restoration to be completed within three years.

The new Civic Centre car park is now complete and the City is pursuing concepts for a new library on the adjoining land.

The Gladesville Master Plan is in progress with enhancements to the public space areas at Trim Place.

The funding strategy for the commencement of the staged Eastwood Drainage Project has been implemented. Also in progress are improvements to drainage infrastructure in the Meadowbank employment area through the provision of contributions from developers.

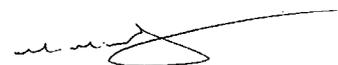
The restoration of the historically significant buildings, *The Parsonage* at Ryde and *Westward Cottage* at Ryde, exemplifies the City's ability to work successfully with the community to protect and maintain heritage items. Purchased by Council in 1990 and 1992 respectively, these buildings have recently been restored to their former glory by Macquarie Community College.

The last financial year has also seen the continued financial stability of the City and a four year financial plan and Capital Works program has been developed.

On behalf of the Councillors and staff, we look forward to continuing to work with the community to endeavour to meet their needs.



Councillor Edna Wilde OAM
Mayor of the City of Ryde



Michael G McMahon
Chief Executive of the City of Ryde

Councillors

East Ward



Clr Andy Johnston
9888 5649 (ah)
Years of service:
1977-1995
1999-



Clr Lyn Langtry
9888 5438 (ah)
Years of service:
1995-



Clr Gabrielle O'Donnell
9817 2019 (ah)
Years of service:
1995-



Clr Ivan Petch
9809 1847 (ah)
Mayor:
Sep 2000-Sep 2002
Years of service:
1977-1987
1995-

Central Ward



Clr Victor Dominello
0410 570 913 (ah)
Years of service:
1995-



Clr John Lazzarini
9868 3863 (ah)
Years of service:
1987-



Clr Roslyn Lunsford
9887 1124 (ah)
Years of service:
1995-



Clr Connie Netterfield
9807 4682 (ah)
Years of service:
1999-

West Ward



Clr Larry Chin
0418 971 991
Years of service:
1999-



Clr Peter Graham OAM
9874 2037 (ah)
Mayor:
Sep 1997-Sep 1999
Deputy Mayor:
Sep 2000-Sep 2002
Years of service:
1971-1977
1980-



Clr Terry Perram
Deputy Mayor
9874 7904 (ah)
Deputy Mayor
from Sep 2002
Years of service:
1987-



Clr Edna Wilde OAM
Mayor
9888 1072 (ah)
Mayor:
Sep 1980-Sep 1982
from Sep 2002
Years of service:
1974-



Mayor and Councillor Fees, Expenses and Facilities

During 2002/03 fees provided for the Mayor were \$35 689.50, Deputy Mayor \$3 965.50 and for Councillors totalled \$185 160.

Council has adopted a policy to provide the Mayor and Councillors with items necessary for performance of duties as an elected representative. These are in addition to the allowance set by the Council and include conference fees, stationery, fax machines, transport, mayoral car, refreshments and executive support. This totalled \$165 897 in 2002/03.

Overseas Visits

During 2002/03 there were no overseas visits by Councillors or City of Ryde staff as representatives of the Council.

Partnerships, Cooperatives and Joint Ventures

The City is a member of the Northern Sydney Regional Organisation of Councils.

External Bodies

The Eastwood Plaza Management Committee that comprises of representatives of Council and the community exercises functions delegated by Council. It has care, control and management of Eastwood Plaza.

Civic Services

Customer Service

Average telephone waiting times for the Customer Service Centre were reduced to 20 seconds (includes 8 second introductory message).

Website

An enhanced City of Ryde website was launched and over the year hits on the website increased by 129%.

Freedom of Information

During 2002/2003 there were five requests under the Freedom of Information (FOI) Act. (There were five in the previous year).

Two of these requests were granted in full and the remaining three were granted in part. The elapsed time for processing varied between 13 and 35 days with processing hours varying between three and five hours per application.

The total fees paid in the year were \$135.

There were no requests under the Act by the Ombudsman and no appeals to the Administrative Decisions Tribunal.

The impact during the year of the FOI requirements on the organisation's activities, policies or procedures was that considerable assistance continued to be provided to persons seeking access to Council's documents and enquiries were able to be satisfied without the need for an FOI application.

Privacy and Personal Information

The City has adopted the Model Privacy Management Plan and Privacy Code of Practice for Local Government. No internal reviews under Part 5 of the Privacy and Personal Information Protection Act were lodged or finalised during the year.

Library Borrowers and Issues

There were 43 798 registered library borrowers and 898 486 issues at the City's branch libraries during 2002/2003.

Refurbishment of Branch Libraries

A more accessible desk was installed, and the entry and exit more clearly defined at Eastwood Library making customer flows a lot smoother and quicker.

At the Gladesville Branch a casual reading area with newspapers, magazines and CDs was created, the children's collection was relocated closer to staff so children can obtain assistance from library staff without difficulty, and PCs with an on-line library catalogue were made more recognisable.

To improve accessibility at Ryde Library the collections were rearranged.

Upgrades to hardware and software to public word processing facilities were implemented.



New Collections

An inaugural HSC Lecture series was hosted and a HSC collection was introduced at branch libraries to provide support for senior secondary students.

Provision of Information

The Library pages on the City's website were improved and expanded upon and the number of databases available to library users were increased and made available via the internet.

'Community Information: A Guide to Resources in the City of Ryde and Municipality of Hunters Hill, 2003' was produced. The publication contains information about organisations providing services to the City of Ryde and is an invaluable guide for people living and working in the area.

The information can be accessed on the internet through the City of Ryde website at www.ryde.nsw.gov.au. Copies of the guide are also available at all branches of Ryde Library Services, the Customer Service Centre, and Community Aid Services in Eastwood, West Ryde and North Ryde.

During Seniors Week and Library Week a total of ten internet workshops including two on genealogy were held.

To mark Law Week in May, talks from solicitors on wills and power of attorney and the court system were conducted at Eastwood Library.

User Survey

A user survey was conducted at the Gladesville and West Ryde branches. The aim of the survey was to find out how and why people use the library, what they value about the services offered, and what they would like to see that is not presently offered. All respondents were also invited to make any additional comments.

The response rate was good with a return rate of 57% (225 responses).

The information revealed in the responses has been used to create specific promotional efforts throughout the year across all branches.

Children's Library Services

A number of activities were held at all branch libraries during school holidays. Children discovered the wonderful world of insects by Stephen Fellenberg, otherwise known as the 'Bug Man', Eileen Vince from the Amateur Beekeeper's Association of NSW entertained children with the life of bees and the making of honey, and the CSIRO's 'Forensic Frenzy' introduced children to forensic science.



Children's Book Week 'A Feast of Books' was held in August 2002 and Ryde Library Services celebrated with a visit from prominent Australian children's author Libby Gleeson.

Library Services continued to service preschool centres weekly to introduce children to the joys of books and storytelling.

New toys were purchased for the Toy Library.

Ryde Summer Festival

In its second year the 'Ryde Summer Festival' commenced with Australia Day and continued throughout summer with 'Cinema in the Park'.



Australia Day celebrations centred on a citizenship ceremony and the announcement of the Citizen and Young Citizen of the Year. Winner of the Citizen of the Year Award was Martin Yu and Ben Taylor was presented with the Young Citizen of the Year Award.

Martin Yu was chosen for his selfless good deeds as a volunteer including helping asthmatic swimmers and the Riding for Disabled Group and assisting elderly people with domestic duties. One recipient of his kindness described him as a giant not only in stature but also in spirit.

Ben Taylor was recognised for volunteer work for the North Ryde Community Aid and Information Centre, and a volunteer firefighter as a member of the NSW Rural Fire Service.

An audience of more than 15 000 attended the Australia Day Family Concert and fireworks display held at North Ryde Common. Paralympian, Paul Nunnari was the City's official Australia Day Ambassador.

Many took the opportunity to bring along a picnic basket and blanket and enjoy free screenings of the latest blockbuster movies and family favourites at 'Cinema in the Park' at parks throughout the City.

Volunteer Recognition Awards

The valuable contribution volunteers make to our community was recognised with the annual Ryde Volunteer Recognition Awards.

The individual Award was presented to Margaret Kennedy for 37 years of unpaid community service.

The Ryde Sports Foundation was the recipient of the group Award.

Granny Smith Festival

The 17th annual Granny Smith Festival was conducted in the streets and surrounds of Eastwood on Saturday 19 October. The event received great support from the community with over 60 000 people attending the day's activities which included four stages of entertainment, a street parade, over 270 market stalls, children's rides and amusements, and a family concert and fireworks.



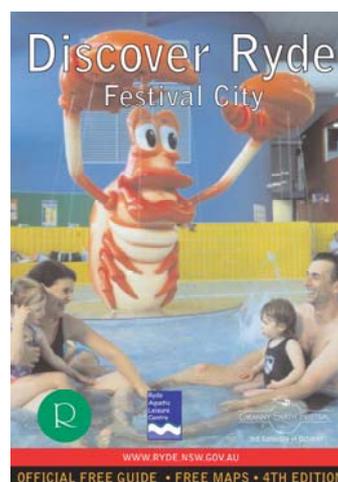
Community Taskforces

Community Taskforces including the Interchurch Children and Youth, Heritage and Mayoral Prayer Breakfast coordinated various activities for the community.

The Greening of Ryde Taskforce undertook voluntary plantings, weeding and mulching and coordinated street tree plantings throughout the City.

Guide to Ryde

The third edition of 'Discover Ryde', the official guide to the City of Ryde was produced and distributed.



Youth Week

Youth Week was celebrated with a number of activities held to provide young people with opportunities to focus on the positive contributions they make to our society. Activities included a Youth Forum that utilised fun interactive games as an effective tool in enabling the participants to express and debate issues that were of concern to them and a Skate and DJ competition at Macquarie Shopping Centre which attracted many talented young people from Ryde and surrounding districts.



Immunisation Program

The City of Ryde's immunisation program continued with an increase in attendances and a large increase in the number of vaccinations given. During the year 5 093 vaccines were administered. The increase was due to the State Government's campaign to vaccinate one to five year olds for Meningococcal in addition to their normal schedule. The introduction of the Influenza vaccination program for staff and seniors was successful and added to the increase.

The immunisation program has a team of fully accredited nurses with many years of experience. As part of the program parents are automatically issued with a certificate of immunisation at the completion of their children's vaccination schedule.

Ryde Community Volunteers

Ryde Community Volunteers (RCV) has continued to provide a service to support local community groups and volunteers in

the Ryde area. This was conducted through the provision of interviews, referral of volunteers to appropriate agencies and maintenance of a database of volunteers and their skills. RCV has maintained a database of local organisations and their requirements, encouraged people from culturally and linguistically diverse backgrounds to participate in volunteering and create awareness of the benefits of volunteering. During 2002/2003 there was a 42% increase in volunteer recruitment.



Cultural and Community Grants

The City of Ryde allocated \$97 500 through the Ryde Community Grants Program to encourage and support the development of local community organisations, services and strategies which aim to meet the identified needs of citizens of Ryde and the local area.

Recipients of community grants included Brain Injury and Development Service, Christian Community Aid Service, Eastwood Chinese Senior Citizens Club, Epping YMCA Youth and Family Services, Noah's Ark Toy Library for Children with Special Needs, Ryde Family Support Services, and Ryde Hunters Hill Domestic Violence Liaison Committee.

Through its Cultural Grants Program the City of Ryde allocated \$24 500 to community organisations seeking funds for the staging of a community event, purchasing of equipment, or assistance in the development of performance related skills.

Recipients of cultural grants included the Ryde City Concert Band, North Ryde Rotary Club, Rotary Club of Gladesville and Eastwood Heights Public School.

Ryde Safe Communities

The Ryde Safe Communities Project continued to work with the aim to improve the safety of residents and visitors in the Ryde Local Government Area. There have been a number of innovative and successful projects initiated over the last year through local working groups. These include:

- The Sports Safety Working Group worked to provide lectures and courses to sporting clubs and groups including conducting a course for Sports Clubs in Safety in Sport.
- The Pedestrian Safety Working Group supporting the work of the City of Ryde Road Safety Officer to implement a 'Parent Parking Campaign' with a focus on 'Safety Before Convenience'.
- The Ryde Community Drug Action Team, a new working group which has been formed as a positive way to be proactive and minimise drug and alcohol related harm. The group includes community members, local residents, government agency representatives, local government and local non-government organisations working together to find solutions to the local drug and alcohol related issues.

Access and Equity Activities

- **Target Group - Older People**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Continue to organise a variety of active leisure pursuits for the seniors by organising the Seniors Week and other activities eg Internet training, concerts, etc.	To enhance the opportunities for older people to participate in leisure, recreational and educational activities	A variety of quality programs organised for the seniors	The number of seniors participating in the programs Positive feedback received	Positive feedback received on Seniors Week Program, with approximately 650 seniors participating, inclusive of 155 frail aged seniors
Resource and support the various local and regional networks/ interagency; eg HACC Forum, Respite Action Group	To plan, coordinate and initiate services for older people	A better coordination of the service delivery	Number of issues raised and actions taken in the forums	Eleven Ryde Hunters Hill HACC Forums held focusing upon providing safe services, community risk management, crime prevention and the changing community profile

- **Target Group - People with Disabilities**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Council to develop and implement a Disability Discrimination Act (DDA) Action Plan	To ensure people with a disability have equal access to all council premises, services and facilities	Improved access to Council premises, services and facilities	DDA Action Plan adopted and implemented by Council	DDA Action Plan adopted by Council and implementation commenced
Continue to identify local issues for people with disabilities and resource and support the various local and regional networks to meet these needs	To plan, coordinate and initiate services for people with a disability	A better coordination of the service delivery	Number of issues raised and actions taken in the Council of the City of Ryde Access Committee and Networks	Convened the City of Ryde Access Committee and Northern Sydney Disability Network. Achieved outcomes in response to access and equity issues including the DDA Action Plan

- **Target Group - People from Culturally and Linguistically Diverse Backgrounds**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Development and implementation of protocol for the use of interpreters	Access and Equity in the provision and delivery of Council services	A fairer and more accessible delivery of service with appropriately trained staff	Interpreter Use protocol developed by December 2002	Access and Equity Policy inclusive of protocol for interpreter use implemented March 2003
Development and implementation of Language Aide Program	Access and Equity in the provision and delivery of Council services	An improved delivery of service at initial front counter 'contact'	Language Aide Program developed by June 2003	Language Aide Program developed and implemented by November 2002
Provision of translated information on Council correspondence letterhead	Access and Equity in relation to information on Council letterhead	A fairer and more accessible delivery of information	Letterhead statement translated into community languages by August 2002	Letterhead statements translated in 10 community languages by August 2002
Development and implementation of protocol for the translation of information	Access and Equity in relation to Council information	A fairer and more accessible delivery of information	Translation protocol developed by December 2002	Access and Equity Policy inclusive of protocol for translation of information implemented March 2003
Hosting and convening the NSW Local Government Multicultural Forum	Assist Local Government Areas to meet their statutory and mandatory guidelines in relation to Access and Equity	An informative, educative and relevant forum on issues of best practice to guarantee Access and Equity in service delivery	Two and a half day forum held within budget with feedback from delegates and participants	'Without Prejudice' Conference held in November 2002 - delegates provided positive feedback indicating the conference a resounding success

- **Target Group - People from Culturally and Linguistically Diverse Backgrounds**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Continue to resource and support the Ryde/Hunters Hill Multicultural Network	To identify, advocate and address the needs of residents	A dynamic and active network fully functioning to act on behalf of its clientele	Number of Issues and projects undertaken by the Network	Six network meetings held with focus on Migrant Information Day, DIMIA review, Refugee Forum, and Census and Settlement Data

- **Target Group – Women**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Resource the Ryde Safe Communities Project on activities addressing personal safety and safety in public space	To address the safety concerns expressed by the women in the City of Ryde	Actual and perceived safer communities	Ongoing meetings of Safe Communities Project Annual Safety Forum held Wide participation by the key stakeholders area	Ongoing meetings of the Safe Communities Project Safety symposium supported by staff attendance Participation from key stakeholders including NAHS, Police, Fire Service, community organisations and City of Ryde
Resource and participate actively in the Domestic Violence Liaison Committee	To raise public awareness of issues re domestic violence and provide support to services assisting victims of domestic violence	The community more aware and informed of the issues re domestic violence. Service providers and victims of domestic violence have access to support services	Ongoing meetings of the Committee Number of projects undertaken by the Committee	Attendance of the Domestic Violence Liaison Committee meetings and supported the 'Stop Domestic Violence Day'

- **Target Group – Children**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Undertake a review of Children's Services	To identify service gaps in the area and develop a response to address these needs	A planned and coordinated approach to the delivery of Children's services in the City of Ryde	Children's Services Review completed by November 2002	Children's Services Review completed November 2002
Continue to identify local issues for children and resource and support the various local networks to meet these needs	To coordinate, resource and provide the wide range of essential children's services in the City of Ryde	A better coordination of the service delivery	Number of relevant issues regarding children and families raised and addressed by the officer A wide range of quality children's services available in the area	Support of Children's Services undertaken including information provision on services available in the City of Ryde. Projects undertaken focusing on safety issues

- **Target Group - Aboriginal People**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Resource and support the various local networks to meet the needs of aboriginal people	To raise the public awareness of the needs and issues confronting aboriginal people in the area	A relevant local response to the needs of aboriginal people	Local network and community resourced and supported	Support given to Bennelong Reconciliation Network and NSRRN. Promotion of Northern Sydney Aboriginal Health Services
Review and evaluate the implementation of the Northern Sydney Aboriginal Plan	Provide a framework and guidelines for future Needs Paper	Production of a plan which identifies a range of local strategies	The number of issues and activities undertaken	Review completed of Northern Sydney Aboriginal Social Plan with outcomes achieved in the promotion of Aboriginal services and issues

- **Target Group – Young People**

Planned Access and Equity Activity	Objectives	Performance Targets	Performance Indicators	2002/2003
Continue to resource and support the Ryde /Hunters Hill Youth Interagency	To address issues and concerns of service providers to young people	Develop a range of joint projects	Number of joint projects and subsequent evaluation	Initiation of Ryde Community Drug Action Team, Production of Youth Info Card and monthly meetings facilitated
Review and evaluate the functions of the Ryde City Youth Council.	To assist the participation of young people in addressing youth issues.	Conduct a range of meetings and establish regular involvement by a core group of elected representatives	Successful adoption of meeting procedures. Number of young people actively engaged	Meeting Procedures successfully adopted with 15 young people involved in the Ryde City Youth Council
To continue to provide after school, outreach and holiday activities and increase the range of activities available to young people.	To provide a variety of informal and formal activities in a range of venues for young people.	Develop a variety of activities in a range of venues	Number of young people involved	Review of program undertaken recommendations to be included as part of Youth Needs Paper

Civic Services

City Promotions and Events

Objective	Strategy	Measures/Targets	Progress/Results
1. To present Council's publications and literature items in a consistent and informative manner.	1.1 Consult with staff on the types of publications currently produced. 1.2 Review the current means in which Council communicates with the community through its publications.	<ul style="list-style-type: none"> • Develop protocol and guidelines for Council issued publications by 31 December 2002. 	<ul style="list-style-type: none"> • Achieved March 2003.
2. To provide the community with an informative and relevant means of communication.	2.1 Investigate the opportunities to distribute information to the community. 2.2 Develop timeframe for the production and distribution. 2.3 Liaise with Service Unit Managers to ensure information from a cross section of Council services is contained in the newsletters.	<ul style="list-style-type: none"> • Newsletters produced and distributed to the community in accordance with the schedule. • Investigate and report on the distribution of electronic newsletters through the web by 28 February 2003. 	<ul style="list-style-type: none"> • Achieved. • Achieved. Ryde City News available via website. Subscribers list established.

Civic Services

City Promotions and Events

Objective	Strategy	Measures/Targets	Progress/Results
3. To increase the activities of the Ryde Summer Festival.	3.1 Investigate opportunities and activities/events to increase community involvement. 3.2 Review the success and attractiveness of the 2002 Festival. 3.3 Develop sponsorship opportunities.	<ul style="list-style-type: none"> • Report to Council with recommendations for the 2003 Summer Festival by 30 September 2002. 	<ul style="list-style-type: none"> • Achieved.
4. To provide ongoing support to community events.	4.1 Re-evaluate current support and level of direct involvement to ensure maximum benefit to the City.	<ul style="list-style-type: none"> • Review and set new targets for support of community events by 30 November 2002. 	<ul style="list-style-type: none"> • Achieved December 2002.

Civic Services

Community Services

Objective	Strategy	Measures/Targets	Progress/Results
1. To conduct social research employing a range of methods to develop a comprehensive Social Plan.	1.1 Review and evaluation of the Social Plan 2000.	<ul style="list-style-type: none"> Review completed and new design for Social Plan 2005 by 31 December 2002. 	<ul style="list-style-type: none"> Achieved June 2002.
	1.2 Analysis of 2001 ABS Census Data.	<ul style="list-style-type: none"> Community Profiles completed by 31 March 2003. 	<ul style="list-style-type: none"> Achieved for Ryde, West Ward, Central Ward, East Ward and Macquarie Park.
	1.3 Development of the Children's Needs Paper.	<ul style="list-style-type: none"> Completed by 30 June 2003. 	<ul style="list-style-type: none"> Date reviewed to March 2004.
	1.4 Development of the Young Peoples Needs Paper.	<ul style="list-style-type: none"> Completed by 30 June 2003. 	<ul style="list-style-type: none"> Date reviewed to March 2004.
2. To develop policies and implement programs in response to identified community needs and to ensure compliance with statutory obligations.	2.1 Development and implementation of Access and Equity strategies for Council.	<ul style="list-style-type: none"> Complete the translation of Council letterhead by 30 August 2002. Completion of Language Aid Officer project by 30 June 2003. 	<ul style="list-style-type: none"> Achieved. Achieved.
	2.2 Development of the Disability Discrimination Act Action Plan.	<ul style="list-style-type: none"> Approval by Executive Team by 31 December 2002. 	<ul style="list-style-type: none"> Achieved.

Civic Services

Community Services

Objective	Strategy	Measures/Targets	Progress/Results
3. To advocate for the improvement of services and for those without a voice within the community to ensure they are given appropriate consideration in the delivery of Council services.	2.3 Development of a Multicultural Policy.	<ul style="list-style-type: none"> Approval by Executive Team by 31 December 2002. 	<ul style="list-style-type: none"> Dealt with in Access and Equity Policy approved March 2003.
	3.1 To facilitate and resource networks that respond to the needs and issues of: <ul style="list-style-type: none"> children young people women older people people with disabilities people from a culturally and linguistically diverse background Aboriginal and Torres Strait Islanders 	<ul style="list-style-type: none"> The number of needs identified and issues responded to within the target groups. Completion of the Children's Services Review by 31 December 2002. Completion of Children's Needs Paper by 30 June 2003. Completion of Young People's Needs Paper by 30 June 2003. 	<ul style="list-style-type: none"> Dealt with in review of Social Plan recommendations. Being dealt with in Children's Needs Paper. Date reviewed to 29 February 2004. Date reviewed to 29 February 2004.
4. To deliver a range of services that promote the social and cultural well being of individuals and the community.	4.1 To ensure the provision of a high quality Vacation Care Service.	<ul style="list-style-type: none"> Service delivery report at the end of each quarter. Service operating within budget. 	<ul style="list-style-type: none"> Achieved. Grant revenue shortfall.
	4.2 To provide high quality immunisation services and conduct a review of its operations.	<ul style="list-style-type: none"> Service delivery report at the end of each quarter. Service operating within budget. Review of service completed by 31 March 2003. 	<ul style="list-style-type: none"> Achieved. Achieved. Achieved.

Civic Services

Community Services

Objective	Strategy	Measures/Targets	Progress/Results
5. To act as a catalyst in the development of partnerships between the community and government and non-government organisations.	4.3 To provide a quality Home Modification and Maintenance service to frail aged, and people with disabilities.	<ul style="list-style-type: none"> • Service delivery report at the end of each quarter. • All requests responded to within four (4) weeks. • Service operating within budget. 	<ul style="list-style-type: none"> • Achieved. • Achieved. • Achieved.
	4.4 To provide effective youth outreach services to young people.	<ul style="list-style-type: none"> • Service delivery report at the end of each quarter. • Service operating within budget. 	<ul style="list-style-type: none"> • Achieved. • Achieved.
	4.5 To promote volunteerism through the Ryde Community Volunteer program.	<ul style="list-style-type: none"> • Increase volunteer recruitments by 10%. 	<ul style="list-style-type: none"> • Volunteer recruitment increased by 48%.
	5.1 Promote the concept of safe communities and encourage key stakeholder involvement.	<ul style="list-style-type: none"> • Annual Forum held by 31 March 2003. 	<ul style="list-style-type: none"> • Local Forum not held. Staff participated in NSW Forum.
	5.2 Provide community organisations and groups with additional funds through the Community Development Support Expenditure program.	<ul style="list-style-type: none"> • Convene the Community Development Support Expenditure Committee and distribution of funds by 31 January 2003. 	<ul style="list-style-type: none"> • Achieved.

Civic Services

Executive and Customer Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>1. To establish a panel of legal service providers in compliance with the Local Government Act.</p> <p>2. To assist in satisfying community information needs through the implementation of the second phase of an enhanced web site including e-commerce.</p>	1.1 Prepare tender specifications and advertise tender.	<ul style="list-style-type: none"> • Panel established prior to 31 December 2002. 	<ul style="list-style-type: none"> • Achieved.
	1.2 Assess tenders in accordance with specification.	<ul style="list-style-type: none"> • Report to Council in August 2002. 	<ul style="list-style-type: none"> • Achieved.
	1.3 Appoint service providers.		
	2.1 Define the features of the enhancements including e-commerce.	<ul style="list-style-type: none"> • Second phase web site improvements identified by 31 March 2003. 	<ul style="list-style-type: none"> • Achieved. E-Commerce awaiting software upgrades.
	2.2 Investigate options and opportunities for providing such features.	<ul style="list-style-type: none"> • Survey users through the web by 30 June 2003. 	<ul style="list-style-type: none"> • Adhoc feedback received to assist in development of: <ul style="list-style-type: none"> • E-business • Electronic mail list • Web cams
	2.3 Undertake improvements to enhance use and understanding.		

Civic Services

Executive and Customer Services

Objective	Strategy	Measures/Targets	Progress/Results
3 To provide customers with details of current service standards regarding requests for service.	3.1 Liaise with Service Unit Managers to determine appropriate and achievable service standards for each product and service. 3.2 Enter agreed service standards on Customer Request Management System.	<ul style="list-style-type: none"> • Agreed service standards available to customers by 30 June 2003. • Quarterly reviews to Executive Team for evaluation. 	<ul style="list-style-type: none"> • Pilot scheme completed by 30 June 2003. • Achieved.

Civic Services

Library Services

Objective	Strategy	Measures/Targets	Progress/Results
1. To provide enhanced services to West Ryde library users through the provision of a new branch library.	1.1 Develop a plan for physical space and service delivery at the new West Ryde library. 1.2 Manage development of physical library layout. 1.3 Define range of services to be offered at West Ryde.	<ul style="list-style-type: none"> • An approved plan for space and services at the new West Ryde library by 30 November 2002. • Statement of deliverable services at the new West Ryde library by 31 March 2003. 	<ul style="list-style-type: none"> • West Ryde Library project delayed by Woolworths. • Draft plan identifying deliverables completed.
2. To improve the relevance, focus and quality of the Library's resources.	2.1 Develop a collection development policy through : <ul style="list-style-type: none"> • consult library staff • examine other libraries' policies • analyse borrowing trends and use patterns as well as publishing trends 	<ul style="list-style-type: none"> • Policy available as a public document by 31 December 2002. • Assessment of usefulness and effectiveness of policy by user consultation and staff evaluation of usefulness and relevance by 30 June 2003. 	<ul style="list-style-type: none"> • Policy adopted May 2003. • Assessment to be further reviewed.
3. To enhance the image and public face of Ryde Library Services.	3.1 Improve presentation of staff service to the public. 3.2 Develop a dress/public presentation code (clothes, name badges, manner).	<ul style="list-style-type: none"> • Code documented and implemented by 31 March 2003. 	<ul style="list-style-type: none"> • Achieved.

Civic Services

Library Services

Objective	Strategy	Measures/Targets	Progress/Results
4. To ensure the most appropriate allocation of resources.	3.3 Develop a public service charter.	<ul style="list-style-type: none"> • Charter documented and implemented by 31 March 2003. 	<ul style="list-style-type: none"> • Achieved.
	3.4 Undertake customer service training for staff as required.		<ul style="list-style-type: none"> • Achieved through various training courses.
	4.1 Document current usage, costs and issues.	<ul style="list-style-type: none"> • Library operations quarterly reports. 	<ul style="list-style-type: none"> • Achieved.
	4.2 Investigate other comparable services.	<ul style="list-style-type: none"> • Recommendations from review completed by 30 June 2003. 	<ul style="list-style-type: none"> • Achieved.
	4.3 Develop recommendations on future delivery of services.		

Civic Services

Venue Support

Objective	Strategy	Measures/Targets	Progress/Results
1. To assist in satisfying community needs for meeting places by increasing the use of Council's venues.	1.1 Prepare marketing strategy.	<ul style="list-style-type: none"> • Marketing strategy prepared by 30 September 2002. 	<ul style="list-style-type: none"> • Achieved.
	1.2 Implement marketing strategy.	<ul style="list-style-type: none"> • Improve the awareness of the variety of facilities by including a segment in "Ryde City News". • Increase in hall hire by additional 10% revenue by 30 June 2003. (Based on audited 2002 figures). 	<ul style="list-style-type: none"> • Achieved. • 15% increase achieved.
2. To increase the efficiency of booking procedures.	2.1 Investigate options for improving procedures.	<ul style="list-style-type: none"> • Improved booking procedures implemented by 30 June 2003. 	<ul style="list-style-type: none"> • Delayed. Awaiting software installation.
	2.2 Implement improved procedures.		

Corporate Services

Financial Services

The City introduced the option of BPAY to ratepayers to enable payment easily and quickly, on time, every time. Ratepayers can now pay their rates by credit card over the telephone and via the internet.

Human Resources

During the year the Human Resources (HR) Unit was involved in a range of activities supporting the organisation's goals and functions.

This year major areas included Human Resources Policy development and implementation, Occupational Health and Safety (OHS) program development and implementation, the implementation of the Equal Employment Opportunity (EEO) Management Plan, the Training and Development Program and the human resources issues involved with City of Ryde acquiring and managing the Ryde Aquatic Leisure Centre (RALC).

Human Resource Policy and Procedure

Human Resource Policy development is a fundamental area of work. The Human Resources Unit has been involved with over 14 policies and procedures being developed, revised and/or drafted during the year. Most of the policies and procedures covered a range of areas and are detailed under our OHS Program and EEO Management Plan.

Although all City of Ryde policies, procedures and practices implemented were important the review and implementation of a revised Organisational Development System during the year is significant. The system is comprehensive and defines organisational policies and practices covering a performance management process, skill review process, effective management of poor performance, Employee Assistance Program, Training and Development Policy and Practices, position evaluation and work organisation and remuneration.

OHS Program

The development and deployment of a range of OHS policies and procedures was a high priority during the year which included:

- OHS Risk Management
- Hazardous Substances (amended)
- Mobile Telephone Use
- Response to Aggression from Non-Employees
- Prevention of Harassment (amended)
- Bushcare Volunteers Induction Kit
- Vacation Care Policy and Procedures (revised)
- Drug and Alcohol Policy
- Working From Home Policy (drafted)
- Part-time Work Policy (drafted)
- Workplace Inspections (revised)

In addition to specific training provided for new policies and procedure OHS information sessions were held for staff/managers which totalled approximately 377 training hours.

The development of Safe Work Method Statements (SWMS) and Risk Assessments throughout the organisations has been a major project that will continue next year. Significant progress has been made with over 60 SWMS and approximately 80 Risk Assessments developed so far. When completed the data collected will cover all positions in City of Ryde and be retained and accessible on the intranet.

Reviews of other procedures covered areas involving:

- Pesticide Application Record
- Risk Assessment Work Sheet
- Safe Work Method Statement
- Plant and Equipment Risk Assessment Form
- Mobile Phone Usage Guidelines
- Working From Home (drafted)

The City of Ryde closely monitors and is proactive in relation to the management of worker's compensation claims to minimise accidents and their subsequent costs. Monitoring of incidents, claims lodged and

hours lost due to workers compensation is undertaken with focus on salary costs, breakdown of incidents, breakdown of accidents, contributing factors and breakdowns across Groups.

During the year City of Ryde committed to the establishment of an Occupational Health and Safety Officer position for an extended period to continue to develop, maintain and consolidate the OHS Program. The position is an integral part of the Human Resources Unit.

EEO Program

The implementation of the Equal Employment Opportunity (EEO) Management Plan is a significant area for Human Resources.

Activities implemented under City of Ryde's EEO Management Plan during the year included over 14 policies and procedures being developed/revised, regular information sessions/training being provided to staff/managers on policy and procedure changes, annual checking of position specifications, job plans and training plans, increases in the number of staff providing EEO data for the confidential database, training of staff in relation to recruitment and selection practices, ensuring EEO statements are placed in all job advertisements, ensuring all staff receive equitable treatment in terms of their annual performance and skills review, providing and distributing information to staff and managers through circulars and providing access to the intranet.

Training and Development

Training and Development continued as a major commitment of resources in terms of operations training and occupational health and safety training to ensure managers and staff can undertake their roles efficiently and safely. Overall training and development provided to managers and staff included the following:

- Computer training (internal/external) – 102 training days;
- Operations training (internal/external) – 323 days;
- Occupational Health and Safety Training (external/internal) – 402 days;

- Management Training (internal/external) – 149 days
Human Resources/Industrial Relations - 134 days

Training costs (including staff salary costs) were \$430 614 for the financial year.

Ryde Aquatic Leisure Centre (RALC)

The acquisition of the RALC from 1 July 2002 presented a range of human resources issues which included recruitment and employment of staff, establishing conditions of employment, induction, child protection, industrial relations and occupational health and safety matters.

Over 133 staff were employed throughout the year in 10 classifications. The nature of the work undertaken in this area required that City of Ryde conduct child protection checks which was arranged for over 86 staff. Induction and orientation of staff has been an ongoing process for RALC staff to ensure they understand the policies, procedures and practices of City of Ryde.

In establishing employment conditions the extensive opening hours of the RALC had to be considered (ie 5.30am to 12 midnight) and this involved the development of a flexible approach and special employment arrangements. Currently negotiations are continuing to establish a Workplace Agreement to cover the RALC which will incorporate the existing employment arrangements.

In terms of occupational health and safety the RALC was provided with representation on the City of Ryde Occupational Health and Safety Committee and has been provided with ongoing support to 'fast track' its compliance with City of Ryde policies, procedures and practices. Training for staff and managers has covered a wide area including needle stick injury, cash handling, armed holdup, response to aggression of non-employees and confined spaces.

Human Resource Activities to be Undertaken

Human Resources Unit is focussed on the delivery of quality HR support services and solutions that are innovative and responsive to client's needs to support corporate goals.

1. Organisational Development System

Following the major review of the Organisational Development System (ODS) which was finalised in September 2002 the full implementation of the new arrangements will be commenced from July 2003.

Following July 2003 action will continue to be taken to review and develop the ODS on an ongoing basis to ensure its effectiveness as a management tool.

2. Human Resources Policies And Practices

The development and delivery of specific human resource management policies and procedures is continuing and will enhance City of Ryde operations at all levels. Revised and new policies and procedures are planned in relation to the following:

- Working from Home
- Part-time Employment
- Position Evaluation
- Code of Conduct/Code of Behaviour
- Child Protection Policies
- Training and Development
- Risk Assessments
- Safe Work Method Statements
- Workers Compensation Responsibilities
- Workplace Inspection
- Personal Protective Equipment
- Motor Vehicle Operation
- Emergency and Evacuation
- Working Alone
- Dangerous Goods
- Keyboard Use
- Occupational Health and Safety Management System
- Access Agreement for Motor Vehicles
- Safety Manual
- Employee Assistance Program

Communication and Information

Using technology effectively in communicating HR information is a primary objective. This is being achieved across a full range of HR activities through the use of email, intranet facilities, including on-line access to the internet websites and internet advertising of vacant positions. The full collection of HR policies, procedures, practices and other information is to be transferred to our new intranet facility to improve staff access to information.

Enhancement of the Human Resource Information System (HRIS) is ongoing. It is expected City of Ryde can improve payroll processes and human resource information and reporting capabilities by upgrading the current HRIS which has now been in place for almost 5 years.

Ryde Aquatic Leisure Centre (RALC)

Negotiations are continuing to establish a Workplace Agreement to cover all staff working at the RALC. The objective of the Workplace Agreement is to provide conditions of employment that enable a professional team to work at the Ryde Aquatic Leisure Centre over a seven day week and span of hours that provides maximum access of the facility to the City of Ryde community and provides staff with remuneration and conditions consistent with the leisure industry.

Training and Development

The City of Ryde's Training Agenda for the year will again include a comprehensive range of programs. Special emphasis is placed on occupational health and safety training and operational training which is specifically related to the duties of employees.

In addition to the ongoing training mentioned above City of Ryde has commenced a Management Development Program aimed at developing leadership and management skills of Service Unit Managers. The Program will involve a combination of university accredited and in-house training to achieve its aims.

Other training planned includes Child Protection training, Code of Conduct/Code of Behaviour, a Values Journey Workshop for Executive, Managers and other selected staff, Internet/Email sessions and Selection Techniques Training.

The review of our Training and Development Policy and Practices is also to be undertaken this year to ensure City of Ryde is able to provide effective support to staff which will encourage them to undertake relevant tertiary education at a TAFE or university level.

Finally with the proposed upgrade of the HRIS there will be a review undertaken to determine the most appropriate areas to implement computer based training to

complement and/or enhance the existing training and development programs.

3. Occupational Health and Safety

Consolidating our OHS program is a key issue for HR over the next 12 months. Apart from meeting our responsibilities under OHS and other relevant legislation City of Ryde is focussed on enhancing the OHS cultural change which is expected to assist in reducing accidents and workers compensation premiums.

Specific emphasis is being placed on developing and revising policies, procedures and practices and those currently being reviewed include Working From Home, Risk Assessments, Safe Work Method Statements, Workers Compensation Responsibilities, Workplace Inspection, Personal Protective Equipment, Motor Vehicle Operation, Emergency and Evacuation, Working Alone Policy, Dangerous Goods, Keyboard Use, Occupational Health and Safety Management System, Access Agreement for Motor Vehicles and a Safety Manual. Following the establishment of an Occupational Health and Safety Officer position for an extended period it is expected that this officer will continue to develop, maintain and consolidate the OHS Program during the year.

4. Equal Employment Opportunity Plan

City of Ryde's EEO Program is being enhanced with the introduction of a range of human resource (HR) policies and practices which have a significant and ongoing impact on equity. Numerous policies and practices are being developed as detailed above.

The EEO Management Plan was implemented effective 1 February 2001 and is formally revised annually in July each year. The current EEO Management Plan has been established for the period 2002 to 2005.

City of Ryde's principal objectives are to:

1. improve access to information and human resource policies and practices;
2. create a diverse and skilled workforce;
3. improve employment access and participation by EEO groups;
4. promote a workplace culture displaying fair practices and behaviour.

The Plan addresses the needs, representation and development of EEO groups which include women, Aboriginal people and Torres Strait Islanders, people with a disability and people of a racial, ethnic and ethno-religious background.

1. Access to Information – Human Resources Policies and Practices Objectives

Strategies:

- Maintain framework for comprehensive review of human resources policies and practices.
- Undertake extensive review of employment practices and procedures and other human resource policies.
- Maintain a generic format for policies and practices to be issued using a quality approach.
- Distribute and deploy policies and practices to ensure issue of information and access available to all staff.
- Develop and deploy formal policies in relation to part-time work and working from home.
- Develop and deploy a Multicultural Policy and Disability Discrimination Action Plan, Access and Equity Strategy.
- Develop training programs/sessions to assist with deployment and understanding of revised policies and practices.
- Maintain arrangements for the ongoing review and updating of human resources policies and practices.

2. A Diverse And Skilled Workforce Objectives

Strategies:

- Integrate equity into training courses and ensure relevant material is available to all employees.
- Monitor and evaluate EEO planning and reporting processes and strategies.
- Establish an accurate database and statistical analysis of EEO records.
- Maintain effective communication strategies and ensure information on EEO policies and procedures is distributed to all staff.
- Provide training on selection techniques and merit to staff who sit on selection committees.

3. Improved Employment Access and Participation For EEO Groups

Strategies:

- Identified training and career development opportunities are available at all levels of the organisation as part of Performance Management Process.
- Utilise and monitor records to ensure staff have equitable access to training resources and development opportunities.
- Provide support for adjustment in the design of a position and/or workplace, provision of aids and equipment and access to City of Ryde facilities is in keeping with relevant policies and procedures.
- Inform all new staff through Induction Program of the City of Ryde commitment to EEO and the Access and Equity Strategy.

4. A Workplace Culture Displaying Fair Practices and Behaviour

Strategies:

- Include EEO responsibilities in position specifications and job plans of Managers/Work Group Leaders.

- Review employment practices and procedures to ensure equitable arrangements.
- Review Code of Conduct to ensure fair and equitable arrangements.
- Review, monitor and report on EEO Management Plan through City of Ryde's Consultative Committee.
- Review progress of EEO initiatives and report to Chief Executive 6 monthly in August and February each year.
- Monitor deployment of the City of Ryde Charter which establish Our Values to ensure information is systematically provided to staff.
- Provide information to Managers and staff on equity and cultural diversity issues.
- Review Job Evaluation System and ensure Performance Management Process and Position Evaluation Process supports equitable outcomes for employees.
- Support Access and Equity strategies to ensure internal commitment to equity and cultural strategies which complement similar commitment to providing external services to the community.

Activities Undertaken to Implement EEO Management Plan

City of Ryde's EEO Program is being enhanced and further refined with the introduction of a range of human resource (HR) policies and practices which have a significant and ongoing impact on equity. The EEO Management Plan is formally revised twice a year in February and August.

City of Ryde's principal objectives are to:

1. improve access to information and human resource policies and practices;
2. create a diverse and skilled workforce;
3. improve employment access and participation by EEO groups;
4. promote a workplace culture displaying fair practices and behaviour.

A summary of EEO outcomes in the reporting period ending 30 June 2003 is detailed below.

1. A number of new and revised policies, procedures, practices and forms were implemented including:
 - City of Ryde Charter and Values
 - Part-time Work Policy (drafted)
 - Working from Home Policy (drafted)
 - OHS Policy (Drafted)
 - Drug and Alcohol Policy
 - Prevention of Harassment and Customer Aggression
 - Vacation Care Policy and Procedures Guidelines (drafted)
 - Child Protection (revised)
 - Code of Conduct
 - Gifts Policy
 - Code of Behaviour (drafted)
 - Internet and Email Policies.

Policies in relation to part-time work and working from home have been drafted. Wide staff consultation has been undertaken seeking views which will be reported and reviewed by the Executive Team in the near future.

Information sessions were held in relation to a range of policies covering performance management process, skills review process, remuneration practices, prevention of harassment, response to non-aggression from non-employees, Drug and Alcohol Policy, mobile phone use, workplace inspections, induction, child protection, internet and email policies, working from home and part time work policies.

2. Position specifications from staff to manager and Job Plans of staff routinely include EEO and equity issues consistent with job requirements. These were reviewed in June by Managers/Group Managers to confirm they are up to date.

Care is taken to ensure committees are generally representative in terms of EEO groups wherever possible (ie balance of female/male representation on selection panels is routinely arranged - eg the Code of Conduct/Code of Behaviour Working Group consisted of eight females and seven males).

Staff are now regularly trained in relation to Selection Techniques for recruitment and interviewing. Thirty staff were trained in the last 12 months. A consistent and informed approach to staff selection is seen as beneficial to maintaining a low staff turnover currently around 11%.

City of Ryde job advertisements routinely appear with an EEO statement. These advertisements were also being published on our website with the same EEO statement.

City of Ryde's EEO database is updated through induction processes on a systematic basis and through regular reviews. A follow up of staff (during the reporting period) who had not previously participated has improved the extent of the database. Now 332 staff are participating.

Statistics and information continue to be reported formally to the Consultative Committee and Chief Executive twice a year. Additionally information is provided to staff through Chief Executive Circulars, HR Circulars and through the staff newsletter from time to time.

3. Examination of distribution of EEO groups is now possible with the collection of EEO information. Data covering 332 employees is available and has been produced in reports. Examination of the distributions (as notified by staff) across salary levels has changed in the last six months with increases in employment of females in Grades 1-10, a significant decrease in employment of females at Grade 11 - 14+ and a significant decrease for EEO groups related to the category 'English Not First Language' over all grades.

During the year City of Ryde appointed 14 staff as Language Aide Officers for a 12 month period. These officers were appointed to assist with on-the-spot communication as a practical and efficient way to deal with enquiries from residents who may not be fluent in English. The Language Aide Officers cover eleven 11 different languages. The Translation and Interpreting Services (TIS) is also used in

conjunction with City of Ryde Language Aide Officers.

Exit surveys are conducted with staff on separation. The process involves the opportunity for a face to face interview. In the last 12 months 19 Exit Surveys have been received and reviewed to assist in determining City of Ryde retention strategies.

4. A consistent and uniform approach for appraisal of staff is undertaken. All staff are complying with City of Ryde Performance Management Process (PMP) and Skill Review Process (SRP) which involves a minimum six monthly review of performance and an annual review of skills of every staff member.

As in previous years a confidential counselling service has been maintained through Access Programs. This enables staff to access the counselling service to assist in the resolution of grievances or other issues. The program is regularly promoted to staff.



During the year City of Ryde appointed 14 staff as Language Aide Officers.

Condition of Public Buildings

Category	Condition as at 30 June 2003	Estimate to bring to satisfactory condition (\$)	Estimate to maintain standard (\$) (responsive)	Maintenance program for 2003/2004 (\$) (programmed)
Amenities/Toilets on parks	Satisfactory	See below ¹	118 000	115 600
Early Childcare Centres	Satisfactory		8 000	30 000
Kindergartens/Occasional Childcare Centres	Satisfactory	250 000 ²	7 000	98 900
Community Aid Centres	Satisfactory		4 500	25 700
Residences	Satisfactory	See below ³	5 900	6 000
Public Halls	Satisfactory		31 000	39 700
Senior Citizens Centres	Satisfactory		1 000	15 200
Womens Rest Centres	Satisfactory		1 500	0
Town Centre toilets	Satisfactory		7 000	200
Civic Centre ⁴	Satisfactory	2000000	155 000	89 700
Libraries ⁵	Satisfactory		35 000	71 000
Ryde Aquatic Leisure Centre	Satisfactory	New pool		
EnviroServe Centre	Satisfactory	See below ⁶	3 0000	27 400
Public buildings⁷				
Willandra ⁸	Satisfactory		2 000	14 100
Westward Cottage	Satisfactory		0	0
Argyle Centre ⁹	Satisfactory		5 500	3 000
The Parsonage	Satisfactory		0	leased ¹⁰
Brush Farm House	Unsatisfactory	3 000 000	500	2 200
Addington ¹¹	Unsatisfactory	120 000	1 000	2 200
Commercial				
Shops and offices	Satisfactory		500	0
Rockend Cottage	Satisfactory		500	1 200
Community¹²				
Girl Guide Halls	Satisfactory ¹³	100 000		
Scout Halls	Satisfactory	100 000		
32 Princes Street	Unsatisfactory	25 0000		

Corporate Services

¹Council is undertaking responsive approach to maintenance on these facilities arising from vandalism and graffiti. In some cases complete upgrading of toilets is required for health and safety reasons. Progressively, exterior facades are coated with durable anti-graffiti applications and planned painting program are in place for all facilities.

² West Ryde Neighbourhood Centre is in a dilapidated state and functionally inappropriate for use as a pre-school facility. This building will need to be upgraded to bring it up to satisfactory standard. Structural engineer monitors the cracks in brick walls.

³Council is undertaking minimum maintenance on its residential buildings as these were originally bought for strategic land use purposes

⁴The Civic Centre complex is beset with age issues, window system leaking, facades deteriorating concrete spalling. The condition of exterior façade and basement is unsatisfactory. The basement carpark and concourse is planned to be upgraded in the 2003/2004 financial year. The interior also needs to be substantially upgraded to meet modern working environmental standards.

⁵The Centenary Library is ageing badly and West Ryde library is cramped and hopefully will be part of the future West Ryde redevelopment project. A new Ryde library is required as the current one is deficient in building code.

⁶A new Operations Centre has been commissioned at 1 Constitution Road, Ryde. There are still many outstanding maintenance issues that need to be addressed in this facility.

⁷These buildings are mostly of heritage significance requiring expertise in all trades in order to maintain its usability and compliance with Heritage Act.

⁸The ground floor exterior walls have been restored. The first floor exterior brick walls are in need of repainting.

⁹Argyle Theatre has many OHS deficiencies. The Theatre is now closed for public use.

¹⁰All restoration and landscaping works are now completed with generous financial assistance from Macquarie Community College Inc.

¹¹A further \$45,000 should be spent to design and implement heritage garden including archaeological survey. Due to lack of maintenance the facility is deteriorating badly.

¹²These buildings are tenanted and the maintenance is tenant's responsibility.

¹³Girl Guides halls are in need of major maintenance

Document and Records Management Services

Objective	Strategy	Measures/Targets	Progress/Results
1. Records management program documented as required under the State Records Act 1998.	1.1 Records Management Program documented.	<ul style="list-style-type: none"> Program documented and presented to Executive Team by 31 July 2002. 	<ul style="list-style-type: none"> Staff shortages and changes delayed the development and documentation of the Records Management Program. A report on the status of records management at the City of Ryde along with an action plan for the progressive implementation of the Records Management Program through to 30 June 2004 was endorsed by the Executive Team in March 2003.
2. Records Management Program implemented.	2.1 Records Management Program supported by policy.	<ul style="list-style-type: none"> Completed by 30 June 2003. Six monthly updates presented to Executive Team December 2002 and June 2003. 	<ul style="list-style-type: none"> A draft Records Management Policy and Electronic Documents Policy was completed by 30 June 2003.
3. General Disposal Authority – Local Government – contents evaluated to ensure that the maximum retention periods listed meet Council's business needs.	3.1 General Disposal Authority – Local Government Records evaluated by relevant stakeholders within Council.	<ul style="list-style-type: none"> Evaluation completed by 31 December 2002. 	<ul style="list-style-type: none"> This objective has been deferred. The implementation of the Records Management Program has scheduled the development of a disposal program for City of Ryde

Corporate Services

Document and Records Management Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>4. Loose document control program continued.</p>	<p>4.1 Loose documents within DRMS to be attached to files.</p> <p>4.2 Loose document recovery procedure developed and applied.</p>	<ul style="list-style-type: none"> • Property File Series completed by 31 December 2002. 	<p>records by February 2004. This program will be developed in conjunction with a functional thesaurus.</p> <ul style="list-style-type: none"> • The backlog of loose filing relating to Property File Series was completed. Process to ensure ongoing attachment now in place. • This objective was deferred pending the development of the Records Management Policies and Procedures.

Corporate Services

Financial Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>1. Provide accurate and timely Financial/Accounting services to Council's internal and external customers.</p>	<p>1.1 Timely and accurate responses to enquiries.</p> <p>1.2 Transactions processed on time.</p>	<ul style="list-style-type: none"> • Enquiries satisfied immediately where possible, but no longer than 5 working days. • Creditors to be paid within commercial terms and discounts taken where available. • Sundry debtors raised within 5 working days and outstanding debts monitored and pursued. • Outstanding debts more than six months old reviewed and reported by Group Manager. 	<ul style="list-style-type: none"> • Enquiries have been satisfied within the targeted time frames. • Creditors have been paid within commercial terms. Discounts have not been commonly available but taken where possible. • Sundry debtors have been raised within the targeted time frame. Debt recovery processes have been reviewed and outstanding debts are being monitored and pursued on a timely basis. • A summary of outstanding debts greater than 180 days was presented to the Executive team in March 2003. All outstanding debts are being actively pursued where possible.

Corporate Services

Financial Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>2. Formulate a balanced budget.</p>	<p>2.1 Develop and maintain budgeting models.</p>	<ul style="list-style-type: none"> • Prepare an accurate and balanced budget by 30 April 2003. • Review and distribute budgeting guidelines for Service Unit managers by 31 December 2002. • Maintain communication between Service Unit managers and Financial Services staff during the budget process. 	<ul style="list-style-type: none"> • The City's budget, as part of the 2003-2006 Management Plan, was submitted to Council in draft form on 22 April 2003. The document was publicly exhibited from 30 April to 28 May 2003. The 2003-2006 Management Plan including the budget was then adopted by Council on 10 June 2003. • Guidelines prepared and distributed before 31 December 2002. • Appropriate guidelines were developed for Service Unit Managers to assist in the preparation of the 2003-2006 budget process. Financial Services staff assisted managers and maintained communication during process.

Corporate Services

Financial Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>3. Develop Financial Strategy and a 4 year budget.</p> <p>4. Ensure Council's financial position is sound at all times.</p>	<p>2.2 Keep Councillors and the community informed of the budget process to ensure that adequate input is received from them.</p>	<ul style="list-style-type: none"> Contribute accurate financial information at Councillor workshops in preparation of the Budget and also to community focus group meetings where required. 	<ul style="list-style-type: none"> As part of the preparation of the 2003-2006 Management Plan a total of 10 workshops and focus group meetings were held.
	<p>3.1 Identify key financial Indicators/Targets to form the framework for Council's Financial Strategy and 4 year budget.</p>	<ul style="list-style-type: none"> Draft a Financial Strategy and a 4 year budget for Executive Team to consider in February 2003. 	<ul style="list-style-type: none"> Draft Financial Strategy presented to the Executive Team in August 2002. A 4 year budget supported by a detailed works program was prepared as part of the 2003 – 2006 Management Plan.
	<p>4.1 Regularly monitor budgets and liaise with Group Managers and Service Unit Managers to ensure that there is an understanding of the financial position of each Principal Activity of Council.</p>	<ul style="list-style-type: none"> Provide management reports to Service Unit Managers and the Executive Team within 6 working days of the end each month. 	<ul style="list-style-type: none"> Management reports prepared and distributed on a monthly basis within the targeted time frames.

Corporate Services

Financial Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>5. Comply with the statutory requirements pertaining to financial accountability.</p>	<p>4.2 Provide user friendly reports to Council, Executive Team and Service Unit Managers which highlight budget variances.</p>	<ul style="list-style-type: none"> • Monitor Council's performance to budget, and provide written commentary to the Executive Team on budget performance within 14 working days of the end of each month. 	<ul style="list-style-type: none"> • Written reports and other updates were provided to the Executive Team on a monthly basis.
	<p>4.3 Seek explanation and recommend corrective action where budget variances are discovered that effect end of year results.</p>	<ul style="list-style-type: none"> • Provide quarterly reports to Council within eight weeks after the end of each quarter. 	<ul style="list-style-type: none"> • Quarterly reports were submitted to Council within the legislative time frames with budgets reviewed and revised where appropriate.
	<p>5.1 Comply with the Local Government Act 1993 and written law, professional codes of practice, Council policy or management requirements relating to Council's financial and reporting obligations.</p>	<ul style="list-style-type: none"> • All statutory reporting deadlines met for the following: <ol style="list-style-type: none"> 1. Management Plan 2. Quarterly Reviews 3. General and Special Purpose Financial Reports 4. Monthly and annual taxation returns 	<ul style="list-style-type: none"> • All reports and returns submitted on time.

Corporate Services

Financial Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>6. Implement recommendations from Procurement Review</p>	<p>5.2 Liaise with Council's Auditors to ensure timely services and satisfactorily resolve all of their enquiries.</p> <p>6.1 Establish working group to develop an action plan and timetable.</p>	<p>5. Other returns to the Department of Local Government and Australia Bureau of Statistics</p> <ul style="list-style-type: none"> • Ensure all of the above comply with the Local Government Act 1993, the Australian Accounting Standards, the Australian Taxation Act and Council policies. • All matters raised in Management letter to Chief Executive following six (6) monthly and annual audit reviews fully addressed. • Audit report is not qualified. • Quarterly Progress Report to Executive Team. 	<ul style="list-style-type: none"> • All returns comply with the relevant legislation. • Management letter yet to be received. Draft letter reviewed and items addressed. • Reports for 2001/2002 were not qualified. • Framework for Procurement System endorsed and policy currently being drafted. Quarterly progress reports provided to Executive Team.

Corporate Services

General Purpose Revenue

Objective	Strategy	Measures/Targets	Progress/Results
1. Comply with all statutory requirements pertaining to Local Government Rating.	1.1 Levy all rates in accordance with the Local Government Act 1993.	<ul style="list-style-type: none"> Council's Revenue Policy complies with the Local Government Act 1993. 	<ul style="list-style-type: none"> Rates have been levied in accordance with the Local Government Act 1993.
2. Maximise revenue collection.	2.1 Identify and properly rate all rateable properties within the City of Ryde.	<ul style="list-style-type: none"> All properties identified, rated and issued with rate notices within the legislated time period. 	<ul style="list-style-type: none"> Rates notices issued on 1 July and instalments issued on time.
	2.2 Council's total rate income to be levied on the basis of 75% from residential properties and 25% from business/ industrial properties.	<ul style="list-style-type: none"> Proportion of rate income maintained between residential and business and reviewed each general revaluation. 	<ul style="list-style-type: none"> The proportion of rates levied on residential and business properties was reviewed and changed to 74.5% and 25.5% respectively.
	2.3 Diligently collect rate revenue and ensure outstanding rates debts are pursued.	<ul style="list-style-type: none"> Rates outstanding as a percentage of rates collectable is below 2%. 	<ul style="list-style-type: none"> Rates outstanding as at 30 June 2003 was 1.97%.
	2.4 Maximise returns on investments.	<ul style="list-style-type: none"> Returns on Council's investments equal or exceed the UBSWA Bank Bill Index. 	<ul style="list-style-type: none"> The weighted average return on investments for the year exceeded benchmark by 41 basis points.

Corporate Services

General Purpose Revenue

Objective	Strategy	Measures/Targets	Progress/Results
3. Minimise borrowing costs.	3.1 Ensure loan repayment regimes minimise borrowing costs. 3.2 Review current borrowing program in line with four (4) year capital works forecast.	<ul style="list-style-type: none"> • Interest rates on loans monitored and opportunities for early repayments analysed. • Council's borrowing strategy developed in line with capital program. 	<ul style="list-style-type: none"> • Loan repayments analysed as part of the preparation of the budget. • Borrowing strategies were reviewed in line with Council's 4 year Financial Strategy.
4. Provide accurate and timely rates information to internal and external customers.	4.1 Timely, accurate and courteous advice/ responses to enquiries. 4.2 Develop and maintain user friendly reports/ information for customers.	<ul style="list-style-type: none"> • Enquiries satisfied immediately where possible, but no longer than 5 working days. • Rates notices prepared that are clear and easy for customers to understand, within legislative requirements. 	<ul style="list-style-type: none"> • Enquiries have been satisfied within the targeted time frames • Rates notices comply with legislative requirements.

Corporate Services

Human Resources

Objective	Strategy	Measures/Targets	Progress/Results
1. Organisational Development System (ODS) implemented.	1.1 New staff trained through induction processes.	<ul style="list-style-type: none"> • 100% of staff trained to understand and use system. On-going. 	<ul style="list-style-type: none"> • All staff have been trained as part of our induction processes on commencement and reinforcement is provided at a later time through information sessions.
2. Human Resources Information System implemented.	2.1 Management reporting systems enhanced.	<ul style="list-style-type: none"> • Management reports prepared to customer requirements within 7 days. 	<ul style="list-style-type: none"> • A range of management reports in relation to staff turnover, overtime, annual leave, sick leave, RDO balances, training and development, occupational health and safety, workers compensation are regularly prepared or as required within 7 days.
3. Employee Relations managed.	3.1 Develop, negotiate and manage existing, new or enhanced workplace arrangements, policies and procedures.	<ul style="list-style-type: none"> • All enhancements negotiated and implemented to meet deadlines. 	<ul style="list-style-type: none"> • The deadlines for implementing changed arrangements have been met where appropriate.

Corporate Services

Human Resources

Objective	Strategy	Measures/Targets	Progress/Results
4. Training and Development delivered.	4.1 Establish, develop, maintain and deliver strategic training and development programs.	<ul style="list-style-type: none"> • Training and Development programs delivered within budget (including Induction, EEO, Selection Techniques, OHS etc.). • Review effectiveness of Employee Assistance Program by 31 October 2002. 	<ul style="list-style-type: none"> • Training and development is provided to staff using a planned and structured approach taking into account individual job requirements and ensuring programs are provided within specific budgets. • The review of the effectiveness of the Employee Assistance Program (EAP) is conducted on a quarterly basis. The EAP is currently viewed as an integral part of City of Ryde human resource policies and procedures.
5. Equal Employment Opportunity managed.	5.1 Progress and implement EEO strategies and EEO Management Plan.	<ul style="list-style-type: none"> • EEO Management Plan implemented and maintained. 	<ul style="list-style-type: none"> • A revised EEO Management Plan was introduced in February 2001 and has been reviewed regularly since that time to ensure the strategies remain effective and relevant to the staff and organisation.

Corporate Services

Human Resources

Objective	Strategy	Measures/Targets	Progress/Results
5. Equal Employment Opportunity managed.		<ul style="list-style-type: none"> • Consultative Committee monitor and reports on progress of EEO Plan • Review of current progress of EEO initiatives reported to Chief Executive through six (6) monthly reports due 1 August, 2002 and 1 February, 2003. 	<ul style="list-style-type: none"> • The Consultative Committee monitor and report on progress every six (6) months with a report prepared on 1 February and 1 August each year. The report is provided to the Chief Executive for review when they are due.
6. Occupational Health and Safety managed.	6.1 Implement and maintain an OHS System supported by policies and an implementation strategy.	<ul style="list-style-type: none"> • OHS Policies and procedures implemented. • Review of current progress of OHS initiatives reported to OHS Committee and Executive Team on a monthly basis. 	<ul style="list-style-type: none"> • The City of Ryde is committed to improving OHS policies and practices to ensure compliance with OHS legislation. A wide range of OHS policies and procedures have been developed and implemented. In developing new policies, the OHS Committee together with Managers and staff, provide feedback on proposed policies, prior to adoption by the Executive Team.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
1. Provide effective IT and T Help Desk support.	1.1 Calls tracked electronically – CRMS. 1.2 Customers responded to within agreed timeframes. 1.3 Problems diagnosed and rectified. 1.4 Minimise disruptions to the users.	<ul style="list-style-type: none"> • Response times of 2 hours on-site, 4 hours for remote sites. • Help Desk Hours 8.00am-5.00pm Monday to Friday. • Customers satisfied and survey completed. • Training courses scheduled. 	<ul style="list-style-type: none"> • CRMS codes setup. Training to be conducted during Oct/Dec 2003. • Most on-site calls are responded to immediately. • Remote site calls are responded to within the set time. • Actual helpdesk hours are 7.30am – 7.00pm Monday to Friday and weekends if required. • Customers appear to be satisfied with IT&T service. A survey is yet to be carried out. • 1st level training carried out by IT&T staff. Other courses are scheduled as required.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
2. Hardware platforms, software applications and network structure installed and operational.	1.5 Follow up recurrent problems and recommend suitable solutions i.e. Training, upgrades etc.	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Recurrent problems are being reduced due mainly to the regular hardware replacement cycle. 1st level training ongoing.
	2.1 Provide efficient and cost effective solutions.	<ul style="list-style-type: none"> File server downtime during core business hours <3%. 	<ul style="list-style-type: none"> Downtime < 1%
	2.2 User requirements obtained to determine the best corporate solution.	<ul style="list-style-type: none"> Internet downtime during core business hours <3%. 	<ul style="list-style-type: none"> Downtime < 1%
	2.3 Provide necessary computer resources to support the corporate operations.	<ul style="list-style-type: none"> Equipment upgraded on a regular replacement cycle of 3 years. 	<ul style="list-style-type: none"> Equipment provided as required. PCs and file servers replaced on a 3 year cycle.
	2.4 Hardware and software installed and configured to corporate standards.	<ul style="list-style-type: none"> Hardware replaced on 3 year cycle and software packages upgraded as required. 	<ul style="list-style-type: none"> A standard operating environment (SOE) is provided to users. Software installed or updated pending suitable authorisation.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
<p>3. Implementation of IT Capex.</p>	<p>2.5 Ensure all corporate data is backed up on industry standard media and stored at remote locations.</p>	<ul style="list-style-type: none"> • Backup data restored for testing and tapes cleaned on 12 month cycle. • Standard backup cycles – daily, weekly and monthly. • Data stored securely off site and passwords changed 6 monthly. 	<ul style="list-style-type: none"> • Corporate data is stored as per backup cycles and restore at regular intervals for testing. • Backup media stored at a secure remote site.
	<p>2.6 System security is reviewed regularly and necessary changes implemented.</p>	<ul style="list-style-type: none"> • Ongoing. 	<ul style="list-style-type: none"> • Reviewed and users advised. • Ongoing.
	<p>3.1 Obtain competitive quotations from suppliers.</p>	<ul style="list-style-type: none"> • Actual expenditure ≤ budget. 	<ul style="list-style-type: none"> • Implemented within budget.
	<p>3.2 Prepare and co-ordinate installation timetable and work plan.</p>	<ul style="list-style-type: none"> • Installed as per timetable. 	<ul style="list-style-type: none"> • Completed.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
4. Proposed IT & T Projects and New Initiatives.	3.3 Negotiate the removal/ sale of old and unused equipment.	<ul style="list-style-type: none"> • Ongoing. 	<ul style="list-style-type: none"> • Old equipment sent to public auction. • Ongoing.
	4.1 Develop IT strategy for five (5) year period	<ul style="list-style-type: none"> • Develop and review IT strategic plan for consideration by Executive Team in November 2002. 	<ul style="list-style-type: none"> • Strategic direction and planned projects identified. Plan commenced but not yet completed.
	4.2 Install new Citrix Metaframe server.	<ul style="list-style-type: none"> • Operational by 31 August 2002. 	<ul style="list-style-type: none"> • Completed.
	4.3 Install new Email server.	<ul style="list-style-type: none"> • Operational by 30 September 2002. 	<ul style="list-style-type: none"> • Completed.
	4.4 Install new CRMS server.	<ul style="list-style-type: none"> • Operational by 31 October 2002. 	<ul style="list-style-type: none"> • Completed.
	4.5 Install new Internet server.	<ul style="list-style-type: none"> • Operational by 30 November 2002. 	<ul style="list-style-type: none"> • Completed.
	4.6 Install new Library server.	<ul style="list-style-type: none"> • Operational by 28 February 2003. 	<ul style="list-style-type: none"> • Not required. Data moved to main file server – Civic_Net.
	4.7 Install new Argyle Centre server.	<ul style="list-style-type: none"> • Operational by 30 April 2003. 	<ul style="list-style-type: none"> • Not required. Data moved to main file server – Civic_Net.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
5. Installation of Corporate software systems and Desktop upgrades.	4.8 Install new PC/Notebook computers as per 3 year replacement plan.	<ul style="list-style-type: none"> • 35 units per quarter installed and completed by 30 June 2003. 	<ul style="list-style-type: none"> • Completed.
	4.9 Install new printers per 5 year plan.	<ul style="list-style-type: none"> • Completed by 30 June 2003. 	<ul style="list-style-type: none"> • Completed.
	5.1 Installation of Authority and CHRIS Payroll software releases/ upgrades.	<ul style="list-style-type: none"> • Upgrades delivered as per suppliers' timetable. • Minimal disruptions to the organisation. 	<ul style="list-style-type: none"> • No Authority upgrade during period. CHRIS system upgraded in June 2003. • Users advised of upgrade timetable.
	5.2 Install new software in Test environments where possible for user acceptance testing.	<ul style="list-style-type: none"> • Upgrade successfully installed. • Release documentation accurate and current. • Module manager satisfaction. 	<ul style="list-style-type: none"> • CHRIS system upgrade installed into the Test environment and tested. • Release documents provided to users. • Users satisfied.
	5.3 Install/Update desktop software applications as required.	<ul style="list-style-type: none"> • Module manager satisfaction. • Software licenses levels adequate. 	<ul style="list-style-type: none"> • Updates installed. • License levels reviewed and legal.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
6. Manage the corporate PABX system and mobile phone usage.	5.4 Prepare training schedules for users and internal/external training sessions where necessary.	<ul style="list-style-type: none"> • Training schedules implemented in co-ordination with Human Resources 	<ul style="list-style-type: none"> • Schedules coordinated as required.
	6.1 Maintain the internal phone listings for the organisation.	<ul style="list-style-type: none"> • Listings are current and accurate. 	<ul style="list-style-type: none"> • Current and accurate. Ongoing.
	6.2 Maintain the external White Pages directory both on-line and hardcopy.	<ul style="list-style-type: none"> • Alterations posted within 48 hours of advice. 	<ul style="list-style-type: none"> • Records updated as soon as advice is received.
	6.3 Perform re-configurations of the PABX system as required by management and users.	<ul style="list-style-type: none"> • Minimal disruptions to the organisation. 	<ul style="list-style-type: none"> • No disruptions reported by users.
	6.4 Ensure all features of the PABX system are operational i.e. phone control, music on hold, voice mail etc.	<ul style="list-style-type: none"> • Provide training where required. 	<ul style="list-style-type: none"> • All systems operational. First level training supplied to users.
	6.5 Ensure all maintenance contracts are current	<ul style="list-style-type: none"> • Mobile phone upgrades and call plans are suitable. 	<ul style="list-style-type: none"> • Government call plans are utilised. Upgraded mobile phone models are consistent across Council at present.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
7. To maintain the data within the Corporation's automated property systems.	6.6 Replace damaged or faulty handsets and report system problems to maintenance contractor.	<ul style="list-style-type: none"> Adequate supply of replacement equipment. 	<ul style="list-style-type: none"> A suitable supply of mobile phones and accessories is maintained. Replacement desk handsets are available as needed.
	6.7 Procure mobile phones where required and maintain an accurate database of user details and call costs.	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Mobile phones purchased and database updated.
	7.1 Ensure that all property based data is entered into the spatial (GIS) and cadastral (Authority) systems.	<ul style="list-style-type: none"> 95% of all notifications regarding property based data entered into the systems within 10 days of receipt. 	<ul style="list-style-type: none"> Generally entered within 24 hours of receipt.
	7.2 Ensure that all property based data is both complete and accurate.	<ul style="list-style-type: none"> 95% of data to be complete and accurate at any time. 	<ul style="list-style-type: none"> Validation routines are in place to check the accuracy of data. Ongoing.
8. To maintain the Corporation's GIS operating systems.	8.1 Document enhancement requests by clients.	<ul style="list-style-type: none"> Membership of a users group and submissions of required enhancements to the GIS provider. 	<ul style="list-style-type: none"> Attendance at relevant Special Interest Group (SIG) meetings. Attended GIS User group meetings – March 2003.

Corporate Services

Information Technology and Telecommunications

Objective	Strategy	Measures/Targets	Progress/Results
9. To provide access to the GIS system and available data.	8.2 Implement any upgrades to GIS software.	<ul style="list-style-type: none"> Test in a test environment to ensure that data interpretation is correct. 	<ul style="list-style-type: none"> Ongoing. Mapping software testing and upgrade to v4.7.
	8.3 Customise any upgrades to Ryde specific needs.	<ul style="list-style-type: none"> Validate against clients' original specification. 	<ul style="list-style-type: none"> Ongoing. Coded building footprint data to Digital Terrain Model.
	8.4 Write any scripts required for integration between the spatial and aspatial data.	<ul style="list-style-type: none"> Validation of integrated data. 	<ul style="list-style-type: none"> Ongoing eg bushfire affectation on properties.
	9.1 Maintain a metadata database of available maps.	<ul style="list-style-type: none"> Maintain metadata database and make available to internal and external clients every 2 months. 	<ul style="list-style-type: none"> Ongoing. The database is available on the LIS Intranet site.
	9.2 Issuing of 'standard' maps.	<ul style="list-style-type: none"> Issue of 95% of all pre-defined maps within 24 hours of receipt. Issue of any 'customised' maps within 5 days of receipt of request or subject to quotation of delivery time. 	<ul style="list-style-type: none"> Target met. All standard maps are produced same day or within 24 hours. Target met. All customised maps are produced within 5 days.

Corporate Services

Property Services

Objective	Strategy	Measures/Targets	Progress/Results
1. Manage commercial/ community occupancies of Council's properties to provide for market/ acceptable returns.	1.1 Documented in accordance with relevant statutes/ Plans of Management and industry standard.	<ul style="list-style-type: none"> Appropriate rentals market driven applied/ received. 	<ul style="list-style-type: none"> Gross rental levied at market rates and received within budgetary estimates.
2. Effective management of recoveries of outgoings for all occupancies.	2.1 Systems developed to provide for recovery of outgoings in accordance with documented occupancies.	<ul style="list-style-type: none"> Recoverable outgoings reimbursed and receipted within 30 days of issuing invoice. 	<ul style="list-style-type: none"> Outgoings progressively recovered (as levied by authorities on a quarterly basis) throughout the year.
3. Maintain Council's buildings to acceptable and statutory standards.	3.1 Buildings surveyed and documented with required works analysed.	<ul style="list-style-type: none"> Rolling 5 year maintenance program implemented. 	<ul style="list-style-type: none"> All works detailed within the program, both preventative and statutory completed.
4. Develop documentation to ensure maintenance standards.	4.1 Assessment of standard levels available and occupants' requirements undertaken through Service Level Agreements (SLA).	<ul style="list-style-type: none"> SLAs remain current and maintained with all key clients. 	<ul style="list-style-type: none"> All tasks required within the SLAs completed. SLAs to be reviewed over 2003/2004 year.

Corporate Services

Property Services

Objective	Strategy	Measures/Targets	Progress/Results
5. Property strategy to direct Council's property rationalisation program.	5.1 On-going review of Property Strategy supported by implementation plan.	<ul style="list-style-type: none"> • Review arrangements in respect of Argyle Theatre (August 2002), Addington and Willandra (October/November 2002). • Performance against implementation plan assessed on a six (6) monthly basis due 30 November 2002 and 30 May, 2003. 	<ul style="list-style-type: none"> • Argyle Theatre vacated and activities partially relocated, on a temporary basis, to Lions Park Hall. Negotiations with occupant of Addington progressing and long term strategy for Willandra still under consideration. • Strategy's assessment is ongoing.
6. Execution of key projects arising from the Property Strategy.	6.1 Negotiation of the site of a new West Ryde Library.	<ul style="list-style-type: none"> • Heads of agreement and funding strategy resolved by 31 July 2002. 	<ul style="list-style-type: none"> • Final negotiations on Heads of Agreement being undertaken.
	6.2 Negotiation and funding strategy for West Ryde multipurpose Centre	<ul style="list-style-type: none"> • Agreement of all concerned parties gained by 31 December 2002. 	<ul style="list-style-type: none"> • Project now linked with West Ryde car park redevelopment.
	6.3 Development of concept for refurbished Ryde Civic Centre.	<ul style="list-style-type: none"> • Project viability decision made by 31 December 2002. 	<ul style="list-style-type: none"> • Concepts with preliminary costings presented and the development of a final concept is ongoing.

Corporate Services

Property Services

Objective	Strategy	Measures/Targets	Progress/Results
7. Respond to property related Occupational Health and Safety (OH&S) issues.	6.4 Development of Expression of Interest for redevelopment of West Ryde Car Park.	<ul style="list-style-type: none"> • Site placed to the market by 30 September 2002. 	<ul style="list-style-type: none"> • Initial expressions of Interest received, final call for tenders pending report on economic analysis of proposed development. • Concept Plan for development endorsed by Council.
	7.1 OH&S issues investigated to determine relevance to the condition/ amenity of individual properties.	<ul style="list-style-type: none"> • Where applicable, OH&S issues incorporated with maintenance programs. • Evacuation Plan/Procedures coordinated for key Council sites. <ul style="list-style-type: none"> • Implementation Plan July 2002 • Completed December 2002 	<ul style="list-style-type: none"> • OH&S matters dealt within maintenance plan as either programmed or reactive tasks. • Evacuation Plan for Civic Centre implemented with mock evacuation and training in place. • Plans for other key sites still being developing.

Environmental Planning

Development Assessment

The City of Ryde processed 1 394 Development Applications (DAs). Ninety percent of all applications were approved reflecting the City's intent to work with applicants to resolve disputes quickly and avoid the costs of formal legal action. Over 90 prelodgement meetings were held to assist in reducing the assessment time of development applications. The median assessment time for applications was 52 days and the average assessment time was 72 days.

The total value of all development approved was half a billion dollars, although the median value of all development was \$57 000. This highlights that the vast majority of applications in the City of Ryde are those undertaken by local businesses or people wishing to undertake work on their homes.

The development assessment process was affected significantly this year by the introduction of new state government legislation. This included new requirements for areas that may be affected by bushfires. Potentially 14 000 properties in the City were affected by this legislation and work was ongoing to clearly define the affected properties to reduce the impact on residents while ensuring that properties were protected from bushfires. In addition, officers attended training courses sponsored by the NSW Police Service to ensure that new development incorporates principles of better design for the safety of the community.



Through the Ryde Certification Service the City of Ryde issued 467 Construction Certificates which was 59% of all Construction Certificates issued in the area (the other 41% were issued by private certifiers).

Eighty three Complying Development Certificates were issued – 33 by the Ryde Certification Service and the remaining 50 by accredited certifiers.

Enforcement Activities

This year the City of Ryde took over the responsibilities of all on street parking enforcement that was previously undertaken by the NSW Police Service. As a consequence the City engaged three additional rangers. This also enabled the City to introduce weekend enforcement patrols as part of the City's commitment to protecting our local environment.

The rangers responded to some 400 complaints regarding abandoned vehicles throughout the City. As a consequence of this, approximately one third were collected by the owner and the others were either collected by the City or referred to the police as identified as possible stolen vehicles.

The City's enforcement officers (buildings, public health and rangers) also responded to approximately 2 500 requests for investigation.

The City's enforcement officers also conducted 557 public health inspections and returned 104 lost animals to their owner(s).



Strategic Planning

Heritage

Heritage provisions were incorporated within the Ryde Planning Scheme Ordinance in early 2003 to conserve the heritage of the built and natural environment within the City of Ryde.

These provisions also created heritage items to ensure the protection of elements such as houses, schools, rock engravings, open space, churches and factories.

Macquarie Park Corridor

The Draft Master Plan for the Macquarie Park Corridor was adopted by Council in June 2003. Concepts proposed by the Draft Master Plan include:

- Establishing station plazas around the new railway stations providing spaces for shops, cafes and a pleasant pedestrian environment
- Promoting Waterloo Road as a central landscaped spine, which will provide a focus for the Corridor
- Improving the existing landscape character of the area by creating a service of linear parks to encourage recreational circuits and cycle connections with adjoining residential areas and National Parks
- Taking advantage of the new railway line – developments of 8-10 storeys will be possible



The Master Plan provides the framework to guide the preparation of the development/building controls and the public domain improvement programs.

Urban Villages

• Meadowbank and West Ryde

The visions, development controls and public domain improvement plans were established for these centres a number of years ago and the future of these areas is taking shape with the development of key sites such as Faraday Park in Meadowbank.

• Eastwood

The plans to guide the future development of the centre have been finalised and are awaiting approval by the Minister for Planning.



• Top Ryde

The vision for Top Ryde retail precinct has been developed through the Master Plan process. The development controls and public domain strategies are continuing to be developed in order to allow the vision to be achieved.

• Gladesville

The City in partnership with Hunters Hill Council are preparing a Masterplan to improve the way the centre works, to provide better public spaces and to create an identity for the area.

Discussion with residents, landowners and businesses located within and around the centre on their thoughts on Gladesville started in June 2003.

Bushfire Prone Land Mapping Program

The mapping of land that is prone to bushfire is being undertaken in accordance with the requirements of the Rural Fire and Environmental Assessment Legislation Amendment Act 2002.

The outcomes of the mapping program will be to identify bushfire prone land. Specific controls and development requirement will be developed to apply to this land in order to protect the property.

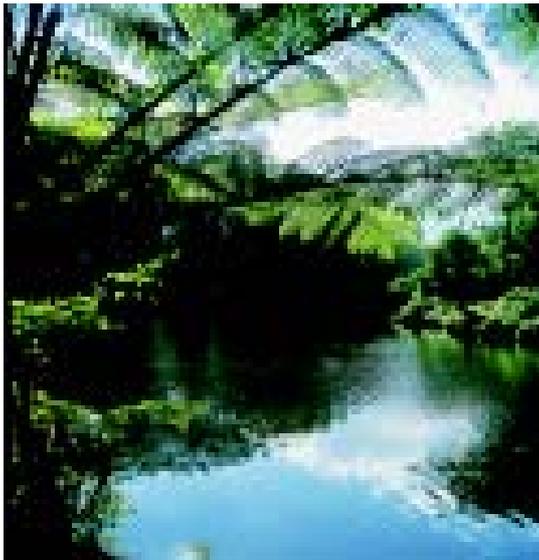
Environmental Education

Representative from various units within the City of Ryde organisation have formed an Environmental Education Team. The aim of the Team is to raise community awareness of local environmental issues,

whilst delivering practical, interesting and informative environmental education campaigns.

Highlights of initiatives include:

- Hosting an Energy Efficiency Renovators Workshop during Solar Month in April
- Developing a quarterly Schools Environmental Education newsletter distributed to all schools
- Holding displays on energy efficiency, mosquitoes and recycling
- Participating in the Field of Mars open day by providing information on water wise gardening and water pollution prevention to coincide with the International Year of Freshwater



Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
<p>1. To promote safe and efficient transport systems throughout the City of Ryde.</p>	<p>1.1 Improve the efficiency and safety of the road system.</p>	<ul style="list-style-type: none"> • Funding sought for the traffic calming of the precinct south of Victoria Road and east of Church Street. • Support for Sydney Orbital route and expedited link between M2 and Gore Hill Freeway continued. • Safety improvement by appropriate traffic facilities for black spots and traffic calming continued. 	<ul style="list-style-type: none"> • Completed. \$100 000 funding was allocated by the Roads and Traffic Authority (RTA). • Ongoing. Council has continued to support the construction of the Sydney Orbital Route and the Lane Cove Tunnel. • Council will comment on the proposed link between the M2 Motorway and the F3 when it is exhibited next year. • Works are proceeding to schedule. Three roundabouts completed in the Putney/Tennyson area and two in Darvall Road. Two raised wombat crossings completed in Kent Road. Two bikeways completed – one along Pittwater

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
	<p>1.2 Encourage the increased use of public transport.</p>	<ul style="list-style-type: none"> • Funding sought to implement Top Ryde Retail Precinct. • The development of public transport facilities to reduce car dependency, pollution and congestion supported. • Strategies in North Ryde/Macquarie Park precincts affected by the Parramatta-Chatswood Rail Link developed. 	<p>Road near Magdala Park and the other along Shrimptons Creek near Waterloo Road.</p> <ul style="list-style-type: none"> • The adoption of the Top Ryde Urban Village under Local Environmental Plan (LEP) 123 is pending a traffic study by the RTA. Request for funding ongoing. • Traffic and public transport initiatives are considered in relation to Town Centre Improvement Plans. For example the Macquarie Park Corridor Master Plan has incorporated a parking and public transport system to encourage changes in travel behaviour and reduce dependency on the use of cars.

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
	<p>1.3 Encourage the use of bicycles in a safe environment.</p>	<ul style="list-style-type: none"> • Implementation of transport facilities in the Eastwood and West Ryde commercial areas supported. • Existing bicycle network upgraded and maintained. 	<ul style="list-style-type: none"> • Following the adoption of the Structure Plan and the TMAP for the Macquarie Park precinct in December 2002, a draft Master Plan was developed to integrate landuse and transport planning and to create employment in areas supported by public transport. • Council is encouraging development and transport initiatives including interdependence on existing rail and bus networks linked to the expansion plans for West Ryde and Eastwood. • Two new sections of bikeway were constructed along Shrimptons Creek and along Talavera Road between Herring and Khartoum Roads.

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
2. To preserve the heritage of the built environment.	2.1 Preserve heritage buildings under the control of the Council.	<ul style="list-style-type: none"> Funding for the restoration or conservation of Brush Farm House obtained. 	<ul style="list-style-type: none"> Department of Corrective Services appear to have withdrawn from the restoration project. Other funding sources are now being considered.
3. To improve water quality.	3.1 Improve the stormwater infrastructure.	<ul style="list-style-type: none"> Collapsing stormwater infrastructure replaced. 	<ul style="list-style-type: none"> Completed piping of small overland and flow section and surcharge pit at Maze Park. Reconstructed fractured and exposed pipe at Woodbine Crescent. Reconstructed drainage pipes at Forster Street. Reconstructed culverts at Anzac Park and Herbert Street. Stage 1 Eastwood Drainage Scheme – Trelawney Street/Rowe Street drainage repositioned and capacity upgraded.

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
	3.2 Control pollution.	<ul style="list-style-type: none"> • Gross pollutant traps installed. • Measures proposed in Stormwater Management Plans implemented. • Appropriate resources be allocated for sediment control and its enforcement. 	<ul style="list-style-type: none"> • Gross Pollutant Trap (GPT) installed at Maze and Brush Farm Parks. Ongoing investigation for GPT installation sites continues. • Began rehabilitation of Miriam Creek. Stage 1 Maze Park and Archers Creek completed. • Grant Application made for Stormwater Education Project – not granted. Review of Stormwater Management Plans planned for next year. Biological water quality monitoring at Buffalo, Porters, Archers and Shrimptons Creeks Systems completed. • Strategy in progress. Environmental Health Officers currently undertake enforcement under

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
			Protection of the Environment Operations Act.
	3.3 Water quality to be monitored.	<ul style="list-style-type: none"> Indicators of climate-weather, stormwater management plans, water quality be monitored to provide data on change in water quality. Mosquito Control Program be conducted. 	<ul style="list-style-type: none"> Biological monitoring conducted at Shrimptons, Archers, Porters and Buffalo Creeks. More monitoring planned for next year. Completed to program and final report produced.
4. To improve air quality.	4.1 Develop a strategy to improve local air quality.	<ul style="list-style-type: none"> Local Air Quality Management Plan be developed. Air quality monitored. 	<ul style="list-style-type: none"> Incomplete. Planned for next year. Review of existing policies and projects relating to air in progress. Air monitoring data obtained from regional EPA Air Monitoring Stations at Lindfield, Lidcombe and Rozelle.
5. To minimise waste.	5.1 Improve waste disposal and recycling.	<ul style="list-style-type: none"> Redevelopment of the Porters Creek site into a Waste Management and 	<ul style="list-style-type: none"> Council has deferred redevelopment of Porters Creek site.

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
	5.2 Reduce waste.	<p>Recycling Park be investigated.</p> <ul style="list-style-type: none"> • In partnership with the State Government, minimise the disposal of waste to landfill. • In association with Collex Waste Management Service, install the Bintrak system. 	<ul style="list-style-type: none"> • Distributed waste calendar to identify collection details and promote recycling. • Held recycling displays during National Recycling Week in November. • A worm farm demonstration was held at Ryde Park in March following the City's half price sale of worm farms and compost bins during Christmas. • Recycling facilities were provided at public events such as the Granny Smith Festival, Australia Day and Ryde Aquatic festival. • Bintrak system installed on commercial garbage bins.

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
6. To improve the quality of open space.	6.1 Increase the number of trees. 6.2 Improve the quality of parks and their usage.	<ul style="list-style-type: none"> • Comprehensive street tree management program continued. • Impetus for improvement of regional public space facilities be maintained. 	<ul style="list-style-type: none"> • Ongoing. Eighteen streets planted with over 536 quality trees. Over 9 500 trees and shrubs planted under capital works program and resident tree planting days. • Regional open space improvements are continuing. • Completed cycleway linking Blenheim Road to Epping Road. • Completed barbecues and picnic shelter to regional park at Shepherd Bay, Meadowbank and Stage 6 design in progress. • Construction of Yamble Reserve, Ryde nearing completion (due August).

Environmental Planning

Environmental Strategy

State of the Environment Report (SOE)

Objective	Strategy	Measures/Targets	Progress/Results
		<ul style="list-style-type: none"> • Impetus for improvement of the carrying capacity of sports facilities be maintained. 	<ul style="list-style-type: none"> • Commenced upgrade of Anzac Park, West Ryde in March. • Trial of new water conserving and non compacting material (fytofoam) was undertaken at Eastwood Top Oval and was successful. Further tests are now being planned for goalmouth areas of soccer fields. Feasibility and cost implications for more widespread use to be investigated next year.

Environmental Planning

Environmental Strategy

Ecologically Sustainable Development (ESD) And Protection of Sensitive Areas

Objective	Strategy	Measures/Targets	Progress/Results
<p>1. Implement the principles of ecologically sustainable development (ESD) within the operations of Council.</p>	<p>1.1 Review the operations of Council to determine compliance with ESD principles.</p>	<ul style="list-style-type: none"> • Energy and water efficiency designs in new capital works programs. • Inclusion of appropriate environmental monitoring in new capital works programs. 	<ul style="list-style-type: none"> • Sustainability Building checklist for Capital Works Program in progress. Also Development Control Plan (DCP) 45 Energy Smart and Water Wise DCP has been adopted. Basic energy and water efficient standards from the DCP are being incorporated into Capital Works Programs. • Council's EnviroServe Centre recycles and reuses a majority of materials arising from outdoor operations. EnviroServe completes an Environmental Management Plan for each Capital Work Project it undertakes. • A voluntary environmental audit of the EnviroServe Centre was completed.

Environmental Planning

Environmental Strategy

Ecologically Sustainable Development (ESD) And Protection of Sensitive Areas

Objective	Strategy	Measures/Targets	Progress/Results
<p>2. Monitor the environment.</p>	<p>1.2 Develop and assist in the implementation of ESD programs.</p>	<ul style="list-style-type: none"> • Develop a draft Local Air Quality Management Plan (LAQMP). • Assist in the delivery of programs and activities identified in Council's Stormwater Management Plans. • Develop draft city wide environmental strategy. 	<ul style="list-style-type: none"> • Incomplete. Planned for next year. Review of existing policies and projects relating to air in progress. • Ongoing. Review of SMPs planned for next year. • Awaiting completion of CityVision 2022 project in October 2003. Environmental Strategies and Policy to be developed next year in conjunction with CityVision strategies.
	<p>2.1 Identify KPIs for Ryde's environment.</p>	<ul style="list-style-type: none"> • KPIs prepared by 30 September 2002. • Three (3) measurements put in place by 31 December 2002. 	<ul style="list-style-type: none"> • Completed and were included in State of Environment (SoE) Reporting. • Completed. Over 20 indicators now reported in SoE Report.

Environmental Planning

Environmental Strategy

Ecologically Sustainable Development (ESD) And Protection of Sensitive Areas

Objective	Strategy	Measures/Targets	Progress/Results
	2.2 Report on KPIs.	<ul style="list-style-type: none"> Quarterly reports prepared for the Executive Team. 	<ul style="list-style-type: none"> As a majority of KPIs are only available annually, reporting will be annually through the SoE Reporting process.

Environmental Planning

Land and Property Use

Objective	Strategy	Measures/Targets	Progress/Results
1. Increase the number and reduce the median assessment time for development applications determined under delegation.	1.1 Streamline process without compromising quality of assessment or Council's obligations.	<ul style="list-style-type: none"> • Median assessment time 40 days. 	<ul style="list-style-type: none"> • Gross median assessment time was 68 days. The net time was 55 days. This slight increase on recent years due to the increase in the number of DAs received.
	1.2 Improve tracking procedures.	<ul style="list-style-type: none"> • 80% of applications under delegation determined in less than 50 days. 	<ul style="list-style-type: none"> • 47% of DAs determined under delegation were assessed in less than 50 days.
2. Monitor the built environment to ensure adequate compliance with the development consent.	2.1 Progress inspection of building constructions undertaken.	<ul style="list-style-type: none"> • After 12 months conduct audit of developments. 	<ul style="list-style-type: none"> • Audit delayed due to current vacancies.
	2.2 Investigate complaints for non compliance with Council approval.	<ul style="list-style-type: none"> • Complaints investigated within 24 hours for urgent matters and 7 days for other matters. 	<ul style="list-style-type: none"> • A total of 2 323 complaints were investigated. All urgent complaints investigated within 24 hours. All other complaints investigated within 7 days.
3. Essential Services audited and fire safety inspections undertaken.	3.1 Inspect premises for levels of fire safety.	<ul style="list-style-type: none"> • Inspect at least 25% of listed properties by 30 June 2003. 	<ul style="list-style-type: none"> • Inspections carried out and 325 follow up letters sent.

Environmental Planning

Land and Property Use

Objective	Strategy	Measures/Targets	Progress/Results
4. Swimming Pool Act Compliance audited.	3.2 Assess existing developments for strata subdivision for compliance with Building Code of Australia.	<ul style="list-style-type: none"> • Inspection carried out and certificate issued prior to occupation. 	<ul style="list-style-type: none"> • Forty three strata subdivision certificates issued.
	3.3 Record existing building stock to ensure that essential services are maintained.	<ul style="list-style-type: none"> • Certificates are correct and issued by appropriate people. 	<ul style="list-style-type: none"> • Target met
	4.1 Complaints about unfenced pools investigated.	<ul style="list-style-type: none"> • Investigations undertaken within 24 hours. • Notices issued. 	<ul style="list-style-type: none"> • All complaints investigated within 24 hours and 20 notices issued to property owners.
5. Illegal building activities investigated.	4.2 Community awareness promoted.	<ul style="list-style-type: none"> • Notices placed in newspapers and displayed in libraries. 	<ul style="list-style-type: none"> • Notices published in the local newspapers.
	5.1 Investigate complaints for illegal additions to dwellings and out buildings.	<ul style="list-style-type: none"> • Urgent life threatening or property threatening matters investigated within 24 hours. • Other complaints investigated within 7 days. 	<ul style="list-style-type: none"> • 379 complaints received and investigated. All met target.

Environmental Planning

Ryde Certification Service

Objective	Strategy	Measures/Targets	Progress/Results
1. Provide a competitive certification service for the people of Ryde.	1.1 Provide a competitive Principal Certifying Authority (PCA) service. 1.2 Provide a competitive Construction Certificate (CC) issuing service.	<ul style="list-style-type: none"> • Inspections conducted within 24 hours. • Median net issuing time 21 days. • Report to Council by 30 November 2002 on the current effectiveness of the service. 	<ul style="list-style-type: none"> • All 2 687 inspections were conducted within the target service standard. • Target was met • Report is finalised and will be reported to the Council shortly.

Environmental Planning

Standards Enforcement

Objective	Strategy	Measures/Targets	Progress/Results
1. Animal Control standards enforced.	1.1 Companion Animals register updated for identified and registered animals. 1.2 Animal patrol and impounding services provided.	<ul style="list-style-type: none"> • Registrations added to system within 7 days. • Patrol services provided and dangerous, stray and abandoned animals removed within 1 hour of being identified or requested. 	<ul style="list-style-type: none"> • 760 cats and dogs were registered. All within 7 days. • 228 dogs and 26 cats were impounded and 40% were returned to their owners.
2. Carparking standards enforced.	2.1 Patrol Council carparks and issue infringement notices. 2.2 Integrate NSW Police Service staff with Council's Rangers when required.	<ul style="list-style-type: none"> • All carparks patrolled every week. • 95% fine recovery rate. • New street parking and carpark regime developed and introduced for weekend services and incorporating new Police Service staff. 	<ul style="list-style-type: none"> • Car parks patrolled in accordance with agreed standards. • The state government processing agency has been unable to provide this information for 2002/2003. • Enhanced enforcement service provided and visibility of rangers increased. Target met.

Environmental Planning

Standards Enforcement

Objective	Strategy	Measures/Targets	Progress/Results
3. Street Activity enforced.	3.1 Abandoned shopping trolleys removed from streets. 3.2 Provide an effective response to littering and dumping of rubbish.	<ul style="list-style-type: none"> • Complaints responded to within 2 hours. • Fines issued with 95% fine recovery rate. 	<ul style="list-style-type: none"> • Rangers responded to 22 requests for removal of shopping trolleys. All were impounded within the time frame set. • The state government processing agency has been unable to provide this information for 2002/2003.
4. Abandoned articles and vehicles impounded or removed.	4.1 Undertake regular patrols and enforce regulation.	<ul style="list-style-type: none"> • Identify abandoned vehicles and remove within 14 days where permitted by legislation. 	<ul style="list-style-type: none"> • The rangers responded to 439 customer requests regarding abandoned vehicles. Of these, 152 were removed by the City, 219 were removed by owner(s), 14 were referred for police action and 6 were still under investigation. • The median time for removal was 13 days.

Environmental Planning

Standards Enforcement

Objective	Strategy	Measures/Targets	Progress/Results
5. Pollution controlled.	5.1 Enforce the Protection of the Environment Act and regulation.	<ul style="list-style-type: none"> • Investigate complaints within 24 hours. • Issue notices and orders. 	<ul style="list-style-type: none"> • Investigation of all urgent complaints commenced within 24 hours. The City investigated 169 complaints and issued one control notice and one penalty notice.
6. Food Safety Program Conducted.	6.1 Carry out routine inspection of premises and take necessary action.	<ul style="list-style-type: none"> • All food premises inspected at least once per year. 	<ul style="list-style-type: none"> • 95% of premises were inspected.
	6.2 Conduct food handling education course in conjunction with Ryde TAFE.	<ul style="list-style-type: none"> • 1 course conducted targeting new food shop operators. 	<ul style="list-style-type: none"> • Two courses were conducted.
7. To ensure skin penetration premises meet relevant health standards.	7.1 Maintain register of premises.	<ul style="list-style-type: none"> • All premises included in register. 	<ul style="list-style-type: none"> • Register maintained.
	7.2 Carry out inspection of premises and take necessary action as required.	<ul style="list-style-type: none"> • Premises inspected once per year. 	<ul style="list-style-type: none"> • 83% of skin penetration premises inspected.
8. To ensure public and semi-public pools meet relevant health standards.	8.1 Carry out inspections of pools and take necessary action and liaison with agencies as required.	<ul style="list-style-type: none"> • All pools inspected once a year. 	<ul style="list-style-type: none"> • 100% of pools inspected and tested.

Environmental Planning

Standards Enforcement

Objective	Strategy	Measures/Targets	Progress/Results
9. Regulated systems registered and monitored.	9.1 Maintain register of systems and prevent spread of legionella.	<ul style="list-style-type: none">• All systems inspected once a year.	<ul style="list-style-type: none">• Register maintained and funds allocated for 2003-2004 for inspection of cooling towers.

Environmental Planning

Statutory Information

Objective	Strategy	Measures/Targets	Progress/Results
1. To provide customers with accurate Planning Certificates in a timely manner.	1.1 Ensure property attributes and outstanding notice registers are maintained and up to date.	<ul style="list-style-type: none"> • 3 day turnaround for standard planning certificates • 1 day turnaround for urgent requests for planning certificates 	<ul style="list-style-type: none"> • 3 027 certificates were issued. All met the time frame.
2. Provide customers with accurate Building Certificates in a timely manner.	2.1 Certificate produced and issued with legal compliance	<ul style="list-style-type: none"> • Median turnaround time of 15 days for completed developments 	<ul style="list-style-type: none"> • 178 certificates were issued. The median issuing time was 21 days.

Environmental Planning

Strategic Planning

Objective	Strategy	Measures/Targets	Progress/Results
1. Identify and conserve buildings and sites of heritage significance.	1.1 Commence review of inventory. 1.2 Develop community awareness and appreciation of heritage items.	<ul style="list-style-type: none"> • Draft of additional items referred to Council by April 2003. • Manage the Heritage Advisory services and offer advice to the Advisory Committee. • Coordinate the Heritage Advisory Committee through the Heritage Advisor. 	<ul style="list-style-type: none"> • Council made 95 Bowden Street Ryde a heritage item at its meeting on 3 July 2003. • A list of community nominated heritage recommendations has been prepared (approximately 75 items) and each listing is currently being reviewed. Once the review is complete the listings will be reported to Council. • The Heritage Advisory Committee had six meetings during 2002/2003.
2. Create integrated policies for areas identified for renewal.	2.1 Complete planning instruments and planning strategies for Eastwood. 2.2 Complete planning instruments for Top Ryde.	<ul style="list-style-type: none"> • LEP and DCP gazetted by 30 June 2003. • LEP and DCP gazetted by 30 June 2003. 	<ul style="list-style-type: none"> • LEP No 110 for the Eastwood Town Centre was gazetted on 18 July 2003. The DCP came into effect on the gazettal of the LEP. • City is awaiting the finalisation of the traffic study for the Centre, which is being undertaken by the RTA.

Environmental Planning

Strategic Planning

Objective	Strategy	Measures/Targets	Progress/Results
<p>3. Importance of North Ryde as an employment area protected and long term viability ensured.</p>	<p>2.3 Prepare Masterplan for Gladesville.</p> <p>3.1 Work in partnership with the State Government in the Living Centres Program.</p>	<ul style="list-style-type: none"> • Draft Masterplan referred to Council by 30 April 2003. • Draft planning instruments referred to Council by 30 December 2002. 	<ul style="list-style-type: none"> • Reconsideration of the LEP/DCP may need to occur based on the findings of the traffic study. • Community consultation on the revitalisation of the Centre was undertaken in May-June. • The Reference Group was established in June to provide advice on the preparation of the draft Masterplan. • The draft Masterplan will be presented to Council in October 2003. • Council endorsed the draft Masterplan for the Corridor on 3 July 2003. • The draft Masterplan was exhibited in June/July 2003.

Environmental Planning

Strategic Planning

Objective	Strategy	Measures/Targets	Progress/Results
<p>4. Review the residential development strategy.</p>	<p>4.1 Ensure that residential planning controls are site or area specific.</p>	<ul style="list-style-type: none"> • Area specific draft DCPs developed for three areas by June 2003. 	<ul style="list-style-type: none"> • The draft DCP for Miriam Road Character Area did not proceed as per Council resolution dated 12 November 2002. • Council resolved on 22 July 2003 that draft DCP No 52 for the Tyrell Street Character Area be placed on public exhibition. • Council resolved on 1 July 2003 that draft DCP No 51 for the Coronation Ave/Trelawney Street Character Area be placed on public exhibition. • The DCPs for the two character areas were publicly exhibited in August 2003.

Public Works and Services

Road Improvements

A total of 1.4km of new road, 2.2km of road rehabilitation and 2.7km of road resheeting was completed.

Road reconstruction and improvement works occurred in Linton Lane, Morrison Road near Western Crescent, Macintosh Street, James Street, Forster Street, Gerard Street, Pittwater Road near Cressy Road, and George Street. Wherever possible recycled materials were used.

Rehabilitation of road repavements was carried out in eight streets, with strengthening of the pavement by stabilisation and the laying of a new wearing surface to extend the life of the road. This process is environmentally friendly, as most of the existing road material are recycled and the waste to landfill greatly reduced. Roads rehabilitated were Swan Street, Farrington Parade, Lambert Street, Michael Street, Ryrie Street, Bird Street, Greene Avenue and Fawcett Street.

The City continues to use a new innovation in the asphalt resheet program with the use of 'residential mix' type asphalt whenever possible. The use of this mix doubles the life of the asphalt and significantly reduces the need for road repair and replacement. A total of 16 roads were resheeted during the year.

Footpath Improvements

A total of 2.1km of new footpath was constructed in 14 streets, in areas of high traffic volume or high pedestrian usage. A total of \$216 000 was allocated to this work, whilst \$525 000 was spent on maintenance and repair of existing paths.

In order to continue to maintain the good condition of footpaths throughout the City of Ryde's major shopping centres, an Asset Officer regularly walks these areas and, less frequently, other areas, noting locations requiring urgent attention. Whilst the repair needed far exceeds the available funding, this proactive approach is ensuring the City's footpaths are becoming more pedestrian friendly.

Stormwater Improvements

Several major upgrades to the stormwater system were conducted at various sites over the last year. The major stormwater project commenced was Stage 1 of the Eastwood Drainage Project. This included construction of Trelawney Street drainage and detailed design of First Avenue and Railway Parade drainage.

At Maze Park pollution control device installation, creek bank rehabilitation and revegetation was conducted. The Miriam Creek bed was also rehabilitated.

Pollution control devices removed 36 tonnes of pollution from various locations across the City.



Stormwater Management Plans for Lower Parramatta, Mid Parramatta and Lane Cove River Catchments were revised.

Putney Tennyson Traffic Project

Implementation of the recommendations of the Putney Tennyson Traffic Study commenced in 2001/2002, continued in 2002/2003. A roundabout was finalised at Morrison Road and Merton Street, and roundabouts constructed at Morrison Road and Western Crescent and Philip Road and Charles Street. These devices make traffic movements in these areas safer for both motorists and pedestrians.

Road Safety

The City implemented several Road Safety education projects during 2002/2003. These included:

- The 'Safety Before Convenience' Campaign
- The Speed Monitoring Program
- The Drink-Drive Program

Through the continuing 'Safety Before Convenience' campaign, schools and parents are being made aware of the impact that illegal and dangerous driving and parking around our schools can have on the lives of children.



Another road safety project that the City continues to support and work closely with the community is the 'U-Turn the Wheel' Program organised by Rotary. This Program focuses on Year 11 students prior to obtaining their Drivers Licence, and provides information on insurance issues, legal responsibility and the affect of injuries on individuals which can be sustained as a result of poor driving.

Ryde Traffic Committee

The Ryde Traffic Committee with representatives from the NSW Police Service, Roads and Traffic Authority and the City of Ryde met regularly during the year to resolve traffic matters in the City.

Decisions from the Committee resulted in the construction of two raised 'wombat' crossings in Kent Road (outside Kent Road

Public School and at Shrimptons Creek) and a pedestrian refuge in Ball Avenue near May Street and Doomben Avenue.

Two roundabouts were constructed in Darvall Road and routine linemarking and signage was also conducted.

Ryde City Bikeway

A total of 870m of new cycleway was completed during 2002/2003.

A further link in the Ryde City Bikeway was constructed adjacent to Shrimptons Creek from near Peachtree Road to Waterloo Road. This now provides a continuous link between Macquarie Centre and Patricia Street for cyclists and pedestrians. The work also included additional bushland revegetation works.



Kissing Point Jetty

Construction of a recreational jetty adjoining the boat ramp in Kissing Point Park commenced during the year and will be completed in early 2003/2004. The jetty will improve access to small craft for passengers enjoying the recreational benefits that the Parramatta River offers.

Asset Management

The inspection of roads, gutter and footpaths adjoining development sites, both before and after development work has continued in 2002/2003. This process is to ensure that the cost of any damage to public infrastructure is not borne by the community.

Work on Private Land

The Graffiti Blaster Program commenced in 2001/2002 with financial assistance from the Attorney General's Department. The City fully funded the Program during 2002/2003, at a total cost of \$40 000.

Graffiti was removed from 216 sites – 80% from public property and remaining 20% from private property. The City continues to offer the free removal service to the community in order to keep the City looking its best.

EnviroServe Programs

EnviroServe is the service delivery arm of the City of Ryde's Public Works and Services Unit. During 2002/2003 EnviroServe continued to establish itself as the preferred contractor to a number of local authorities including State Transit, the Department of Public Works and many private corporations within the region.

The Parsonage Street and Wellington Road Depots were decommissioned to be returned to parkland.

A major upgrade and rationalisation of the truck and plant fleet was conducted.

Waste Management

The City collected 38 100 garbage bins each week and 36 742 recycling bins each fortnight with 303.55kg of garbage collected per person compared with 317.78kg in 2001/2002. This is an average of 786kg per household.

The amount of recyclables collected increased from 81.88kg per person to 88.32kg per person.

To inform residents of garbage, recycling and clean up collections, a Waste Services Collection Calendar specific to each of the waste collection zones within the City was distributed to every household. The calendar also includes information on how to recycle correctly.

As part of an ongoing education program to reinforce correct waste disposal, the side of recycling trucks were painted to

demonstrate what type of material that should be placed in which side of the bin.

An audit of materials in recycling bins in units was conducted which discovered a high level of cross contamination. To rectify this problem, recycling bins for residents of unit dwellings had their divided bins changed to a separate paper bin and a separate comingled bin. Most unit blocks have been issued with additional paper waste bins, due to the large quantity of paper and cardboard boxes that come from a highly transient population.

A litter reduction campaign was held in February which targeted the disposal of cigarette butts. Camera film cannisters were reused as small portable cigarette butt 'ashtrays' and provided free of charge through the City's Customer Service Centre and branch libraries. Around 1 000 of these 'ashtrays' were distributed. This campaign was undertaken in an effort to prevent smokers from disposing their cigarette butts thoughtlessly.

The City continued to support the Return Unwanted Medicines Project. The Project enables residents to take their unwanted pharmaceuticals to any pharmacy across Australia for free collection. These medicines are then disposed of in a strictly regulated, convenient, safe and environmentally friendly manner.

The Medical Waste Collection Program was also continued. Under the Program, 12 pharmacies within the City of Ryde collected approximately 500kg of syringes and dialysis tubing.

The City in conjunction with Resource NSW held a Chemical Collection at the Constitution Road Depot on 31 May to collect residents' unwanted chemicals.

Computer tagging of commercial garbage bins continued. This allows the bins when lifted to be read by an aerial in the truck. The commercial customer is then charged on a 'pay by lift' basis.

The City supported Ryde Public School in establishing an Eco Garden by providing materials and labour to build the garden plot. The school students planted a variety of vegetable seedlings and have tended

them using organic principles as part of their school curriculum.

Residents and various community groups participated in a compost and worm farming demonstration in March. These demonstrations highlighted the ease at which each person can significantly reduce the amount of waste that goes to landfill. They also showed the many benefits to residents that come with composting and worm farming such as nutrient rich fertiliser.

Clean Up Australia Day was held on Sunday 2 March 2003. There was continued support with many community and corporate organisations taking part in the clean up of the City's bushland, foreshore and parks. Around 40 tonnes of rubbish was collected from across the City.

Parks and Recreational Facilities

Major upgrading of district park facilities were completed at Anzac Park (Stage 2), Yamble Reserve (Stage 3), Shepherds Bay (Stage 5), and Buffalo Creek (Stage 2).

Resurfacing of 22 netball courts at Meadowbank Park was also completed.

There were 530 000 visits to Ryde Aquatic Leisure Centre.



Street Trees

Adding to the City's leafy streets 730 street trees were planted by the City and the Greening of Ryde Taskforce under its Street Tree Planting Program.

The Greening Taskforce also planted approximately 5 000 native seedlings.

Bushfire Hazard Reduction

Bushfire risk management strategies are directed at addressing the risk to community and environmental assets. This is achieved through addressing those factors comprising the risk, ie the bushfire hazard (fuel loads), the sources and patterns of ignition and vulnerability of the assets at risk. Therefore hazard reduction programs are equally as important as providing cleared asset protection zones.

The NSW Fire Brigades undertook 17 ecological/hazard reduction burns at various parks. Broad area burns occurred near Pryor Park at East Ryde, Field of Mars Reserve, behind Finch Avenue and Kellaway Avenue and in Darvall Park.

Reduction/Ecological Burn Program has been submitted to the District Bushfire Management Committee and adopted.

To further improve management of firebreaks there is currently being developed an electronically mapped firebreaks roster service level agreement between EnviroServe and Urban Landscape Services which will precisely target the maintenance schedule frequency of various fire break areas across the City.

Condition of Public Works

Category	Condition as at 30 June 2003	Estimate to bring to satisfactory condition (\$)	Estimate to maintain standard (\$) (responsive)	Maintenance program for 2002/2003
Bridges ¹	Satisfactory (average age 41 years)	nil	5 000	5 000
Footpaths ²	Satisfactory	Condition rating 3 – acceptable \$7 100 000	1 400 000	540 000
Kerb and gutter ³	Satisfactory	Condition rating 3 – acceptable \$14 200 000	1 400 000	200 000
Urban roads including regional roads ⁴	Network average roughness=115 Network average cracking=11% Network condition – satisfactory	nil	5 000 000	3 500 000
Drainage	Poor	(a) Cost to reconstruct drainage systems to a Minimum ARI of 20 years = \$328M	(a) To maintain drainage systems \$5M	1 260 000
		(b) Cost of additional flood control measures, creek remediation and water quality measures = \$330M	(b) For additional flood control measures, creek remediation and water quality measures = \$4-6M	
		(c) Total cost = \$658M	(c) Total approx = \$9-11M	

¹ The City has eight bridges and culvert structures. The bridges are considered to be in a satisfactory condition and maintenance is on a needs basis.

² The City's footpath network has a Current Replacement Values of \$43 000 000. The City has designed and implemented a Footpath Management System where every footpath is inspected and rated on a 1 (new) to 5 (replacement required) rating basis. This has been aligned to the 1 to 5 rating system in the Asset Accounting Manual. Footpaths with a Condition Rating of 3 or better are considered to be in a satisfactory condition.

³ The City has designed and implemented a Kerb and Gutter Management System with 100% of the network inspected and rated by December 2001. The Current Replacement Value is \$59 500 000. Using the same 1 to 5 rating system, it is known there are considerable lengths of kerb and gutter rated as Condition 5. As well, considerable lengths will require construction of street drainage systems as part of the work.

⁴ The City has adopted the use of a Pavement Management System (PMS) and condition rating data has been collected since 1991. Some 20% of the road network is condition rated each year. The Current Replacement Cost of road pavement is \$388 200 000. Innovative road pavement rehabilitation techniques have been adopted to reduce maintenance costs. These include recycling concrete, asphalt and road pavement materials, the adoption of Cement Stabilisation and Bitumen Stabilisation Pavement

Public Works and Services

Access Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
1. To minimise the environmental impact of construction and maintenance activities.	1.1 Capture tree debris and other rubbish from road surfaces and drainage pits.	<ul style="list-style-type: none"> • Continue Street Sweeping and gully pit cleaning to collect a minimum of 1000t of debris per year. • Implement sedimentation controls as per EPA requirements for construction projects - 100% compliance. • Continue separation of engineering materials from excavation waste and the recycling/reuse of these materials on Access projects. • Continue planting of appropriate street trees on road reconstruction projects. 	<ul style="list-style-type: none"> • Not met. 853 tonnes collected. Reduction due to drought. • Met • Met • Met
2. Manage Access Network to agreed standard in accordance with funding allocation.	2.1 Construction and maintenance works provided in a cost efficient and effective manner.	<ul style="list-style-type: none"> • Construction projects completed within budget and on time. 	<ul style="list-style-type: none"> • Met

Public Works and Services

Access Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
	<p>2.2 Ensure the safety of Staff and the Public.</p>	<ul style="list-style-type: none"> • Maintenance works carried out progressively and in accordance with the overall maintenance budget and the designated maintenance standard. • Management Plan for the following 3 financial years completed by mid-February 2003 incorporating the construction and maintenance of roads, footpaths, traffic facilities, bikeways, sea walls, street lighting, street sweeping and minor access facilities. • 100% compliance with OH&S requirements for both Council projects and asset construction by private developers on road reserves. • Traffic Management Plans prepared and implemented for all capital projects and specific maintenance works. 	<ul style="list-style-type: none"> • Met • Met • Met • Met

Public Works and Services

Access Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
		<ul style="list-style-type: none"> <li data-bbox="836 439 1153 539">• Advisory Speed Limit Monitoring provided. <li data-bbox="836 573 1153 804">• Promoting awareness and commitment to safe road use through community education programs. 	<ul style="list-style-type: none"> <li data-bbox="1179 439 1281 472">• Met <li data-bbox="1179 573 1281 607">• Met

Public Works and Services

EnviroServe

Objective	Strategy	Measures/Targets	Progress/Results
1. Undertake Council's capital works and maintenance programs as commissioned by Asset Managers.	1.1 Provide designs and estimates as required for capital works.	<ul style="list-style-type: none"> • Designs and estimates approved 3 months prior to commencement. 	<ul style="list-style-type: none"> • Designs and estimates approved by Access Asset Manager.
2. Further implement and monitor Service Agreements with Asset Managers.	1.2 Program and manage maintenance works.	<ul style="list-style-type: none"> • Projects/programs completed within agreed budgets and time. 	<ul style="list-style-type: none"> • Completed approved programs/projects.
3. Derive efficiencies from new Operation Centre.	2.1 Manage Urban Landscape Agreement in its first year.	<ul style="list-style-type: none"> • Performance and reporting specifications met. • Internal customer survey completed by 31 December 2002. 	<ul style="list-style-type: none"> • Monthly/quarterly reports submitted. • Customer survey in progress for new financial year.
	2.2 Develop agreements with other Asset Managers.	<ul style="list-style-type: none"> • Draft specifications completed and approved by Group Manager by 30 April 2003. 	<ul style="list-style-type: none"> • Delay in finalisation due to position vacancies in the Asset Management areas.
	2.3 Negotiate the correct commissioning mechanisms.	<ul style="list-style-type: none"> • Project/design briefs implemented. 	<ul style="list-style-type: none"> • Project/design briefs implemented.
	3.1 Streamline processes and communication.	<ul style="list-style-type: none"> • Operating overheads reduced by 5% against 2002 standard. 	<ul style="list-style-type: none"> • Overheads reduced or redistributed over larger service area.

Public Works and Services

EnviroServe

Objective	Strategy	Measures/Targets	Progress/Results
4. Progress the restructure of the Mechanical Workshop and Store into effective Service Units.	3.2 Unify a flexible operational workforce.	<ul style="list-style-type: none"> • Good staff morale measured against staff survey in June 2003. • Multi-skilled staff. 	<ul style="list-style-type: none"> • Staff survey being developed for processing in September 2003. • Ongoing requirements.
	4.1 Core services analysed and provided efficiently to customer's requirements.	<ul style="list-style-type: none"> • Overheads reduced by 5% against 2002 standard. • Satisfactory customer survey results. 	<ul style="list-style-type: none"> • Store overheads reduced by more than 5%. Workshop in line with 2002. • Satisfactory result.
5. Management systems to be further developed.	5.1 Survey, investigation and design and urban landscape management systems completed.	<ul style="list-style-type: none"> • First audit achieved by 31 March 2003. 	<ul style="list-style-type: none"> • Not achieved – continuous improvement adopted in lieu of Quarterly Management Systems.
6. Implement and monitor risk management as required under the new OHandS Regulations.	6.1 Council's new risk management policies to be adhered to.	<ul style="list-style-type: none"> • Workplace assessments audited by 31 January 2003. • Accident/incident numbers reduced by 10% on 2001/2002 standards. 	<ul style="list-style-type: none"> • Workplace inspections completed monthly. • Increase due to all incidents being reported.
7. Generate additional income for Council by servicing external customers.	7.1 Expand service delivery in areas with high potential and low risk.	<ul style="list-style-type: none"> • Marketing plan developed and approved by 31 December 2002. • Satisfactory net return to Council. 	<ul style="list-style-type: none"> • External works reduced in volume in order to complete Council Works Programs. • Satisfactory net return achieved.

Public Works and Services

EnviroServe

Objective	Strategy	Measures/Targets	Progress/Results
		<ul style="list-style-type: none">• Market test unit rates against competitors through competitive tendering for Capital Works by 31 March 2003.	<ul style="list-style-type: none">• Deferred due to Council workload.

Public Works and Services

Plant and Fleet Management

Objective	Strategy	Measures/Targets	Progress/Results
1. To coordinate the provision of vehicle and equipment assets to meet the needs of the customer at least cost.	1.1 Consult with users to meet requirements at minimal cost.	<ul style="list-style-type: none"> • Progress against the Fleet Replacement Schedule reported to Council quarterly. • Report on administration costs associated with Plant and Fleet Management with a view to a saving of 5%. 	<ul style="list-style-type: none"> • Programmed fleet replacement generally achieved. • 5% saving yet to be realised.
2. To coordinate the maintenance of vehicle and equipment assets in good working order to support operational needs of all Groups.	2.1 All vehicles and equipment to undergo regular maintenance.	<ul style="list-style-type: none"> • An average of 90% of all vehicles and equipment available for use on a daily basis. • Report on plant utilisation by December 2002. • Satisfaction survey undertaken in first half of 2003. • A quarterly monitoring program for vehicle condition implemented by 31 December 2002. 	<ul style="list-style-type: none"> • Greater than 90% availability achieved. • Utilisation data established. • Satisfaction survey to be developed. • Monthly reporting established.

Public Works and Services

Ryde Aquatic Leisure Centre

Objective	Strategy	Measures/Targets	Progress/Results
1. To provide a first class aquatic sports venue.	1.1 Develop and maintain a swimming pool asset for competitive swimming and water polo. 1.2 Operate the facility in accordance with Public Health Guidelines. 1.3 Retain the services of an Industry Recognised Coach.	<ul style="list-style-type: none"> • Patronage greater than 500,000 per annum and monitored through monthly reports. • Swim Squad Program in place and capable of delivering the majority of services required. • Water Polo Program implemented. • 100% compliance with Public Health Guidelines. • Industry recognised Coach available all year round. 	<ul style="list-style-type: none"> • 530,000 patrons visited to participate or watch activities in the pool and stadium areas. • Agreement negotiated with Carlile Swimming to become effective on 1 July 2003. • Continuation of agreement with NSW Water Polo. • Monthly testing conducted by Water Microbiology Laboratory • Carlile Swimming – Forbes and Ursula Carlile.
2. To provide a first class aquatic leisure venue.	2.1 Develop and maintain a swimming pool asset which incorporates leisure elements. 2.2 Operate the facility in accordance with Public Health Guidelines.	<ul style="list-style-type: none"> • User Group surveys conducted on a quarterly basis. • 100% compliance with Public Health Guidelines. 	<ul style="list-style-type: none"> • Meetings held with User Groups, Customer Comment system implemented for all. • Monthly testing conducted by Water Microbiology Laboratory.

Public Works and Services

Ryde Aquatic Leisure Centre

Objective	Strategy	Measures/Targets	Progress/Results
3. To provide a first class dry court facility.	2.3 Develop relevant leisure programs.	<ul style="list-style-type: none"> Leisure programs developed and implemented. School holiday programs developed and implemented. 	<ul style="list-style-type: none"> Tsunami Sunday (Family Fun Day). Kids Camp Australia regular booking in Stadium. Pool inflatable purchased for daily holiday use.
	3.1 Develop and maintain a dry court asset which incorporates multiple sport elements.	<ul style="list-style-type: none"> Sports program developed and implemented. Utilisation of facilities increased by 20% on 2001/2002 figures. 	<ul style="list-style-type: none"> Junior Soccer and Adults Netball plus Blast for Kids in association with Tsunami Sunday. Target met.
	3.2 Develop relevant sports programs.	<ul style="list-style-type: none"> Patronage by sport reported quarterly 	<ul style="list-style-type: none"> Weekly monitoring system of attendance to all activities implemented and reported monthly.
4. To operate the facility on a commercial basis	4.1 Operate the facility utilising a private sector operator.	<ul style="list-style-type: none"> Fee structure benchmarked against local competitors on a quarterly basis. Direct operating result at break even. 	<ul style="list-style-type: none"> Market analysis comparisons conducted. Operating loss \$450 000.

Public Works and Services

Stormwater Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
1. To establish a forward program of stormwater capital works.	1.1 Group competing projects into approved categories. 1.2 Set project priorities using agreed range of essential factors. 1.3 Establish project rankings using project priorities. 1.4 Prepare accurate estimates of project costs and benefits. 1.5 Match cost of ranked projects against available funds. 1.6 Recommend program to Council for approval.	<ul style="list-style-type: none"> • Regularly review project priorities in forward program in response to competing demands from new projects. • Report on rankings quarterly. • Report quarterly on all projects. • Review projects and priorities quarterly against budgeted costs. 	<ul style="list-style-type: none"> • Achieved. • Achieved. • Achieved. • Achieved.
2. Achieve the Program targets within budget and on time.	2.1 Ensure the best value for money through competitive tendering and other appropriate measures.	<ul style="list-style-type: none"> • Progress of program reviewed by Council on a monthly basis. 	<ul style="list-style-type: none"> • Achieved.

Public Works and Services

Stormwater Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
3. To revalue stormwater assets.	2.2 Closely monitor cost and timely performance.		<ul style="list-style-type: none"> Achieved.
	2.3 Maintain detailed cost/time reporting system.		<ul style="list-style-type: none"> Achieved.
	3.1 Undertake revaluation on a catchment by catchment basis.	<ul style="list-style-type: none"> Revaluation of Charity Creek catchment completed by 30 June 2003. 	<ul style="list-style-type: none"> Rescheduled to June 2004.
	3.2 Ensure best value for money through use of internal and external resources.		
4. To establish floodplain management strategies.	4.1 Undertake flood modelling on a catchment by catchment basis.	<ul style="list-style-type: none"> Flood modelling of Charity Creek catchment completed by 30 September 2002. 	<ul style="list-style-type: none"> Completed.
	4.2 Ensure best value for money through use of internal and external resources.	<ul style="list-style-type: none"> Flood modeling of Buffalo Creek catchment completed 31 March 2003. 	<ul style="list-style-type: none"> Completed.
	4.3 Recommend program to Council for approval.	<ul style="list-style-type: none"> Design of Eastwood Drainage Stage 1 completed by 31 December 2002. 	<ul style="list-style-type: none"> Completed.

Public Works and Services

Stormwater Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
5. To provide maintenance and construction services in a cost efficient and effective manner.	5.1 Services are provided at or below market rate to best industry practices. 5.2 Service standards are set and agreed with the customer. 5.3 Identify, implement and review options which provide value.	<ul style="list-style-type: none"> • Construction projects completed within budget and on time. • Establish and enter into Service Agreements with EnviroServe by 30 June 2003. • Service Agreements reviewed annually. • Service Agreement targets met 95% of the time. 	<ul style="list-style-type: none"> • Construction completed (10% above budget) • Rescheduled to March 2004. • Rescheduled, refer above. • Refer above.
6. To reduce the amount of pollution entering the environment.	6.1 Increase capture of pollutants from the stormwater system. 6.2 Reduce the impact of Council's stormwater maintenance and construction activities on the environment.	<ul style="list-style-type: none"> • Capture at least 200 tonnes of litter per annum by 2006. • Review the schedule for maintenance of all stormwater pollution control devices and pit cleaning activities by 30 June 2003. 	<ul style="list-style-type: none"> • Additional GPT's installed and capture potential increased. • Achieved.

Public Works and Services

Stormwater Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
		<ul style="list-style-type: none">• Confirm that all maintenance and construction activities conform with the procedures of Council's environmental management systems.	<ul style="list-style-type: none">• Achieved.

Public Works and Services

Urban Landscape Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
1. Community land managed.	<p>1.1 Implement management as specified in adopted Plans of Management.</p> <p>1.2 Sign Service Agreements for community land maintenance with service provider.</p>	<ul style="list-style-type: none"> • Targets as per proposed performance in Plans of Management reviewed by December 2002 and June 2003. • Report to Council on Plan of Management objectives for Crown Land by 31 March 2003. • Sign-off with Council's EnviroServe Unit completed by 31 July 2002. • Undertake quarterly reviews of service. • Key performance indicators met in 95% of all projects. • Budget met within +/- 5% variation. 	<ul style="list-style-type: none"> • Targets reviewed. Specific plans of management being developed for Brush Farm Park and Field of Mars Reserve. • Reports regarding Crown Land management to Council December 2002 and February 2003. • Service Agreement signed. • Monthly and quarterly reviews undertaken. • KPIs met. • Budget exceeded by 9%.
2. Community land Capital Works implemented.	2.1 Project planning undertaken for major projects.	<ul style="list-style-type: none"> • Project planning completed by 30 September 2003. 	<ul style="list-style-type: none"> • Planning completed.

Public Works and Services

Urban Landscape Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
	2.2 Projects completed on time and budget.	<ul style="list-style-type: none"> Anzac Park Stage 2 completed by 31 December 2002. Yamble Reserve Stage 3 completed by 28 February 2003. Shepherds Bay Stage 5 completed by 31 May 2003. Buffalo Creek Stage 2 completed by 30 June 2003. Contract Bush Regeneration completed by 30 June 2003. 	<ul style="list-style-type: none"> Works commenced May 2003 and carried over. Works completed June 2003. Minor works completed. Project carried over pending depot site remediation. Works completed. Works completed.
3. Road Reserve areas maintained.	3.1 Sign Service Agreements for road reserve maintenance with Service Provider.	<ul style="list-style-type: none"> Sign-off with Council's Enviroserve Unit by 31 July 2002. Undertake quarterly review of service. 	<ul style="list-style-type: none"> Service Agreement signed. Monthly review undertaken.
4. Street trees maintained.	4.1 Sign Service Agreements for street tree maintenance with Service Provider.	<ul style="list-style-type: none"> Sign-off with Council's Enviroserve Unit by 31 July 2002. 	<ul style="list-style-type: none"> Service Agreement signed. Additional removal works required due to drought and Themasticorid epidemic.

Public Works and Services

Urban Landscape Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
5. Street tree planting program implemented.	5.1 Street tree planting program developed for road reconstruction projects, community requests and collector roads.	<ul style="list-style-type: none"> Undertake quarterly review of service. Program identified by 31 August 2002. Projects undertaken by September-November 2002 and March-May 2003. 	<ul style="list-style-type: none"> Monthly review undertaken. Projects Identified. Majority of Projects undertaken March-June due to drought conditions earlier. Seventeen projects completed and 535 trees planted.
	5.2 Work with "Greening of Ryde Taskforce" to achieve annual planting plan.	<ul style="list-style-type: none"> Develop an annual plan with "Greening of Ryde Taskforce" for the planting of street trees. 	<ul style="list-style-type: none"> Program developed. 163 trees planted.
6. Tree Preservation Order implemented.	6.1 Assess applications efficiently and consistently.	<ul style="list-style-type: none"> Applications processed within 28 days. 	<ul style="list-style-type: none"> Total of 1 365 TPO applications (including notices of intent.) Target met 80%.
	6.2 Review Significant Tree Register policy	<ul style="list-style-type: none"> Approvals Register reviewed quarterly. Review of Significant Tree Register policy undertaken by 31 August 2002. 	<ul style="list-style-type: none"> Reviews undertaken. New Significant Tree Policy adopted by Council in March 2003.

Public Works and Services

Waste Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>1. Contribute to maintaining the health of the area's occupants by ensuring residents and businesses are able to dispose of their waste in an environmentally acceptable manner.</p>	<p>1.1 The provision of a reliable and efficient weekly household waste collection service.</p> <p>1.2 The provision of a reliable and cost effective service for the collection of commercial waste.</p>	<ul style="list-style-type: none"> • The weekly collection and correct disposal of waste material from the 35 100 garbage containers used by residents on the nominated service day with customer complaints not exceeding one per 5 000 services rendered. • The cost of the service being within budget. • The cost of the service being within budget. • The collection of commercial waste in accordance with the individual customer service agreements and with operational costs being equal to or less than the services income. • Achieving a 5% increase in income over the 2002 Audited Statement. 	<ul style="list-style-type: none"> • Target met. • Cost under budget. • Cost of service with budget. • Operational costs less than service income. • Increased commercial income by 5.41%.

Public Works and Services

Waste Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>2. To assist residents to reduce the quantity of their disposal waste as required by the State Government's Waste Minimisation Strategy.</p>	<p>1.3 The provision of a reliable and efficient collection of discarded household material on a rotating 20 week schedule inclusive of metal/white goods.</p>	<ul style="list-style-type: none"> • A bulk waste collection and disposal service being provided to all residential premises every 20 weeks on the nominated collection dates with the cost of the service being equal to or less than the budget, with customer complaints being less than one per 1 000 services rendered. • All complaints received being satisfactorily attended to within the designated service standard. 	<ul style="list-style-type: none"> • Household collection provided to all residents every 20 weeks as per the calendar distributed. Customer complaints were within the allowable range. • All complaints serviced within designated service standard.
	<p>2.1 The provision of a reliable and efficient fortnightly recycling collection service.</p>	<ul style="list-style-type: none"> • A recorded increase in the quantity of collected recycling material conveyed to reprocessing facilities compared to previous years. 	<ul style="list-style-type: none"> • Recycling materials collected increased by 629.24 tonnes from the previous year due to metal and greenwaste collection.

Public Works and Services

Waste Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
3. To enhance the waste management and waste minimisation role of Council as outlined within the Local Waste Management Plan.	2.2 To implement the Local Waste Management Plan for the collection of waste and recyclables.	<ul style="list-style-type: none"> Remain steady at 82kg per person for the year 2003. 	<ul style="list-style-type: none"> Recyclables collected increased to 88.15kg per person.
	2.3 Review green waste collection strategy for possible implementation in 2003/2004.	<ul style="list-style-type: none"> Reports prepared for Council's consideration in March 2003. 	<ul style="list-style-type: none"> Reported on consideration of greenwaste collection – survey to be carried out
	3.1 To meet the recycling reduction and recycling participation targets described by the Plan.	<ul style="list-style-type: none"> Waste reduced to 835 kg per person by year 2003. 	<ul style="list-style-type: none"> Waste collected was reduced to 810 kg per person.
	3.2 Develop and disseminate waste minimisation awareness material for Council and its residents.	<ul style="list-style-type: none"> Develop and distribute a waste calendar including garbage recycling and clean-up dates. Relevant section of Council's State of the Environment Report prepared by 30 November 2002. 	<ul style="list-style-type: none"> The Waste Collection Calendar was updated and distributed for the next 15 month period in May 2003. The Waste Management section of SOE Report was prepared as required.
	3.3 Review and improve the waste reporting requirements of Council.	<ul style="list-style-type: none"> Quarterly report to Council on waste figures. 	<ul style="list-style-type: none"> All quarterly waste reporting to Council was carried out accordingly.

Public Works and Services

Waste Facilities and Services

Objective	Strategy	Measures/Targets	Progress/Results
<p>4. To regularly review Customer Request Management System (CRMS) to maintain its desired outcomes.</p>	<p>3.4 Education material and services will be provided in formats understood by those with NESB.</p> <p>4.1 Monitor all outstanding CRMS for the unit.</p>	<ul style="list-style-type: none"> • Waste figures prepared for Resource NSW on a quarterly basis. • Waste minimisation seminars held for staff and residents as required. • Each month, all CRMS not finalised within the service standard brought to the attention of the responsible Group Manager. 	<ul style="list-style-type: none"> • Waste figures reported to the EPA. • Compost demonstrations held for NESB residents and recycling information in picture form to cover all languages. • CRMS's finalised within service standard.

Financial Report

STATEMENT OF FINANCIAL PERFORMANCE for the year ending 30 June 2003

Original Budget* 2003 (\$'000)		Notes	Actual 2003 (\$'000)	Actual 2002 (\$'000)
	EXPENSES FROM ORDINARY ACTIVITIES			
19,915	Employee Costs	3(a)	20,605	17,432
550	Borrowing Costs	3(b)	464	503
14,060	Materials and Contracts		14,119	13,246
14,392	Depreciation	3(c)	14,548	14,116
8,070	Other Expenses from Ordinary Activities	3(d)	13,434	10,670
819	Loss from the disposal of assets	5	922	-
57,806	TOTAL EXPENSES FROM ORDINARY ACTIVITIES		64,092	55,967
	REVENUE FROM ORDINARY ACTIVITIES			
38,695	Rates & Annual Charges	4(a)	38,148	36,625
4,882	User Charges & Fees	4(b)	7,537	5,949
1,328	Interest	4(c)	2,015	1,777
2,180	Other revenues from ordinary activities	4(d)	1,545	1,255
4,195	Grants & Contributions provided for non-capital purposes	4(e&f)	4,943	4,460
-	Gain from the disposal of assets	5	-	2,288
51,280	REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS		54,188	52,354
(6,526)	SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS		(9,904)	(3,613)
6,579	Grants & Contributions provided for capital purposes	4(e&f)	5,730	31,970
53	SURPLUS (DEFICIT) FROM ALL ACTIVITIES	2(a)	(4,174)	28,357

* Original budget as approved by Council - Refer Note 16

STATEMENT OF FINANCIAL POSITION
As at 30 June 2003

	Notes	2003		2002	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
CURRENT ASSETS					
Cash Assets	6	29,438		31,303	
Receivables	7	2,596		2,633	
Inventories	8	301		246	
Other	8	308		500	
TOTAL CURRENT ASSETS			32,643		34,682
NON-CURRENT ASSETS					
Cash Assets	6	3,791		5,791	
Receivables	7	194		200	
Property, Plant and Equipment	9	1,274,884		1,276,328	
TOTAL NON-CURRENT ASSETS			1,278,869		1,282,319
TOTAL ASSETS			<u>1,311,512</u>		<u>1,317,001</u>
CURRENT LIABILITIES					
Payables	10(a & c)	5,295		4,882	
Interest Bearing Liabilities	10(a & c)	1,974		3,557	
Provisions	10(a & c)	1,802		1,523	
TOTAL CURRENT LIABILITIES			9,071		9,962
NON-CURRENT LIABILITIES					
Payables	10(a)	3,229		2,546	
Interest Bearing Liabilities	10(a)	7,285		8,490	
Provisions	10(a,b & c)	4,575		4,477	
TOTAL NON-CURRENT LIABILITIES			15,089		15,513
TOTAL LIABILITIES			<u>24,160</u>		<u>25,475</u>
NET ASSETS			<u>1,287,352</u>		<u>1,291,526</u>
EQUITY					
Accumulated Surplus			1,287,352		1,291,526
TOTAL EQUITY			<u>1,287,352</u>		<u>1,291,526</u>

STATEMENT OF CASH FLOWS
for the year ending 30 June 2003

	Notes	2003		2002	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES					
<u>Receipts</u>					
Rates & Annual Charges		38,291		36,670	
User Charges & Fees		8,718		6,025	
Interest		1,992		1,721	
Grants and Contributions		11,109		10,670	
Other		4,528		3,947	
<u>Payments</u>					
Employee Costs		(19,599)		(16,961)	
Materials and Contracts		(16,270)		(14,554)	
Interest		(472)		(505)	
Other		(15,807)		(10,855)	
Net cash provided by (used in) Operating Activities	11(b)		12,490		16,158
CASH FLOWS FROM INVESTING ACTIVITIES					
<u>Receipts</u>					
Sale of Investments		-		-	
Sale of Real Estate Assets		-		-	
Sale of Property, Plant and Equipment		2,460		3,862	
Sale of Interests in Joint Ventures/Associates		-		-	
Other		-		-	
<u>Payments</u>					
Purchase of Investments		-		-	
Purchase of Real Estate Assets		-		-	
Purchase of Property, Plant and Equipment		(16,027)		(14,422)	
Purchase of Interests in Joint Ventures/Associates		-		-	
Other		-		-	
Net cash provided by (used in) Investing Activities			(13,567)		(10,560)
CASH FLOWS FROM FINANCING ACTIVITIES					
<u>Receipts</u>					
Borrowings and Advances		-		-	
Other		353		-	
<u>Payments</u>					
Borrowings and Advances		(1,080)		(1,033)	
Other		(318)		(318)	
Net cash provided by (used in) Financing Activities			(1,045)		(1,351)
Net Increase (Decrease) in Cash Assets Held			(2,122)		4,247
Cash Assets at beginning of Reporting Period	11(a)		34,934		30,687
Cash Assets at end of Reporting Period	11(a)		32,812		34,934

STATEMENT OF CHANGES IN EQUITY
for the year ending 30 June 2003

	2003 (\$'000)				2002 (\$'000)			
	Accum Surplus	Asset Revaluation Reserve	Council Equity Interest	Total Equity	Accum Surplus	Asset Revaluation Reserve	Council Equity Interest	Total Equity
Balance at the beginning of the reporting period	1291526	-	1291526	1291526	1263169	-	1263169	1,263,169
Change in Equity recognised in the Statement of Financial Performance	(4,174)	-	(4,174)	(4,174)	28,357	-	28,357	28,357
Adjustments due to compliance with revised Accounting Standards	-	-	-	-	-	-	-	-
Transfers to asset revaluation reserve	-	-	-	-	-	-	-	-
Transfers from asset revaluation reserve	-	-	-	-	-	-	-	-
Distributions to/from Outside Equity Interests	-	-	-	-	-	-	-	-
Balance at the end of the reporting period	1,287,352	-	1,287,352	1,287,352	1,291,526	-	1,291,526	1,291,526

NOTES TO THE FINANCIAL STATEMENTS

Note 2(a)

FUNCTIONS

REVENUES, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES. DETAILS OF THESE FUNCTIONS / ACTIVITIES ARE PROVIDED IN NOTE 2(b)													
FUNCTIONS/ACTIVITIES	EXPENSES FROM ORDINARY ACTIVITIES			REVENUES FROM ORDINARY ACTIVITIES			OPERATING RESULTS FROM ORDINARY ACTIVITIES BEFORE SHARE OF OUTSIDE PROFITS & CORRECTIONS			GRANTS INCLUDED IN REVENUES FROM ORDINARY ACTIVITIES		TOTAL ASSETS HELD (CURRENT AND NON-CURRENT)	
	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Actual 2003 \$'000	Actual 2002 \$'000
CORPORATE SERVICES													
Corporate Services	36	5,112	1,034	36	49	144	0	(5,063)	(890)	0	0	3,322	1,360
Leased Properties	451	330	466	409	876	436	(42)	547	(30)	0	0	17,903	18,054
Property Services	2,203	2,482	70	50	92	2,382	(2,153)	(2,390)	2,312	0	0	15,017	14,476
	2,690	7,924	1,570	495	1,017	2,962	(2,195)	(6,906)	1,392	0	0	36,242	33,890
ENVIRONMENTAL													
Environmental Strategy	309	166	0	4	2	0	(305)	(164)	0	0	0	128	41
Land & Property Use	3,204	2,468	3,813	1,413	1,598	1,613	(1,791)	(870)	(2,200)	0	0	1,700	3,124
Policy & Review	309	275	0	4	4	0	(304)	(271)	0	0	0	180	27
Ryde Certification Service	960	459	729	268	281	253	(692)	(178)	(476)	0	0	318	598
Standards Enforcement	1,147	872	1,307	239	355	238	(908)	(517)	(1,069)	0	0	655	1,140
Statutory Information	84	12	152	469	406	459	384	393	307	0	0	18	138
Strategic Planning	1,230	768	550	58	144	33	(1,172)	(624)	(517)	0	0	539	522
	7,244	5,020	6,551	2,456	2,790	2,596	(4,788)	(2,231)	(3,955)	0	0	3,538	5,590
CIVIC SERVICES													
City Promotions & Events	904	724	806	65	88	79	(839)	(636)	(727)	0	0	469	638
Community Services	1,957	1,514	1,980	653	744	552	(1,304)	(770)	(1,428)	530	340	6,771	7,370
Executive & Customer	2,718	3,387	2,704	11	68	19	(2,706)	(3,320)	(2,685)	0	0	2,192	2,266
Library Services	4,532	3,515	4,262	733	983	733	(3,799)	(2,531)	(3,529)	233	187	8,933	10,234
Venue Support	370	688	302	237	237	206	(133)	(451)	(96)	0	0	438	274
	10,482	9,828	10,054	1,699	2,120	1,589	(8,782)	(7,708)	(8,465)	763	527	18,803	20,782

NOTES TO THE FINANCIAL STATEMENTS

Note 2(a)

FUNCTIONS

REVENUES, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS / ACTIVITIES. DETAILS OF THESE FUNCTIONS / ACTIVITIES ARE PROVIDED IN NOTE 2(b)													
FUNCTIONS/ACTIVITIES	EXPENSES FROM ORDINARY ACTIVITIES			REVENUES FROM ORDINARY ACTIVITIES			OPERATING RESULTS FROM ORDINARY ACTIVITIES BEFORE SHARE OF OUTSIDE PROFITS & CORRECTIONS			GRANTS INCLUDED IN REVENUES FROM ORDINARY ACTIVITIES		TOTAL ASSETS HELD (CURRENT AND NON-CURRENT)	
	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	Original Budget 2003 \$'000	Actual 2003 \$'000	Actual 2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
SERVICES													
Access Facilities & Services	12,635	11,017	12,773	2,790	2,840	3,782	(9,845)	(8,177)	(8,991)	1,190	1,186	216,335	220,058
Enviroserve	1,394	2,009	1,631	109	102	312	(1,285)	(1,907)	(1,319)	18	31	7,778	7,879
Enviroserve (External	200	46	0	260	73	0	60	27	0			26	0
Plant & Fleet Management	(148)	(60)	51	0	4	4	148	64	(47)			11	51
Ryde Aquatic Leisure Centre	1,799	4,369	1,381	1,115	3,101	26,547	(684)	(1,268)	25,166		0	28,297	26,869
Stormwater Facilities and Services	5,218	9,391	6,743	4,087	2,125	2,778	(1,131)	(7,266)	(3,965)	83	0	103,075	105,132
Urban Landscape Facilities & Services	6,807	5,917	6,546	2,119	2,545	2,358	(4,688)	(3,372)	(4,188)	281	357	892,399	890,349
Waste Facilities & Services	7,951	7,475	7,201	8,661	8,323	7,852	710	845	651	199	182	4,312	5,277
	35,855	40,164	36,326	19,141	19,113	43,633	(16,714)	(21,054)	7,307	1,771	1,756	1,252,234	1,255,615
Total Functions &	76,721	90,819	73,710	28,477	31,012	58,071	(48,244)	(59,806)	(15,639)	3,297	2,810	1,372,723	1,377,497
Shares of gains in associates & joint ventures using the equity method													
Fundamental error													
Extraordinary items													
General Purpose Revenues*	1,536	1,157	1,466	34,068	34,881	33,544	32,532	33,725	32,078	2,193	2,133	694	1,128
Surplus/(Deficit) from all activities	78,257	91,975	75,176	62,545	65,893	91,615	(15,712)	(26,081)	16,439	5,490	4,943	1,373,417	1,378,625

* Includes: Rates and Annual Charges (incl. Ex-gratia); Non-Capital General Purpose Grants; Interest on Investments

Contracts and Payments Awarded

The following contracts awarded and payments made for more than \$100 000 during the year is outlined in the table on pages 122-123.

Legal Expenses

Legal expenses incurred by the City during the year are outlined in the table on page 125. There were no contempt of court proceedings.

Rates and Charges

During the reporting year \$1 803.32 in rates and \$995.71 in charges were written off under Section 585 of the Local Government Act 1993.

Senior Staff Remuneration

During the twelve months ended 30 June 2002 there were five positions designated as senior staff positions. These are Chief Executive, Group Manager - Public Works and Services, Group Manager - Environmental Planning, Group Manager - Civic Services and Group Manager – Corporate Services.

The total remuneration of packages paid for these positions during the reporting year was \$832 643 in salaries and \$51 560 in superannuation.

Controlling Interest in Companies

The City of Ryde held no controlling interest in any company.

Category 1 and Category 2 Business Activities

The City of Ryde has identified domestic waste removal and Ryde Aquatic Leisure Centre as a Category 1 business.

Property leasing, Ryde Certification Service, Commercial Waste Removal and EnviroServe External Works have been identified as a Category 2 business.

Information on the City's Category 1 and Category 2 Business activities is contained within the Financial Statements.

Competitive Neutrality

The City of Ryde has a policy on competitive neutrality. Competitive neutrality pricing policy was applied to the City's Category 1 business activities.

The City also has a complaints handling system for competitive neutrality issues. The policy is available on request.

Information on a comparison of the performance of the City's Category 1 business activities measured against the 2002/2003 Management Plan is contained within the Key Performance Indicators for Public Works and Services.

No competitive neutrality complaints were lodged during the year.

Contracts Awarded and Payments Made

Payee Name	Value(\$)	Payment Type	Description	Date Awarded	Period (Yrs)	Total Value (\$)
Beach Constructions Pty Ltd	108,824.38	C	Refurbishment of Operations Centre	18/09/2001		1,100,400
Collex Pty Ltd	1,942,853.03	C	Garbage Collection & Recycling	22/08/1995	10	32,506,000
Collex Waste Management Pty Ltd	2,305,343.53	C	Garbage Collection & Recycling	22/08/1995	10	32,506,000
Court Craft Australia Pty Ltd	153,073.80	C	Netball Courts resurfacing	10/12/2002		130,830
Hunter Holden	3,071,929.98	C	Supply of Holden motor vehicles	6/06/2001	5	11,626,907
Comfortone Constructions Pty Ltd	246,294.75	SoR	Concreting	21/05/2002		
A Gubert Concrete & Building	318,234.32	SoR	Concreting	21/05/2002		
A J Paving	860,492.91	SoR	Deeplift & Heavy Patching	NSROC		
Ally Property Services Pty Ltd	317,863.37	SoR	Concreting	21/05/2002		
Breeze Plumbing Services Pty	189,577.00	SoR	Plumbing Services	1/07/2003		
Pike, Pike & Fenwick	258,140.97	SoR	Legal Services	1/01/2003		
Stabilised Pavement Australia Pty	244,676.29	SoR	Cement Stabilisation of Roads	24/09/2002		
Broadlex Cleaning Australia Pty	222,637.33		Cleaning Services			
CDS Technologies Pty Ltd	115,192.00		Construction of Gross Pollutant Trap			
Firedam Civil Engineering Pty Ltd	121,000.00		Finalisation of Drainage Contract			
NSW Sport & Recreation	349,937.50		Deferred Creditor Payment – RALC			
Transfield Construction Pty Ltd	4,708,000.00		Finalisation of Drainage Contract			
A H Peters, Picca Bodies	124,454.00		Plant Purchases			
AGL	128,130.08		Supply of Gas			
Allianz Australia Workers	1,299,310.05		Workers Compensation			
Andreasens Green Wholesale	100,494.16		Nursery Materials			
Australia Post	144,792.62		Postage			
Blake Dawson Waldron – Lawyers	431,117.76		Legal Services			
Budget Car & Truck Rental	128,634.39		Car & Truck Hire			
C W Concrete Pty Ltd	696,693.34		Concreting			
Citiguard Protection Services Pty	111,628.25		Security			
Civica Pty Ltd	284,460.18		Software Maintenance & Support			
Corp Sole Epa Act 1979	284,460.18		Contribution			
CSR Emoleum Road Services	847,687.29		Laying of Asphalt Concrete			
CSR Humes – Blacktown	171,066.08		Pipes Supplier			
Cumberland Newspaper Group	218,570.94		Advertising			
Davis Earthmoving & Quarrying P/L	254,827.81		Plant Hire Porters Creek			
Dell Computer Ltd	266,777.50		Supply of Computer Hardware			
Energy Australia	1,557,672.85		Supply Electricity			
GIO Workers Compensation (NSW) Ltd	226,460.99		Workers Compensation Insurance			
Guidance Road Management	153,184.71		Line Marking			
H Bell & Co	116,826.24		Plant Hire			
Hickey's Earthmoving Pty Ltd	228,939.70		Earthmoving			
Hunter PCA Pty Ltd	110,002.75		Consultancy Services			
Integrated Group	237,865.33		Agency Staff			
James Bennett Pty Ltd	220,644.61		Supply of Books			
Jardine Lloyd Thompson	154,238.89		Insurance			
Land & Property Information NSW	102,932.00		Valuation Fees			
Level And Load Plant Hire	108,582.38		Plant Hire			
Link Elevators	208,076.00		Elevator Refurbishment & Maintenance			
New South Wales Fire Brigades	940,813.00		Contribution			
Packer Earthmoving	136,191.00		Plant Hire			
R J Smith & Partners	149,038.66		Legal Services			
Ronnie's Demolitions Pty Ltd	118,836.85		Demolition			
Sam the Paving Man Pty Ltd	140,013.50		Block Paving Services			
Schwarze Industries Aust Pty Ltd	248,360.00		Plant Purchases			
Spectrum Employment Services	109,765.08		Casual Staff			
Spies Electrical Services Pty Ltd	256,974.30		Electrical Works			
Statewide Mutual	626,817.37		Insurance			
Storm Consulting Pty Ltd	121,356.01		Consultancy Services			
Swimplex Projects Pty Ltd	154,144.10		RALC Maintenance			
Sydney Bush Regeneration Company	150,077.95		Bush Regeneration			
Sydney Training & Employment Ltd	184,619.07		Apprentice Staff			
Sydney Water Corporation	260,719.74		Water Supply			
Telstra	392,308.02		Telecommunications			
Terra Australis Regeneration	149,713.30		Bush Regeneration			
The Truck Centre	475,955.15		Plant Purchases			

The Weekly Times	155,025.20		Advertising			
TMP Worldwide Pty Ltd	105,232.86		Advertising			
V M C Truck & Plant Hire	117,765.45		Plant Hire			
Payee Name	Value(\$)	Payment Type	Description	Date Awarded	Period (Yrs)	Total Value (\$)
Waste Service NSW	3,058,429.98		Waste Services			
Western District General	230,988.77		Concreting			

C=Contract

SoR=Schedule of Rates

Cost of Legal Expenses

Compliance			
	Actions Initiated by City of Ryde	Actions Defended by City of Ryde	
	Compliance Enforcement	Appeals Against City's Decision	Other Proceedings
Outcome			
Number of cases	1	14	1
Upheld		2	
Dismissed		5	
Settled out of court			
Withdrawn		6	1
Consent/orders/mediated		1	
Amounts paid			
Council costs (\$)	1 333.80	170 108.18	12 735.23
Costs against Council			
Judgements against Council		2	
Out of court settlements against Council			
Amounts received			
Costs awarded to Council (\$)			
Judgements to Council		5	
Out of court settlements to Council			

* Costs recovered from defendants

Land and Environment Court Appeals		
Address and Description	Result	Legal Costs (\$)
57 Vimiera Road, Eastwood – Villas	Appeal upheld – application approved	22 433.74
115 Rowe Street, Eastwood – Alterations to Eastwood Hotel	Appeal upheld – application approved	27 494.11
721 Victoria Road, Ryde – Residential flat building	Appeal dismissed - application refused	19 612.35
40 Bayview Street, Tennyson Point – Land subdivision	Appeal dismissed – application refused	19 098.15
9A Sixth Avenue, Eastwood – New dwelling	Section 34 Conference - refusal upheld	6 562.77
72 Anthony Road, West Ryde – Villas	Withdrawn	2 600.40
204-206 Pittwater Road, Gladesville – Villas	Appeal dismissed – application refused	23 761.02
11-13 Clanalpine Street, Eastwood – Medical Centre	Withdrawn	8 962.11
28 Herbert Street, West Ryde – Commercial/residential development	Withdrawn	1 242.45
44 Trelawney Street, Eastwood – New dwelling	Appeal dismissed – application refused	26 274.93
17 Cheers Street, West Ryde – Villas	Consent orders negotiated	4 365.31
29-35 Epping Road, Macquarie Park – (Class 4) New Harvey Norman store	Withdrawn	12 735.23
30-32 Herbert Street, West Ryde – Commercial/residential development	Withdrawn	2 493.43
1-7 Rowe Street, Eastwood – Commercial/residential development	Withdrawn	2 141.54
293 Pittwater Road, Gladesville – Residential development	Withdrawn	3 065.87

West Ryde drainage case - \$4 280 000

Other - \$861 000

Contacting the City of Ryde

In person

Visit us at the Ryde Civic Centre located at 1 Devlin Street, Ryde. It is open between 8.30am and 4.30pm Monday to Friday.

Write

Address your correspondence to the Chief Executive who will direct it to the appropriate person for action. The postal address is the City of Ryde, Locked Bag 2069, North Ryde NSW 1670.

Telephone

Telephone 9952 8222 between 8.00am and 5.30pm, Monday to Friday.

Fax

The City of Ryde's general fax number is 9952 8070.

Email

Email the City of Ryde at cityofryde@ryde.nsw.gov.au

Visit our Website

The City of Ryde's web address is www.ryde.nsw.gov.au.



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