





Embracing Challenges

Annual Report 2011/12

 City of Ryde

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 City of Ryde

The City of Ryde Council manages **156** services and more than **\$2.5** billion in assets, including land, roads, footpaths, drains, community buildings, libraries, parks and sporting fields. We earned more than **\$113.6** million in income in 2011/12 including **\$12.5** million in contributed assets, and spent over **\$108.6** million on services and assets that benefit our community.

OUTCOME:
City of Liveable Neighbourhoods

Page 37

This outcome ensures we address significant legislative changes and environmental challenges; maintain public safety and amenity; and develop a policy framework that will manage growth while enhancing the cultural and social character of our city.

| Highlights | Embracing our Challenges | Looking Ahead |
|---|---|--|
| <ul style="list-style-type: none"> • Receiving a Food Surveillance Champion Award • Encouraging compliance with regulations • Upgrading public domain • Taking the community shopping • Managing our Urban Forests • Reducing red tape and approving new dwellings and commercial premises. | <ul style="list-style-type: none"> • Our Draft Boarding House Policy will be reported to Council once new state government legislation is in place • Compliance Rangers handled 878 illegal dumping reports from members of the public in 2011/12, an increase of 9 percent on the previous year's figures. | <ul style="list-style-type: none"> • Upgrading Boronia Park and Agincourt Road Neighbourhoods • Upgrading Elouera Reserve • Informing our community about land use planning changes • Inspecting unauthorised boarding houses • Undertaking illegal dumping surveillance. |

OUTCOME:
City of Wellbeing

Page 43

This outcome ensures that we create a city that supports the physical and emotional health of all of our community.

| Highlights | Embracing our Challenges | Looking Ahead |
|--|--|--|
| <ul style="list-style-type: none"> • Opening a new Community Hub at West Ryde • Becoming a White Ribbon Campaign Partner • Improving Disability Access • Conducting Seniors Celebrations • Guiding local Home and Community Care Organisations • Modifying homes for the elderly • Holding the Living Communities Forum • Initiating a Community Service Sector Development program • Developing our Play Plan • Awarding Community Grants • Planning our Open Spaces • Upgrading Ryde Aquatic Leisure Centre (RALC) • Encouraging volunteering • Encouraging walking for fitness. | <ul style="list-style-type: none"> • Over the past year, our Open Space Unit experienced significant staff turnover. In addition, lack of operational policies and procedures as well as resources are still challenging for the Unit • Attendance at the Ryde Aquatic Leisure Centre (RALC) has plateaued in recent years due to various factors including the economic climate as well as an ageing centre and market complacency. | <ul style="list-style-type: none"> • Implementing our Crime Prevention Plan • Developing our non-profit community sector • Providing funding support for the Men's Shed movement • Conducting a feasibility study for a community hub at Eastwood • Renewing community buildings • Implementing our Active in Ryde Program • Implementing our Integrated Open Space Plan • Upgrading and renewing sportsfields • Renewing assets at RALC • Upgrading and renewing sportsground amenities • Constructing and renewing playgrounds • Installing table tennis tables in Eastwood. |

OUTCOME:
City of Prosperity

Page 51

This outcome fosters economic growth in the City of Ryde by stimulating business opportunities, employment, innovation and investment.

| Highlights | Embracing our Challenges | Looking Ahead |
|--|--|--|
| <ul style="list-style-type: none"> • Establishing partnerships with local businesses • Implementing Express DAs • Strengthening communication with local business • Planning town centre upgrades • Supporting Small Business September • Hosting a Crime Prevention Forum for businesses • Developing the Macquarie Park Corridor. | <ul style="list-style-type: none"> • The Macquarie Park Development Control Plan experienced some delays due to the evolving strategic planning environment in Macquarie Park • Other projects were delayed because of revisions to the scope of several projects in response to business and community feedback and also issues with consultant availability. | <ul style="list-style-type: none"> • Installing wayfinding signage in Macquarie Park • Upgrading Waterloo Road • Creating an economic development plan • Developing a Macquarie Park-specific website • Implementing our marketing plan • Creating the City of Ryde Food & Festivals Guide • Developing an economic forecasting and profiling module • Finalising the Macquarie Park Development Control Plan. |

OUTCOME:
City of Environmental Sensitivity

Page 57

This outcome ensures that a balance is maintained between the pressures of population growth and the protection and enhancement of our natural ecosystems.

| Highlights | Embracing our Challenges | Looking Ahead |
|--|---|--|
| <ul style="list-style-type: none"> • Establishing NSW's first Transport Management Association (TMA) • Winning an award for stormwater management • Coming runner-up in the Keep Australia Beautiful Award • Reducing our carbon footprint • Reducing waste going to landfill • Inspiring our community with nature walks and talks • Completing the Strangers Creek Rehabilitation and Bioretention Basin • Supporting the Ryde Environmental Education Network (REEN) • Creating the Home, Waste and Sustainability Advisory Service • Developing a Low Carbon Growth Plan for the Macquarie Park Precinct • Creating a community nursery and food garden • Bringing back the bush through the River to River Wildlife Corridors Project • Completing the Waste to Energy study • Helping local businesses go green • Developing a DCP for tree management. | <ul style="list-style-type: none"> • Awaiting approval from State Government caused the Porters Creek Depot Protection Earthworks to be delayed • Preparing an affordable response to climate change is an ongoing challenge. | <ul style="list-style-type: none"> • Developing our Water Quality Improvement Plan • Completing the Shrimptons Creek Bioretention Basin • Undertaking stormwater improvement works • Running the Youth Waste & Environment Project (YEP) • Promoting the City Switch Business Sustainability program • Reviewing our Stormwater DCP • Planting trees in parks and open spaces • Delineating our natural areas, including mapping of riparian areas • Renewing irrigation systems at ELS Hall Park and Christie Park • Running the Future Focus Home Waste & Sustainability program • Developing the Waste to Energy Proof of Concept • Beginning the reconfiguration of Porters Creek Depot • Continuing to explore sustainable transport solutions including implementing personal mobility device trials. |

OUTCOME:
City of Connections

Page 67

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

| Highlights | Embracing our Challenges | Looking Ahead |
|---|--|--|
| <ul style="list-style-type: none"> • Responding to thousands of customer enquiries • Extending our cycle and footpath network • Gaining Federal and State approval to trial Personal Mobility Devices in Macquarie University and Macquarie Park • Bringing WiFi to our libraries • Making our streets safer for pedestrians • Lobbying for improved transport connections • Managing our road, cycle and footpaths assets better. | <ul style="list-style-type: none"> • Ensuring our people are working to their maximum potential without burning out • Demands for ratepayer services are increasing, however we are unable to charge more to deliver these services. | <ul style="list-style-type: none"> • Auditing the access arrangements to parks and open space areas • Constructing more footpaths and cycleways • Developing Pedestrian Accessibility and Mobility Plans for Macquarie Park and selected town centres • Undertaking a Public WiFi feasibility study • Implementing the Ryde Car Share program • Providing the Top Ryder community bus service • Constructing new Bus Shelters • Calming traffic • Working at getting the legislative changes for Personal Mobility Electric Vehicles • Renewing the surface of car parks • Repairing roads and kerbs • Upgrading the Hillview Ave bridge • Upgrading transport/parking technology • Upgrading rangers' handheld devices • Implementing ongoing asset condition audits through GPIMS • Developing the Herring Road interchange. |

OUTCOME:
**City of Harmony
and Culture**

Page 75

This outcome ensures that we recognise and celebrate links to our traditional owners and provide cultural and learning opportunities that meet the needs of our diverse population.

Highlights

- Raising art's profile
- Supporting great community events
- Starting construction on Liwi's Place, Yamble Reserve
- Growing our library activities
- Hosting the All the Colours of Ryde Festival
- Developing the capacity of young people
- Developing a proposal for a new performing arts space at no cost to rate payers
- Integrating public art with public domain upgrades.

Embracing our Challenges

- Public libraries are evolving from book oriented quiet spaces to vibrant hubs that support and enhance the cultural, social, recreational and lifelong learning needs of the community
- Rapidly changing technology also provides both challenges and opportunities for the future of libraries.

Looking Ahead

- Hosting the Live Neighbourhood Project
- Supporting Ryde Youth Theatre Group
- Undertaking a Cultural Spaces feasibility study
- Improving Shopfronts in Eastwood
- Providing a Heritage Grant Scheme
- Adding to our collection of electronic and print books.

OUTCOME:
**City of Progressive
Leadership**

Page 81

This outcome fosters collaborative approaches to the governance of our city across all levels of government, and focuses on delivering results against our agreed strategic outcomes in the most cost effective way.

Highlights

- Commencing internal customer satisfaction surveys
- Creating the "My Place" portal to facilitate community engagement
- Establishing a complaint management function for the organisation.
- Establishing an Memorandum of Understanding (MoU) with Macquarie University
- Establishing a Communications and Media Unit to improve community engagement, utilise social media, and improve our communications
- Upgrading and implementation of key corporate information systems to deliver improved customer service
- Implementing customer satisfaction surveys for our 52 service areas
- Implementing internal customer satisfaction surveys
- Building our Performance Development System
- Commercialising our intellectual property
- Developing a proposal for new staff accommodation at no cost to ratepayers
- Improving our participation ratio for women in management positions.

Embracing our Challenges

- We face a number of workforce challenges, including maintaining our workforce in critical service areas and the changing demographics of our city
- Managing great cultural change within our organisation and continuing to strive for improvements leading up to the election
- Maintaining services and providing value for money to our ratepayers, while being unable to raise rates above legislated levels
- Building a financial reporting system that drives improvements in customer service and cost efficiencies in a monopolistic organisation.

Looking Ahead

- Purchasing new fleet vehicles
- Reviewing and updating HR policies and processes
- Creating smart forms for electronic lodgement of DAs
- Developing a Performance Review Process Strategy
- Developing and systemising our Project Management (PMCOR) System
- Renewing corporate and commercial buildings
- Automating the procurement process
- Checking the condition of paths and cycleways
- Renewing our aging IT infrastructure
- Implementing our Corporate Capability Plan to manage positive change
- Understanding and improving our value for money by developing unit rates
- Providing a safe and efficient working environment for our staff.



107%
increase in
attendance at
library events



42%
of community born
overseas



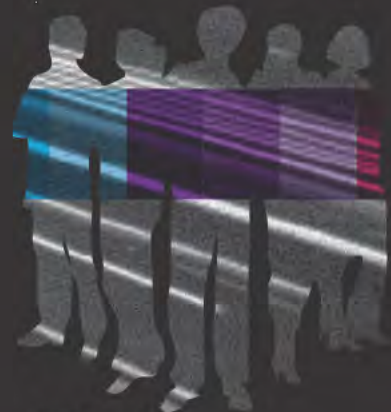
27,923
customer service
enquiries



25
City View
newsletters
produced annually



3012
tonnes of
corporate
greenhouse gas
savings



38
staff undertook
Diploma of
Management

Snapshot of Our City

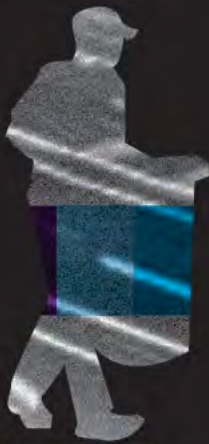
There are **39,157** homes in our **40** square kilometre area, which includes waterways and parklands. Within this sits the Macquarie Park Corridor, our Specialist Macquarie Park Centre, Macquarie University, and Ryde and Meadowbank Colleges of TAFE, which enrol **13,000** students each year, over **33,000** businesses, **5** public libraries, **24** primary schools, **5** high schools and the Ryde and Macquarie Park Hospitals.



35%
women in
management roles



94%
4 cylinder and hybrid
vehicles in council's
passenger fleet



156
services
managed by
the City of
Ryde



\$108.6
million spent each
year on community
services



23,918
development
application
enquiries
received



169
waste and recycling
bin stations in
shopping centres



Professionalism

We deliver effective services to our community with consistent decision making.

Teamwork

We work together with respect and support.

Leadership

We promote clear direction and encouragement.

Ethics

We are honest, responsible and accountable for our actions.

Pride

We have satisfaction in our work.

Recognition

We acknowledge our achievements.



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

To deliver on these seven outcomes, 21 goals and 59 strategies were developed by community, partners and council staff. Our refreshed Mission Statement now incorporates building strategic partnerships, and focuses more closely on quality community service delivery.

In addition to the long term Community Strategic Plan, a four-year Delivery Plan incorporating the one-year Operational Plan was also developed and can be seen on our website. [↗](#)

These plans are our response to the Ryde 2021 Community Strategic Plan and describe how we will deliver on the vision and outcomes.

The development of the long-term Ryde 2021 Community Strategic Plan with its new vision and mission paved the way for our transition into the legislated Integrated Planning and Reporting Framework by June 2012.



City of Ryde the place to be for Lifestyle and opportunity @ your doorstep

Our vision arose from the development of our Ryde 2021 Community Strategic Plan and feedback we received from the community about their hopes and concerns for the future of our city.

It is supported by seven outcomes that summarise all that is important to our community:

- A City of Liveable Neighbourhoods
- A City of Wellbeing
- A City of Prosperity
- A City of Environmental Sensitivity
- A City of Connections
- A City of Harmony And Culture
- A City of Progressive Leadership.

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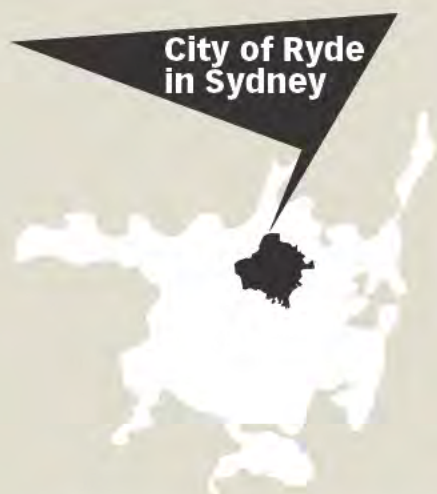
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Who We Are



Where are we?

The City of Ryde is located 12 kilometres north-west of central Sydney, set in scenic surrounds between the Parramatta and Lane Cove Rivers. It is well connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services.



What does our City look like?

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

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



Who lives here?

- 103,038 residents, projected to rise to 117,000 by 2030
- 25 – 49 year olds make up 38.2% of the population
- An ageing population with an increase of residents aged 55 years and older since the 2006 Census
- 42% speak another language at home
- The most commonly spoken languages in 2011 were Mandarin followed by Cantonese, Korean, Italian and Armenian.

A large percentage of our community is born overseas, bringing a special vitality and identity to our city. We celebrate the harmonious nature of our community and work to ensure that the benefits of living, working and studying in our city are shared by all. We benefit from a strong sense of community, with our residents actively participating in community life, demonstrated through our high percentage of volunteers, the million people who use our playing fields each year, the high level of workforce participation and we're also proud to be one of the safest cities in New South Wales.



What is our City's history?

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

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

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

Many of those houses and buildings still stand today, including Brush Farm House (above).



Macquarie Park, Part of NSW's Global Economic Corridor

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

Our City's support for economic development contributes significantly to the State's 'Global Economic Corridor' which is identified in the NSW Metropolitan Strategy. Macquarie Park is the most important employment centre in the City of Ryde. Often called 'Australia's Silicon Valley', it is the location for many of Australia's top 100 companies in the pharmaceutical, health and IT&T sectors, as well as leading research institutions. This includes Macquarie University, CSIRO and the head offices for Optus, Siemens, Foxtel, Johnson & Johnson and Canon. The Macquarie Shopping Centre, one of the leading retail centres in Sydney, is also located in Macquarie Park.

As a specialised centre, Macquarie Park provides around 77,000 jobs and student places, making it the third largest concentration in NSW after the Sydney CBD and North Sydney, with over 1,200,000m² of employment floor space.

Macquarie Park is set to experience unprecedented growth over the next 20 years going from 77,000 to 210,000 residents and workers. When fully developed, it will have close to 3,000,000m² of commercial floor space, with the potential for 160,000 jobs and student places by 2031.



Where do we play?

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

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

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

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



Where do we work and learn?

- Macquarie Park Corridor and town centres
- Macquarie University
- Ryde and Meadowbank Colleges of TAFE
- Over 33,000 businesses
- The City of Ryde operates five public libraries, including a home library lending service
- 24 primary schools
- 5 high schools
- Ryde and Macquarie Hospitals.


Our Stakeholders

Our Partnerships

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

We are committed to working in partnership with the community and other key stakeholders to provide quality, cost-effective services that are of real community value.

Scattered throughout the report are examples of how partnerships have created improvements for the community.

Look out for the logo. 

Our Stakeholders

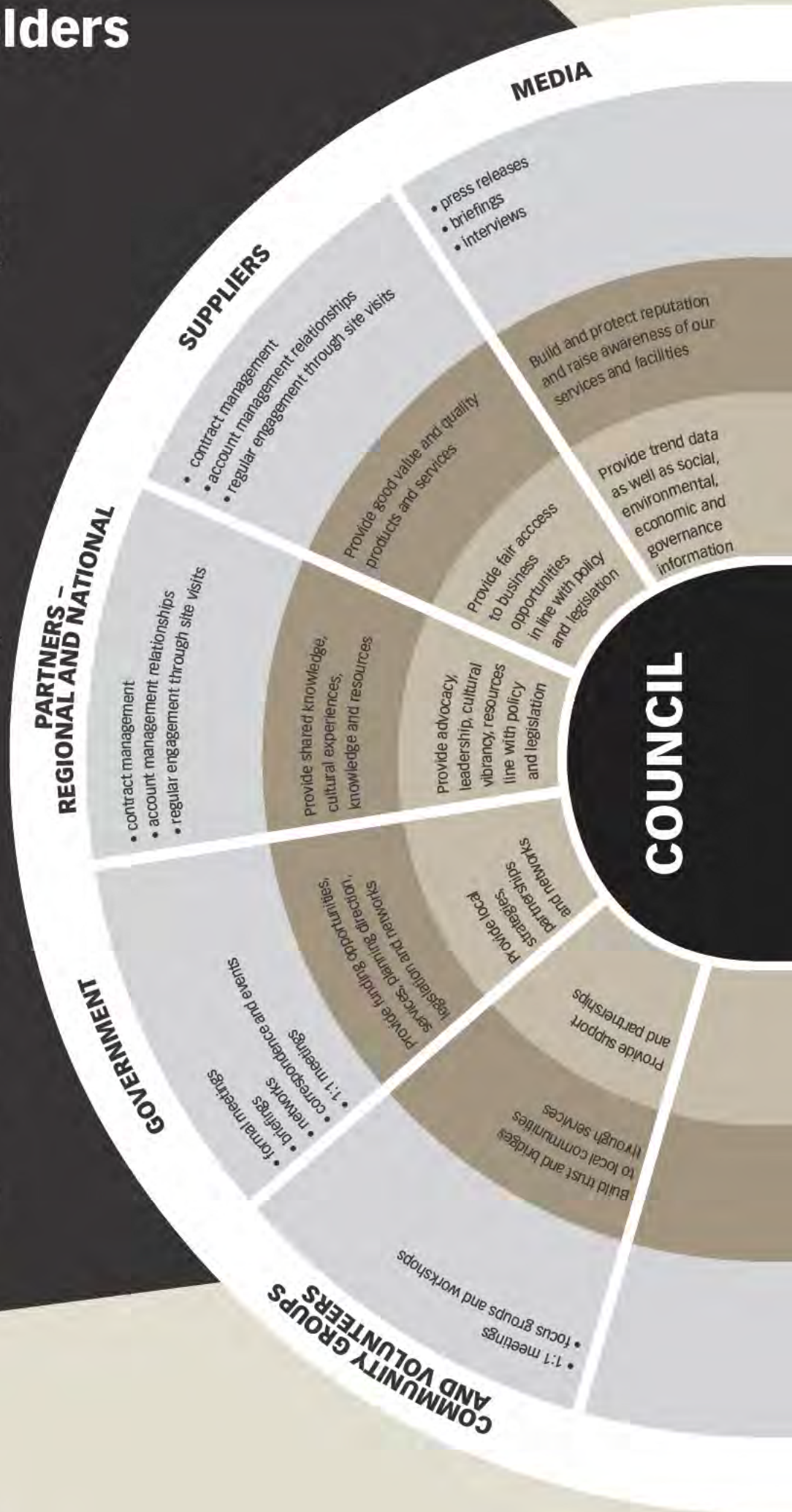
Often organisations assume they know who their stakeholders are and what they want and need from them in the products and services they provide.

We engage with our stakeholders in three primary ways:

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

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

During 2011/12 we continued to engage with our stakeholders to understand their expectations on the issues most important to them and the best way for us to communicate. In 2012/13 we will build on this relationship through My Place, our new online space that will help us connect with our community, and help members of the community connect with each other.



CUSTOMERS

- customer experience and satisfaction measurements
- customer care and service
- website
- publications
- fact sheets

Provide us with feedback and utilise the services and products

Provide products and services at good value and quality

COUNCIL

VISITORS

- events
- website
- published information

Provide economic benefit, generate employment opportunities and financial viability

Provide products, services and facilities

Provide a fair engaging and enriching work experience with career development and flexible work arrangements

Central to success of our business by providing valuable knowledge, skills and labour

- intranet
- staff briefings and onsite meetings
- cultural survey
- performance reviews
- newsletters

EMPLOYEES & THEIR REPRESENTATIVES

Generate sustainable growth and return to the community

Provide civic leadership, representation, services and facilities

Provide and promote business

Build capacity and drive economy in our community

- 'My Place' www.myplaceryde.com.au
- Website: www.ryde.nsw.gov.au
- Focus groups and workshops
- 1:1 meetings

BUSINESS

RATEPAYERS

Provide guidance, values, engagement and feedback

Provide guidance, values, engagement and feedback

Provide guidance, values, engagement and feedback

RESIDENTS

- Rates notices
- community meetings
- City View / other print media
- Website: www.ryde.nsw.gov.au
- 'My Place' www.myplaceryde.nsw.gov.au
- Annual report

- Public meetings
- City View / other print media
- Website: www.ryde.nsw.gov.au
- 'My Place' www.myplaceryde.nsw.gov.au
- Annual report

The Wallumedegal or Wallumattagal were the traditional owners of the area we now call Ryde.

Their clan name derived from *wallumai* the snapper fish, combined with *matta*, a word used to describe a place, but more often a water place.

They are, therefore, the 'snapper people'. They were one of the clans that formed part of a large Dharug language group whose country stretched from the shores of Port Jackson to the Hawkesbury.

About This Report

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



Where partnerships and their related projects are reported



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



Environmental initiatives

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

This Annual Report focuses on the financial and operational performance of the City of Ryde in 2011/12, documenting our performance against 2011/12 Budget, and our progress against our Four Year Delivery Plan 2011-2015. This strategic planning document is the basis for our annual operational plan and budget and shows how we are focusing on seven outcomes to create a City of:

- Liveable Neighbourhoods
- Wellbeing
- Prosperity
- Environmental Sensitivity
- Connections
- Harmony and Culture
- Progressive Leadership.

This is the first year that we have reported on these seven outcome areas, and the new format of this year's Annual Report reflects the transition from our previous approach of reporting on People, Assets, Environment and Governance to a format that reflects our community's information needs. The report includes a snapshot of our performance (both highlights and challenges) and an overview of our outlook for the future,

including our plans to ensure the sustainability of our organisation, our City and the community we serve.

As part of our move towards integrated reporting that will provide more meaningful information about our long-term viability and the links between our financial, social and environmental performance, we have reported issues relating to risk management and sustainability throughout the document. In reporting this way, rather than in discrete sections, we hope to demonstrate the relationships between planning for and managing economic, environmental and social issues and how together these provide a clearer picture of our organisation and its prospects.

In response to legislative requirements our Government Information (Public Access) Act 2009 (GIPA) Annual Report is also included in the Statutory Information section of this report.

Audience for this report

This report is intended to provide important information to a broad range of stakeholders including City of Ryde residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies.

It also provides our staff with information on how well we have performed over the year, how their efforts have contributed to achieving the vision and what to expect in the coming year.

Acknowledgement

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

CITY OF RYDE

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About this year's theme

The theme of this year's Annual Report 'Embracing Challenges' relates to the challenges we face as we transition to our vision of Ryde as a City of Lifestyle and opportunity @ your doorstep. In 2011/12 we have set the stage to improve our business and the services we deliver, and while we are already seeing changes, we still face a number of challenges to ensuring that the City of Ryde lives up to the aspirations of our community.

Sustainability Reporting

The City of Ryde continues to refine its approach to sustainability reporting. Our State of the Environment Report (SOE) is issued as a regional report with Northern Sydney Regional Organisation of Councils (NSROC). The SOE report describes our plans and performance in managing the environmental dimension of our activities. We have also included some highlights from the SOE report in the City of Environmental Sensitivity outcome of this report.

The 2011/12 report demonstrates that we are coming closer to achieving full integration of sustainability considerations in our strategies and service delivery.

Core elements of sustainability reporting include the corporate policy, strategy and objectives to achieve and maintain sustainable development, and the presentation of data and information to reflect current performance against specific environmental, economic, social and governance targets. It covers management plans and special council

projects relating to the environment as well as the environmental impact of council activities.

To view the SOE Report go to www.ryde.nsw.gov.au/soe

Our report draws on the criteria of the Global Reporting Initiative (GRI) Guidelines and includes a quadruple bottom line approach to social, economic, environmental and governance outcomes. We are not yet fully compliant with the GRI, and our sustainability reporting is being progressively integrated into the Delivery Plan, Service Unit planning and the Annual Report.

The GRI index lists the location within the Annual Report that the indicators and disclosures are reported. Refer to page 180 for further information.

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



For the benefit of our community each year we construct or maintain:

310
km of roads

250
km of drainage

402
km of footpaths

17.75
km of cycleways